

MEMOIRE

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Comparing the impact of social businesses and NGOs'
projects on poverty alleviation in France: The cases of
Action Tank Entreprise & Pauvreté and Emmaüs France.

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Introduction

Choosing to embrace a socially active career was rather simple few decades ago. It was possible to be present on the field while going on a humanitarian mission. That was the classical first step and the most idealized way to help population to meet their basic needs and thus alleviate poverty. The other possibility was to work in a Non-Governmental Organisation's headquarters where the job could be as intellectually stimulating as one in the private sector.

Recently we have seen a rise in the social engagement taken by economic faculties and business schools. In France, the well-known and 1st ranked business school, Haute Ecole de Commerce de Paris (also known as HEC Paris), has created a "Social Business" chair back in 2008. Its main competitor l'Ecole Supérieure des Sciences Economiques et Commerciales (also called ESSEC) was the first renowned French business school to create 16 years ago a chair about "Innovation and Social Entrepreneurship". In Belgium, Solvay Brussels School offered until last year a specialization in "Corporate Social Responsibility" to its Management Science's students.

A change is clearly happening in the offering of the formations and specialisations in business schools and economic faculties. This evolution is not only an evolution of some specific fields of studies. It is an evolution of the whole society and of the new generations.

Indeed these past years have seen a tremendous increase in the use of new terms: social entrepreneurship, social enterprises, social business, venture philanthropy, socially responsible investments and so on. The most famous one would be social entrepreneurship. There is a growing trend of entrepreneurship currently and their founders, often from the Generation Y, are looking for some sense in their action. People would then easily refer to social entrepreneurship. Social enterprises and social businesses tend to focus on the core business of the organisations with some social goals or with a notion of public interest. Moreover a new way of investing or funding was created with the venture philanthropy and the socially responsible investments.

However, before that, the Non-Governmental Organisations (NGOs) were the main hub for people who wanted to be engaged socially. They could help while providing food to homeless people with the Restaurants du Coeur, a French NGO that provides food to people in need. They could also offer a financial support through some donations to alleviate poverty.

They could finally give some clothes to the Secours Catholique, a French NGO active through different actions, in order to provide free clothes to its beneficiaries. All in all it was simple to think straight away about NGOs when there was a will to offer time or to provide some financial or material support.

Nowadays the social economy is a new possibility to get engaged. People are willing to give some of their time not by directly doing a social action but while using their abilities and knowledge. Some talented financial and strategic experts are bringing a powerful insight into venture philanthropy. Moreover the financial support does not have to be a donation. It can now be a micro-lending. Finally it is possible to offer its old clothes to some reintegration companies that aim at providing people with a long-term job thanks to a stable work contract.

Considering these two fields of social economy and NGOs, we were interested in discovering their goals, their range of action and especially if there were going to become complementary or competitors.

To be impactful, we have decided to understand their financial models as it appears to be one of the key differences between these two organisations. Following this understanding, a focus on their final impact was chosen. The main impact that was studied was the social one but a mention to the societal impact was also made. The point is to understand how both organisations work and if one can be considered as more impactful than the other one concerning poverty alleviation in France. If so, we would explain it on the basis of some criteria.

However NGOs and the social economy sector are two broad fields and it would be especially challenging to address both in their entirety. For this reason, we have decided to be more precise by focusing, in the social economy, on social businesses. Social business is a business that is cause-driven and is no-loss and no-dividend (Yunus, 2008). Concerning the NGOs we would describe them here as non-profit organisations aiming at solving some social or environmental issues. We have then decided to compare them concerning poverty alleviation. Currently in France, 8.5 million people live below the poverty line. It means that they have less than 987€/month (Direction générale de la cohésion sociale, 2018). By the formula of poverty, we mean that people who are lacking financial resources are led to a vicious circle. Some actions are then taken by both organisations to reduce poverty while using mobility, housing, health support or even food support. To bring a newly detailed

contribution to science, we have decided to focus on France. To be even more insightful, the decision was taken to focus on two specific entities.

The first one is the famous NGO “Emmaüs France” (also called in this thesis “Emmaüs”) which fight against poverty and exclusion. Its founder, the Abbé Pierre, is well known by French people. Emmaüs is especially known for its Emmaüs communities that welcome people struggling with various issues (e.g. poverty, mental illness, drugs or alcohol dependency) and then sell some goods to people in need.

The other entity is the Action Tank Entreprise & Pauvreté (also called in this thesis “Action Tank”). This organisation aims at alleviating poverty while co-creating innovative solutions with mainly corporations (e.g. Renault or Danone) but also some associations, the academic world and the public authorities.

The interest of comparing both of these organisations makes sense because of different variables. Emmaüs is one of the most famous NGO in France and has taken roots in the mind of French people whereas the Action Tank was founded eight years ago and is still pretty small and not well-known by most of the French citizens. These differences in terms of size and reputation were essential to draw up an objective picture of the situation. However both are targeting similar issues like housing, nutrition, health but with their own means. Finally, the employees of the Action Tank had half of them studied in HEC or ESSEC whereas the employees of Emmaüs had different academics backgrounds ranging from some recognized studies in ESSEC to no diploma at all.

To be especially efficient, it was decided to report the findings as a monograph. It gives us the possibility to go in detail in the literature review and to understand precisely the various models. Then the methodology was based on interviews with specifically selected members from both organisations. The interviews, while being both directive and semi-structured, have given us the opportunity to analyse the answers, and especially the language used and the ideas developed.

Concerning the structure, we would begin with a general literature review of the NGOs and of the social businesses. We would go in detail while studying their various funding’s choices. We would then be more specific on focusing on Emmaüs France and on the Action Tank Entreprise & Pauvreté. We would proceed with the methodology used with some explanations concerning the data collection and the data analysis. After that we would

be able to present the results and analyse them. Finally we would offer a sum up of the main findings as well as an explanation of the managerial implications.

The problem that we have decided to raise was then entitled as followed: “Comparing the impact of social businesses and NGOs’ projects on poverty alleviation in France: The cases of Action Tank Entreprise & Pauvreté and Emmaüs France”.

I. A state of art of poverty alleviation nowadays in France with a focus on NGOs (Emmaüs) and on social businesses (Action Tank Entreprise & Pauvreté)

When we think about poverty, we usually see the kind of poverty advertised by media: a small child who is just skin and bones watching us with a deep and sad look or a poor family from some far away countries that seems to live in rudimentary conditions. It is sometimes difficult to understand that poverty is still a main problem in our developed countries. This poverty even has a name: Fourth World. The idea behind is simple: poverty is not only present in the Third World countries but also in developed countries. It is just less visible but however still present. This kind of poverty leads to a range of exclusions: financial, social or political exclusions are the most obvious ones but a difficult access to health services is also a reality.

1. The two main categories of actors active in poverty alleviation in France

We tend to think that poverty alleviation should be considered as a priority. One year ago, Mr Benoit Hamon, who was a candidate to the French presidency proposed in its campaigning program to create a universal minimum income (Hamon, 2017). The goal was simple: making sure that every French citizen who was at least 18 years old and who earned less than 2.800€ per month (equal to 1.9 times of the French minimum wage) could get some dignity by having a minimum of financial resources. However he was not elected and poverty alleviation does not seem to be the core of the actual French policy.

The French government is indeed now focusing its energy on dealing with the strikes actions. The railway workers have decided to go for a strike of three months that affects many French citizens who rely regularly on the French railway system. Some universities are also blocked in order to complain against the law “Orientation et Succès des Etudiants” (*Orientation and success of the students*) which was voted in February 2018. Striking is a common way of action in France in order to be heard by the Government. However some causes are not defended this way and then are less present in the media but also in the

Government's priorities. That is the case for the disadvantaged people that are lacking social, economic but also cultural capitals (Bourdieu, 1996). It leads them to be underrepresented in the political decisions.

Fortunately, other actors than the public institutions are highly active in alleviating poverty. We will focus of course on NGOs but also on the emerging trend of social economy with a special attention on social businesses.

1.1. The classical and renown role of NGOs

When talking about being engaged in social issues resolution, people would easily think of NGOs. Environmentally speaking, they can take a stand to protect the planet with Greenpeace. Socially speaking, they can be willing to help disabled people to walk again with Handicap International. Whatever the issue is, social or environmental, NGOs seem to be the solution.

1.1.1. An alternative to the market-failure and the public-failure: the NGOs

The NGOs appear to be the reference when there is a market-failure (Bator, 1958) or a public-value failure. Considering the model developed by Mr Barry Bozeman, two main public-value failures can be perceived in France: the fact that most of the political decisions are taken in a short frame and that it could affect the public value but also the fact that the very essence of humans can be threaten by market transactions (Bozeman, 2002). Concerning the first point, the French Government can indeed sometimes be focused on a short frame horizon. As we explained before the strikes that are taking place currently became the French Government's main priority. However there is a lack of creation of public value by forgetting the most disadvantaged ones.

Concerning the second point, it can refer to the scarcity of providers but also to some imperfect monopolies. The SNCF (Société Nationale des Chemins de Fer Français) is the owner and administrator of the French railway network and is partly funded by the French State. It is a monopoly position. Currently many people in France are impacted by the three months' strike. It also tackles a notion of mobility. As we would detail later, mobility is a way to escape poverty while having access easily to a job or a formation. This imperfect monopoly can negatively impact some people's working life.

This theory of market and public failures is confirmed by Mr Jean-Louis Laville who added that the third-sector grow “through market failures in the provision of individual services and through state failures in the provision of collective services” (Laville, 2011).

Mr Muhammad Yunus went even one step further while comparing capitalism as a "conceptualization-failure" (Yunus, 2008) that is not able to capture the essence of the human nature. He considered that the human nature is complex and that the profit maximisation is not the way to get people fulfilled.

While understanding the market-failures and public-failures' phenomena, it is easier to understand the importance of actors like the NGOs.

1.1.2. A simple insight of the NGOs

The notion of NGO first appeared in the Article 71 of the United Nations Charter in 1946: “The Economic and Social Council may make suitable arrangements for consultation with non-governmental organisations which are concerned with matters within its competence.” (United Nations Charter, 1946). From that point, NGOs were recognised internationally.

However, defining NGOs is far from being simple. There is not one model that fits them all. It was then essential to come up with some main criteria. The first one would be the private origin of its constitution which means that officially a government cannot create an NGO. It should come from the citizens in order to represent their concern, their views or their fights. It should then be based on a not-for-profit model and have both a financial and a political independence. Already we can notice that some criteria can appear a bit blurry. Some people would considered that financial independence is when you do not received any public grants whereas some others will recognised a financial independence when less than 50% of the total financial resources come from public subsidies. Last but not least, the NGO should act in favour of the public interest.

As Mr Peter Willetts, professor at the City University of London, has said: “The most difficult question about the independence of NGOs is whether they come under governmental influence.” (Willetts, 2006). Indeed by adopting a not-for-profit model, NGOs should find various ways of getting funded. It can come from private donations but also from public ones. If these last ones represent a significant part of the funding, it would appear difficult and controversial to still maintain some political independence.

By analysing the NGOs field, we can however observe two main categories: the campaigning NGOs and the humanitarian or operational ones. On this distinction, Mr Peter Willetts would add: "This may be interpreted as the choice between small-scale change achieved directly through projects and large-scale change promoted indirectly through influence on the political system." (Willetts, 2006).

1.1.3. A critical reality faced by NGOs

Even if NGOs are a major actor in the society now, they are sometimes lacking recognition. They are often considered as a "second-rank or third rank option" (Laville, 2011). They are chosen after that a lack of solutions was found by the public or the private sector. This hierarchy is quite significant in showing the lack of room for a third actor in a duopoly society. As would say Mr Jacques Godbout: "the market and the state represent the normal way to circulate goods and services" (Godbout, 2000).

However NGOs tend to react to this lack of consideration by promoting innovation. Many French NGOs now have on their board talented young professionals that have studied in the best universities and private schools and are ready to use their abilities and knowledge to promote the social cause they care for. Already back in 1994, Mrs Jean Louise Cohen and Mr Andrew Arato expressed the fact that NGOs were using innovation to transform the public space (Cohen and Arato, 1994).

Nevertheless NGOs usually drag an image of unprofessionalism due to a lack of resources. Some small NGOs still face this issue due to small wages offered or a lack of wages at all. As would say Mr Muhammad Yunus about the funding: "It relies on a steady stream of donations by generous individuals, organisations, or government agencies. When these funds fall short, the good works stop" (Yunus, 2008). It appears that adopting a not-for-profit model implies some notions of flexibility, unpredictability but also a form of insecurity. It is risky to invest in human or material resources when there is an uncertainty about how to pay them or if it would be possible to keep them in the future. It is a main drawback considering that France scores really high in terms of uncertainty avoidance. This concept, developed by Mr Geert Hofstede, aims at analysing how a society reacts regarding ambiguity and unknown situations. In the case of NGOs it can imply that some potential employees would choose to work in other organisations in order to avoid this uncertainty but it also means that potential partners could sometimes decide to go for more secured opportunities.

Bigger NGOs tend now to invest more in their own human resources considering them as a great asset to maintain the NGO at a good level but also to develop it. A label called IDEAS was even created in France. It aims at reassuring philanthropists by confirming the good quality of the organisation based on three criteria: financial management, efficiency of the action and governance.

Skilled human resources and monitoring tools are now part of the strengths of the main French NGOs. By using tools developed to regulate the private market, they are trying to professionalize their actions and be considered as a fully-fledged actor. The real questions that will come now are: would the use of these monitoring tools, designed for the private sector, be efficient while used by NGOs? If not, should they come up with their own ones? But considering that their financial resources are limited, with which money should they develop it?

Considering the NGOs presence in Europe, an interesting fact has to be notified. Europeans will tend to associate NGOs with public action in the way that they are both historically opposed to the market society (Laville, 2011). Somehow they expect one of them to be the counterbalance of the private sector. It was especially true during the financial crisis. The citizens were expecting from their actual politicians or political candidates to take a stand in regulating finance. The NGOs, that had to deal with the issues created by this crisis, used their freedom of expression by campaigning and pressuring the public world.

Last but not least, NGOs are a quite difficult model to grasp. Even if some criteria exist to define an NGO, they can change (slightly or significantly) between the countries. There is no official legal basis or relevant registration body. It is even difficult to have a precise idea of the number of NGOs active in France. Moreover their social impact is still not monitored and/or publicly available.

All in all NGOs are a wide range of organisations that cannot be described as a single model. What they have in common for sure is the core of their business: supporting and/or acting for social or environmental causes. They are accepted by the citizens and needed in the society due to the role that they play while challenging both the private and the public sector. However these actors are too often struggling financially. They are caught in a dilemma of not depending too much of public grants. They indeed want to stay an independent actor while

clearly tackling public issues that imply a tremendous amount of money to be sustainably solved. Considering this financial burden, a new trend has emerged that is called: social economy.

1.2. The emergence of the social economy with a focus on social businesses

The social economy has seen a tremendous increase recently. It can be described as a field of economics where organisations are engaged in an economic activity while seeking for some social equity.

1.2.1. A short overview of the various models present in the social economy

The social economy sector is a wide sector that can include enterprises, cooperatives, associations and even foundations. The three models that have received a lot of attention recently are the ones of social entrepreneurship, of social enterprise and of social business.

1.2.1.1. Social entrepreneurship or when the social innovation meets some capitalistic requirements

Social entrepreneurship is a trending formula. These entrepreneurs basically want to use the effectiveness and the performance of a capitalist company while acting for the common good, or a social or/and environmental cause. While listening to the testimonies of various entrepreneurs, it appears that many of them have first observed some social or environmental issues and then have found a way to tackle these problems through entrepreneurship.

They have also used their free enquiry in order to rethink the role of the state. According to them the state should optimize the social expenses by funding profitable social enterprises. The state would then stop offering subsidies but would instead start investing (G rome, 2014). It indeed has a major role to play in tackling social issues due to the fact that the responsibility of these fights cannot stay only local (Klein and Raufflet, 2014).

Currently social entrepreneurship is a model that is still lacking recognition from the public organisations. A special methodology was developed based on: “the immaterial investment, the collective dimension, the non-monetary resources and the positive externalities of social entrepreneurship.” (Laville et al, 2005).

Moreover some economists who work in the social economy would challenge the role of the social entrepreneurship. They would consider it as a movement of thought based on capitalism's principles whereas the social economy would aim to reduce the power of the capital and to empower every citizen (G  rome, 2014).

Fortunately social entrepreneurship is still generally positively perceived. Some would even think that it can affect three types of solidarity: the one with the state, the one between the generations (e.g. sustainable development) and the one between groups from a same sector (e.g. advisors and entrepreneurs) (Fayolle, 2015).

Finally social entrepreneurship challenges the funding actions of the state, the capitalistic society but also the place left for NGOs. While having reach a certain level of development, the social entrepreneurship would turn into a social enterprise or a social business.

1.2.1.2. Social enterprise or when the profit goes hand in hand with social impact

A social enterprise aims to answer uncovered needs. It will use strategies of complementary, partnership and even in some cases of competition. A notion of beneficiary that can be direct or indirect will mainly be used. This beneficiary is not always the client (the one that indeed pay for the good or service).

There are various ways of being funded. However, in all the cases, the profit would be fully reinvested in the business. The employees of social enterprises always have a main concern of being and staying independent and autonomous (Defourny and Nyssens, 2007). Compared to a traditional company, there would not be one legal form. It would mainly depend on the mission, on the principles of action and on the goals. There are indeed two main types of organisations: the organisations of mutual interest (e.g. cooperatives) and the organisations of general interest (Defourny and Nyssens, 2017). It is also implied that the governance would be more or less complex depending on the status. The human resources would also range from volunteers to employees.

Concerning the financial resources, the funding strategies are essential. Financial resources can come from supportive funders with some donations from individuals, some companies' sponsorship, some foundations' sponsorship or some micro-credits. Public funders like the European Union, the state and some local communities can be interested in supporting this kind of projects. Moreover the traditional private funders are also involved in the process of funding social enterprises.

A social enterprise would then need to deal with three challenges: make sure to have a sustainable economic model; to work with employees and volunteers that have some specific knowledge and ability and then to measure its societal impact as a mean of proving its effectiveness (Sibieude, 2011).

Eventually a social enterprise can take the form of a social business.

1.2.2. Understanding the complexity of a social business

The idea behind the social business was mainly developed by the Nobel Peace Prize, Mr Muhammad Yunus. It all started with this simple assumption that “the free market - powerful and useful as it is - could address problems like global poverty and environmental degradation” (Yunus, 2008).

1.2.2.1. The very essence of the social businesses

A social business is a social enterprise which aims to alleviate poverty. Its main goal is to come up with a solution to a societal issue while being based on an economic model that understands the importance of value creation by making sure to stay fair and ethic. The final aim is to maximise the social wellbeing while having a positive impact on its ecosystem. While talking about ecosystem, it also means that employees should receive some fair wages and work in good conditions. Moreover the interest of this ecosystem is to share resources and knowledge especially between the partners (Gulati, 1998).

Mr Muhammad Yunus observed a main difference between the traditional companies that would be “profit-driven” and the social businesses that are “cause-driven” (Yunus, 2008). However it is important to separate the two different forms of social businesses. The first one is usually implied when we talk about social business. It is merely a business that focuses first on the social benefice rather than on a traditional profit maximisation. It is normally owned by investors who are convinced by the ideas, the values and the social goal of the social business. The second model is less famous but used frequently in developing countries. The goal is to run a business which aims at maximising the profit. It would benefit the investors that are poor or disadvantaged people. Both forms can of course be mixed.

Moreover social businesses are not launched by only one type of actors. Existing company can create their own social business as we would see with Renault. Foundations, governments and international development donors are also investing in this model. People do

also take action at their own level. It is especially true for young people, individual entrepreneurs but also retired people (Yunus, 2008).

1.2.2.2. The importance of a sustainable economic model

One of the major differences between an NGO and a social business probably takes place in the economic model. As Mr Muhammad Yunus has explained clearly: “As long as it has to rely on subsidies and donations to cover its losses, such an organisation remains in the category of a charity” (Yunus, 2008). The importance of being financially independent is then crucial. It goes even one step further. The fact of having a sustainable economic model is the key of growth and future development.

Another core characteristic of a social business is the fact that it is a non-loss and non-dividend company (Yunus, 2008). It simply means that profit would be directly reinvested in the activity. However, if the investors want to, it is still possible for them to get back the initial amount invested.

Considering the fact that investors are involved in the process, it brings to the social business an additional motivation to make profit. It would indeed be a mean to pay back its investors when the time would have come. Also it is a good signal that the social goals would be pursued on a long-term perspective.

Moreover the fact of not receiving a dividend, in the case where the investors are not the disadvantaged ones, is not considered as a brake. Investors do not invest in order to get some financial rewards but they invest for their own personal satisfaction. Their motivations can be compared to the ones found in philanthropy cases.

Social businesses will also focus on targeting the base of the pyramid: “The aim is to reconcile the fight against poverty with the profit motive: here, the societal goal converges with the economic objective.” (Faivre-Tavignot, 2016). By targeting an uncovered market with an innovative offer, it could be a source of profit not yet used by other organisations

1.2.2.3. A key to success: measuring the social impact

As a business that aims at making profit, a social business needs to measure and monitor its actions and its results in order to stay sustainable and competitive. One key element to measure would be the social impact. However it is still complicated to identify and

measure the change that has happened for individuals. There could be a multiple causes that can often be intangible and non-monetary.

However some tools were developed to measure them. The three most famous ones would be: the social balance scorecard, the impact reporting and investment standards and finally the social return on investment (Stievenart and Pache, 2014).

Moreover it is important to state that an impact can be defined as an effect, a result, a change or a consequence. There is not one single definition. Some would be even more precise by assuming that an impact only takes place when results happened thanks to a particular operation.

On the one hand the OECD (2002) would described an impact by stating that they have “long-term effect, positives or negatives, primary and secondary, induces by a development action, directly or no, intentionally or not.”¹. On the other hand the European Commission (2006) would define an impact as “a general term used to describe the effects of on intervention on the society”.²

A guide of self-evaluation created by Avise clarifies even more the concept of social impact. It suggests that it should take into consideration the value created for the people but also for the society as a whole based on several dimensions: economic, political, environmental, societal, social and fulfilment (Duclos, 2007).

However when assessing the significance of a social impact, four thematic appeared to be central: the pertinence would be a way to understand the social needs that were at the origin of the project; the effectiveness would help setting up objectives and steer the reach of them; the efficiency would compare the results with the resources that were needed during the project and finally the net impact would show how social changes were made possible thanks to the project itself (Stievenart and Pache, 2014).

All in all the social economy's sector is a wide one. It goes from social entrepreneurship to social businesses. It can served the most disadvantaged ones or be own by them. It can used some capitalistic tools or be completely against them. There is no one model fits them all. The social economy is as wide as the issues it tackles and as the diversity of

¹ Translated by the redaction

² Translated by the redaction

people that work for it. The model of social business is the more capitalistic one. It aims at creating some profit and maximising it for one goal: to invest even more in the social or environmental objective it pursued. It is a mean to stay sustainable and financially independent. This is a major difference with NGOs that mainly rely on public subsidies and private donations. We will now analyse these financial differences.

2. One social fight based on two different funding models

Having the right resources is crucial for an organisation. By resources, it is implied human, material but especially financial resources. We saw previously that NGOs rely mainly on external sources of funding through individual or corporate donations but also through public grants. Concerning social businesses, they make sure to keep their financing under control while being mainly funded by investments and by then ensuring to generate some profit in order to use their own equity.

2.1. The complex world of donations for the NGOs

When we pictured a donation, we usually see an individual donating to an NGO in a developing country. However, donors are not only individuals. They can also be companies that want to have an impact at a local or national level. The state can be involved in the donation's process too. It is also important to keep in mind that donations are not only international: they are often local or national.

2.1.1. Individual donors: invisible but essential actors of NGOs

When a number of earthquakes have hit the Nepal in 2015, many people from developed countries have rushed to provide a financial support. They have felt a will to help the local populations. The financial support appeared to be the most effective one due to the geographical distance. This altruism is not only present when there is an important distance. On the contrary, it often leads to donation in the own countries of donors.

2.1.1.1. Situational analysis of donations in France

One European donor on five is French. France is the second biggest European countries in term of donors after the United Kingdom according to the Centre d'étude et de recherche sur la philanthropie (*Centre of studies and research about philanthropy*) also

known as CerPhi (CerPhi, 2015). It is still important to keep in mind that France is the second biggest country in Europe regarding the population.

French people have given 2.54 billion dollars in 2012 and 20% have been allocated to the international solidarity according to a report ordered by the OECD (Groupe Pilote, 2012). It is an interesting fact considering that mostly international solidarity seems to be advertised in the media. It appears that French people do like to support local projects or national causes. To have an idea of what these 2.54 billion dollars represent, the report has stated that the ratio private philanthropy/GDP is about 0.23%. In other words, the philanthropy would represent 0.23% of the French GDP.

To be even more precise, 53% of the donations come from people who earn more than 45.000€ per year. This can be explained by the fact that these donors do have more financial facilities. A donation would have less impact for them than for some people who earned less. Indeed these last ones are using most of their revenues in consumption and are not able to save so much. Regarding the average amount of a French donation, it is around 411€ (Tchemia, 2015). In France, a minimum income is granted to people without a job or with some part-time job that does not allow them to have enough income to survive. It is called the Revenu de Solidarité Active (*Active Solidarity Income*) and is also known as RSA. In April 2018, it was around 550.93€ for an individual without any children. It means, for the comparison, that an annual individual donation amounts to 75% of a monthly minimum income “RSA”.

In France there is a strong incentive to donate thanks to an attractive fiscal's policy. A donation would give access to a 66% tax credit in a limit of 20% of the taxable income (CerPhi, 2015). Some NGOs websites even do the calculation for the potential donor. For instance, if the donor choose to donate 80€ to Amnesty International, they will state below that it would only represent a final cost of 27.20€ after the tax reduction of 66%.

Thus it was proven that the donations in France would mainly depend on the employment rate, the level of education but also, more surprisingly, the fact to live in a collective housing (Tchemia, 2015). People who are working and/or the ones with a high level of education (two or more years of tertiary education) will tend to donate more. Surprisingly donors would mostly live in collective housing. Donations would also depend of the age. The Generation Y is bringing new perspectives into it.

2.1.1.2. How the perception of the donation is changing with the Generation Y

Few decades ago, the young French generations could find themselves in some key values: family, work and homeland. Currently, young generations do not support these values anymore: many families are split geographically, working in a company is not anymore for a lifetime and the opportunities abroad have reduced the feeling of patriotism. The actual young generation would then look for values in social and environmental causes.

They are globally thinking really positively about generosity. They still somehow use their free inquiry by noticing the general over-information's phenomenon and the lack of proper identity of some NGOs. Based on these observations they would be in favour of building a stronger bond between the society and the NGO. They would also expect more explanations about the use of their donation. It can be perceived as accountability.

An interesting fact to point out is that they are not planning to support a cause only by giving money. They also want to take action either by sharing competencies or participating to some sportive events while being sponsored (France Générosités, 2016). It makes sense considering their will of having a collaborative culture (BNP Paribas, 2017).

This generation Y is active in philanthropy because they are developing processes to ensure the transparency and the accountability of the organisation. It relies on a need of trust.

2.1.1.3. One key element to convince a donor: trust

A donation is mainly based on two criteria: the transparency and the level of trust (Groupe Pilote, 2012). It appears that more and more donors are asking for accountability. It places NGOs under pressure and pushes them to make available their financial reports and even sometimes the salary of their CEOs.

To be even more precise, we can observe that 54% of the French people were having trust in associations and foundations in 2017. It was not the case of the remaining 46%. It demonstrates that NGOs should take really seriously the concern about transparency and accountability. Concerning the main subject of this thesis, poverty alleviation, still 54% of the French people were trusting associations and foundations and 31% were trusting public authorities (Kantar Sofres, 2017). It means that French people would more rely on NGOs for being impactful in poverty alleviation. However just over half of them trust these organisations and could then be potentially interested in providing a financial support.

They even have defined some trust criteria: control (important for 76% of the people interviewed), strict administration of the donations (71%), conformity with the initial mission (70%), website's presentation (36%), and reputation on the internet (32%) (Kantar Sofres, 2017). One more time it implies some transparency and trust but also some professionalism and a reinforced external communication.

When the trust would be ensured, more people would be comfortable in becoming donors. They would then be able to use different payment means for their donation.

2.1.1.4. Between traditional payment methods and innovative ones: the donation made possible everywhere

There are two main ways of providing a financial support. The first one is based on everyday's transactions. The goal is to be really simple and somehow painless due to the really small amounts given. To be sustainable, the organisations that used these methods, expect to create regularly (e.g. daily or weekly) an opportunity for the donor to make a micro-donation. It includes all the cents that can be given (e.g. on a salary or a purchase), the donation cards or the possibility to give up its fidelity points on the behalf of an NGO. The second category is the one of networking and communicating between peers with the growing importance of crowd-funding actions (France Générosités, AFF and Crédit Coopératif, 2013). This trend is growing significantly. It is now easier than ever to support financially some projects involving some relatives. For instance the Hunger Race that takes place in Belgium ask all the teams to collect 1.400€ that would be given to SOS Faim. Participants use crowd-funding as a simplified way to show their project but also to collect some funds.

Payment methods have been highly impacted by the emergence of communication and information technologies. It is now possible to use its credit card through the internet for a simple donation. It is an opportunity for NGOs because it implies that the vast majority of people can donate from everywhere. Many NGOs also offered a direct debit either for a unique occasion or on a regular basis. Few NGOs also try the system of donations through text messages. The fact of having online donations is based on a new scheme: donors, projects and beneficiaries (Groupe Pilote, 2012). Some NGOs make it now possible to choose with which project the donation is associated and it also explain who it would affect.

However, considering the fact that in France $\frac{3}{4}$ of donors are 50 years old or over and that $\frac{1}{3}$ are 70 years old or over (Tchemia, 2015), we can understand that the traditional ways

of donating are still dominating. Cheques and street fundraising are still the most efficient way to obtain a donation.

These various ways of donating let higher possibilities for the donors to choose a project or a method payment that fit them. They can also decide to provide a practical support. Individuals are not the only donors in France. Companies give too.

2.1.2. Beyond the individuals' donations: the significance of the private and public supports

The public sector can sometimes be considered by NGOs as a gateway for being funded. Companies are also a main actor concerning financial donations.

2.1.2.1. Corporate sponsorship or when companies play it social

In France, corporate sponsorship is well present. In 2012, 3.43 billion dollars were collected through this model (Groupe Pilote, 2012). It overpasses individual donations by slightly less than a billion.

Corporate sponsorship can come from a company commitment. It would then be rooted in the company's identity. The development of corporate social responsibility led many companies to take action by themselves or most of time by supporting some NGOs. Corporate sponsorship takes also place as a community involvement (Groupe Pilote, 2012). It can refer for instance to some social entrepreneurship which aims at tackling a social cause while being supported by the company. From an individual perspective in France, it is possible for the employees to give part of their salary. It would usually work as a system where the cents would be given to NGOs.

To go more in detail, 26% of the companies who are willing to operate as corporate sponsorship select social causes (e.g. housing, mobility or even employment). To draw a comparison, only 5% of the corporate sponsorship was used to support social entrepreneurship (Admical and CSA, 2016).

Finally, donors are not only individuals or companies. Public sector is also a main actor.

2.1.2.2. Public donations or when innovative methods change the game

Public authorities are well known for offering some subsidies to NGOs. It can represent an important part of their financial resources. For example, the financial report

published by the NGO “Care France” shows that 8.234.000€ (23.9%) were given by individuals, 3.910.000€ (11.4%) were provided by companies and foundations and 22.276.000€ (64.7%) were coming from institutional grants. In this amount, the French State has donated 4.109.000€ (Care France, 2017).

However the French State does not only fund NGOs through subsidies. It has also set up new public financing methods.

It has indeed developed different kind of social impact bonds. One of them, the pay-for-success bond, is an obligation without any interest rate in which the state agreed to pay for an improvement of the social results during a predetermined period (Groupe Pilote, 2012). The goal is to set up a contract with an obligation, not of means, but of results for organisations that aims to offer a response to a social cause.

They have also created a social investments grant. This grant is not economical. It aims at classifying the NGOs projects that have agreed to go through an evaluation process (Groupe Pilote, 2012). The goal is to convince the individual donors and foundations to trust some organisation by assessing their quality in terms of transparency, governance and effectiveness.

However some NGOs try to come up with their own financial resources: from the sale of some objects (e.g. the candles of Amnesty International) or some membership fees. The financial report of 2016 from Amnesty International Belgium (French part) shows that the sales have amounted to 595.290€, the membership were of 378.936€ compare to the donations that have reached 2.916.631€ (Amnesty International Belgium, 2016). It is quite significant of the predominant place of donations in the economic model of NGOs.

All in all donations are possible at various levels: individual, corporate or public. There is a tendency to look for some social return investment. A new formula is even trending: venture philanthropy. The principle is simple: donors act like investors or business partners while providing guidance based on their expectations. It seems that donors are changing from “armchair philanthropist” (Lloyd and Breeze, 2013) to investors.

2.2. The innovative ways of being funding adopted by social businesses

The NGOs would mainly depend on various kinds of donations or grants. Companies would rely on internal resources (e.g. equity) but also external ones (e.g. loans). Concerning the social businesses, they are facing many difficulties while trying to be funded: public funding are decreasing; social investment is still slightly weak; the model of social business is not yet well known and the various models of the social economy are difficult to grasp (Sibieude, 2011). For these reasons they have adopted various means of financing.

2.2.1. The strategic importance of being funded through the classical ways: private funders and own equity

A social business is a business that aims at using the commercial tools and the economic model of the traditional business field. Regarding this aspect, they will turn to traditional private funders as the banks in order to obtain some bank loans.

Different kinds of debts can then be chosen. The quasi-equity debt is tied to the revenue. It implies a medium financial risk and return. The claim on assets would then be residual. The convertible debt can also be adopted. The payment would be fixed with some conversion. Like the quasi-equity debt, the financial risk and the return would be moderated but a stronger focus would be set on the assets. A classical debt would imply a fix payment structure but some inferior return and financial risk. However the claim on assets would be a priority. In some special cases, the complex method of the securitized debt can be adopted (Bugg-Levine, Kogut and Kulatilaka, 2012).

Some social businesses would be based on a different economic choice. They would be created thanks to private savings. They would be expected to make some profit in order to reinvest and sustain the activity. They will then use their own equity. By this choice, they can be financially independent from any private investors. As for a traditional company, it is not always easy or recommended to be self-funded. There is indeed a high financial risk which also implies a high financial return.

New financial possibilities have also emerged. One of them is the creation of some pooling funds (Bugg-Levine, Kogut and Kulatilaka, 2012). The goal is to set up portfolios assembled by various micro-lenders. They could then decide regarding the return and the risk expected where they should invest. As in traditional finance, the more risky it would be, the

more financial returns can be expected. This new investing method was developed by the social capital investor BlueOrchard. This model has now spread in other countries.

Like a traditional company, a social business needs to be carefully supported. It can then ask for the expertise of accountants but also for the assistance of some networks. At the creation of a social business, the support of the network *Entreprendre (Undertake)* can be a considerable help in solving the first issues encountered but also in guiding through the various tasks to undertake.

Even if a social business is a business that has access to the traditional means of financing (private funders and own equity), it still pursue a common good's mission. For this reason, other ways of financing are made possible.

2.2.2. The emergent position of solidarity funders

Impact investing is a new and trending way of investing. The capital would be invested in some companies with a strong focus on the social value creation but it would mostly have a limited profitability. The return expected can go from under the market rates to exceed them. Various impact investing funds were created: Citizen Capital, Alter Equity or Comptoir de l'Innovation are just few examples (Leboucher, 2015). The funds invested come from different sources: from wealthy individuals who want to invest sustainably, from some insurance like Aviva or Maif but also from the employees' savings plan used by the French solidarity savers.

This impact investing's model mainly targets renewable energy, housing, healthcare, education but also microfinance. The goal is clearly to have a positive impact and to generate some social or environmental effects. It goes one step further than the socially responsible investments, also called ISR, which aim at choosing investments based on harm avoidance.

A more incorporative way of impact investing was developed. It is called: venture philanthropy. In this case, the investors planned to use their fields of expertise in order to invest regarding the risk, the financial return but also the social change possible. It is based on capitalistic values: result-oriented, global, strategic and ambitious (Perrini and Vurro, 2011). One key point of the venture philanthropy is that it provides multi-year investments. The investor considered himself or herself as a partner unlike the public authorities that would provide a grant just for a year without much monitoring of the impact.

In venture philanthropy, the risks are being shared with the supported entity. It is a trust mark that is also based on the different monitoring tools. There are ways for the investor to measure and keep a track of the financial results but also of the social impacts. The invested money comes from multi-donors funds but also from some foundations.

The goal of this kind of philanthropy is to support financially the organisation but also to develop some leadership and managerial skills as well as a clear vision and some short-term objectives. It completely overpasses a traditional investment activity that is just based on investing financial resources. Venture philanthropy does look at the big picture in order to develop the social business and support it in becoming sustainable.

In venture philanthropy, an exit strategy is always planned. It means that the investors would find ways along the supported organisation to establish other sustainable funding relationships.

Considering some specific social businesses, other ways of getting financial resources would be chosen. It could be by taking part in some competitions. The Foundation Schwab is a not-for-profit organisation that aims at supporting and promoting social entrepreneurship. With the Boston Consulting Group, they organize a Social Entrepreneurs' Prize. Last year, a cover page of the magazine *Le Parisien* (section economy) was made with the four finalists. This year, the winner will attend the World Economic Forum in order to meet public and private actors and so to promote its business idea. Ashoka, which is a networking organisation for social entrepreneurs, also partnered with McKinsey in order to support social projects and to develop them.

Different organisations are now supporting the development of the social economy in France. It ranges from agencies (e.g. *Avisé*) to some regional social economy's organisations supported by the public investment bank, *Bpifrance*. It also includes organisations like *France Active* which aims at supporting social projects and at assisting in finding financial resources.

New actors would potentially also support social businesses in the future. Some experts predict the emergence of social business angels that would invest either directly in a social business or in some specialised investment funds. Some were also talking about the creation of a social investment exchange (Perron, 2011). It was considered as a way to buy and sell equity and debt of social businesses. A social stock exchange was indeed created back in 2012.

The emergence of new actors interested in supporting the development of the social economy is a real opportunity for social businesses. However the public institutions are active in financially supporting social and environmental causes.

2.2.3. Public institutions: an equilibrium between investments and grants

European's and French's public institutions are involved socially but also more recently environmentally. They have traditionally supported organisations while providing a grant. More recently, with the emergence of the social economy, a new way of using the social-driven funds was made possible. It is through investments. It implies a complete rethink of the resources' organisation and the impacts' monitoring. It has then led to new ways of funding organisations.

2.2.3.1. The European Union: a major funder that should not be left aside

The European Commission has recognised the importance of the social economy and has then encouraged the creation of a Social Business Initiative. The goal is to make it easier for social enterprises and social businesses to obtain funding. The European Commission even wants to make it a priority for the investments made by the European Regional Development Fund and for the European Social Fund. It has even created a European regulatory framework in order to guide the socially invested funds.

The European Union also offers various grants concerning a wide range of subjects. It is essential for social businesses to carefully analyse the possibilities offered by the European subsidies. As these social businesses are tackling social or environmental issues, it is highly probable that some grants would support their actions.

After having analysed carefully the European subsidies offerings, the social business should operate with the same approach regarding the French State.

2.2.3.2. The French State: a traditional welfare state that develops innovative financing models

The French public investment bank, Bpifrance, offers some solidarity loans in partnership with the Fonds pour l'Innovation Sociale (*Social Innovation Funds*) also known as FISO. The principle is simple. The loans made to social businesses have to be reimbursed only if the project has functioned satisfactorily (Leboucher, 2015). It is quite similar as the pay-for-success bonds that we have seen previously. The aim is to focus on the result.

The French State has also set up some honour loans under the program called “Programme d’Investissement d’Avenir” (*Investments for the Future’s Program*). It was initiated in 2010 and has raised 57 billion euros until now. Only a small part of this budget is given through subsidies. The main part is aimed for loans that support research but also innovative projects.

As for the NGOs, the French State has set up some social impact bonds which are sold to private investors. As the financial return would depend on the result of the social project, investors can use their monitoring tools to assess the risks and the returns expected.

Moreover the state can support social businesses through public cooperation agencies like the Agence Française du Développement (*French Development Agency*). The local and regional authorities do also have a predominant role to play. They would usually have an interesting insight about the projects that they do want to support. By being implemented locally, they can better understand the needs of the populations and the impact expected that a social business can have in its local environment.

Social businesses can rely on various opportunities offered by the public institutions: European grants, national investments and also local subsidies. Behind these financial possibilities, there is a certain amount of bureaucracy. It can be seen as an obstacle by some social businesses. It appears then easier to convince individual investors or donors but also to build partnerships with companies and foundations.

2.2.4. The financial support provided by individuals but also by corporate and foundations sponsorship

Social businesses are intrinsically tackling social or environmental issues. They then heighten the awareness of the rest of the society. The support received from individuals, companies and foundations is not only a way to get some funding but also a kind of recognition for their actions.

2.2.4.1. From donors to investors: a rethink of the role of the individual funders

Philanthropy was traditionally associated to some kinds of donations towards NGOs. It is currently evolving. The Generation Y now expects to use the philanthropic funds in various for-profit organisations. They plan to keep a straight control on their funds while monitoring them through various assessment tools (e.g. social impact bond toolkit or IRIS KPI catalogue)

(BNP Paribas, 2017). The social businesses could then benefit from this generational change by having access to resources historically reserved to the NGOs.

Social businesses are not only considering philanthropy when they think in term of individual participation. They have, for many, mastered the art of using the internet for connecting with others, for promoting their offers but also for fundraising. One of the tools that they tend to use is crowd-funding. The concept is simple. It is literally based on having a project funded by a certain amount of people. Different kinds of crowd-funding platforms exist that could be based on donation (e.g. gofundme.com), lending (e.g. lendingclub.com); rewards (e.g. kickstarter.com) or equity (e.g. wefunder.com). Some crowd-funding platforms were created specifically for the social economy like Spear, Hellomerci, 1001Pact or even Arizuka are just some of the various examples.

2.2.4.2. Corporate and foundation sponsorship: when social investments lead to innovation

Corporate sponsorship is traditionally linked to NGOs. Indeed it looks more impactful for a company to communicate on a partnership with a renowned NGO rather than with an unknown social business.

However some companies do provide some financial or material donations to social businesses in order to reach a common good. Despite reaching the same social or environmental goals than with an NGO, the companies would not benefit from a fiscal reduction. We have indeed observed that the French fiscal policy is providing an incentive to donate to NGOs while offering a tax credit amounting to 66% of the donation's amount. It is a main drawback for the social economy. Indeed, when a company donates 100€ to an NGO, it would be an effective cost of 34€ but a donation to a social business of 100€ would indeed represent a cost of 100€ to the company. If a company does want to support a social business, they will tend to already include this lack of tax credit by giving less. Following the previous example, the company will straight away give 34€ to the social business.

However donations are not the only solution possible to support a social business. Companies can also choose to invest in them. It implies that they would not receive any financial returns but they could get back their money. It is the virtuous circle that social businesses plan to create. For instance, a company would invest 100€ in a social business that focus on poverty alleviation in year 1. One year later, they would get back their 100€. As they have initially planned to donate this amount, they will use it as planned by supporting another

social cause. They would then reinvest this 100€ in a Working Integration Social Enterprise also called WISE. After two years, the initial amount of 100€ has served two causes for a cumulated amount of 200€.

Concerning the foundations, they also see the social economy as a way to have a social impact. They analyse the investment or the donation being made through the social impact it would have. They tend to be less demanding of the organisation that supports the cause: NGOs or social businesses. They do have a certain freedom in their actions that make them actors who can lead to some progress in terms of social innovation.

All in all, NGOs and social businesses tend to have various ways of funding. It can come from the public authorities like the European Union, the French State or some local and regional authorities and can take the form of some grants or investments. It can also come from individuals, companies and foundations either as donations or as investments. Finally they used these funding in different proportions. NGOs would mainly depend on individuals' donations and public grants whereas social businesses would look for investments from traditional actors like the banks. The social businesses would also be more in a partnership state of mind meaning that they want to co-create some values with and for the investors.

We would analyse now two entities that are active in poverty alleviation in France: Emmaüs France which is a renowned French NGO and the Action Tank Entreprise & Pauvreté which develops social businesses models.

3. A case study of NGOs projects and social businesses in France

NGOs and social businesses are both tackling social and environmental issues. It would now be interesting to understand if they do have a different impact.

For this reason we have decided to study two organisations: the renowned NGO, Emmaüs France, and the social businesses creator, Action Tank Entreprise & Pauvreté.

They are both active in poverty alleviation in France. That is still a main issue because 10% of the population in France do not have enough financial resources to cover its basic needs (e.g. housing, health or nutrition). To be even more precise concerning the housing

issue: 3.5 million people are badly housed and 10 million are concerned at some different levels by the housing crisis. Finally 141.500 people are homeless in France (Emmaüs France, 2014). It is quite significant considering that the whole population of a city like Aix-en-Provence is about 142.000 inhabitants.

3.1. Emmaüs France, the French NGO that needs no introduction

Emmaüs France is a reference for French people: the poorest ones can find a place to stay; the disadvantaged ones can buy some second-hand goods for an under-market price and the rest of the population can give them its clothes or unused material.

3.1.1. An overview of Emmaüs France

To have a clear understanding of Emmaüs France, it is essential to look carefully at its history, at some key figures but also at its values and principles.

3.1.1.1. A bit of history that starts with the Abbé Pierre

In 1949, the Abbé Pierre met Georges who was a former prisoner with suicidal thoughts. He asked for the help of Abbé Pierre who told him that he had nothing for him but that Georges could help him in helping others. That is how the first Emmaüs community was created.

The Emmaüs movement became famous in 1954. The winter was particularly cold in France and the Abbé Pierre pronounced a speech in Radio Luxembourg that has overwhelmed a high number of French people. Following it, a solidarity movement appeared in order to help homeless people going through the winter. It would then be named: the uprising of kindness.

It was later in 1985 that the NGO Emmaüs France was created. It is registered as an association loi 1901 (*association law 1901*). Most of the French NGOs do have this status.

Emmaüs France do now considered itself has a social innovation lab that aims at finding solutions to the various forms of exclusions.

3.1.1.2. The perception of Emmaüs France through some key figures

Currently Emmaüs France is a network of 288 organisations that work in the fields of social action, housing access, working integration but also sustainable development.

In these organisations, 5.060 people are employed. It includes 1.460 employees under integration contracts. There are 4.400 companions and 8.600 volunteers. In total 18.060 people are active in Emmaüs France.

They usually collect 285.000 tonnes of goods a year. It is worth an amount of 2 million euros. The financial help received, for its part, is worth 27.5 million euros. Thanks to that, they can have resources that amount to 485 million euros (Emmaüs France, 2014).

More than 45.000 people have access to some accommodation centres and more than 40.000 have benefitted from the social housing.

Considering the role predominant that had acquired Emmaüs in poverty alleviation in France, it was decided to create an international section called: Emmaüs International. Founded in 1971, it is now composed of 337 groups present in 37 countries.

In order to keep a coherent image, Emmaüs France has been build based on strong values and principles.

3.1.1.3. Emmaüs France: an organisation rooted in essential values and principles

Emmaüs France is based on four pillars: solidarity, unconditional welcome, autonomy through the work and sustainable development. The predominance of the work is first a moral obligation and a socialization opportunity (Auger and Reynaud, 2014). The unconditional welcome appears to be a major value. That can explain the various organisations held by Emmaüs France that support a high number of individuals.

Another key principle of Emmaüs France is the importance of the tripod. It means that the equilibrium is made possible thanks to the work of the employees, the support of the volunteers and the participation of the companions. It was thought right from the beginning by the Abbé Pierre and has been proven to be efficient.

3.1.2. Emmaüs France: three divisions, three actions and three economic models

Emmaüs France has divided its actions between three main divisions: the communities, the social action and housing and finally the solidarity-based economy and integration. These three divisions do have different economic models.

3.1.2.1. Division 1: Communities

Currently in France there are 118 communities. They aimed at welcoming people going through a tough time due to various reasons like indebtedness, addictions or familial breakdown. It would offer them a place to stay with some meals and an activity. The people received are called companions. They would work at the recuperation of second-hand goods with the purpose of selling them.

Thanks to this economic activity, the communities can be financially independent. It means that they would not receive any public grant. However they still are dependant of the individuals' second-hand's donations. They also sometimes rely on the corporate material support.

Concerning the companions, everyone is welcome due to the unconditional welcome's principle. They can stay as long as they want. They could only be fired if they do not respect the rules based on work, hygiene, sobriety, non-violence and honesty. They are considered equally as beneficiaries and as workers.

Besides the service received of housing, meals and care, the companions receive every week 49€ which represents around 213.5€/month. They would also receive 6€ for their hygiene and a holidays allowance of 40€ per holidays' day. They can work 36 hours/week and have 2.5 days off (Ambroisine, 2011).

The Emmaüs communities act as a social link between this excluded population and the social services. They are officially recognised as a community and solidarity activities' centre also called *Organisme d'Accueil Communautaire et d'Activités Solidaires*. It implies that the companions are recognised as solidarity workers and can then have access to some healthcare called *Couverture Universelle Complémentaire* or *CMU-C (Complementary Health Coverage)*. They will also contribute to the pensions' retirement. In 2011, 6% of the companions were retired (Ambroisine, 2011).

The model is based on a social intervention that offers a haven while acting similarly as a social autonomous company. On that point, it really differs from the second division that is focused on social action which only cover the vital needs.

3.1.2.2. Division 2: Social action and housing

This second division is mainly composed by Emmaüs Solidarité (*Solidarity Emmaüs*), by the SOS Familles Emmaüs (*SOS Emmaüs Families*) but also by 20 other structures like Fondation Abbé Pierre (*Abbé Pierre Foundation*), Emmaüs Habitat , Emmaüs Connect or Emmaüs Coup de main (*Helping Hand Emmaüs*).

These different entities have their own actions: social support while acting against illiteracy, helping to access some social rights or doing some specialised prevention; day centre; emergency housing; social integration housing and housing of people with low financial resources. Their actions can be sum up as providing a support when the person has reached a certain level of poverty but also as offering different kinds of housing solutions.

Emmaüs Solidarité welcomes and offers housing to around 5.000 people. They have set up 95 services or activities mainly in Paris or around but also in the department Loir-et-Cher. Their action is supported by the work of 700 volunteers, 800 employees and 13 companions. They offer boarding houses but also social residences and integration flats.

To have a clear idea of the use of the resources made by Emmaüs Solidarité, 100€ would be divided as follow: 52€ for the emergency housing, 27€ for the integration places, 15€ for activities offered during the day and 6€ for the overall functioning of the organisation (Emmaüs Solidarité, 2018).

Emmaüs Habitat, for instance, offered 12.395 housing and the rotation rate was around 6.63% in 2012. It means that 50.000 people have benefitted from a housing solution. Other than offering some housing solutions, the main goals were the tenant's satisfaction, the management of the different population, the prevention of any kind of conflicts and the limitation of unpaid rent while conciliating the various interests (Emmaüs Habitat Audit, 2013).

Concerning now the 59 SOS Familles Emmaüs, they rely only on the work of volunteers who support the families that are facing financial difficulties. They would give advice about familial budget management and they could also provide a financial help that need to be reimbursed but without any interest. They are working directly with the social services in order to prevent or to help in case of indebtedness. In 2014, 3.250 families have been helped and 1.530 had received a financial help (Emmaüs France, 2014).

3.1.2.3. Division 3: Solidarity-based economy and integration

This third section is composed by 42 Comités d'Amis (*Friends' committees*) and 45 work integration organisations.

These Comités d'Amis are the work of volunteers' teams that will welcome employees who have an integration work contract but also people who were given some general interest labour. They usually gain some profit from these actions that would then be offered to some families and also to some local associations or that will fund some Emmaüs International's projects.

Moreover, as a social innovation lab, Emmaüs has created a third activity: working integration. The aim is to support people who have been unemployed for a long time. They do not have any kind of tough time compared to the companions. A global support would also be offered in order to deal with thematic like housing, health but also budget. The final aim is to facilitate the access to a long-term contract.

Emmaüs has then created a social-economic company called "Le Relais" with the purpose of empowering the employees with direct democracy and transparency. Its core business is to recycle some textile in order to sell the better ones in the shops owned by the Emmaüs communities but also to sell them as cleaning cloths or as insulation panes. It can also export the textile to some developing countries. It employs 1.300 people within 15 different platforms.

Another company created by Emmaüs in order to support this working integration is called "Les Ateliers du Bocage". Their goal is to collect and sort some technological waste (e.g. batteries or phones); to recycle some pallets; to collect some packaging but also to do some gardening.

Some other 24 integration places were created like Emmaüs Défi (*Emmaüs Challenge*), Assajuco, Emmaüs Insert Albi, Lyd France or Friperie Solidaire (*Solidarity Thrift Shop*). They usually have only a specific local presence.

3.1.3. Sum up of the main findings about Emmaüs France

Emmaüs France is an interesting French NGO considering the fact that it does not use one single economic model. The first division composed by the communities is completely

independent from any public grants but still mainly depends on the private and corporate material donations.

The second division is clearly dependent from any kind of public subsidies. Its action can be assimilated to a public action.

The third division about work integration cannot be considered under an NGO's viewpoint because employees have normal rates and usual working conditions. It is similar to a Working Integration Social Enterprise. This division is the more recent one in Emmaüs. It clearly shows the will of Emmaüs to set up a social economy's dimension.

These three dimensions are significant. They manage to turn a beneficiary into a solidarity actor or even a full-time employee. This choice of categorisation is an opportunity to develop economic models that do not depend only on public grants or private donations. Already a key concept is visible: a beneficiary can be a value-provider and not only a value-consumer.

All in all, Emmaüs France is a well-implemented organisation. Despite having been created almost 70 years ago, it still manages to keep up with social innovation in order to answer to the most pressing social needs. It succeeds at tackling poverty through different angles: housing, work or connection with the accurate public social services. Its hybrid economic model makes it an innovative NGO.

We would now see how works an organisation that has based its economic model in profit generation with the example of the Action Tank Entreprise & Pauvreté.

3.2. Action Tank Entreprise & Pauvreté or the innovation strengthen by multi-field partnerships

The Action Tank Entreprise & Pauvreté, also called Action Tank, is a young organisation. Its mission is to alleviate poverty and thus to support the most disadvantaged population in France: single person, single-parent family, young people, poor workers but also seniors.

3.2.1. An innovative organisation based on three pillars

Created in 2011, it is based on three main pillars: building ecosystems with a variety of actors, innovating through social businesses and developing its programs by using a methodology's experimentation.

3.2.1.1. Pillar 1: The significance of building diversified ecosystems

The term ecosystem can be understood as a structure community that brings together a diversity of actors that are all essentials. In the case of the Action Tank, it includes: companies, social organisations, public entities, academics actors but also social entrepreneurs.

While the name Action Tank Entreprise & Pauvreté does not necessarily ring a bell to the general audience, the names of its partners do seem more familiars. The Action Tank indeed works with companies like Total, Danone, Renault, Schneider Electric, EDF, Orange, Sodexo or even the Caisse d'épargne. These companies are active in different industries: food, cars, electricity, energy, telecommunication but also banking services. They have decided to work with the Action Tank based on their corporate social responsibility's commitments but also on their willingness to make a sustainable impact through their knowledge of their own industries. It is an opportunity for them to innovate socially and to bring new ideas to their core business.

The academic partner of the Action Tank is no other than HEC Paris with its chair of "Social Business Entreprise et Pauvreté". With the Action Tank, they are both intrinsically linked as the chair has supported its creation. The chair now provides the Action Tank with research but also a wide range of analysis.

The Action Tank is also supported in its work by the Boston Consulting Group and by Opinionway. It works hand in hand with some public services like the Allocations Familiales (*family allowances' institution*) or Pôle Emploi (*French employment agency*). Finally it also collaborates with associations like the Croix-Rouge Française (*French Red Crescent*), Habitat et Humanisme (*Habitat and Humanism*) but also some local ones like Finistère Habitat.

Being surrounded by these various actors is a real opportunity for the Action Tank to interact with the best experts in their fields. Companies are able to build sustainable economic models. Public services do possess the data useful to target some precise populations. Associations know how to reach these populations and how to interact with them. Finally the

academic institutions have studied the theories surrounding poverty alleviation and are able to assess which projects could be efficient based on previous case studies.

3.2.1.2. Pillar 2: Social businesses as a solution for poverty and exclusion issues

A social business has “three key characteristics: First, it seeks to alleviate social problems, including all forms of poverty. Second, it must be run sustainably - that is, it should not lose money. Third, profits - when they exist - are reinvested in the business rather than funnelled back to shareholders.” (Yunus, Dalsace, Menascé and Faivre-Tavignot, 2015).

In that spirit, the Action Tank was created in 2009 by two men: Mr Martin Hirsch and Mr Emmanuel Faber. Mr Martin Hirsch was the president of Emmaüs France from 2002 to 2007 and was also a high commissioner for active solidarity against poverty and exclusion from 2007 to 2010. Mr Emmanuel Faber is the CEO of Danone. Their fields of expertise and professional experiences cover public institutions, NGOs and private sector. It offers them a real complementarity. The underlying premise was simple: offering goods and services to disadvantaged populations thanks to various partnerships and innovative mechanisms.

The Action Tank has based its work on developing social businesses’ models. The use of this model guarantees a long-term perspective in order to provide sustainable solutions about poverty and exclusion.

To make sure to be impactful, the Action Tank has divided its work through smaller projects. Each one targets a special issue: infant feeding, insurance, mobility, healthcare, housing but also banking services. While doing that, the Action Tank makes sure to be surrounded by carefully selected actors that are experts in their field. Even if some projects can be complementary in terms of poverty alleviation, the aim is it to tackle the poverty issue by dividing it in smaller issues. That makes it easy to offer specialized solutions.

To take an example, the infant nutrition program is called “Programme Malin”. It is mainly supported by Danone. In this project, they have created a range of tools aiming at assisting the infant nutrition. Moreover some partnerships were created to give access to cheap offers to infant nutrition’s products but also to household appliances.

The Action Tank is now composed by 10 employees that have mostly graduated from renowned studies (e.g. HEC, ESSEC or Institut d’Etudes Politiques). Even if it develops social businesses, it is an association loi 1901. It is then funded through the membership fees

from the companies, from the associations but also from some individuals. It would also try to make a limited profit on the services or goods offered in order to pay for its functioning expenses. For information its budget for 2017 was around 750.000€ in which 550.000€ were dedicated to the total payroll and 80.000€ were a financial surplus.

3.2.1.3. Pillar 3: A full methodology: from design to deployment

The final goal of the projects developed by the Action Tank is to be economically sustainable and thus to be deployed at a large scale. To reach this final objective they would act in three steps: design, experimentation and deployment.

The design's step would be the opportunity for the various actors (public, private, academics and associations) to discuss and to come up with new ideas. They would work as a small team dealing with a specific angle of the poverty issue (e.g. mobility). All of these actors will bring new perspectives that would be narrowed in order to select only one.

When the step would be accomplished, the experimentation could begin. The project would be tested in some very specific locations or for a specific audience in order to see if it is suitable at a larger scale. This confrontation between theory and reality is needed. It is also a manner to monitor the activity while calculating how many consumers could be served and which segment of the population can be eligible.

Finally the last step would be the deployment. When the experimentation has provided significant results and proved that the solution chosen was right, it is then possible to apply the solution to the whole target population.

3.2.2. A sum up of the main findings about the Action Tank Entreprise & Pauvreté

The success of the projects created by the Action Tank is based on a careful choice of the partners. It also makes sure to keep it simple and to start locally. It is essential to give the priority to the social goal and then to use some business mechanisms (Yunus, Dalsace, Menascé and Faivre-Tavignot, 2015).

The innovation is also central. Finding new solutions while building a social link between actors that usually do not do business together is the starting point of the innovative spirit.

The social businesses of the Action Tank are different from low-cost businesses because they are cause-driven instead of being firstly profit-driven. The quality is the same

than in a normal business but there is notion of exclusivity. It means that the Action Tank and its partners decide who would benefit from the project. It has a strong focus on partnerships, innovation and employees' motivation (Yunus, Dalsace, Menascé and Faivre-Tavignot, 2015).

The Action Tank is also active in calculating its social impact. With the chair of HEC and some partners they have developed really precise research subjects like “the impact of the hedge funds activism on social performance of the companies” with Danone but also “the impact evaluation of the Mobiliz program” with Renault (Action Tank Entreprise & Pauvreté, 2017).

All in all, the Action Tank has adopted a resolutely innovative strategy in developing social businesses. It is a unique key player building social bonds between some diverse and experts actors. It tackles poverty, not by providing an emergency response but by building sustainable solutions. On that it differs from Emmaüs.

4. A sum up of the main findings from the literature review

This literature review has been done in order to clarify the concept of NGO but also to get an insight of the social economy while especially focusing on social businesses. Their social or environmental goals appeared to be transposable from a sector to another. However their economic models were clearly different, not to say opposed. For this reason a deeper look was dedicated to analyse both strategies: one relying on donations and grants and the other being based on investments and profit.

NGO is a wide appellation covering a range of different organisations. They all have in common to pursue a social or environmental goal. They should also be politically independent. They mainly depend on individual donations and on public subsidies. The financial dependence from the public sector makes it sometimes difficult for some NGOs to have a perfectly political independence but also to build stable project with a long-term perspective.

Concerning social businesses, they would be cause-driven. It means that their social goals would be their priority. However keeping a financial independence by making some

profit is part of their identity. It implies that the activities of a social business should be profitable. It is based on the hypothesis that even the social sector can be value-generator. It is a main difference with most of the NGOs.

Both of these actors also face some societal changes. The public sector has now access to new financial tools (e.g. social impact bonds) that changes its role from a simple donor to a strategic investor. The Generation Y does not want to support a cause only financially. They want to be actor of the change by using their skills and knowledge. Some new values tend also to become essential while choosing to support an organisation: transparency, trust and accountability.

To be even more insightful, it was decided to study two organisations. Emmaüs would represent the NGOs and the Action Tank would bring a new perspective into social businesses. Already some key findings about the two entities have appeared showing some differences but also some common points.

The Action Tank and Emmaüs are both tackling poverty in France but through different approaches. Emmaüs is providing a support to everyone in need without any selection. On the contrary the Action Tank does select its beneficiaries that would be just few at the beginning to become a wider audience when the project would have been fully deployed. Emmaüs aims at helping an individual while solving all its issues (e.g. housing and healthcare in the same time) whereas the Action Tank offers a solution to a specific issue even if the individual faces different issues.

The Action Tank seems to be highly organised with its methodology, its choice of having a single economic model but also its will to measure its impact. It was less tangible with Emmaüs. However they are both interested and active in social innovation. It is the core business of the Action Tank and a reinforced direction for Emmaüs.

All in all, we do now have a good understanding of the concepts of NGOs and social businesses but also a more accurate insight of their economic models. We also have developed some observations about Emmaüs France and the Action Tank Entreprise & Pauvreté. We would now try to confirm or not these findings and go more in detail while initiating the methodology's setp.

II. A complete research methodology in order to optimize the findings

This new part can be called research design or methodology. After an intensive literature review, it is supposed to offer a solid base for an original contribution. For this reason, we have put a lot of effort in this step and have started thinking about it as soon as the potential subject was discussed.

1. The choice of a qualitative approach

The journey of this paper, started with a main assumption: analysing and comparing the NGOs and the social economy. To make it even more impactful, it was decided to focus on one special model of the social economy that is called “social business”.

The subject was still wide. It was then decided to narrow it by choosing a special country (France) and a special issue (poverty alleviation). At this level, it would have been possible to find some key results but there was still a risk to be too general.

For this reason, a special approach was decided in order to be particularly insightful: operating by case study. The decision was made to study Emmaüs France, for the NGOs projects and the Action Tank Entreprise & Pauvreté, for the social businesses. With this methodology of the case study, an original contribution was been expected.

After having adopted the case study’s methodology, it was important to choose between a quantitative and a qualitative approach. It directly appears that the qualitative approach was the most relevant one. It indeed gives the possibility to confront the external communication available on the website and through the various reports with the internal perception of an employee or a partner.

Moreover the two types of organisations (NGO and social business) can be slightly difficult to grasp. Having some testimonies from the inside is a good way to understand them and have a better idea of these organisations.

All in all, the methodology was found: case study and qualitative approach.

2. Before the data collection: organization and preparation

When starting this research, it was obvious that some monitoring tools would be needed. An Excel file was then created. It included a sheet about Emmaüs France, a sheet about the Action Tank Entreprise & Pauvreté and a sheet with the interviews planned or done.

For each contact, we have encoded its name, its organisation and/or position, its mail address or LinkedIn profile's link and the dates of the communication (*Appendix 1*). This last cell can be considered as a summary of the exchange realised with a certain person.

Each time that a person had replied, we have changed the colour of the writing: red when the interview was refused; orange when the discussion was in progress and green when the interview was done.

All the contacts in orange and green have been recorded to the last sheet "Interviews planned and done". It was organised as follow: name of the person, position, organisation, contact details, additional commentary (e.g. wants to receive the thesis).

This Excel file was really useful to keep a track of the various interactions but also to deal with them in an organised and professional way.

Additionally some readings have supported the research process. A paper entitled "L'entretien comme methode de recherche" (*The interview as a research method*) from Mr Nicolas Lefèvre was particularly useful. He analyses in details each step from the status of an interview to the pertinent use of it.

Another paper written by Mr Rémi Bachelet was also used in order to confront the previous essay. The process advised was rather similar.

All in all, the creation of the Excel file but also the papers read were a strong base to support the research methodology to come.

3. Before the interviews: attention and communication

The data collection started with collecting contact details. As we were studying two main organisations, Emmaüs France and the Action Tank Entreprise & Pauvreté, the starting point of this research appeared to be on their websites.

3.1. A precise and careful collection of contact details

On the website of the Action Tank Entreprise & Pauvreté, there was a section dedicated to the presentation of the team of 10 employees. There were no email addresses. However some of their employees had a LinkedIn profile. We added them and three have accepted our request.

Going more in details, we had access to the previous years' annual reports. All the administrators from the main partners companies were stated. There were still no mail addresses available. However some of them were present on LinkedIn. Two of them have accepted our request.

Concerning Emmaüs France, going through their websites we had access to some mail addresses (e.g. press or partnerships). It was however quite specific. We decided to look for more contact details.

We have found, in the section dedicated to the Emmaüs Communities, a document that listed the mail addresses of the 118 communities. It was decided to contact the closest ones and some other specific ones. We have then contacted 24 communities. Depending on the rate of reply and the availability of the contacted communities, it was decided that other 20 communities would have been contacted after five days.

Concerning the other divisions of Emmaüs, no such document was existing. The remaining 21 contacts were found by analysing in details the various websites of Emmaüs but also by reading the annual reports and financial ones. Seven email addresses were made available but were sometimes too general (e.g. communication@emmaus.asso.fr). All the other communications were done through LinkedIn.

Two people were contacted in a specific way. The first one is Mr Thierry Kuhn, the actual president of Emmaüs France. He did not have LinkedIn but have a professional Facebook account. He was contacted by this mean two times without any reply. The second one is Mr Martin Hirsch, the founder of the Action Tank Entreprise & Pauvreté and the former president of Emmaüs France. His point of view was very valuable. We have sent him a request on LinkedIn in order to add him. As he had not accepted the request yet, we have decided to go for a One-Month free trial of LinkedIn Premium. It gave us the opportunity to send him two messages at two different times in order to have his point of view. To date, he has still not reply.

3.2. Results of a communication's strategy

After collecting all the contact details, we end up having 50 contact possibilities (mail addresses, LinkedIn and Facebook) for Emmaüs France and 7 for the Action Tank Entreprise & Pauvreté. We sometimes had two contact possibilities (e.g. LinkedIn and mail address) for one person.

They were all contacted the same day. The message was short but clear stating who we were, presenting the thesis, giving explanations about the objectives and explaining that the interview would be recorded and would last around 30 minutes.

From the 47 people of Emmaüs France, we have received 9 positive reply and 3 negative ones. From the 6 people contacted in the Action Tank Entreprise & Pauvreté, 4 have replied positively. All these answers were received in less than two weeks.

From the moment we have sent the request for interviews, we have needed two weeks to complete the entire process. It means that all the interviews were scheduled in these two weeks due to the availability of the interviewees.

The interviewees were carefully selected. At the beginning of this thesis, it was expected to conduct interviews with the director of the organisation, an employee and a customer. By knowing better both organisations, we had to accept that it was impossible to reach the directors. The final customers did not appear to be relevant anymore. In the case of the Action Tank, they did not even know the name of the Action Tank but more of the partner (e.g. Renault). We have however decided to keep the interviews with the employees while making sure to get several ones and from employees working at different levels in the case of Emmaüs. We have also understood the importance of the administrators. For this reason, we have decided to include them in the process of the interviews.

All in all, the collection of contact details was a careful process to follow but it did pay off. While having such a high number of contact details from really diverse people, it makes it easier to get some reply and to schedule some interviews.

4. The interviews: an equilibrium between carefully selected interviewees and use of support tools

The interviews were a key moment in this research. It was essential to pay a special attention to their success. For this reason, the interviewees were selected carefully.

4.1. The diverse, relevant and impactful interviewees

To be especially insightful in our findings, it was decided to select at least 3 people in each organisation. The more important challenge was about the size of the Action Tank. It has only 10 employees and around 9 administrators. The challenge was not only to reach them but also to make sure that they were relevant and complementary.

In the Action Tank, it was then decided to conduct interviews with two internal members and two external partners. Because of the conditions and the impossibility to reach the director, the internal interviews were possible only with project managers.

It all started with Mr Guillaume Ginebre. He works as a project manager for the social housing. We then had an interview with Mrs Julie Laurent who is a project manager in charge of mobility issues. Her main partner is Renault. It was especially relevant considering that an interview was conducted with Mr Oliver Faust who is the corporate social responsibility director at Renault and his colleague Mr François Rouvier who is the director of the social business.

The complementary of these four actors have made the interviews especially efficient.

Considering Emmaüs, it is a bigger organisation. It was then essential to have it trustfully represented through the interviewees selected. Mrs Marie-Alix Pic who is in charge of the partnerships is working at the head office and do have a big picture of the organisation. It was also interesting to select someone in charge of the partnerships at Emmaüs considering that for the Action Tank it is a core priority.

It was then expected to have more focus interviews with members from the first division (communities) and the second one (social action and housing). Knowing that the third division is about a solidarity-based economy and integration, it did not seem relevant to get any internal perspective. The information about this division, if needed, was given by the other interviewees.

Concerning the communities, it was essential to obtain an interview with a manager of a community. We have had the opportunity to exchange with Mr Laurent Glad who is charge of the one of Peltre, not far from Metz. He managed to schedule for us two interviews with two companions from this community. As they have a dual status of beneficiary and actor, their testimonies were greatly encouraged.

Concerning now the social action and housing's division, as it is mainly supported by volunteers, it seemed interesting to have an insight of one of them: Mr Yves Bucas-Français. He is a volunteer at Emmaüs since 15 years and was one of the founders of Emmaüs Connect. He is now an administrator.

Either at Emmaüs or in the Action Tank, the interviewees were complementary and relevant. That was the result of a scrupulous selection process.

4.2. From expectations to reality with the support of electronic tools

When starting this research phase, our expectations were quite different. It seemed important for us to go on the field and to meet the interviewees in their own environment in order to have a better understanding. It implied that we should have gone to Paris where the offices of the Action Tank but also the ones of Renault and the head office of Emmaüs are.

It would then have been interesting to go on the field to visit some Emmaüs communities. For this reason we have mainly contacted communities that were located in France but close to the Belgian border. We have had a feedback from the one in Dunkirk. They have offered us to join them on a Friday in order to serve some meals to migrants. When we knew we would have interview with the community of Peltre, we also have done some research on how to travel until Peltre.

However we have not visited any community. After having discussed with Mr Laurent Glad, the manager of the Peltre's community, he advised us not to come as it was difficult to reach. Mrs Sylvie Desjoncquères, the manager of Dunkirk's community, was excited to welcome us for a couple of days. However the email communication was too slow and it was difficult to get organised in order to obtain some rare public transports between Brussels and Dunkirk.

The interviewees that worked in the offices in Paris looked more comfortable by doing some phone call interviews. It was offered only once to have a face-to-face interview.

This lack of expected face-to-face interviews comes from the fact that the answers to our interview's request came fast. The interviews were scheduled for the upcoming days. We were expecting to wait for all the answers in order to create a research trip with interviews scheduled. However, we have needed to be flexible and to accept the time slot that was the best for our contacts.

To support this work, we have used several communication tools. We have had four interviews through phone calls, three interviews through WhatsApp and two interviews through Skype. We have activated the call on speaker and recorded it with the voice recorder tools available on the computer or on the smartphone. It was efficient except for some rare moment where the transcript was more challenging.

All in all, the careful selection of the interviewees and the flexible management of the schedule allowed us to conduct the interviews in good conditions and to obtain some quality data.

5. After the interviews: meticulousness and professionalism

When the interviews were done, we have sent a note of thanks to each of the interviewees. We have also made sure to keep updated the ones that were potentially interested in our interview's request but were not selected. We have thanked them for their availability.

After the interviews we have updated our Excel file in order to be accurate especially if other interviews would have been needed.

All these tasks done, we went for a full transcription of the recorded interviews. We have followed the methodology and the advices developed by Mr Nicolas Lefèvre and Mr Rémi Bachelet in order to make the transcripts relevant.

There were 244 minutes which means 4.04 hours of interviews recorded. Depending on the interviews, we needed an average of 30 minutes of work to transcribe 6 minutes of record. The full transcript of all the interviews totaled 92 pages.

All in all, the work done to prepare the data collection and the interviews in order to exploit them was necessary. It has supported the interviews' structure that was thought in order to be purposeful.

6. Construction of the interviews: semi-structured and directive

In order to be efficient, the interview was based on two different parts (*Appendix 2A & 2B*). The first part was semi-structured. The goal was to get some information on some specific topics. The interviewees should feel free to approach the matters of their choice while using their own words. Our role was simply to ask more specific questions when needed and to make sure that the interviewees stayed in the right track. This method is useful to have a better understanding of an organisation and of its internal perception. It was also more spontaneous.

The second method used was the directive one. It means that we were asking very specific questions and we were expecting targeted answer. It was complementary with the first phase of the interview because the interviewees have had the possibility to express themselves.

In order to build this interview, we have been studying various ones especially about impact assessment. We have selected two. The first one is the model developed by Mrs Auger and Mrs Reynaud. By its semi-structured structure, it aims at understating the organisations and their social impacts through four thematic: foundations, resources, clients or beneficiaries' performance and societal performance (Auger and Reynaud, 2014).

The second model that was chosen came from one developed by Mrs Stievenart and Mrs Pache. It was composed initially by 14 questions divided in four categories. We have decided to keep these categories as they were well representative of our literature review about social impact assessment. They included: relevance, effectiveness, efficiency and net impact (Stievenard and Pache, 2014). We kept most of the questions even if we have modified some to be applicable with our case study.

Through these dual interviews, few objectives were targeted. The first goal was about checking. We wanted to check the information available on the various documents and websites and observe if there were any differences between the perception of the interviewees and the external communication announcements.

We then aimed at getting information. We wanted to have a bit of financial information even if it was always difficult to obtain some clear answers. Our main goal was especially to get enough relevant content in order to assess the social impact of these two organisations.

Finally, the underlying objectives were to confront both models (NGO and social business) in order to get some new insights. We also wanted to confirm the findings stemming from the literature review.

All in all, we have managed to build a dual interview based on scientific approaches developed by other researchers. This thoughtful interview has aimed at answering specific goals.

7. The data processing's step: from data mining to categorisation

This step of data processing has started with the transcript of the interviews (*Appendix 3*). Indeed it was essential to be careful to all the words used but also the silence, misunderstanding and the hesitations. It was a way to analyse and also get acquainted with the speech.

After this attentive phase of transcription, we needed to clarify what we were expecting from the data. We have decided to have a first analysis considering the following elements: general information shared (e.g. informative data), point of view expression from the interviewee (e.g. value judgment or position statement), information about the interviewee (e.g. position in the organisation) and information about where comes from the interviewee (e.g. social history). This first level of analysis was a way to put the collected data in perspective.

The second step was to define our missions. We have decided to study all the interviews even if sometimes only some parts were relevant. We have then based the data mining on the main topics tackle by our interview grid but also on the findings from the literature review.

Some categories appeared that have then been used in the data classification's process. As it was explained, the data needed to be "decontextualized" from the main speech in order after, while being categorized, to be "recontextualized" (Savoie-Zajc, 2000). There were then two ways of coding the data. The first kind of coding was the open one. It means that the grid of categorization is created depending on the ideas that were identified in the speech. The second category, by opposition, is the closed one. It implies that the categories were already defined. We have mainly used the second category even if we have stayed open to an emerging category that would have fit with the open coding.

In order to classify the data, we have combined two methods: the manual one and the one supported by software tools.

Concerning the software tools, various ones were available. We thus had a look into Lexi&co, Neurotext, Alcest, Atlas, Ethnograph and also HyperResearch. Our choice was a practical one and we have selected a specific program: QDA Miner. We have used it as its functionalities were more fitting with our expectations. It was a good support when needed to confront some findings or to get some different information.

The use of this program was a way to complement and confirm the findings developed through the manual process.

The manual analysis was based on three pillars: building categories, identifying previous findings but also new hypothesis and analysing the data. In order to be efficient a table was created synthesizing the various categories in one column. In the matching lines were present the words, also called “verbatim”, used by the interviewees.

All in all, our methodology was carefully chosen while selecting the qualitative approach. A cautious and thoughtful work was done following some precise steps: preparation, first contact, interviews and data processing. Thanks to this whole process, we had access to a certain number of high-quality data that were meticulously exploited. We would now observe the results of this qualitative study.

III. Results and analysis

Thanks to an intensive literature review, some findings have already appeared. Some were related to the type of organisation: NGOs or social businesses and some were more precisely linked to Emmaüs and the Action Tank.

This ultimate phase of this original research was the place to confirm these findings and eventually present new ones.

1. Auger and Reynaud's Model: Key results and analysis

Our interviews were based on two models. The first one, which would be called “Auger and Reynaud's Model”, is composed by four main categories: foundations, resources, customers or beneficiaries performance and societal performance.

1.1. Main findings

While analysing the interviews both manually and with the help of the software QDA Miner, we have tried to identify the main thematic and to measure the keywords use's frequency. The following results were found and summarized in a table.

Figure 1. Auger and Reynaud's Model applied for Emmaüs France and the Action Tank Entreprise & Pauvreté

	Emmaüs France	Action Tank Entreprise & Pauvreté
Foundations	<ol style="list-style-type: none"> Abbé Pierre Values : <ul style="list-style-type: none"> Autonomy/dignity through the work Unconditional welcome Solidarity Model : <ul style="list-style-type: none"> Lay movement Three pillars : volunteers, employees and companions 	<ol style="list-style-type: none"> Partnerships: <ul style="list-style-type: none"> Ecosystem Openness Methodologies: <ul style="list-style-type: none"> Scaling up Co-construction Social perspective: <ul style="list-style-type: none"> Long-term General interest
Resources	<ol style="list-style-type: none"> Different economic models Division 1: Communities <ul style="list-style-type: none"> Material donation Financial independence No operating grants Division 2 : Social <ul style="list-style-type: none"> Public aid Grants 	<ol style="list-style-type: none"> Financial independence: <ul style="list-style-type: none"> Self-financing Investment Independence Frugality Engagement: <ul style="list-style-type: none"> Autonomy Mobilisation
Beneficiaries' Performance	<ol style="list-style-type: none"> No impact's measurement Beneficiary's perception: <ul style="list-style-type: none"> Formations Referent 	<ol style="list-style-type: none"> Impact's measurement: <ul style="list-style-type: none"> qualitative feedbacks samples Beneficiaries' perception:

	<ul style="list-style-type: none"> - Stability 	<ul style="list-style-type: none"> - Non existing solutions/offers - Lever
Societal Performance	<ol style="list-style-type: none"> 1. Not monitored 2. Recognition : <ul style="list-style-type: none"> - Famous - Public authorities' replacement 3. Ancillary activities <ul style="list-style-type: none"> - Recycling - Homeless' patrols 	<ol style="list-style-type: none"> 1. Transformation <ul style="list-style-type: none"> - Openness : public authorities, companies, beneficiaries 2. Direct impact 3. At an early stage

This table gives a first overview of the main points discussed by the interviewees. We now would explain each category more in detail.

1.2. Foundations: key results and analysis

Foundations are essential in many organisations. During the interviews, we have defined, when needed, foundations as principles, identity and values.

1.2.1. Emmaüs France's foundations with the Abbé Pierre, the values and a specific model

While discussing with the interviewees, a name came back often: Abbé Pierre. He is indeed the founder of Emmaüs and his name is not only known in the Emmaüs' movement but also generally in France. Mrs Marie-Alix Pic, Mr Laurent Glad and Mr Yves Bucas-Français have mentioned a couple of times the Abbé Pierre as a founder but also as leader. It was even the first thing that Mrs Marie-Alix Pic has said: "It is a movement that was founded by the Abbé Pierre" (Pic, 2018)³. His strong personality has definitely shaped the movement.

This Emmaüs' movement is not only based on the Abbé Pierre. He has developed really strong values that are still well present. The unconditional welcome is the first value. It was mentioned 13 times by the five interviewees. The only word "welcome" was used 64 times. As it was explained: "In any cases, the basis of Emmaüs, it is the unconditional

³ All the interview's statements are translated by the redaction

welcome” (Bucas-Français, 2018). This notion of unconditional welcome enhances the fact that anyone can come to Emmaüs. There is no selection according to this principle.

Another key value for Emmaüs is the notion of work. It was mentioned 58 times in the interviews: “So it was the work’s value, meaning to recover through the work’s value” (Glad, 2018). It is seen as a mean to get back some dignity but also some autonomy. Indeed by offering some professional activities to people who are facing various societal exclusions, it is a way to include them again. That is a mean of socialization. At Emmaüs, they want to “make sure that work is a lever for the autonomy of people and a rebound of trust in their ability to do” (Pic, 2018). This work’s value is also shared by the companions who recognized the benefits of working: “me the work, I could not do without it otherwise I would not be alright” (Jean-Marie, 2018).

Last value, which was expressed 41 times in these interviews, is the one of solidarity. It is essential in Emmaüs to have a strong sense of solidarity by conducting internal actions but also external ones. The companions do feel it: “The welcome, the solidarity that means a lot to us” (Jean-Marie, 2018). It is also clear that the communities do have a “solidarity’s role” (Glad, 2018) while, for instance, allocating “2% of our revenues to financial solidarity” (Glad, 2018).

Concerning now the movement, “it is absolutely lay and apolitical” (Glad, 2018). It stands on “three pillars” (Wilfried, 2018) that include employees, volunteers and companions. These three categories of people are working together in order to maximise the impact possible.

Emmaüs’ foundations, as presented, are mainly based on the strong personality of the Abbé Pierre, some key values but also a lay model build on three pillars.

1.2.2. Action Tank Entreprise & Pauvreté’s foundations with the partnerships, the methodologies and the social perspective

When talking about foundations, a key principle was about partnerships that were mentioned 31 times. It is clearly central in their strategy when they talked about a “multitude of partners” or about “successful partnerships” that are based on a “long-term perspective” (Ginebre, 2018). They promote the quality of their partnerships but also their diversity by stating that they have “partnerships with companies, public authorities, associations and

researchers” (Laurent, 2018). To be even more specific, they have named some of their partners: “Pôle Emploi”, “HEC” or “Renault garages” (Rouvier, 2018).

To qualify the diversity of the actors working together, they have mainly used the word “ecosystem”. It indeed sums up the importance place and complementarity of each actor and makes it possible “to work through partnerships and to combine various actors from the ecosystem” (Laurent, 2018). It is even perceived as a principle that can convince the companies to work with the Action Tank: “what interests them is the ecosystem that we are able to create around the projects” (Ginebre, 2018).

This essential place of the partnerships is part of a methodology. It includes a key notion of co-construction. Indeed “the principal idea of the Action Tank, it is always to be in a co-construction” (Laurent, 2018). It means that every partner can bring something thanks to its own abilities.

The methodology is also based on scaling up. The partners clearly considered that “the Action Tank is for us a way to scale up” (Rouvier, 2018). The process of this methodology is to first experiment locally with a narrowed target and then to deployed nationally in order to scale up.

Last but not least, the social perspective is the core business of the Action Tank. They do have a long-term perspective which is a way for them to develop their programs step by step by consolidating each phase of the process. The programs are indeed “perennials and sustainable” (Ginebre, 2018). Moreover the programs are designed in order to be “held towards general interest” (Ginebre, 2018).

The Action Tank has foundations which are really different from Emmaüs. There are more based on some specific partnerships, a strong methodology and a social perspective.

1.3. Resources: key results and analysis

After observing the foundations of these two organisations, it was interested to focus on the resources’ use. While talking about resources, we mean material, financial but also human resources.

1.3.1. Emmaüs France's resources with its different economic models

As it is essential to record, Emmaüs is based on three divisions: the first one is represented by the communities, the second one is about social action and the third one (that is not developed in this thesis) is about work integration.

The first and the second divisions do have different economic models. The communities are “financially independent” (Glad, 2018). They do not depend on “operating grants” (Glad, 2018). It means that their revenues come from their own economic model. We have explained previously the importance of the work's value. Thanks to the work made by the companions, the employees and the volunteers, they do have a sustainable economic model that is a source of profit.

However, they do depend on materiel donations. It has “9 out of 10 chances that the donation would be sold” (Pic, 2018). It means that communities do rely on private or individual donations.

To sum up, they are financially independent but materially dependent.

Concerning now the second division, it is quite the contrary. They did not mention anything about the material resources but they express that they are “financed around 80% by various grants from the state, the region, some companies and so on” (Bucas-Français, 2018). In this case, the financial dependence is really strong. To make it even more clear, Emmaüs Solidarité is perceived as “a public services dedicated” because they do “the work that should be accomplished by the state” (Bucas-Français, 2018).

It is obvious that the two divisions are relying on opposite but also sometimes complementary economic models. That makes it sometimes difficult to get an overall coherence. On this point, they have stated: “the coherence, I think that is precisely the values” (Pic, 2018).

Emmaüs do not have a specific policy regarding the resources. It would mainly depend on each division. They would rely on private and individual donations but also on some public grants.

1.3.2. Action Tank Entreprise & Pauvreté's resources with a financial independence, some frugality and a strong engagement

The Action Tank does have a completely different use of its resources. Indeed it has a single economic model. It has to be financially independent as it is one of the core characteristics of a social business. As it was expressed “We are autonomous, we do not need any public grants” (Laurent, 2018). It means that they would build a model that would be able to guarantee some profits. There is a will for the projects to be “sustainable in time and not depend on public grants or private philanthropy” (Ginebre, 2018).

To give a concrete example, one of the interviewees has expressed about the mobility's project: “the offer, in fact, each car that we will sell: there would be a small percentage that would help us in being a structure that is self-funded” (Laurent, 2018).

The partners do perceived this social business's choice as a real opportunity: “the real potential of the project, it comes from the economic model” (Faust, 2018). It is also interesting for them as they are not providing donations as they would do in a classical philanthropic project but they are instead in a “real approach of investment” (Faust, 2018).

This financial independence also implies some limits. It would have been easier to receive some state aid but “it is more challenging to do it with its own means” (Ginebre, 2018). There is also a notion of frugality. They do not have a lot of financial resources and they need to have a cautious use of them.

Finally there is a strong sense of engagement coming from the human resources. It is shared by the employees of the Action Tank but also by the partners. As it was explained in an interview: “there are methods of resources' use that try to generate, in fact, engagement from the partners and even inside the team of the Action Tank” (Laurent, 2018). It was also stated that “people want to be committed” (Laurent, 2018). The partners do also feel it in their own companies when talking about “a strong engagement in the garages and from the employees of the garages” (Rouvier, 2018).

To sum up, the Action Tank would let a central place to its financial independence and would rely on the mobilisation of its human resources. The interviewees did not mention anything about the material resources that we can assume belong to the partners. The relationship with the partner is essential as it was already mentioned in the foundations.

1.4. Beneficiaries' performance: key results and analysis

Now that we do have a better idea of the foundations and the resources of Emmaüs and of the Action Tank, we can start reflecting on the implications for the beneficiaries' performance.

1.4.1. The beneficiaries' performance from Emmaüs France with a lack of monitoring and some beneficiaries' perception

Analysing the performance is a key indicator to measure the social impact. However it appears that it is not always easy for the Emmaüs' employees to have a single point of view considering the performance that they do offer to their beneficiaries. Indeed they are not monitoring their action. As it was expressed: "Do we build an impact study on the companions' target? The answer is no because it is a bias." (Pic, 2018). It thus appears to be a choice as they are dealing with some social issues that barely fit in traditional measures.

The beneficiaries' performance would then be understood on a case-by-case basis that would vary depending on the divisions. However there would not be one method to assess this performance.

It was then interesting to understand the point of view of the beneficiaries. They did appreciate the formation's offers. One of them as done "a formation as a forklift operator" and has also added about the frequency of these formations that it happens "every year" (Wilfried, 2018). They also state that the communities "offer even some courses" (Wilfried, 2018). There are mainly French courses in order to help the non-French speaker to be faster integrated.

In the communities, at least, the companions do find a stability to recover from their bad times. "Guys were so much dented that they have found here some stability" (Glad, 2018). Bringing back some stability to people who did have issues is the first step in obtaining performance.

Another important point is that Emmaüs is well-known as an actor able to help the most disadvantaged. According to some volunteers, "it means that we are a reference, a referent towards them" (Bucas-Français, 2018). In this situation the performance could be heard as going out of poverty. When disadvantaged people know Emmaüs as a reliable actor that can help them escaping poverty, it is in important step towards performance.

Emmaüs will not monitor its social performance because it appears to be complex and not especially relevant. However the feedbacks from the beneficiaries regarding the formations, the stability or even the role as a referent are a good signal.

1.4.2. The beneficiaries' performance from the Action Tank Entreprise & Pauvreté with some impact assessment and some beneficiaries' perception

In the interviews, the word “beneficiaries” was used 53 times whereas the word “clients” was used 14 times. Already we can understand that they do have a different perspective and relationship with their beneficiaries. It indeed fit with their business model that aims at having some profit in order to be sustainable.

This business model also implies that some professional tools are used in order to monitor the projects. It can be qualitative (word used 6 times) or quantitative (word used 4 times) by, for instance, “fixing some quantitative objectives” (Ginebre, 2018).

They also try to do some impact assessment as a project manager told us: “we do some impact assessment but at our own level with some survey that we build ourselves” (Laurent, 2018). Their partners also use this tool: “we have done a partial impact assessment about two years ago” (Rouvier, 2018).

They do also use some samples in order to obtain a satisfaction rate. In the Mobiliz project, it was “really really high. There is 95% of satisfaction”.

While developing their projects, the Action Tank makes sure that they offer a solution (word used 26 times) or an offer (word used 25 times) that does not exist yet. They want to “deliver an offer that help them [the beneficiaries] in answering their needs and an offer that does not exist today in the market” (Ginebre, 2018). It was also added that: “if we understand that the social impact is not positive, the offer is not relevant” (Laurent, 2018). The notion of social impact was mentioned spontaneously for the first time.

Finally the Action Tank does consider its action as a lever for the beneficiary. They do say; “that we would be just a lever in order, after, that he would develop its own abilities and autonomy” (Laurent, 2018).

It is already clear that the Action Tank does monitor and look for feedbacks more than Emmaüs. The beneficiaries' perception is also different as the notions of "clients" and "offers" come back often. The Action Tank uses some business tools in order to reach a social goal.

1.5. The societal performance: key results and analysis

When talking about societal performance, we do imply all the impacts that the organisations would have in the society through helping the beneficiaries, supporting the public authorities or even having indirect consequences for the other citizens.

1.5.1. The societal performance of Emmaüs France with its lack of monitoring, its national recognition and its ancillary activities

Emmaüs does not monitor its beneficiaries' performance. While having a look at the societal performance, it appears that they do not monitor it either: "It is not the things that we would monitor with tools" (Pic, 2018). While analysing their answers, their motivations behind have appeared to be dual. First of all they do not want to monitor because it would not be representative. Each beneficiary comes with its own story and his difficulties so it is not relevant to apply a concept of performance. Second of all, monitoring does not fit with their organisation. Each entity is autonomous and the managers do often prefer to deal with the emergency rather than to do some theoretical measures that would be potentially useful for the future.

Despite not monitoring its performance, Emmaüs is still very famous nationally. "what is sure is that we are the second most famous association for French people" (Pic, 2018). This feedback is significant. It also means that it is easier for disadvantaged people to refer to Emmaüs when they do face issues. One of the companions did say: "I have known that [Emmaüs] through some friends" (Wilfried, 2018).

From a societal point of view, it also appears that they do replace the public authorities while providing solutions for some social issues. As it was expressed: "we work in place of the public service" or also "somehow we compensate the public power" (Bucas-Français, 2018). Their position in the society does then seem essential.

The action of Emmaüs has also indirect impacts. Emmaüs does not only help companions or people through the social division. They do also set up homeless' patrols with the support of the companions: "I am in charge of the homeless' patrol on Saturday evenings" (Jean-Marie, 2018).

People with low budget can also benefit from the cheap products sold in the Emmaüs' shops: "It is designed to help people who have low resources in order to be able to buy at some reduced prices" (Glad, 2018).

The societal impact is also positive from an environmental point of view. The model of Emmaüs is indeed based on recycling and it became a key value inside the organisation as has testified one of the companions: "the recycling of some stuff. Giving values, the second-life and it could give even more work to some people" (Wilfried, 2018).

Emmaüs do have a strong sense of societal responsibility while being a reference of the social sector and by developing ancillary activities that would impact not only their beneficiaries but also the citizens.

1.5.2. The societal performance of the Action Tank Entreprise & Pauvreté with transformations and direct impact

According to our previous findings, the Action Tank appears to be proactive in measuring its beneficiaries' performance. We have found less relevant results considering their monitoring of their societal performance.

This performance is not easy to measure as the main point of the Action Tank is to promote transformation at different levels. It can take place as a "change within the companies" (Ginebre, 2018) but also it can "transform the public policy, transform also people's life" (Ginebre, 2018). The Action Tank aims at deeply transforming the way of actions and the engagement of the companies but also at lobbying to improve the public services. It is not directly a societal impact for the traditional beneficiaries. However by targeting the main actors from the private and the public sector, it is a way to obtain a greater final impact.

Measuring their societal performance would imply to measure first their impact on their private and public partners and then the impacts that they had on the final citizens. The Action Tank has already detected a higher openness. It is the case for the public services:

“There is a higher openness from the public services on this kind of initiative to accept to provide a place to the companies in order to face poverty alleviation” (Ginebre, 2018). The companies are also more open to welcome this kind of initiatives but also to initiate some deep cultural change: “we invite Renault’s employees generally, and not only the ones who work for the program, to ask themselves some questions and to reconsider their implications in the company” (Laurent, 2018).

The impact is also direct because they noticed that “there is a diminution of the expenses but also an increase in the access” (Ginebre, 2018).

However the Action Tank was created 8 years ago and, as it was explained, the projects need time to be fully developed. It means that “it is still too early to be able to say what the general impact on the French society is” (Ginebre, 2018).

The Action Tank does have a direct societal impact but also an indirect one while acting in order to transform the public and the private sectors.

All in all, Emmaüs and the Action Tank have different foundations. Emmaüs is based on charity with the Abbé Pierre and some strong values whereas the Action Tank relies on business principles with partnerships and methodologies.

Concerning the resources, the ones from Emmaüs come from various sources depending on the division. The Action Tank promotes its financial independence and the conjoint engagement with its partners.

For the beneficiaries’ performance, a key difference appears: Emmaüs does not monitor its impact whereas the Action Tank does. Emmaüs would be considered as a referent offering stability. The Action Tank would play a role of a lever that offers non-existing solutions.

Finally the societal performance implies a strong recognition based on its direct action but also its ancillary activities for Emmaüs. For the Action Tank, it would mainly rely on a push toward transformation for the public and the private organisations.

2. Stievenart and Pache's Model: key results and analysis

The first model, Auger and Reynaud's one, aimed at understanding the social impact through a semi-structured approach. It means that there were four specific categories and the interviewees were free to answer them as they wanted. The analysis then was more based on the verbatim and on the words' use frequency.

The model of Stievenart and Pache was divided in four main thematic that included 14 specific questions. It was directive so we were able to build a model from it.

2.1. Main findings

The decision was taken to operate through qualitative interviews. With this second model, we have used closed questions, in order to be more specific. While giving the answers, the interviewees were often offering some explanations.

We have also decided to not propose answers based on a scale (e.g. from 1 to 10, state if...). We indeed wanted to keep analysing the content that was sometimes explicit but also mostly implicit.

We have then build our own scale ranging from one to three where one shows a negative answer considering the thematic; two shows a neutral answer and three shows a positive answer. Each answer was graded from one to three. The aim was to quantify the interviews in a certain measure and to get a trend for each category but also more generally.

Figure 2. Stievenart and Pache's Model applied for Emmaüs France and the Action Tank Entreprise & Pauvreté

	Emmaüs France	Action Tank Entreprise & Pauvreté
Relevance	1. $(3+3+2)/3 = 2.67$ 2. $(2+3)/2 = 2.5$ 3. $(2+3+2)/3 = 2.33$ $= (2.67+2.5+2.33)/3 = \mathbf{2.5}$	1. $(3+3+3+3)/4 = 3$ 2. $(3+2)/2 = 2.5$ 3. $(3+3+2)/3 = 2.67$ $= (3+2.5+2.67)/3 = \mathbf{2.72}$
Effectiveness	1. $(1+2+2)/3 = 1.67$ 2. $(2+3)/2 = 2.5$ 3. $(2+2)/2 = 2$ 4. $(3+2+3)/3 = 2.67$ $= (1.67+2.5+2+2.67)/4 = \mathbf{2.21}$	1. $(2+3+3)/3 = 2.67$ 2. $(3+3)/2 = 3$ 3. $(2+2+2)/3 = 2$ 4. $2/1 = 2$ $= (2.67+3+2+2)/4 = \mathbf{2.42}$

Efficiency	1. $(2+1+3)/3=2$ 2. $(2+3+3)/3=2.67$ $= (2+2.67)/2 = \mathbf{2.33}$	1. $(3+3+3)/3= 3$ 2. $(3+3+3)/3= 3$ $= (3+3)/2= \mathbf{3}$
Net Impact	1. $(3+3+3)/3=3$ 2. $(1+3)/2=2$ 3. $(3+2+3)/3=2.67$ $= (3+2+2.67)/3 = \mathbf{2.56}$	1. $(3+3+3)/3= 3$ 2. $(2+1+1)/3= 1.33$ 3. $(3+3+3)/3= 3$ $= (3+1.33+3)/3= \mathbf{2.44}$
Total	$(2.5+2.21+2.33+2.56)/4 = \mathbf{2.4}$	$(2.72+2.42+3+2.44)/4 = \mathbf{2.65}$

To explain more in detail our analysis, we would focus on the first line from the relevance of Emmaüs: “1. $(3+3+2)/3= 2.67$ ”. The number “1.” corresponds to the first question included: “Are the objectives of Emmaüs still adapted?” The following figures “ $(3+3+2)$ ” correspond to the weight given to each answer. It was then divided by the number of answers (e.g. /3). We could ultimately obtained a final result (e.g. $=2.67$).

It has always followed the same order. For Emmaüs, it was Mr Yves Bucas-Français (1st answer), Mrs Marie-Alix Pic (2nd answer) and Mr Laurent Glad (3rd answer). For the Action Tank, it was this order: Mr Guillaume Ginebre (1st answer), Mrs Julie Laurent (2nd answer), Mr Oliver Faust (3rd answer) and Mr François Rouvier (4th answer).

2.2. Relevance: key results and analysis

The goal of this category is to check on the social needs and on the answer that is offered in order to better understand how to maximise the social impact.

The questions were then around the evolution of the beneficiaries’ needs, the relevance of the solutions offered, the understanding of the social issue and the point of view on the solutions by the organisation and the beneficiaries.

2.2.1. The relevance of Emmaüs France

The first question that we have asked was about a change in the needs of the beneficiaries. All the interviewees agreed to say that it has changed since Emmaüs was founded. They have especially found that the “profiles have evolved” (Glad, 2018). As this question is based on external implications, it was not included in the model. However, the second question has aimed at discovering if the goals of Emmaüs were still adapted. Two of

them confirmed saying that: “we innovate with the evolution of our needs” (Pic, 2018). However one has stated that it was “not always easy” (Glad, 2018). It was also implied that because of the evolution of the profiles (e.g. more migrants), it was difficult to always respect the unconditional welcome.

Concerning a potential difficulty of the project to be developed that could be link to a misunderstanding of the social issue, the interviewees denied it. One of them expressed that it was important to measure it: “It is merely to measure it today” (Bucas-Français, 2018).

Finally we did ask them if there was a convergence between the offered solutions perceived by their organisation and perceived by their beneficiaries. The interviewees had different point of view on that question ranging from a strong “yes” (Pic, 2018) to a “not always, it will depend” (Glad, 2018).

The relevance of Emmaüs does not benefit from an internal consensus. Depending on the position of the interviewees, the answers were highly different. They are relevant but it could be improved by a better understanding of their beneficiaries’ perception. For these reasons, the relevance of Emmaüs would be graded of 2.5/3.

2.2.2. The relevance of the Action Tank Entreprise & Pauvreté

When we did ask the Action Tank if their beneficiaries’ needs have changed, they all answered “no” and that “there was no transformations, solutions private or public that have really supported to answer these needs today” (Ginebre, 2018). It could be explained by the fact that this organisation is a new one. It was then more interesting to analyse their reactions regarding the fact that their objectives were potentially still adapted. They strongly answered “definitely” (Ginebre, 2018), “yes, always” (Faust, 2018) or even “more than ever” (Rouvier, 2018). They also have expressed about the Mobiliz project that “it is an offer that is relevant today” (Laurent, 2018).

They then denied any difficulty to develop the project due to a misunderstanding of the social issue. They have however recognised that it needed time to “understand the needs” and to “try to develop a solution” (Ginebre, 2018).

Concerning the convergence between what the Action Tank expects to offer to its beneficiaries and the perceptions of these beneficiaries, the interviewees were divided. They mainly have confirmed the convergence but some have also recognised that it was

“complicated” (Ginebre, 2018) and that it would depend on the subjects. Otherwise they do want to measure this convergence: “our objective, in the Renault Solidaire’s garages, it is to report the transformation’s rate” (Faust, 2018).

The Action Tank appears to be highly relevant with their offers that are specifically built in order to answer some social needs. By analysing carefully their beneficiaries and their needs, they have managed to bring optimized solutions. For these reasons, the relevance of the Action Tank was graded of 2.72/3.

2.3. Effectiveness: key results and analysis

The effectiveness could be understood as the measure of the objectives’ success. It would determine if there is any gap between the objectives and the actual realizations. The goal would then be to improve them.

The questions would be about the objectives, their evolutions, the similar actors’ objectives and the beneficiaries’ progress.

2.3.1. The effectiveness of Emmaüs France

When we did ask if Emmaüs has reached its results, the answers were slightly blurry. It seems that there are “objectives for each structure” (Pic, 2018). These objectives are not really precise: “the only objectives that we decide, there are in order to reach an economic sustainability for the community” (Glad, 2018). They mainly deal with emergency: “it was absolutely unpredictable, that we would be charged by the city of Paris, with the organisation of the reception and the orientation of migrants” (Bucas-Français, 2018). It is then difficult to predict or to settle objectives for Emmaüs as they do, in some cases, depend from the public policy.

However when some objectives have been settled, they would tend to be higher the year after. For instance, in the community of Thionville, they have seen an increase of the “net result: more 33%” (Glad, 2018). The evolutions of the objectives would mainly depend on the structures that are “very, very heterogeneous” (Pic, 2018).

Emmaüs is not the only NGO working on poverty alleviation. Some others also do and face the same issues like the “effectiveness issues that are shared by all the actors” (Bucas-Français, 2018). It also appears that it is difficult to compare them as “they do not have exactly the same activities or the same positioning” (Pic, 2018).

All the interviewees have confirmed that there are, most of the time, some achievements for the beneficiaries. Concerning the advances made by the companions, they would say “the majority, yes. Obviously, not everyone” (Glad, 2018). They would also recognise that “it is really linked to the person’s story” (Pic, 2018).

The lack of clear objectives makes it difficult for Emmaüs to have a group’s coherence but also to assess its actions on the beneficiaries. It has a negative impact on its effectiveness. For these reasons, the effectiveness of Emmaüs would be graded of 2.21/3.

2.3.2. The effectiveness of the Action Tank Entreprise & Pauvreté

The Action Tank as an approach that is based, as we have seen, on a strong monitoring. They also do fix some objectives even if “it is very difficult to fix some fair objectives because there are subjects in which we do not have references” (Rouvier, 2018). Even with this difficulty in mind, they do express that “it is still important to fix some objectives in order to control everyone’s ambition and to align the partners” (Laurent, 2018).

These objectives have strongly increased due to “a strong acceleration” (Rouvier, 2018). For instance, on the Mobiliz project, they have increased of “more than 60%, our results forecasts” (Rouvier, 2018).

They cannot compare themselves as there are not similar actors working in their field. There are in a “pure innovation” (Laurent, 2018). Talking about their model of social business that builds partnerships with companies they expressed that: “there are few actors on it and there are of course, actors on social entrepreneurship. But they do not work so much, I mean, they do not work with big corporations” (Ginebre, 2018).

They have noticed some progress from the beneficiaries. They have tried to compare the achievements between the different programs. However “it is quite difficult to compare, in fact, programs because the financial impact would be different, the deployment’s ease also and from a time’s perspective, we are on spans to set up the programs that are quite different” (Laurent, 2018).

The Action Tank could improve its effectiveness by assessing more frequently the progress of its beneficiaries. The fact of having flexible objectives could be seen as a diminution of effectiveness. For these reasons, the relevance of the Action Tank would be graded of 2.42/3.

2.4. Efficiency: key results and analysis

The goal of calculating the efficiency is to compare the resources needed and the results obtained in order to optimise the use of the resources.

The questions would be about the avoided costs and the maximisation of the impact for a certain amount of resources.

2.4.1. The efficiency of Emmaüs France

We have asked the interviewees if they thought that Emmaüs has created the highest impact possible for a minimum of resources. Their answers were divided. One of them said that “I think we can improve” (Pic, 2018). She has based our reasoning on the fact that internal solidarity but also external one can be reinforced.

The manager of a community has clearly announced that the impact is maximised considering the minimum of resources used. That is “very clear because the communities, it is an association’s status so like the other associations, we are always short of money” (Glad, 2018).

We also wanted to know if the costs avoided by the public authorities’ thanks to the work of Emmaüs were higher than the grants received. As we have explained previously, there are various economic models in Emmaüs so the answers were different. The communities will not receive any public grants so it clearly benefits the public authorities.

Concerning the second division, we have seen before that they rely mostly on public grants. For them, the impact that they have depend mainly on the grant received: “They are intertwined. And today when we open a position, we know very well that the position would be finance by the public authorities” (Bucas-Français, 2018).

However they “have not done the calculation yet”. The issue of monitoring is also present here. They still have some figures: “25% of our general budget comes from public money” (Pic, 2018).

Emmaüs has some divisions that still rely on public grants. That would impact negatively its efficiency. The creation of an innovation’s service will probably provide some new solutions that would improve this efficiency. For these reasons, the efficiency of Emmaüs would be graded of 2.33/3.

2.4.2. The efficiency of the Action Tank Entreprise & Pauvreté

Concerning the efficiency, there was a strong consensus from the employees and the partners of the Action Tank. They have all answered positively to our questions regarding efficiency.

The first question, as for Emmaüs, was about creating a maximum of impact with a minimum of resources. The interviewees were positive while expressing that their “projects are designed to be the most efficient” (Ginebre, 2018). They also linked this efficiency with their focus on finding the good partners: “we have optimised the resources because each partner is the specialist on his subject” (Laurent, 2018).

It even goes one step further when they do say: “we force ourselves at being the most efficient possible” (Laurent, 2018). It clearly appears that it is one of their core motivations.

The second question was about the costs avoided to the public services thanks to the work done by the Action Tank. They do think that they are quite efficient as “in certain cases, they do not provide us with any grants and in other cases, when we do ask some, we show that the return on investment on the projects or the money possibly given through a state grant overpass the avoided costs” (Ginebre, 2018).

The Action Tank does avoid costs to the public services. As they say “we are autonomous, we do not need public grants. However it is true that we would like a commitment from their side”. It would be a form of recognition.

They even went one step further while getting information about “social impacts contracts which are based, by definition, on a return on investment for the state thanks to the avoided costs that are higher than the incurred expenditure” (Ginebre, 2018).

The Action Tank is especially efficient. It is its mainspring. It manages to have a strong impact without depending on public grants. For these reasons, the relevance of the Action Tank would be graded of 3/3.

2.5. Net impact: key results and analysis

The last indicator that we have used is the net impact. By this notion, we want to demonstrate the social changes that happened thanks to the organisation. It is based on a long-term perspective.

The questions would be mainly about the creation of a significant difference and about the lasting effects.

2.5.1. The net impact of Emmaüs France

It was clear from the testimonies of the interviewees that Emmaüs had a significant impact on the beneficiary. They attested by answering “completely” (Glad, 2018), “of course” (Pic, 2018) or “of course, that is obvious” (Bucas-Français, 2018). They still recognised that they “have never done any survey” (Pic, 2018). The same issue about monitoring and controlling is still present when talking about net impact. However, they do asses that “it is not because you do not measure, that it does not exist” (Pic, 2018).

They have also recognised that the change observed could also come from other factors. This volunteer has expressed his view by saying: “according to me, they are link to a societal evolution” (Bucas-Français, 2018).

The life in a community would strongly impact the companions: “they do talk to people again. They socialize again. They are outside.” (Glad, 2018).

The interviewees tend to think that the effects generated by Emmaüs have a long-term effect for “a major part, after of course, there are still exceptions” (Glad, 2018). This perception is shared by another employee: “when we see the number of people who has been offered an economic activity each year. It is around 11.000 people. It is perfectly clear. After if we zoom, there are people for who it would create a real impact. It would change their life and for others it would be a failure” (Pic, 2018).

Emmaüs clearly impacts the life of its beneficiaries. They now want to understand to what extent that depends on their actions or if that depends on external factors. They also have long-term effects. For these reasons, the net impact of Emmaüs would be graded of 2.56/3.

2.5.2. The net impact of the Action Tank Entreprise & Pauvreté

The Action Tank does create a significant difference for the beneficiary. As a partner expressed: “there are some who start a company, change life thanks to it” (Faust, 2018). As for Emmaüs they are still lacking some quantified feedbacks: “it is still something that we need to demonstrate with data more, I think, quantitative. Now the first feedback that we have it is mainly, I would say, qualitative” (Laurent, 2018).

They can be even more precise: “we see that on some projects we help them to save almost 50 euros per month only on the housing but it can be 150 euros per year on the insurance questions, 250 euros per year on the infantile food matters” (Ginebre, 2018).

They recognised that other factors can lead to a change in the beneficiaries’ life. It was only possible thanks to some “personal will. In many cases, it is a determining factor” (Faust, 2018). A project manager has stated “I do not think that it was 100% us that has helped the people to find a job” (Laurent, 2018).

According to them, the effects of their projects are sustainable on time. For the Mobiliz project, “the objective it is clearly that there is a change of quality of life but consistent and on a long-term” (Laurent, 2018). They have also make it clear that they have designed long-term programs but “the programs themselves have not the goal to be consumed or used on a long-term by each person” (Ginebre, 2018). For some of the programs, it is more considered as an occasional help.

The Action Tank does have a net impact on its beneficiaries but the observed changes are not only related to their action. They have long-term effects even if sometimes they are operating on the basis of a single occasional action. For these reasons, the net impact of the Action Tank would be graded of 2.44/3.

All in all, Emmaüs has a total grade of 2.4/3. They are doing well regarding the net impact but also the relevance. They do have concrete and long-term effects for their beneficiaries. However they would need to improve their efficiency but also mainly their effectiveness. They are indeed lacking some group’s coherence and common objectives. The financial dependence of the public authorities can impact them negatively.

Considering now the Action Tank, they obtain a final grade of 2.65/3. They are doing extremely good on efficiency and relevance. They indeed build offers based on these two core notions. They still need to work on their effectiveness, due to their flexible objectives, and their net impact.

The Stievenart and Pache’s model would suggest that the social impact is higher with the Action Tank rather than with Emmaüs. It has to be carefully considered as some other models would have shown different results.

3. Confrontation of the main findings from the literature review and from the methodology

While carefully analysing the literature review, we have observed some key findings regarding NGOs and social businesses but also more precisely Emmaüs France and the Action Tank Entreprise & Pauvreté.

We would confront them with the finding from the qualitative interviews.

3.1. A sum up of the findings from the literature review

Some general findings have been observed in the literature review and they could be sum up as followed:

Figure 3. General findings from the literature review

	Findings
NGOs	<ul style="list-style-type: none"> - Short-term perspective - Lack of political independence
Social Businesses	<ul style="list-style-type: none"> - Social sector, as a value creator
Public Sector	<ul style="list-style-type: none"> - From donor to investor
Generation Y	<ul style="list-style-type: none"> - Tend to become actors (skills, knowledge)
Values	<ul style="list-style-type: none"> - Transparency - Trust - Accountability

We went even more in details and have detected some other findings specific to Emmaüs France and the Action Tank Entreprise & Pauvreté:

Figure 4. Specific findings from the literature review

	Emmaüs France	Action Tank Entreprise & Pauvreté
Target	<ul style="list-style-type: none"> - Everyone 	<ul style="list-style-type: none"> - Selected target
Support	<ul style="list-style-type: none"> - For all the issues faced by an individual 	<ul style="list-style-type: none"> - For very specific issues faced by the selected

		target
Systematization	- Not obvious	- Present (methodology, impact assessment, economic model)
Social Innovation	- Strengthened trend	- Core business

While having in mind these findings, we would sum up the ones obtained from the qualitative methodology.

3.2. A sum up of the findings from the qualitative methodology

We have built a table in order to outline the main findings:

Figure 5. Findings about Emmaüs France and the Action Tank Entreprise & Pauvreté from the methodology

	Emmaüs France	Action Tank Entreprise & Pauvreté
Operating Mode	Movement	Ecosystem Partnerships
Values	Unconditional welcome Dignity through the work	No special value
External Communication	International recognition	No brand's communication
Time Perspective	Present orientation	Future orientation
Employees' Education	Various level of degrees	Master's degree from prestigious universities
Time Length	Provide a support as long as the beneficiary needs it	Provide an occasional support
Beneficiaries	Companions or beneficiaries	Clients or beneficiaries
Public Authorities	Replace	Complete

Similar Actors in the Sector	Yes	No
Economic Models	Several	One
Impact Assessment	None	Many
Internal Programs or Structures	Difficult to conduct some internal comparison	
Digital Gap	Concern about this growing issue	

3.3. A sum up of the findings and some analysis

Now that we have in mind the various findings observed in the literature review and the methodology, we can analyse them.

We have noticed that the Action Tank is offering a solution only to some specific issues for some selected individuals. It is a main difference with Emmaüs which aims at offering support to all the individuals in all the issued that they can face.

We could see appearing a two-level based poverty. The first level would include people that can still create value, from a capitalistic point of view. It means that they can afford some special offers designed for them or create value by working. The second level would be composed by people who face various exclusions and that can only rely on some support.

Traditionally the NGOs have helped every individual that was facing poverty, no matter the level. With this two-level model, the social economy would appear to be even more impactful while helping the first level individuals.

It implies that social economy and NGOs are not competitors but can rather be complementary in poverty alleviation. Another example could be about disability. This two-level model would also work. We can see a trend of restaurants opening that employ mainly Down's syndrome people. By acting as a Working Integration Social Enterprise, these restaurants do recognized that their disabled employees can create value. In the meantime, people who suffered from cerebral-motor disability are most of the time unable to have an adapted professional activity. They would be included in the second-level and find the support of NGOs.

To be more specific, we would come back to the example of Emmaüs and the Action Tank. Two of the interviewees of Emmaüs were its companions. Jean-Marie was a former fire-fighter. He went through a tough time while divorcing due to financial issues. Without Emmaüs, he would be living on the streets. Wilfried is an illegal immigrant. He found in Emmaüs, a place to stay and some support to deal with the French administration. In both cases, Emmaüs clearly avoid them to be homeless.

That emergency's support would not have been offered by the Action Tank. However, the Action Tank could complement it. In the case of Jean-Marie, the Action Tank's offers would have helped him to save some money on the housing or the insurance. It would maybe have avoided him to be in an emergency situation that has required the support of Emmaüs. Considering now the case of Wilfried, we can assume that when he would go out of the community, he would need to find a work. Having access to a mobility's offer, like the one created by the Action Tank, could be the lever that would lift him out of poverty.

Emmaüs and the Action Tank would then be complementary on a timeline: the Action Tank could offer some services or goods to people facing poverty. If they do fall in an extreme poverty, Emmaüs would be there to support them. If they can possibly go out of this extreme poverty, the Action Tank would help them to reintegrate the society.

The way of being funded would be diverse in this two-level model. The Action Tank, who is part of the first level, could have a sustainable economic model while having beneficiaries that could either be customers or employees. Emmaüs, which would mainly be on the second level, would depend on some public grants and individual material donations in order to sustain its activity.

Considering the values of trust, transparency and accountability that are increasing towards social action, it would probably benefit the social economy. The actors of this sector are indeed able to measure and communicate on their actions. The fact to invest rather than to donate could convince new philanthropists. It can be a serious threat for the NGOs that would probably need to measure more and share it to the general audience.

Finally the goal of this thesis was to measure the social impact of Emmaüs and the Action Tank in order to assess which one was the most impactful actor regarding poverty alleviation in France.

According to the model of Stievenard and Pache, the Action Tank would obtain a better grade regarding the social impact. This can be explained by its business model that aims at maximising the return or impact as would have done a traditional company.

Theoretically the Action Tank does have a higher social impact than Emmaüs. In practice, Emmaüs has still considerably more impact due to its size and experience. It shows that the social impact assessment can be limited.

3.4. The limits of the social impact assessment

The question about the social impact remains. There is a lack of one generally accepted measure. Different ones have emerged but they have very different focus. We have chosen two models (Auger and Reynaud's one and Stievenart and Pache's one) as they have appeared to be the more significant and adapted ones. By choosing others, we would probably have had different results. It makes us wonder about the relevance of this wide variety of social impact assessments.

According to this thesis, we have proved that the Action Tank had a higher social impact than Emmaüs. However considering the important number of people being helped by Emmaüs, we can wonder if it is relevant. Indeed, the various social impact assessments' that we have found were mainly based on traditional capitalist measures that have been slightly adapted to the NGOs. Nevertheless there are not adapted to seize the social complexity. Indeed each beneficiary or companion come with its own story. It is then rather difficult to talk about beneficiaries' performance.

4. Some results confrontations with other organisations

Some of the findings that have appeared can be applied generally whereas some of them are relevant only when applied to Emmaüs and the Action Tank. We wanted to confront these different findings with other testimonies.

We have then selected three people: Mrs Emmanuelle Ghislain for the local NGO's perspective, Mr Jean Van Wetter for the international NGO's perspective and Mr François de Borchgrave for the impact investing's perspective.

4.1. The interview of Mrs Emmanuelle Ghislain from Duo for a Job

Mrs Ghislain has worked for Doctors without Borders for 7 years in various African countries. She is now part of Duo for a Job, a Belgian NGO that aims at creating professional relationships between a mentor and a mentee coming from immigration.

The business model of Duo for a Job is based on grants and donations. We have asked her, if potentially, it could change to be a social enterprise that is self-financing. She has answered that they would need to change the business model and to increase the target. The revenue would not come from the initial targeted beneficiaries. There would be a dual system between beneficiaries and customers. It fits with our two-level model: the first level of mentees would become clients and second level would stay beneficiaries.

She has also confirmed that it was challenging not to be self-financed because there is a need to invest in fundraising. She has also added that to get more donations, they needed to communicate more. It is link to the values of transparency, accountability and trust that we have seen. According to her, the need for transparency has increased with the Generation Y. They want to be informed and to understand better because they have a will to make an impact. Back in the time, there was a value of charity that was based on a blinded trust. She has given the example of the donations during the religious offices. People did not know how the money was used. This kind of trust is not present anymore.

Considering the social impact, we have shared our difficulty to find a recognised social impact assessment. She has confirmed that several ones were created for instance by KPMG or by the business school Vlerick. She has also added that it can be more or less easy to measure it depending on the organisation. In their case, it would rather be simple as the consequence of their action would be to find a job or not. She however wonders if it was necessary and if it would make the organisation more efficient.

She has also noticed that there was a professionalization of the NGOs. Some managers are now graduated in management. They would tend to apply their managing tools in order to measure the actions.

To sum up this interview with Mrs Ghislain, we could say that some NGOs could potentially become social enterprises in order to be financially independent. The values of trust, transparency and accountability are still really strong. The social impact assessment

appears to be questionable. Finally, the NGOs are hiring more professional employees that are managing the NGOs as traditional businesses.

4.2. The interview of Mr Jean van Wetter from Handicap International

Mr Jean van Wetter is the managing director of Handicap International Belgium.

We have asked him the same question that we have asked to Mrs Ghislain: would it be possible for Handicap International to become a social enterprise? According to him, it is possible. The beneficiaries would stay beneficiaries but other paid activities would be offered. He took the example of some consulting that they are doing for Renault. They are paid for this service as they are considered as a provider.

From a financing point of view, it would be interesting for them as they are now funded by projects. They do not manage to have a lot of research and development funding as it is not consider as a project. It would however be essential to develop the structure.

They also do use some social impact bonds in partnership with Koïs Invest.

We have then asked him about the social impact assessment. He told us that they were doing some evaluations just after the end of the projects but that it would be interesting to do an ex-post evaluation after five years. However, they do depend on funders that are involved only during a project's time.

Concerning the values, he has confirmed the need of accountability. He has assessed that it is quite new for the general audience. He also said that it was already present for the funders. In Handicap International, they have to go through many audits as each funder wants to check the financial accounts or the practices.

Concerning now the emergence of the social economy's actors, Mr Jean van Wetter does not consider them as competitors. On the contrary, they are creating a kind of healthy emulation.

All in all, Handicap International does reflect at becoming a social enterprise while offering paid services. They could then keep their free offers for their traditional beneficiaries. It would be a way to have more financial independence and then to be more free to develop the organisation as expected.

4.3. The interview of Mr François de Borchgrave from Kois Invest

We have described in this thesis a new way of being funded that is called: social impact bond. Kois Invest is specialized in this way of investing. Its co-founder, Mr de Borchgrave has agreed to answer few questions.

Mr de Borchgrave has redefined for us the concept of social impact bond. The goal is to use some financial resources available in order to reach some predefined social goals. There would be some yield only if the objectives are reached. There is thus no direct social intervention but just some funds made available.

They do not have any preference between NGOs and social businesses. They would just focus on the social impact, the possibility to help the organisation and the potential profit for the shareholder.

He also clarifies that the social impact bonds were already important before the emergence of the social economy. Considering the growth of the social businesses, he would perceive it as a possibility to have a diversity of actors that would provide or not some share returns.

According to him, the NGOs and the social businesses are in a competition because they both look for philanthropic funds.

We have finally asked him about the social impact. As for Mrs Ghislain, he stated that it was difficult to measure. It would not depend on the type of organisation (e.g. NGO or social business) or on the financial structure. He would even add that measuring the social impact do represent some extra costs for the organisations. He also wanted to raise awareness about the fact that it was not always relevant to measure it as it would imply to put a price on some priceless things (e.g. life).

To sum up this interview with Mr de Borchgrave, we could say that the social impact bond could be used for both NGOs and social businesses. It implies that there are in a kind of competition. They would then need to be the most socially impactful to get the findings. However Mr de Borchgrave, as Mrs Ghislain previously, warned us about the relevance and the merit of doing a systematic social impact assessment.

5. Managerial implications for the NGOs and the social businesses

Now that we have in mind the findings from the literature review and from the methodology, we can provide some advices for the managers.

We would start with the NGOs. Their action can be perceived as a replacement of the public authorities so they will easily benefit from public funding. However the arrival of social businesses that do answer social issues with their own financial means can be perceived as a threat. We would tend to recommend to the NGOs to use some business tools. We would strongly encourage them to develop their own social impact assessment that would be relevant in their field. We would also advise them to take more time in building strong relationships with the shareholders but also with the general audience in order to reinforce the values of transparency, trust and accountability.

Concerning now the social businesses, we would recommend them to use the success that they encounter currently. They should use this willingness of action coming from the Generation Y. They can organize some “Hold-Up”. There are initiatives created by the Make Sense Community. They aim at answering a specific issue face by a social enterprise thanks to a crowd-sourcing. The social businesses can also partner with universities where the degrees in social entrepreneurship or social innovation are trending. As they are using traditional professional tools, they should focus on the emergence of social impact assessments. This tool would be useful when negotiating for some investments but also in order to create a strong community. One more time, it refers to the values of trust, transparency and accountability.

Conclusion

We have started this thesis with an objective in mind: “Comparing the impact of social businesses and NGOs’ projects on poverty alleviation in France: The cases of Action Tank Entreprise & Pauvreté and Emmaüs France”.

To answer it we have used a meticulous literature review and a thoughtful qualitative analysis that was based on semi-structured and directive interviews.

Thanks to that, some general findings have appeared. The public authorities are evolving from a position of traditional donors to a role of strategic investors. This new trend of venture philanthropy is shared by individuals. They now mainly want to invest financially rather than to simply donate. They also want to provide a practical support thanks to their knowledge and various abilities.

This societal evolution of the individuals but also of the public authorities is based on new values. Indeed, when supporting a social cause, people will tend to look for transparency, trust and accountability. Beyond some displayed values, there is a need and a will to build a stronger bond with the social organisation. It implies some commitment from the organisation.

These organisations can be NGOs or can come from the social economy's sector. These NGOs would traditionally rely on public grants and on individual or corporate donations. It would impact their financial independence. They are usually considered as the referent actors regarding social issues.

The social economy is still emerging and is composed by a variety of organisations. We have decided to focus on social businesses which are financially independent. They rely on investment but also on their own revenues. They will need to make some profit in order to pursue their social cause.

The key differences between the NGOs and the social businesses would be linked to their economic models. The NGOs would spend less time at building sustainable economic model but they would have less flexibility in their funds' use. The social businesses could use their own revenues as they expect. They would however devote time to build a stable economic model that would potentially need time to be fully impactful.

To be even more precise in our analysis, we have studied Emmaüs France and the Action Tank Entreprise & Pauvreté. We have understood that Emmaüs was charity-based with some strong values and a prominent place of the Abbé Pierre. The Action Tank is more business-based with a specific methodology and some strategic partnerships.

The resources of Emmaüs would come from various sources: material or financial donations from individuals or corporation and public grants. They indeed do not have a single economic model but they do depend at 25% from the public authorities. The Action Tank has

an economic model that aims at being sustainable. They would indeed make profit that would be reused in order to develop their activities.

Emmaüs build long-term relationships with its beneficiaries while helping them as long as they need on all the issues that they face. They however do not monitor their action. On the contrary, the Action Tank would be really careful in monitoring all their projects that are aiming to solve some specific issues faced by a selected target.

Considering now the societal performance, Emmaüs is recognised worldwide and act as a referent for the citizens. The Action Tank does not benefit from any special recognition but they do act at deeply transforming the public and private actors.

All in all, Emmaüs and the Action Tank do have different ways of action. It makes it difficult to assess that one is more impactful than the other. However, according to the model developed by Stievenart and Pache, the Action Tank would obtain a higher social impact score than Emmaüs.

It incites us to question this finding: could we generalize and state that social businesses have a higher social impact than NGOs?

We would be careful about that because this research does have its own limitations. There is indeed not a single social impact assessment. Confronted to this lack of consensus, we had to choose one that appeared to be relevant based on our literature review. However it would maybe not be relevant with other organisations.

This lack of one generally accepted social impact assessment is due to the novelty of this kind of measurement at a wide scale.

We have faced in this thesis another limit. We have indeed focused our research on two organisations. We have then done nine interviews. We can assume that there was a social desirability bias. It was probably more important depending on various social criteria like the level of education or even the habit to answer to this kind of questions.

For these reasons, we would suggest some further research that could complement this present work. It would be interesting to focus on other social causes (e.g. disability) and to compare the results with this thesis.

A particular attention could also be paid to the evolution of donors who tend to become investors. It would be a way to observe if there is major change and if it is coherent with the social economy's development.

Some future research could also aim at building a generally accepted social impact assessment's model. It should potentially be applicable to all the social issues. In order to be realistic it would need to have some different variables depending on the social cause but also on the type of organisation.

Finally this thesis incites us to question this assessment. There is indeed a major ethical limitation. With a social impact assessment, we imply that we are able to measure all the social issues. We then wonder how we could estimate some priceless subjects and how we could compare some highly different subjects. Above all, the question that remains is: should we measure everything?

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Appendix 1. Contact details – Emmaüs France

The following table is an extract from the file created in order to support our research work.

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Appendix 2A. Interview grid - Translated

Interview – Emmaüs / Action Tank

Introduction :

- Two parts :
 - Semi-structured : 4 thematics
 - Directive : 4 thematics – 14 questions
- 1. **Semi-structured interview** : Auger and Reynaud's model
 - a. **Foundations:** What are the foundations of Emmaüs/Action Tank that you do perceive?
 - i. E.g. : values / important points / identity
 - b. **Resources:** How would you characterize the resources' use?
 - i. E.g. : financial / material / human
 - c. **Clients/beneficiaries' performance:** How do you perceived the clients/beneficiaries' performance?
 - i. E.g. : results / feedbacks
 - d. **Societal performance:** How do you perceived the societal performance?
 - i. E.g. : impact on the society
- 2. **Directive interview** : Stievenart and Pache's model
 - a. **Relevance :**
 - i. Have the needs of the beneficiaries evolved?
 - ii. Are the objectives of Emmaüs/Action Tank still adapted?
 - iii. Can the difficulty of the project, that needs to be developed, be linked to a bad understanding of the social issue?
 - iv. Can we observe a convergence between what Emmaüs/Action Tank expect to offer to its beneficiaries and their perception?
 - b. **Effectiveness:**
 - i. Have you reached the predetermined objectives?
 - ii. How have they evolved since last year?

- iii. How Emmaüs/Action Tank does position itself compared to the results of the other actors of its field?
- iv. In which area are the beneficiaries' achievements the more important ones?

c. Efficiency :

- i. Do you think that Emmaüs/Action Tank can create the more impact possible with a minimum amount of resources used?
- ii. Are the costs avoided by the public authorities more important than the grants provided?

d. Net impact :

- i. Does Emmaüs/Action Tank create a significant difference for the beneficiary?
- ii. Can others factors be responsible of the observed change?
- iii. Are the effects generated by Emmaüs/Action Tank sustainable?

Appendix 2B. Interview grid – Original

Entretien – Emmaüs / Action Tank

Introduction :

- Deux parties :
 - Semi-directive : 4 thèmes
 - Directive : 4 thématiques - 14 questions

- 3. **Entretien semi-directif** : modèle d’Auger et Reynaud
 - a. **Fondements** : Quels sont les fondements d’Emmaüs/Action Tank que vous percevez ?
 - i. Exemples : valeurs / points importants / identité
 - b. **Ressources** : Comment caractériseriez-vous l’utilisation des ressources ?
 - i. Exemples : financières / matérielles / humaines
 - c. **Performance clients/bénéficiaires** : Comment percevez-vous la performance client/bénéficiaire ?
 - i. Exemples : résultat / ressenti
 - d. **Performance sociétale** : Comment percevez-vous la performance sociétale ?
 - i. Exemple : impact sur la société

- 4. **Entretien directif** : modèle de Stievenart and Pache
 - a. **Pertinence** :
 - i. Les besoins des bénéficiaires ont-ils changé ?
 - ii. Les objectifs d’Emmaüs/Action Tank y sont-ils toujours adaptés ?
 - iii. La difficulté du projet à se développer peut-elle s’expliquer par une mauvaise compréhension du problème social ?
 - iv. Observe-t-on une convergence entre ce qu’Emmaüs/Action Tank pense apporter à ses bénéficiaires et la perception de ces derniers ?
 - b. **Efficacité** :
 - i. A-t-on atteint les objectifs de résultat fixés ?
 - ii. Comment ont-ils évolué depuis l’an passé ?

- iii. Où se situe Emmaüs/Action Tank par rapport aux résultats des autres acteurs de son secteur ?
- iv. Dans quels domaines les progrès des bénéficiaires sont-ils les plus importants ?

c. Efficience :

- i. Pensez-vous qu'Emmaüs/Action Tank permet de créer le plus d'impact possible pour un montant de ressources engagées minimum?
- ii. Les coûts évités pour les pouvoirs publics grâce à cette action sont-ils supérieurs au montant des subventions versées ?

d. Impact net :

- i. Emmaüs/Action Tank crée-t-il une différence significative par rapport à l'existant ?
- ii. D'autres facteurs peuvent-ils être à l'origine des changements observés ?
- iii. Les effets générés par Emmaüs/Action Tank sont-ils durables ?

Appendix 3. *Transcript of the conjoint interviews of Mr Oliver Faust and Mr François Rouvier as partners of the Action Tank Entreprise & Pauvreté*

Interview – Action Tank Entreprise et Pauvreté

With :

- **Oliver Faust** (OF) : CSR vice-president of Renault
- **François Rouvier** (FR) : Social business director of Renault

Conducted by :

- **Manon Voisin** (MV) : Master's student at Solvay Brussels School

Interview :

MV : Du coup, je suis Manon Voisin. Je suis étudiante à Solvay Brussels School qui est comme une école de commerce mais du coup à Bruxelles et je suis en master de management et j'étudie notamment la RSE. C'est ma spécialisation et en ce moment c'est ma dernière année, c'est le moment de rédiger mon mémoire et qui s'adresse, qui vise deux choses qui me plaisent beaucoup qui sont les ONGs et les social business et j'essaye en fait de faire une sorte de comparaison et de mieux les comprendre pour mieux les utiliser en fait à terme. Donc voilà un peu qui je suis.

OF : D'accord.

MV : Et donc si vous êtes là aujourd'hui c'est pour votre lien avec le projet Mobiliz en lien avec l'Action Tank Entreprise et Pauvreté et alors tout simplement l'entretien va être assez structuré. Il y aura deux parties. Une première partie semi-directive où il y aura quatre thèmes et vous serez libres. Le but c'est juste de vous faire, voilà, de vous laisser parler, de voir un peu quelles sont les idées qui vous viennent à l'esprit. Et la deuxième partie va être plus directive donc il y aura aussi quatre thèmes mais avec des questions plus précises et donc ça devrait pas prendre plus d'une demi-heure mais dans ce cas-là si vous devez partir, vous partez. Il n'y a aucun souci. A votre guise.

Etes-vous...

OF : Très bien

MV : Etes-vous prêts ?

OF : On est prêts.

MV : C'est parti. Alors on va commencer avec le modèle de Auger et Reynaud pour la partie plus semi-directive. Donc pour vous, quels sont les fondements du projet Mobiliz que vous percevez ? Notamment, je pense en point de valeurs, points importants ou identité.

OF : Donc alors euh oui. Le projet Mobiliz, on parle du projet social business ?

MV : C'est ça, exactement.

OF : Parce que le projet pour nous est **tellement inspirant** que finalement Mobiliz on l'utilise maintenant comme appellation pour l'ensemble de nos actions RSE chez Renault.

MV : D'accord. Alors moi c'est beaucoup plus précis. C'est beaucoup plus lié à l'Action Tank Entreprise et Pauvreté.

OF : Oui bah je sais pas François, tu veux raconter le début, comment on y est rentré. Parce que François est la personne qui a créé ce projet avec l'Action Tank donc il est là depuis le début.

MV : D'accord.

FR : Bonjour.

MV : Bonjour.

FR : Manon, donc on a commencé en 2011. Alors l'Action Tank pour nous c'était un moyen de **changer d'échelle**. Je ne sais pas si vous avez pu regarder le site de l'Action Tank.

MV : Oui.

FR : L'origine de l'Action Tank, je pense que ça a été créé par Martin Hirsch et Emmanuel Faber qui se sont dit en 2009 que c'était important de mettre ensemble une entreprise pour **expérimenter** pour les faire **changer d'échelle** ou en tout cas de permettre à leurs projets de

changer d'échelle de façon à prouver, parce qu'effectivement ça n'existait pas, prouver que le social business est une solution opérationnelle.

MV : D'accord.

OF : C'est pas un petit truc d'entreprise pour se faire plaisir. Ça peut être vraiment **transformateur**.

MV : D'accord.

OF : Donc l'Action Tank sert à ça et donc nous ce qui nous a intéressé quand on crée ce projet, programme de social business, c'était dans notre rapprochement avec HEC, ce qui nous intéressait c'était justement d'abord l'Action Tank. Voilà, on s'est dit **on va beaucoup apprendre en partageant avec d'autres entreprises** et bien-sûr à commencer par Danone qui sont les pionniers mais aussi Schneider en cas de première boîte.

MV : C'est ça.

OF : C'est ça qu'on a fait avec l'Action Tank et puis d'une façon générale la philosophie **d'innovation sociale** c'est-à-dire de dire comment à la fois comment contribuer à réduire ou alléger, oui réduire un problème de société qui est un problème de pauvreté et le chômage **tout en faisant notre métier**, constructeur automobile et de fournisseur de solutions mobiles. Comment l'un et l'autre, **comment en faisant notre métier, on peut contribuer donc en inventant des modèles** évidemment ça n'existait pas. Donc en réfléchissant d'abord sur la base des vrais problèmes de mobilité des gens comme c'est arrivé aux garages solidaires en faisant parler des gens qui étaient en rapport à la mobilité. Donc nous on a une ressource extraordinaire avec nos réseaux de distribution : qu'est-ce qu'on pourrait faire avec eux. Et puis on a créé le réseau des garages. Et en fait, mettant le doigt dans l'engrenage des garages solidaires et bien on a inventé d'autres solutions pour répondre à chaque fois aux problèmes rencontrés.

MV : D'accord. Et vous avez parlé à plusieurs reprises de changer d'échelle. Pour vous qu'est-ce que ça veut dire ?

FR : Ça veut dire donner des **actions qui ont de l'impact**.

OF : **Faire à l'échelle du pays avec justement d'autres entreprises où chaque entreprise intervient dans sa compétence**, son métier en répondant chacune à un besoin alors qui

permet en tout cas important pour des personnes en situation de pauvreté : la mobilité en est une, le logement une autre, la correction de la vue une troisième.

MV : C'est ça. D'accord.

FR : En fait, quand on a rejoint l'Action Tank en 2011, le projet de Danone qui s'appelle...le projet qui a été mené...

MV : Le programme Malin ?

FR : Pardon ? Le programme Malin, oui avec Bledina et la Croix Rouge avait 1000, 2000, même pas, bénéficiaires. Des lunettes solidaires ou l'optique solidaire avec Essilor c'est quelques milliers bénéficiaires. Enfin quelques, c'est un petit millier à l'époque etcetera, etcetera. On avait des tas de projets qui étaient passionnants sur le papier sur lesquels on pouvait raconter de belles histoires mais on touchait pas beaucoup de monde donc l'enjeu du changement d'échelle c'était de passer de quelques centaines voire milliers à beaucoup plus.

MV : D'accord.

FR : L'enjeu à nous aujourd'hui c'est vraiment celui-là et je pense qu'on est en train de commencer à **avoir de l'impact**. Nous aujourd'hui, l'année dernière on a été en contact avec 3000 personnes sur une année. On vient de quelques centaines en 2013. C'est encore petit. Mais ça commence et puis surtout on met en œuvre des moyens pour en toucher plus par an.

MV : D'accord, très bien.

OF : Vous parliez de valeurs, donc voilà les valeurs qu'il y a derrière c'est les valeurs d'entrepreneuriat où on vient en aide à des personnes en situation précaire pour faire en sorte que la situation soit aussi passagère que possible et les réinsérer dans la société. Donc arriver avec vraiment un état d'esprit entrepreneurial.

MV : C'est ça.

OF : Quand même de faire en sorte que ce projet devienne momentané et le **résoudre durablement**. C'est pas de la charité. C'est pas... C'est pas...

MV : Oui c'est plus durable.

OF : Oui.

MV : D'accord. Et par rapport...

OF : C'est pas de la charité et c'est très altruiste quand même.

MV : Oui, totalement. C'est ça qui est beau.

OF : Voilà, c'est-à-dire que ça repose sur des valeurs quand même fortes. Clairement. Et qui sont aujourd'hui, c'est pour ça que c'est un projet qui est né dans la RSE. Et en même temps la RSE est le bel endroit pour démontrer que ça peut aussi être source d'innovation pour l'entreprise.

MV : C'est ça. D'accord. Et vous, comment vous voyez, comment vous caractériseriez l'utilisation des ressources ? Que ce soit les ressources financières, matérielles, humaines dans ce projet.

OF : Le vrai potentiel du projet, il vient du **modèle économique**. Le secret c'est d'arriver à **monter un business modèle qui tienne la route et qui s'autofinance** où l'objectif c'est pas de gagner de l'argent mais **si on en gagne on le réinvestit dedans**. C'est quelque chose qui doit pas coûter à l'entreprise.

MV : D'accord.

OF : Contrairement au mécénat, on est...

MV : Et pour l'instant il arrive à s'autofinancer ou pas encore ?

OF : Aujourd'hui c'est **autofinancé**, oui oui. C'est quelque chose qui ne nous coûte pas.

MV : D'accord, OK. C'est vraiment bien. Parfait.

FR: Vraiment. On a un fonds d'investissement. On a créé un fond d'investissement solidaire vous l'avez vu.

[Bruit Annexe]

OF : Allô ?

MV : Oui je vous entends toujours. Il y a eu un petit bruit.

OF : On est dans une **démarche vraiment d'investissement** avec pas plus de gains que de [...]. Sur les garages c'est pareil donc on stocke des ressources humaines et [...] on est une

petite équipe, on est quatre donc on consomme peu de ressources et je pense qu'aujourd'hui quand on met à côté tout ce qu'on génère à la fois en volume de ventes de voitures, en volume d'après-vente, en chiffre d'affaire d'après-vente généré. Après il y a **des impacts indirects positifs** en terme de réputation d'entreprise.

MV : Même en termes d'identité aussi.

OF : Des jeunes, d'identité. Bien qu'à une époque on mesurait le coût de la Formule 1, on comparait le coût de la Formule 1 aux coûts, au prix, à la valeur des articles générés dans la presse sportive où d'ailleurs je disais ça par rapport à, nos particules générées chez Mobiliz, je pourrais dire que c'est vrai aussi dans la balance. Oui oui franchement, je crois qu'on peut dire **qu'on se finance complètement**.

MV : D'accord. Parfait.

OF : On est en train de générer d'autres projets au-delà des frontières de la France, dans le monde.

MV : C'est intéressant ça. Et par rapport à la performance clients : comment vous la percevez cette performance client par rapport au résultat, au ressenti ?

FR : Qu'est-ce que vous appelez performance client ?

OF : Les bénéficiaires, c'est ça ?

MV : Voilà, c'est ça. Que ce soit au niveau des résultats ou du ressenti si vous avez même directement des feedbacks de leur parts.

OF : Aujourd'hui si on prend l'exemple de, parce qu'on a deux, à l'intérieur de Mobiliz on a deux grand projets donc les garages Renault Solidaire et puis le fonds d'investissement Renault Mobiliz. Dans les garages Renault Solidaire, **les bénéficiaires sont traités comme n'importe quel autre client**. La seule chose qui change c'est le devis et la facture.

MV : Oui c'est ça, qui sont bien moindres.

OF : Les mécaniciens qui réparent leur voiture savent pas qu'ils font une réparation moins chère que pour un autre client.

MV : D'accord.

OF : Et les concessionnaires qui gèrent ces garages là en sont **fiers**. Ils sont heureux de montrer que c'est pas des garages solidaires comme on peut en connaître qui sont un **peu stigmatisant** parce qu'ils sont en dehors de tout réseaux et sont réservés à une clientèle pauvres.

FR : Ils sont tous **volontaires** déjà.

OF : Voilà, ils sont tous **volontaires**.

FR : Donc aucun n'est obligé de faire ça [...]. Ça déjà, ça doit en principe nous garantir un fort **engagement** dans les garages et par les personnels de garage. Après, on a fait une **mesure d'impact partielle** il y a deux ans à peu près. Mais une petite **enquête téléphonique** avec OpinionWay sur un petit échantillon alors sur des centaines de consommateurs donc on avait un taux de satisfaction, je ne sais pas si ça répond un peu à votre question, très très élevé. Il y a **95% de satisfaction**.

MV : Ah oui.

FR : Beaucoup de choses notamment sur l'usage, le vrai visage de la mobilité, économies réalisées, l'accueil, la satisfaction d'accueil, le taux de recommandation exceptionnel auprès de leur entourage. Tout ça était bien mais là on est en train de faire une avec nos partenaires d'**HEC**, on est en train de lancer un travail de [...] pour **l'impact** en terme de trans d'abord sur un **échantillon** beaucoup plus large mais on n'a pas fini donc je ne peux pas vous donner les résultats. Sur, en terme de transformation et d'accès à l'emploi notamment et on va sauver des choses de façon **qualitatives** sur les conséquences en termes d'estime de soi notamment.

MV : D'accord.

FR : Notamment on a lancé une offre de véhicules neufs de location avec option d'achat sur véhicules neufs.

MV : Oui c'est ça, oui.

FR : Pour des gens qui étaient, où la seule solution c'était un véhicule d'occasion ancien. Oliver parlait de **stigmatisation**. Bah en fait, les gens sont enfermés dans des situations, dans des solutions qui les maintiennent dans la pauvreté donc là on a trouvé une solution pour leur permettre d'accéder à un véhicule neuf donc c'est pour nous quelque chose de valorisant et donc voilà il y a des choses comme ça...

MV : D'accord. Et justement ça répond un peu à ma question suivante qui est liée à la performance sociétale. Vous comment vous la percevez ? Même si vous avez déjà un peu répondu finalement. Et du coup l'impact que vous avez sur la société grâce à votre action.

OF : Oui cet impact dont François parlait auprès des bénéficiaires des garages Renault Solidaire qu'on **cherche à mesurer de manière objective et à la fois quantitative et qualitative**. Et puis il y a **l'impact des projets** qu'on soutient via notre fond d'investissement et donc là aujourd'hui on a investi dans 11 projets : société, institutions, start-ups, etcetera. Toutes dans le domaine de la mobilité et toute avec un but social et ça c'est pareil on mesure différentes choses. **On mesure les emplois que ça a pu créer.**

MV : Oui.

OF : Puis on **mesure l'impact que ça peut avoir sur les utilisateurs finaux**, comment ça peut faciliter leur vie, réduire leur coût d'accès à la mobilité, leur permettre de trouver un emploi, de maintenir leur emploi.

MV : D'accord. Parfait. Donc...

OF : Aujourd'hui la mobilité, nous on agit vraiment, c'est **deux projets d'entrepreneuriat social** sur la mobilité et la mobilité joue un rôle extrêmement important pour trouver un emploi ou pour garder un emploi.

MV : Oui ça c'est sûr.

OF : En France, on a **un jeune sur deux qui dit avoir déjà refusé un emploi parce qu'il ne savait pas comment s'y rendre.**

MV : Oui.

OF : Donc on a, et on sait que la mobilité est chère, donc on a **un rôle social et sociétal** à jouer dans cet accès à la mobilité.

MV : D'accord. Très bien. Bon déjà merci parce que là vous avez répondu déjà à beaucoup de mes questions de la première partie. Si vous avez encore cinq, dix minutes. Je ne sais pas si votre rendez-vous est déjà arrivé.

OF : Allez-y.

MV : Parfait. Alors on sera plus efficaces parce que les questions seront plus fermées. C'est plus pour évaluer l'impact social donc ça va être des questions assez mécaniques. Les besoins des bénéficiaires selon vous ont-ils changés depuis le début du projet ?

OF : Je ne pense pas, non.

MV : D'accord. Les objectifs de Mobiliz y sont-ils toujours adaptés du coup ? Oui, j'imagine.

OF : Oui oui toujours.

FR : **Plus que jamais.**

MV : Plus que... Super. C'est bien ça. Vous n'avez pas l'impression que le projet ait du mal à se développer ? Au contraire ?

FR : Non on a plutôt du mal à, aujourd'hui, en tout cas la question aujourd'hui c'est **comment se structurer pour assurer la croissance** que ce soit dans nos projets de garages, à l'international. Enfin on a plein de... Aujourd'hui la question c'est plus comment on va le faire pour trouver les bonnes ressources partout et on a quelques idées aussi.

FR : C'est le genre de projet où ça peut prendre parfois du temps à démarrer parce qu'il faut trouver les bons modèles, souvent les bons interlocuteurs, convaincre. C'est au départ un peu en marge du cœur de notre métier. Et puis après quand ça démarre, quand on a les bons partenaires, notamment sur les garages Renault Solidaire, en France avoir un partenariat avec Pôle Emploi, avoir un partenariat avec les Restos du Cœur. C'est des éléments, **des leviers de développement et de changement d'échelle**. Une fois qu'on rentre là-dedans, la problématique c'est plus de comment faire rentrer dans le process donc dans le cœur de l'entreprise donc comment ça fait, comment un business social devient un business comme un autre.

MV : D'accord.

FR : Et c'est parfaitement clair. Et autant Oliver que moi on vient du business de l'entreprise (commerce, marketing, vente) et on voit aujourd'hui qu'il faut du temps mais avec le social business ce qui est intéressant et à fort potentiel c'est que ça montre dans une entreprise le lien entre la RSE, entre performance d'une entreprise et RSE je vais dire. On crée une connexion qu'il n'y a pas forcément toujours entre RSE et core business de la boîte. Et aujourd'hui, nous on est vraiment dans cette passerelle-là. Et du coup, on n'est pas, on est un peu regardé de

travers en disant bon, c'est de la RSE mais quand des gens du core business de l'entreprise comprennent que ça devient **un facteur d'innovation fort, impactant le core business** que ce soit le commerce avec des clients nouveaux qu'on apporte et peut-être demain des nouveaux produits dans l'après-vente et après-demain dans la gamme des nouveaux produits de véhicules neufs. Là on se rend compte qu'on est facteur de créativité, d'innovation, d'exploration de nouveaux champs qui n'auraient jamais été explorés sans cet...

MV : D'accord.

OF : Beaucoup plus que le mécénat par exemple.

MV : D'accord, oui.

OF : Tout en ayant un **impact social et sociétal positif**.

MV : D'accord. Et est-ce que vous observez une convergence entre ce que vous proposez, enfin ce que vous pensez apporter à vos bénéficiaires et la perception qu'eux ont du projet ? Si vous avez des retours concrets de leur part.

FR : Heureusement, enfin si je comprends bien votre question.

MV : Oui.

FR : Eh bien, oui alors ça rejoint la question de la **mesure d'impact** dont on parlait tout à l'heure.

OF : Après, notre objectif dans les garages Renault Solidaire c'est de faire remonter **le taux de transformation**. C'est-à-dire des personnes qui viennent nous voir pour lesquelles on émet un devis par exemple et les personnes qui effectivement effectuent la réparation suite au devis. Ça c'est un bon indicateur qui nous montre que notre offre correspond à leur attente ou pas.

MV : D'accord, oui. Ça c'est évident. Est-ce que vous avez atteint les objectifs de résultats fixés l'année passée...fixés cette année d'ailleurs ?

FR : Oui.

MV : Parfait.

FR : Oui.

MV : Dites-moi.

FR : Oui on les a atteints mais franchement **c'est très difficile de se fixer des objectifs justes parce que c'est des sujets sur lesquels on n'a pas de références.**

MV : D'accord, je comprends.

FR : Je dis ça avec beaucoup d'**humilité** parce que combien de clients on va avoir cette année. C'est ce que disait Oliver, c'est complètement ça. **Ce sont des projets qui démarrent lentement, beaucoup plus lentement que ce qu'on s' imagine en général** que ce soit chez nous, que ce soit chez Danone, que ce soit chez etcetera. Et ensuite il y a des phénomènes d'accélération donc en fait on mesure mal la progression de ces projets. Et forcément **pour fixer nos objectifs, c'est un peu aléatoires.** Dans l'absolu aujourd'hui on est en train de ... On a une **accélération forte**, ça c'est clair.

MV : D'accord. Et du coup vos résultats ont évolué depuis l'année passée ? A ce que vous disiez.

FR : Oui oui.

MV : D'accord, oui c'est ça.

FR : oui oui **on a augmenté de plus de 60% nos prévisions de résultats.**

MV : Ah effectivement, d'accord. Mais vous dites, vous n'avez pas moyen de vous comparer ? Effectivement, il n'y a pas de projets similaires au vôtre. Enfin, je n'en ai pas trouvé.

FR : Non, non. Et vous voyez nos concurrents, par exemple, PSA, le groupe Peugeot Citroën en France ont une approche qui est diamétralement opposée. C'est une approche qui est complètement philanthropique de ces sujets et pas du tout dans le social business parce qu'ils n'ont pas envie de faire comme nous et parce qu'ils ont leurs propres raisons et en tout cas. Du coup, on n'a pas d'étalon.

MV : Allo ?

FR : Oui, j'essaye de faire des réponses qui soient les plus courtes possibles pour pas non plus... sachant que si vous avez besoin on peut reprendre un quart d'heure s'il faut prochainement pour poser des questions voire par mail.

MV : Ce serait bien. Là si vous avez encore cinq minutes, ce sera tout bon.

OF : J'ai mon rendez-vous qui patiente dehors mais on peut prendre trois minutes encore.

MV : Trois minutes, super. Est-ce que vous avez l'impression que le projet a permis de créer le **plus d'impact possible avec un minimum de ressources engagées** minimum ? Enfin, montant de ressources engagées minimum.

FR : **Oui.**

MV : Parfait. Est-ce que vous touchez des **subventions** ou pas pour ce projet ? Des subventions publiques.

FR : **Non.**

MV : D'accord. Donc du coup c'est tout bénéfique en voilà ma question c'était les coûts évités par les pouvoirs publics grâce à cette action sont-ils supérieurs au montant des subventions versées ? Oui par la force des choses.

OF : Oui pour moi c'est même l'un des principes de l'Action Tank.

MV : C'est ça, donc parfait. Pour vous est-ce que vous avez l'impression que le projet a créé une **différence significative pour vos bénéficiaires** ?

OF : Oh bah **oui oui oui**, il y en a qui créent leurs boîtes, qui changent de vie grâce à ça, c'est sûr.

MV : D'accord, super. Est-ce que vous pensez qu'il y a d'autres facteurs qui peuvent être à l'origine de **ces changements** ou vous êtes vraiment le principal facteur ?

OF : Ça ne se fait pas sans **volonté de leur part**. Dans beaucoup de cas, oui c'est un facteur déterminant.

MV : D'accord. Et donc dernière question : les effets générés par Mobiliz sont-ils **durables** ?

OF : **Oui.** Et pour la partie **qualitative à mesurer**, techniquement quelqu'un qui retrouve un travail grâce à Mobiliz se réinsère dans la société, sort de la pauvreté.

MV : Parfait. C'était plus une question formelle pour avoir votre réponse mais je pense que je l'avais bien perçu. Donc je vais m'arrêter là mais j'aimerais vraiment vous remercier d'avoir pris le temps de me répondre.

OF : Merci à vous pour l'intérêt que vous portez.

MV : Pour l'initiative surtout que vous faites. Je suis convaincue, vraiment convaincue que les entreprises ont leur rôle à jouer maintenant dans toutes ces questions sociales et je suis vraiment contente de voir ce que vous faites donc merci.

OF : Ah bon ? Eh bien merci à double titre alors et si [...] en Belgique.

MV : Eh bien voilà, je serai là. Merci à vous.

OF : Au revoir

FR : Bonne fin de journée.

MV : Bonne fin de journée, au revoir.