



ScaleChanger Impact Report 2024



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OUR STORY

ScaleChanger was born from an observation: While many innovative solutions with compelling impact are emerging around the world, only a few manage to grow at a much larger scale to address today's global challenges.

The reasons for it:

- the various challenges faced by entrepreneurs in expanding their high-impact solutions,
- an external environment that is inadequately supportive of their scaling up.

Simultaneously, **we are working to strengthen the ecosystem to optimally support the development of organisations with a positive impact.** It is through global and complementary interventions that we can take effective action, ensuring that any proven social innovation can thrive and provide a tangible response to contemporary challenges.

Our purpose for existence

Equipping high-impact organisations with the skills and tools they need **to scale up the impact of their solutions and tackle global social and environmental challenges.**

To achieve this, we provide support missions to organisations leaders seeking to scale the impact of their solution and who are faced with critical questions:

- ▶ **Is my organisation sufficiently mature to scale?**
- ▶ **What course of action should I pursue to achieve my impact aspirations?**
- ▶ **Is my business model sufficiently robust and formalised?**
- ▶ **How can I execute my development strategy?**
- ▶ **How can I further develop my model?**
- ▶ **Etc.**

OUR THEORY OF CHANGE

This is the vision of the world that we uphold and for which we strive daily. Our theory of change is grounded in a **global approach**, empowering leaders of social and solidarity economy (SSE) organisations with the necessary tools to **increase the impact of their solutions**.

Thanks to our support in developing their strategy and capacities, in clarifying their vision, and with the right tools, their scaling journey can be done under optimal conditions and with the utmost tranquility.



ACTIVITY

Supporting SSE organisations in scaling their solution

INPUTS

Mobilise resources, a validated methodology, and a team with extensive field expertise

RESULTS

- Organisations have the ability to scale their solution (individually, through collaboration, by changing the system, etc.)
- Leaders develop their skills and become more agile
- The impact entrepreneurship ecosystem as well as support mechanisms improve and provide support in line with the organisations needs

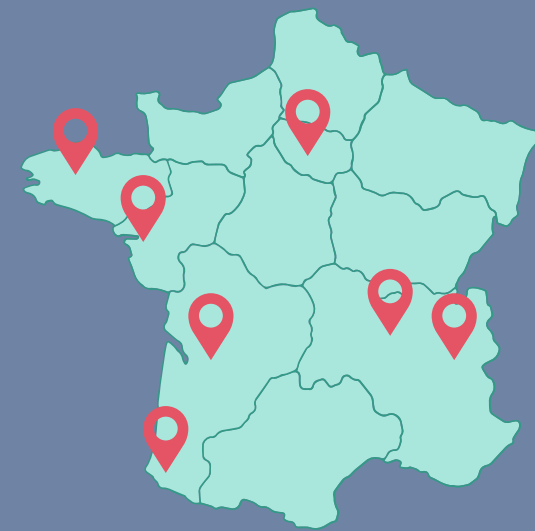
IMPACT

- The impact of social and environmental initiatives is amplified or strengthened
- The solutions to our world's problems are commensurate with the scale of the issues at stake, and the root causes are being addressed

A DECADE OF ACTION

Established in 2014, ScaleChanger has been expanding its activities in France and internationally since its founding.

ScaleChanger has a physical presence in five French regions. This allow us to operate nationwide.



We also work hand in hand with a network of key partners across various regions, particularly in Africa (Senegal, Benin, Ivory Coast, Madagascar, etc.) and in Europe (Bulgaria, Latvia, Czech Republic, Croatia, etc.).

ScaleChanger comprises nine permanent employees and approximately ten affiliated experts located across various geographies, including Senegal, Ivory Coast, Benin, and Madagascar.



+1 500 organisations supported, including over 180 at an individual level

+5 000 individuals who have used or downloaded our resources

+100 participations in support or training programs



To date, we have successfully completed more than **1,500 missions** across nearly **30 countries**

Thanks to ScaleChanger's various experiences across different geographies, we have developed proven methodologies, we have broadened and diversified our expertise while inspiring the organisations with cases studies and insights from both local and global contexts.

OUR EXPERTISE

We shape and tailor our support in accordance with the specific needs and aspirations of the organisations. Our support may encompass the following foundational elements.

At the end of our intervention, organisations have a clear vision, a collective impact ambition, and an effective strategy to meet the developmental objectives of the organisation.

Our annual General Assembly was a resounding success, generating significant momentum and a strong commitment through the set up committees. The feedback was overwhelmingly positive, and attendees were pleasantly surprised by the ongoing efforts and the impact achieved. It is now our collective responsibility to engage actively. Numerous ideas for the future emerged! A heartfelt THANK YOU to you ScaleChanger who contributed to making this possible! SINCERELY AND DEEPLY.



Bruno Chatelier, President of GENERATION MADA,
An association dedicated to supporting young individuals in Madagascar through a comprehensive approach encompassing education, health, and social initiatives.
Feedback from a support mission focusing on **Governance**

Our support package

STRATEGIC ANALYSIS

Understanding the current situation of your organisation while assessing its scaling readiness. Identify what needs to be done to be ready to scale

SCALING STRATEGY

Define the most suitable strategy, establish a strategic plan, outline the key stages to implement the strategy, and facilitate its execution

GOVERNANCE

Assess your organisation's governance and anticipate potential changes brought by the scaling of your impact

FORMALISING THE ORGANISATION CHARTER / ASSOCIATIVE INITIATIVE

Define the core elements of the organisation's impact strategy and mobilise stakeholders around the project

BUSINESS MODEL

Strengthen, consolidate, or enhance the business model to support the scaling ambitions

NETWORK ORGANISATION

Establish the network that will facilitate the scaling of the solution, structure it, and implement it effectively

LEADERSHIP & HR

Enhance your leadership and reflect on the evolution of your managerial role to inspire your team in supporting the development project

IMPACT EVALUATION

Objectify the impact of one's activities to share and promote results or to prepare for scaling up

FUNDRAISING

Assess your financial requirements, establish your financing strategy, identify potential funders and organise your fundraising

INTERNATIONALISATION

Develop your solution in a foreign country under optimal conditions

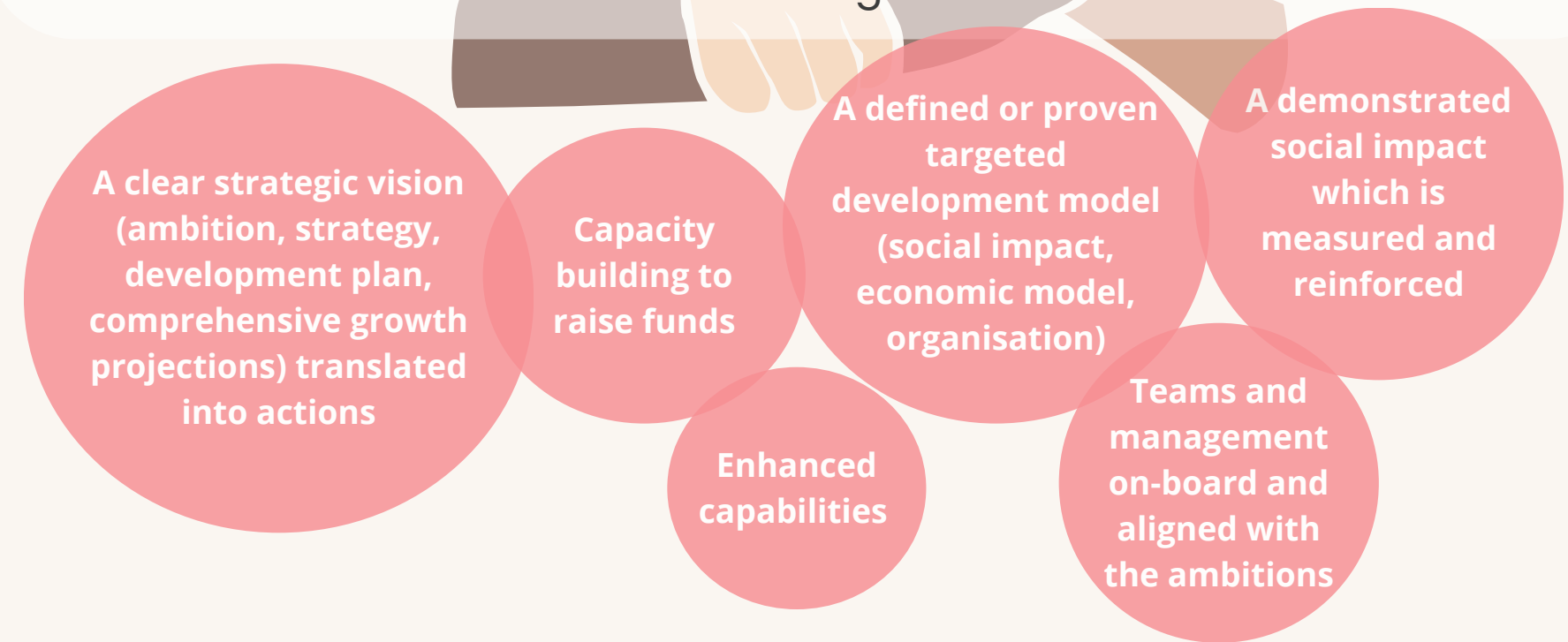
Our range of expertise

In addition to our efforts in providing individual support, we:

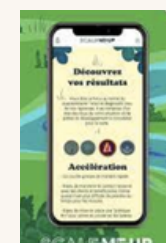
- **We design and facilitate collective workshops on scaling related topics and on social inclusive entrepreneurship** for a variety of individuals.
- **We carry out impact assessment missions with a view to scaling up.** E.g.: impact assessment of a program developed by an NGO, evaluation of entrepreneurial support programs, etc.
- **We undertake strategic studies for governments and international institutions.** E.g.: we conduct research work to foster the implementation of an entrepreneurial initiative or strategy within a country.
- **We create a more conducive ecosystem for the scaling of impact solutions:**
 - **by disseminating knowledge** to a broad audience through speeches, research, or comprehensive content on topics related to scaling,
 - **by participating in national and international networks and discussion forums** to advance practices and support the scaling of social innovations,
 - **by promoting the benefits generated by the scaling of social innovations,** to raise interest on the topic among a wide array of stakeholders and so that we can all recognize the potential of scaling social innovations as a response to today's world challenges.
- **(Co)-develop resources and tools that are accessible to a broad audience** to help entrepreneurs and ecosystem players better understand and acknowledge the power behind the scaling of impact-driven solutions.

What you get from a ScaleChanger collaboration

Our work is multifaceted and non-linear. **Our support is tailored to the specific needs of organisations, resulting in variations in both objectives and formats.** A scaling support mission can yield **diverse benefits for the leaders** of mission-driven organisations:



Research on the new actors of the international solidarity



Scale me up maturity test



Social Franchising guide



Innovative business models



Agile governance

WHY THIS IMPACT MEASUREMENT?

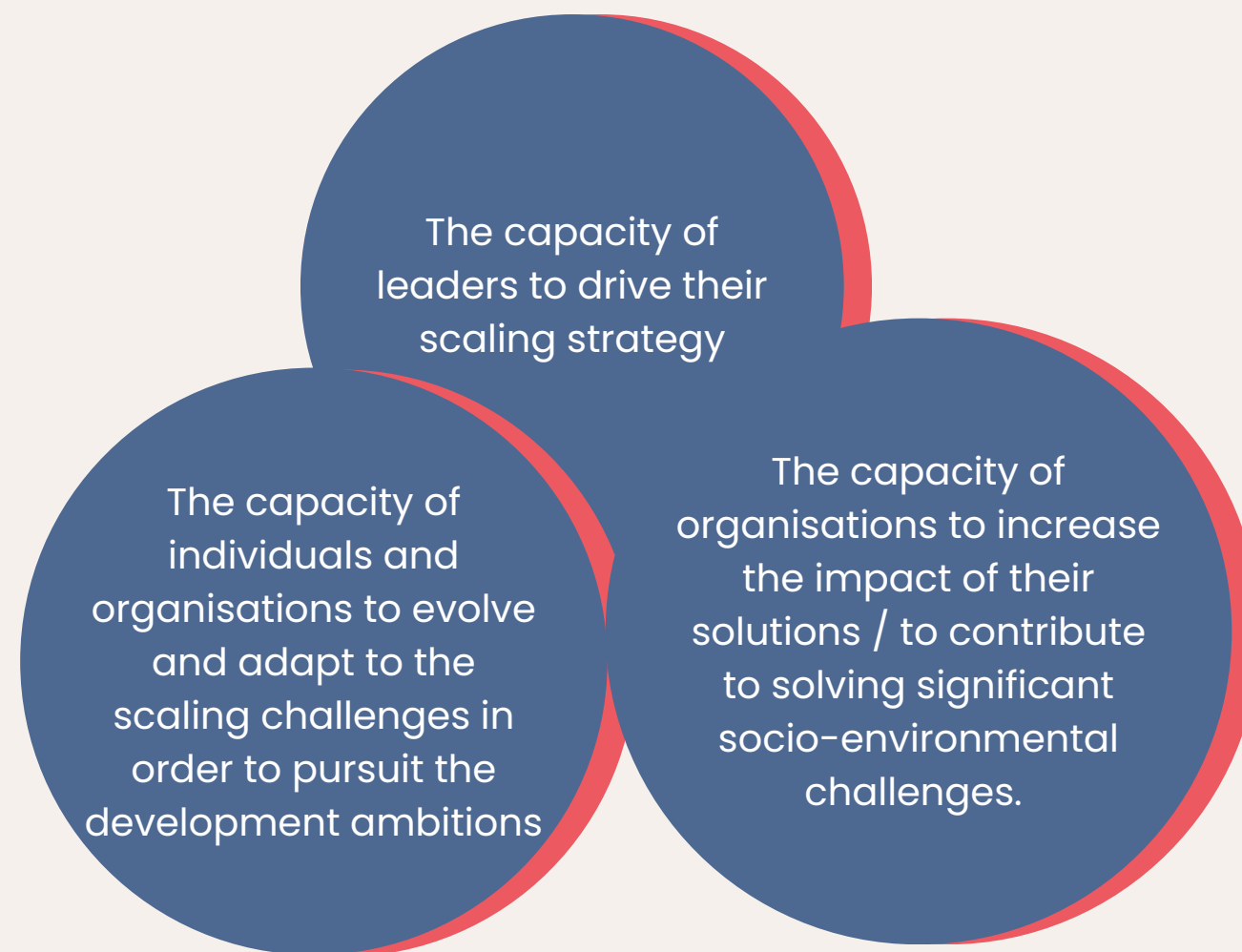
In 2021, we published our first impact measurement to assess:

- **The effective and relevance** of our support missions
- **The effects of our support** on organisations and their leaders
- **Our ability to provide organisations with the essential tools** to scale their solutions

This 2024 impact study aimed deepen these results while looking in more detail at the effects of our support missions on the development path of the supported organisations: How have they evolved, what major transformations can we observe, what is the extent of their impact today, etc.?

To accomplish this, three categories of effects were examined to ascertain the role of ScaleChanger in the scaling of these solutions.

These categories of effects can be translated into:



These categories of effects aim to show:

- **For organisations => The importance of being supported** before, during, or after this critical scaling phase.
- **For the ecosystem players who support them => The importance of the support received** to achieve their impact objectives.

The reason why organisations turn to us is that we combine field experience on scaling, with a strong network and our ability to bring change at both human and organisation levels.

The organisations leaders or funders who work with ScaleChanger have expectations at different levels. They want:

- ✓ **That the organisation has a formalised, structured, planned and shared strategy**, and that managers have the keys to steering it effectively
- ✓ **organisation leaders to be able to steer the strategy** by undertaking various transformations or raise funds,
- ✓ **a scaling journey that will not compromise the integrity of the organisation** or diverting it from its fundamental purpose,
- ✓ **realistic impact ambitions** within a reasonable time frame,
- ✓ **organisations to be able to identify the most suitable field and strategic partners** to facilitate the scaling of solutions and amplify the impact.

METHODOLOGICAL FRAMEWORK OF THE STUDY

Scope of the study

65 structures supported -on an individual basis- in France between 2020 and 2023 were invited to participate in the study

The organisations were chosen based on:

- **the date of the mission,**
- **the typology of the mission:**
 - support missions focusing on scaling,
 - strategic diagnostic in preparation for scaling,
 - evaluation missions.

Although we occasionally undertake more specific missions related scaling (e.g., business models, fundraising, defining an associative model, governance, etc.), we have decided to concentrate this study on the most prevalent types of missions to ensure representativeness.

Evaluative questions

On the basis of the categories of effects, we wanted to provide some answers through the evaluative questions. To what extent does ScaleChanger...

1 **give the organisations the tools to scale** by contributing to their strategic and operational thinking while facilitating the implementation of their scaling journey.

2 **Facilitate evolutions within the organisations and fosters managers personal growth** by improving internal processes and reinforcing managerial competencies.

3 **Assist organisations in scaling their impact** and, consequently, in addressing significant global challenges.

Methodology

To address this question, we developed a quantitative and qualitative questionnaire that was distributed to the designated sample.

Two distinct questionnaires were sent:

- one to analyse the organisations development after being support on their scaling challenges, and
- one to assess the effects on organisations (primarily NGOs) that benefited from an evaluation mission.



STUDY SAMPLE

27 out of the 65 organisations that received the questionnaire **responded to the survey**

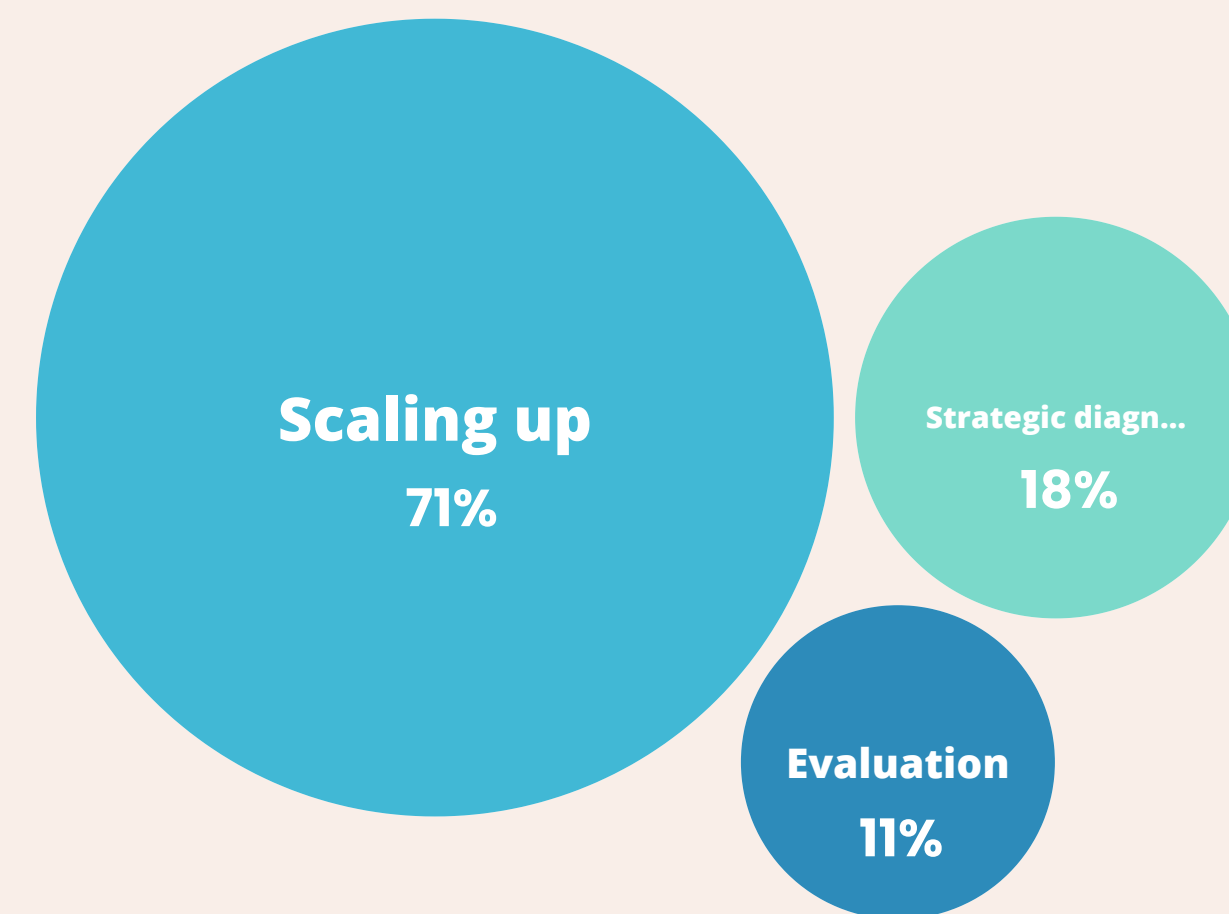
representing a **response rate of 42%**



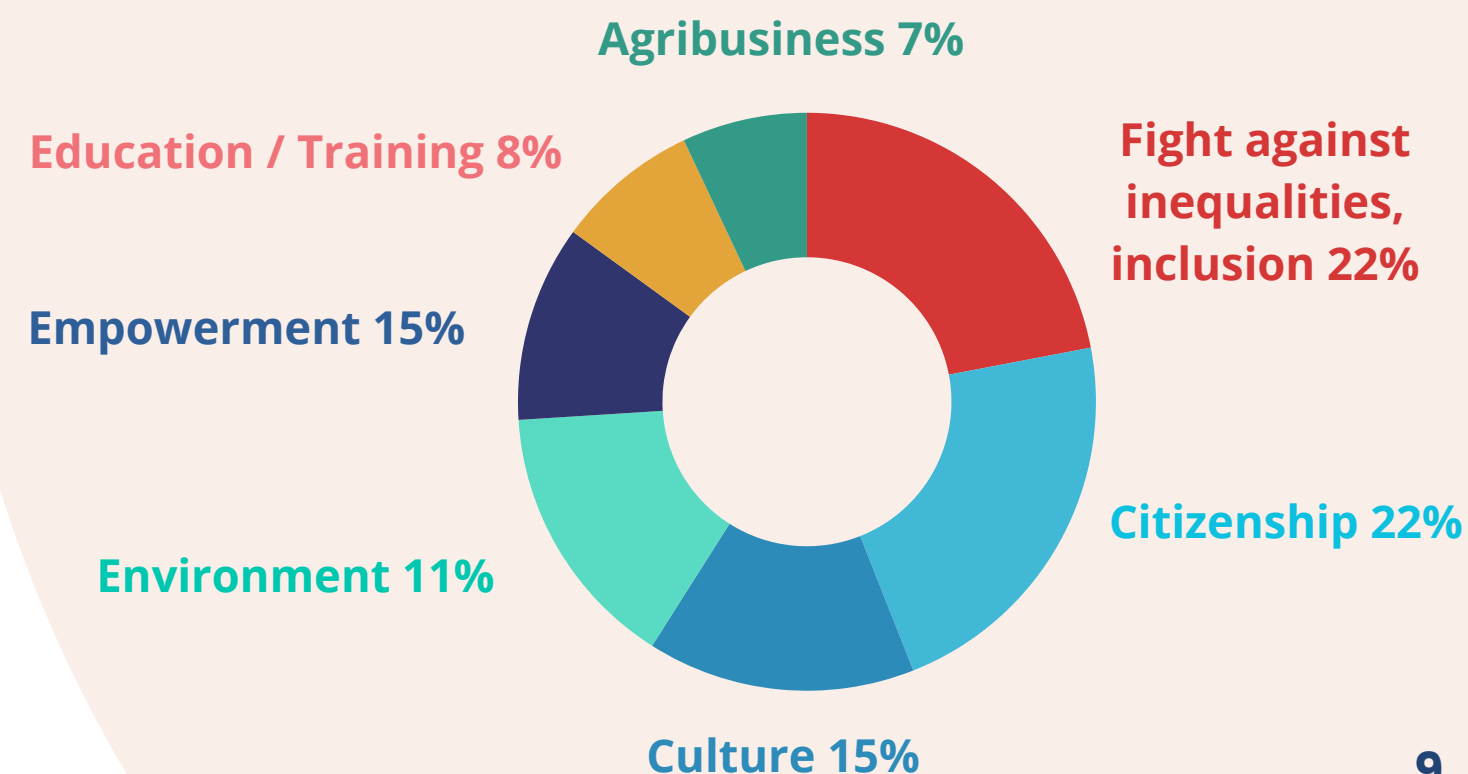
On average, the responding structures documented:

- 16 years of existence** [median: 13 years] spanning from 1985 to 2020
- 41 employees [median: 24]**, with 75% being women, ranging from 1 to 146 FTE*
- 14 Jobs created in 2023** [median: 3], one-third are permanent positions (CDI)
- 9 449 607 € budget / turnover**** in 2023 [median at €2,200,000]
- 110 557 Beneficiaries** reached an average of since their inception [median: 10,000], with a range from 10 beneficiaries to 1 million
- 140 active volunteers** at the conclusion of 2023 [median: 26]
- 57%** operate at the **national level, 24% at the regional level, and 19% at the international level**

Mission typology of the 27 responding entities



Sectors of activity of the organisations



* Full-Time Equivalent ** 15 organisations out of the 27 respondents supplied this information ** Excluding the budgets of the three NGOs that underwent an evaluation mission, the average budget is €1,896,342 [median: €1,700,000]

RESULT #1

The role of
ScaleChanger in the
organisations scaling up



RESULT 1

Our Contribution to the scaling of organisations' impact

As an introduction to the evaluation results, we wanted to determine whether a ScaleChanger intervention contributed to the scaling up of high-claimed that or intervention played a pivotal role in their scaling path.

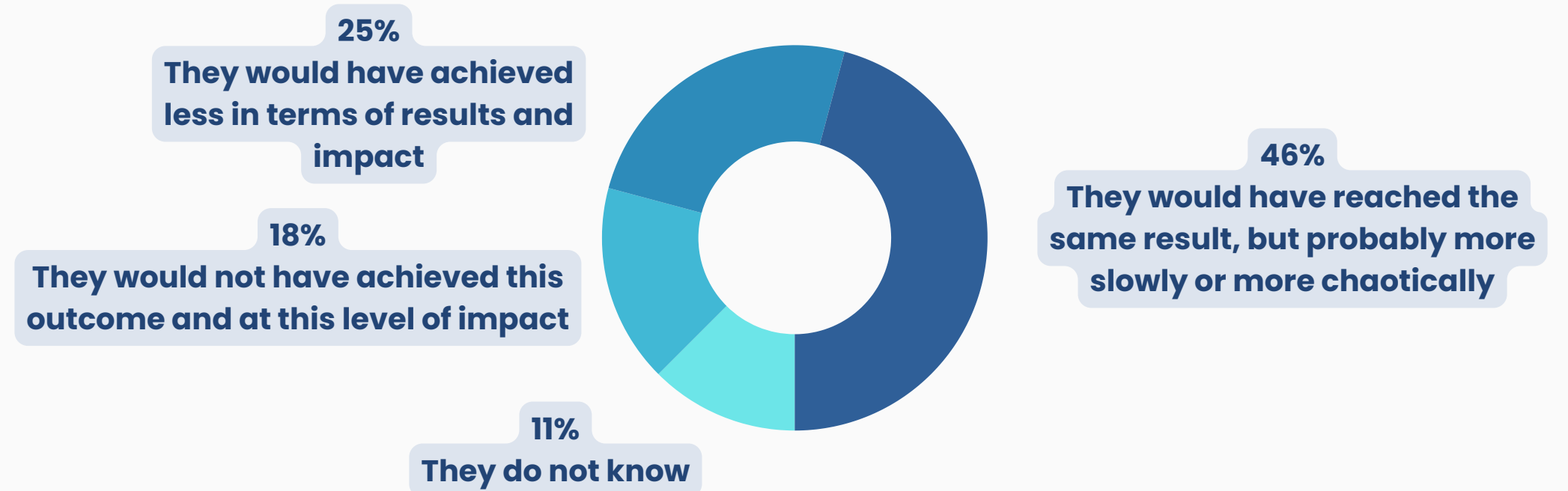
In fact, for the organisations, the support mission:

- **was an the opportunity to take valuable time to think and to validate the scaling-up strategy,**
- **improved understanding of scaling-up challenges,** the various existing models and their implementations,
- **enabled the move to action: without ScaleChanger, the scaling would not have happened or would not have been initiated.**
- **strengthened the teams' and/or the entrepreneur's confidence in the project**
- was structuring, enlightening and decisive.

89%

of the organisations that we supported by ScaleChanger claim that the support mission was pivotal in their development

The organisations specify that without the support of ScaleChanger,



"We certainly wouldn't have taken the time to think so carefully about our scaling up. Through advice and regular meetings, the support we received simply made it possible to draw up our scaling journey roadmap. The team was very facilitating, with research, monitoring, efficient reporting and to-do lists. We were forced to be up to the task And this without pain, because there was a lot of kindness and consideration of the time we could devote to it."



Marianne Blayau, General Delegate and Founder of Orchestre à l'École, a non-profit organisation that oversees the development of Orchestre à l'Écoles throughout France.

ScaleChanger's mission played a pivotal role in the formulation of a national development strategy and the long-term business model of our project.

Association that assists the most disadvantaged people through an integration enterprise.

Impact story – Nutri'zaza

The success story of Madagascar

Nutri'zaza is a Malagasy social enterprise that fights malnutrition in Madagascar by providing quality products that meet international and national standards, that are locally manufactured, accessible even to the most vulnerable Malagasy families and available in urban areas.

Nutri'zaza key indicators:

- 278 employees (76% female)
- Twenty-seven jobs were created in 2013, comprising thirteen permanent contracts.
- 600,000 children nourished sustainably by 2023
- 105 million meals distributed since its inception
- Presence across 47 districts in Madagascar
- Six offices in the region.
- €1,000,000 CAD in 2023

"ScaleChanger has given us a clearer overall view of our organization and the systems that revolve around it."



**Mandresy RANDRIAMIHARISOA,
General Director of Nutri'zaza**

Founded in 2013 with the aim of extending and sustaining 14 years of projects to improve infant nutrition in Madagascar, the social enterprise received support from ScaleChanger in 2021 with a view to scale up.

The aim of the support mission was to carry out a 360° diagnosis of the organisation in order to determine its strengths and the areas to work on **before scaling**. All the company's components were analysed: business model, financial management, organisational and operational model, products and segmentation, distribution, production lines and ecosystem. Local expertise on the subject of malnutrition in Madagascar completed the study.

The study led to the prioritisation of the transformation projects to be implemented for an effective and planned scaling process.

And **the results of the study enabled Nutri'zaza to secure the third round of funding needed to achieve its impact ambitions.**

For Mandresy RANDRIAMIHARISOA, Nutri'zaza's newly-arrived General Manager at the time, the support mission was beneficial in several respects: it enabled him to gain confidence in his abilities as a manager, to be more assertive in his scaling project, and to be able to effectively steer the scaling strategy.

The support mission also facilitated decision-making in relation to the organisation's development, and enabled him to communicate more effectively on his scaling-up strategy. On an organisational level, the mission contributed to :

- set the organisation in motion and facilitate the transition to action,
- minimise risks (at a financial, organisational, legal level),
- strengthen the business model,
- structure internal processes.

Finally, for Mandresy R., ScaleChanger's intervention helped to increase Nutri'zaza's impact and to achieve it in a more rapid and structured way.

RESULT #2

The Role of
ScaleChanger in
organisations'
capacity to steer their
scaling strategy



RESULT 2

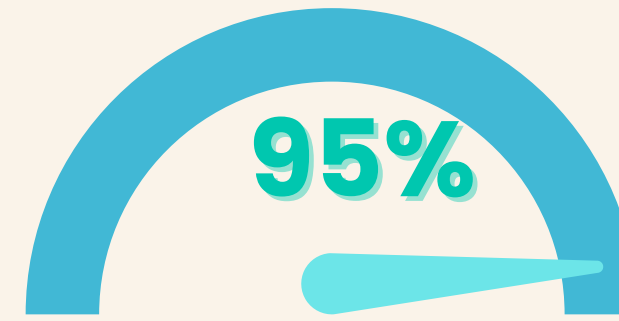
The Role of ScaleChanger in organisations' Capacity to Manage Scale Transitions

To address the evaluative question focusing on our capacity to "provide organisations with the keys to success for scaling," we looked into the organisations strategic and operational challenges, particularly our role in their strategic thinking and in the implementation and realisation of their scaling approach.

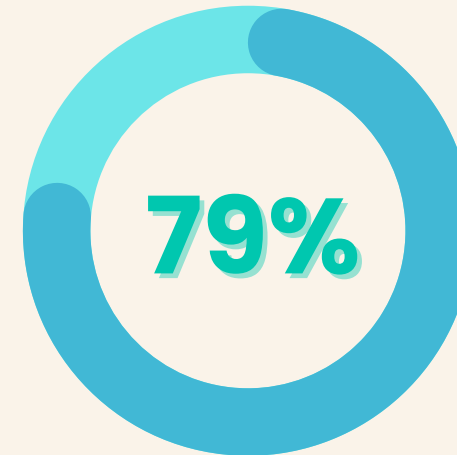
It is important to recognise that these indicators must be contextualised within the missions, as not every mission aims at supporting the entrepreneur in guiding the strategy or structuring partnerships.

The results on the right affirm that, **with the support of ScaleChanger, organisations can effectively manage their scaling journey.**

Outcomes following a support mission



of the organisations say they have a clear vision and a strategy that is translated into concrete actions



of the organisations report that they have established new partnerships since the support of ScaleChanger



of the organisations feel equipped to handle their scaling journey

ScaleChanger's role in the search of funding and fundraising



indicate that the support has (partly or entirely) equipped them to search funding



state that the support has (in part or in full) helped them raise funds through a grant

These results underscore the added value of our support missions, which, in addition to fostering the strategic capabilities of entrepreneurs, making them more likely to raise funds and to identify strategic partners to scale their solution. Also, a dynamic is therefore being established at both the management and employee levels to achieve the expected impact ambitions.

The support mission enabled us to identify the optimal spin off strategy, and to specify the conditions for success as well as the different stages involved.

Julien Maast, General Delegate of e-graine, an associative movement dedicated to popular education that aims to foster a sense of belonging to a shared humanity



A clear and assertive vision regarding the scaling for both the internal operations and our partners.

Cyril Olivi of Arts et Développement, an organisation dedicated to fostering creative practices among children in underserved neighborhoods.



Impact story – Rebonds!

Rebonds! is an association that uses sport as a tool for education as well as social and professional integration for people in difficulty in the French Occitanie region.

Their activity is built around 3 axes:

- **education**, with rugby educational cycles and events in schools, extra-curricular activities and specialised facilities.
- **social integration**, with social support for young people in difficulty and their families.
- **professional insertion**, with the implementation of remobilisation and professionalisation programs for young people who are furthest away from the job market.

Rebonds! key indicators:

- 55 salarié-es (43% sont des femmes)
- 4 emplois créés en 2023 dont 4 en CDI
- 100 000 bénéficiaires depuis la création (13 000 acquis en 2023)
- Présence sur 9 départements français
- 2 200 000 € de budget / CA



The initial support was very structuring. It enabled us to come up with a roadmap that we took ownership of and were able to deploy. The second coaching session enabled us to work on consolidation issues to arrive at the target organization. The deliverables resulting from the coaching sessions are very powerful tools, not only for educating employees and partners, but also for saving time. They allow us to question ourselves regularly and to know where we need to put our energy, which is a real time-saver.



Jules Sire, Director of Rebonds

The association's activities are guided by various objectives:

- social and professional integration,
- prevention,
- social follow-up,
- gender equality,
- training and building a seamless path for vulnerable groups.

By 2023, **243 young people had been supported** in their life-course and 267 had benefited from professional integration initiatives. Rebonds! has disseminated its social innovation throughout its original region, and is now present in 9 French localities. Their activities are developed in the field via four branches that the association has opened independently.

- Rebonds! received two ScaleChanger supports as part of its scaling initiative:
- support in 2018 on its scaling-up strategy,
- and another support mission in 2022 to focus on strategic planning and the internal organisation to support the organisation's development.

In six years, Rebonds! has increased its workforce threefold and doubled the number of its beneficiaries.

Jules Sire shared with us a piece of advice to any organisation seeking to scale:

- Do not underestimate the importance of team, management and governance alignment to ensure project success.
- Consider the following critical questions: why scale up, where, with whom, and how;
- Get a tool that will allow you to pause to reflect on the development and challenge it.
- Have in mind that scaling (in other regions, independently and with locally-based staff) requires time and that it is difficult to turn back once the process is on.

RESULT #3

ScaleChanger's role in organisational and leadership transformations



RESULT 3

Role of ScaleChanger in organisational and Leadership Transformations (1/2)

In order to answer the second evaluative question, dealing with the “**staff and organisation transformations to meet the challenges of scaling up and achieving ambition**”, we questioned the respondents about the personal and organisational changes that occurred due to the to support mission.

We began by analysing changes at the managers level and their capabilities.

When you start out with a very local project, and you think about the support you'll need, you don't necessarily feel capable or competent to do it. Thanks to SaleChanger's support, we were able to find our feet and lay the foundations for what has become the ETRE network. ScaleChanger's support, among others of course, gave me that assurance, posture and direction.



**Frédéric MATHIS, co-founder of the ETRE network
Institutions of Ecological Transition**

Entrepreneurial advancements

74%

of those surveyed have observed transformations in their leadership role or posture as a result of or thanks to mission

The results show that ScaleChanger's intervention had a positive impact on both the organisation and its managers. In fact, even if this was not always the explicit outcome of the support, the intervention brought changes in the managers and their functions. This has resulted in greater self-confidence, improved leadership, better communication and easier decision-making.

When you start out with a very local project, and you think about the support you'll need, you don't necessarily feel capable or competent to do it. Thanks to our support, we were able to find our feet and lay the foundations for what has become the ETRE network. ScaleChanger's support, among others of course, gave me that assurance, posture and direction.



Ibu Professional is an organisation dedicated to ensuring that women and mothers in Indonesia have universal access to high-quality educational resources

Asserting our strengths through this evaluation has enabled me to better unite the teams around our mastery of the system and pride in developing it.



Planète Urgence
(evaluation of the Solidarity Leave® mechanism)

The organisations specify that **the support mission has helped to strengthen** (several answers possible):

67%

Their capacity to think and execute a strategy

56%

Their understanding of the notion of scaling

44%

Their confidence and trust in the initiative

But also:

- The ability to communicate and convince others about the development
- The ability to make decisions concerning the organisation's development
- serenity, by reducing mental workload and/or stress levels
- Confidence in their abilities as leaders / managers
- Ability to seek funding
- leadership and the ability to adjust their management posture

RESULT 3

Role of ScaleChanger in organisational and Leadership Transformations (2/2)

Illustration of impacts on new and existing human resources

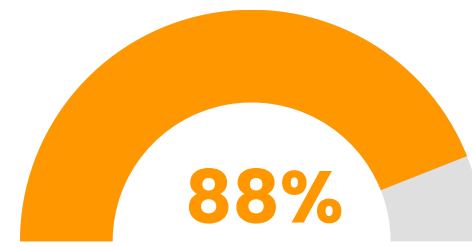
“We now have a clearer direction for the development of our expertise and our division, and can integrate new human resources more easily.” - **Initiative Développement**

“Self-confidence gains for the team members who participated in the coaching.” - **L'ENVOL, Center for Art and Social Transformation**

Illustration of impacts at the team and governance levels

“The support facilitated the structuring of two spin-off scenarios and their implementation, thereby enhancing the clarity of our network head missions and their organisation.” - **Arts et Développement**

“The support compelled us to pause and reflect, while receiving guidance throughout the process. By clearly defining the objectives and various potential models, decision-making became more straightforward and collaborative among the team, governance, and the donors who financed this support.” - **Orchestre à l'école**

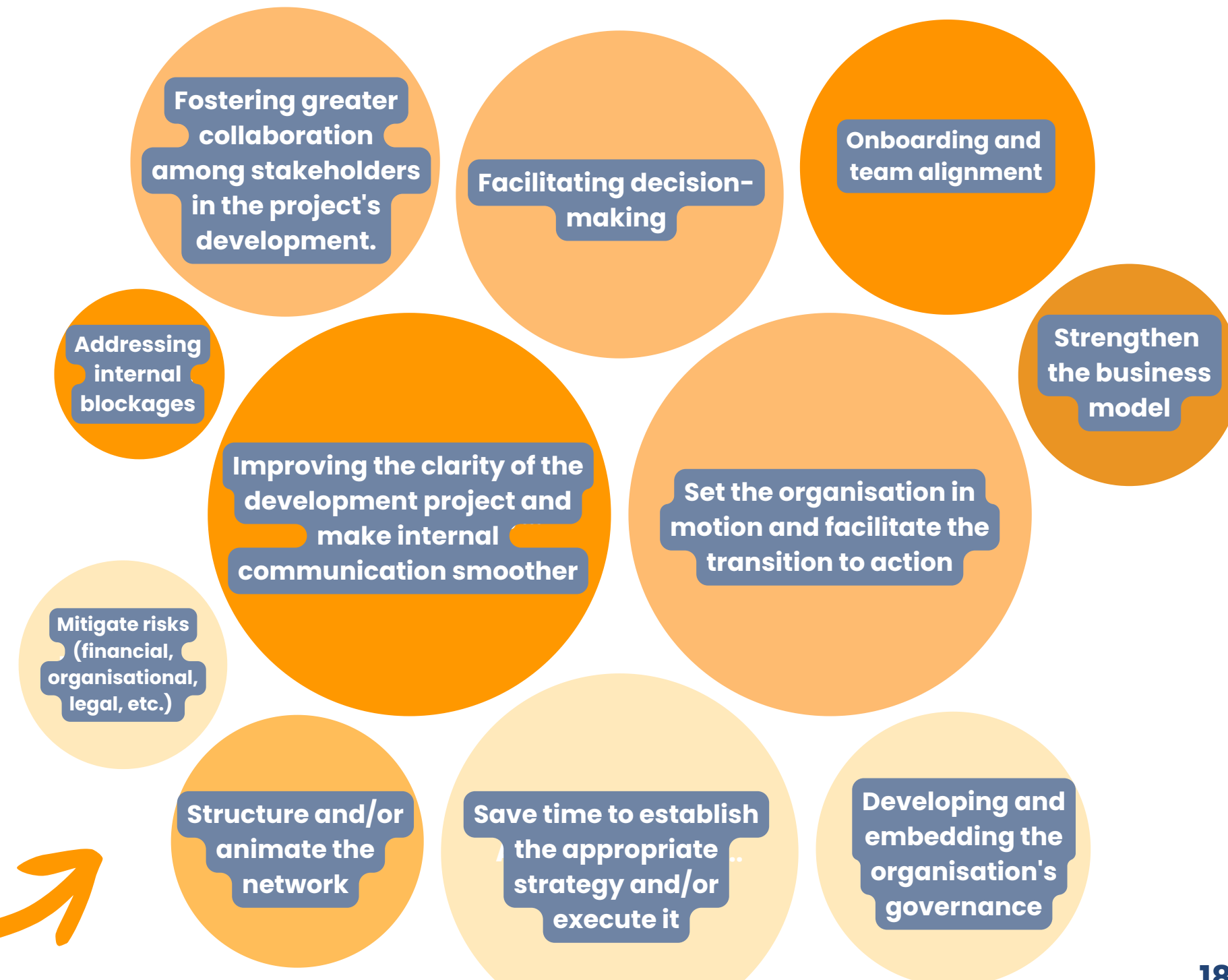


88%
of respondents noted changes and improvements within the team subsequent to ScaleChanger support

What particularly stood out was the enhancement of internal communication and comprehension of the scaling-up project, getting teams moving and saving time in defining and implementing the development strategy.

Improvements were observed at multiple levels (various options were accessible to respondents):

Organisational improvements are one of the most frequent post-mission effects, even if they are not specifically requested in all support programs. In fact, 88% of the organisations surveyed reported positive effects in terms of internal operations and dynamics. These changes consisted in time savings, team alignment, changes in governance, easing of tensions where necessary, etc.



RESULT #4

The role of ScaleChanger in increasing organisations' social/environmental impact



RESULT 4

The role of ScaleChanger in increasing organisations' social/environmental impact

To address the third evaluative question, "To what extent does ScaleChanger support organisations in increasing their impact and, by extension, in addressing significant global challenges," we aimed to determine whether the supported entities had experienced a shift in terms of impact as a result of the mission provided.

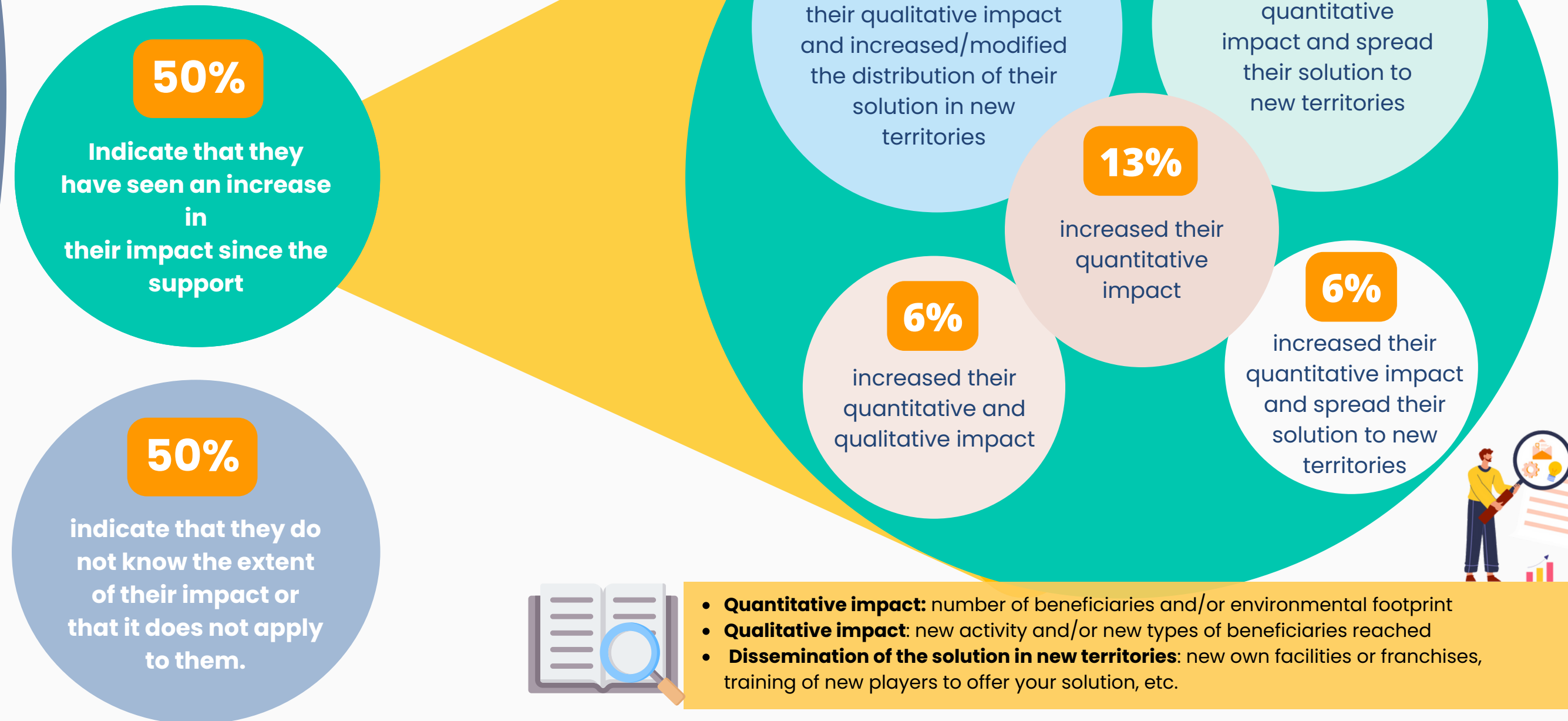
"We successfully advanced the Congé Solidaire® initiative by enhancing support for volunteers in a more qualitative manner. Additionally, we recruited personnel within our delegations (+2 positions in 2023-2024) to expand the number of local partners and missions."



Planète Urgence

Before appreciating the contribution of our intervention to the growth of the impact of solutions, we verified whether the organisations were measuring their impact. The study shows that nearly **70% of the organisations surveyed measure their impact**, while the remaining 30% have a positive impact but do not measure it precisely.

Among the 27 responding organisations:



*Some missions did not have the primary objective of scaling their impact. For example, evaluation missions

RESULT 4

The role of ScaleChanger in increasing organisations' social/environmental impact

Systemic change in supported social innovations

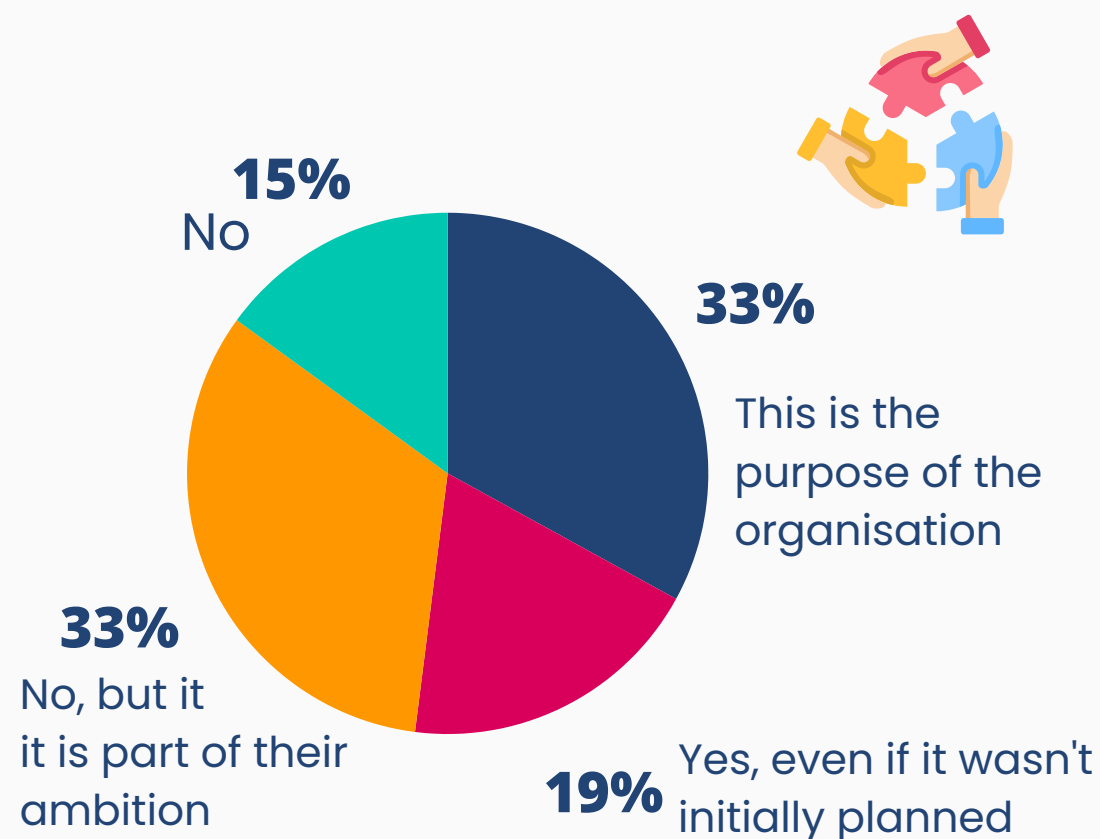
Systemic change is based on the premise that society's problems are rooted in systems (structural models, rules, practices, etc.) and its aim is to transform these systems to generate new and different effects. Systemic change involves identifying the causes of a social or environmental problem, then implementing a process of change to transform practices, dynamics, norms and even mentalities within an ecosystem at local, national or international level.

Scaling up and systemic change are two related concepts aimed at creating a large-scale sustainable impact.

For ScaleChanger, change of scale must be linked to the organisation's vision (what vision of change does the organisation want to see happen in society as a result of its solution, and what changes does it want to produce in relation to what exists today).

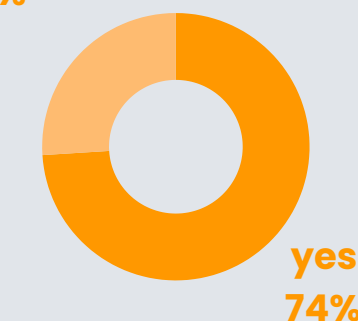
Transforming practices and standards can be a way of significantly increasing impact, and many managers of organisations are seeking to achieve this. However, some people prefer first and foremost to make their tried and tested solution accessible to as many people as possible (directly and/or through other players) in order to respond to an entrenched problem that is poorly covered or poorly covered. To sum up, sometimes this ambition is the ultimate goal, sometimes it is a step towards bringing about a change in outlook or legislation.

We asked the organisations about their contribution to systemic change. **52% of them said that their social innovation had contributed to systemic change** (changes in regulations, changes in attitudes/practices towards a cause, etc.).



Among them, **100%** felt that ScaleChanger support fully or partially contributed to it.

to some extent
26%



*For 33% of them, this is part of their purpose.

Impact story – VRAC

Towards sustainable food for all

VRAC is an association established in 2013 in the Rhône-Alpes-Auvergne French region by Boris Tavernier, aiming to give residents of working-class neighborhoods access to quality food at lower prices while strengthening social ties within each neighbourhood.

VRAC is developing purchasing groups in priority urban neighborhoods to give residents access to quality products (from local or organic farming, in short-distance circuits) at very low prices (cost price at -50% of the cost price thanks to subsidized foodstuffs).

The aim of these purchasing groups, made up of members who may or may not be part of the group's neighborhood, is to distribute food orders.

The association's aim is to combat inequalities in consumption in four ways:

An **economic focus** to be able to purchase organic and local products at affordable prices while ensuring a decent income for producers

A **health initiative** to engage in the battle against obesity and diabetes.

A **social framework** to combat isolation, develop mutual aid and cooperation, and open up neighborhoods to others

An **environmental focus** to reduce waste production and promote short distribution channels and less polluting products

VRAC in numbers:

- 80 employees (15 in 2020)
- 800 volunteers
- 25,000 beneficiaries reached since inception (+310% by 2020)
- Presence in 20 territories (local branches in France and Belgium)
- 2.2M € budget / turnover

ScaleChanger assistance

Scalechanger had the opportunity to support VRAC on several occasions between 2020 and 2023. The first support mission followed VRAC's nomination as a laureate of La Fondation La France scaling program. At the time, the VRAC association was facing two major challenges: **structuring its spin-off and coordinating its rapidly expanding network.**

At the time, VRAC had already deployed its model in five French territories, in addition to Lyon -where the project was born. This dissemination was carried out in an unstructured way and without a network head. An endowment fund had been set up to raise funds for local VRAC associations, but it had no mission to coordinate the network.

The support provided enabled VRAC to organise and equip the organisation leading team to steer its scaling ambitions, while formalising the missions of the network head, through the drafting of the first employee job descriptions and the implementation of appropriate tools for a structured spin-off. In 2020, the government launched a call for projects as part of the "France relance" recovery plan, in favor of projects committed to healthy, local and sustainable food at the heart of our territories. ScaleChanger supported VRAC in structuring and drafting the grant application, which enabled the Association to obtain an endowment of 1.3 million euros.

ScaleChanger's mission was to support VRAC in :

- **The formalisation of a charter for VRAC associations**, which was then signed by the Boards of Directors of each local branch. The Charter describes the objectives, values and principles of action of a VRAC association, which local organisations must respect.
- **The structuring of the network**, which led to the creation of the national VRAC France association, whose main missions have been defined and quantified (network management, training of new associations, communication & advocacy, etc.), and to a clarification of the roles and responsibilities of each member of the network.

Impact story – VRAC

Thanks to the support of ScaleChanger, VRAC has moved from an improvised model to a much structured spin off model, with the formalisation of a network head and the definition of its missions. This has made it easier for VRAC to open and develop local branches. The association also succeeded in obtaining a substantial grant to finance its scaling ambitions.

Post-support evaluation and challenges

One year after ScaleChanger's first support, VRAC, which had seen its number of branches and the number of requests for replication of its model grow, decided to slow down the number of local association openings. **They wanted to move towards two different spin-off models:** a flexible model (wide distribution of its concept) and a less flexible model (directly operated branches). **ScaleChanger supported this phase of reflection and shared feedback from entrepreneurs who had experimented with this type of dual spin-offs.** This led to a number of discussions and reorientations. What came of out it was the desire to focus the efforts on the existing association and the local associations which were facing financial challenges as the recovery plan drew to a close.

ScaleChanger's support helped us a great deal in structuring our young network. The team's responsiveness, the facilitation skills and the operational tools were appreciated by all and allowed us to set out the various stages of our action plan.

Boris Tavernier, VRAC

Post-support outcomes



- Today, the VRAC association comprises **19 local associations**, two of which are situated in Belgium (with three more in the process of being established, one of which is on Reunion Island). **This means a threefold increase in the number of entities within the VRAC network since the inception of support.**
- **The number of beneficiaries has risen markedly:** 16,500 individuals were involved in VRAC's initiatives in 2022, representing a **230% increase since 2020.**
- Three years after the establishment of the network head, the number of employees within the national association VRAC France has risen from 2 to 6, while **the VRAC associative network now comprises a total of 80 employees.**
- The **number of volunteers and members has increased significantly (x 2,3), now totaling 7,500 member households.**

By the end of 2022, the **VRAC network's overall budget had risen to €2.8 million, compared with €1.5 million in 2020.**

Finally, in 2023, after a phase of intense development that saw the number of VRAC associations rise to 18, the association once again reached out to ScaleChanger to set the main directions of its development strategy and to adapt the network head office comprising of 6 employees. The support provided focused on clarifying the positions of the employees of the national association, which has doubled in size, and the team's short- and long-term objectives.



RESULT #5

Role of ScaleChanger
in the organisation's
growth
[Small Sample]



RESULT 5

Role of ScaleChanger in organisational Development [Small Sample]

We attempted to carry out a more statistical analysis on a sample of structures that had provided data on their structure at the time of the support, comparing them with the data communicated as part of this 2024 impact study.



On average, for the 10 organisations concerned, the support mission dated back from 3 years (between 2 and 4 years).

The data collected from the 10 structures show that:



Their payroll increased by 45% (median of 67%). On average, the organisations had 15 employees (median of 7) in full-time equivalent (FTE) at the time of support, compared to 22 (median of 8) at the time of the study. Amplifying the impact, implies an increase in human resources and consequently the creation of jobs.



The territorial presence of the organisations has increased by 64% on average (13% median), which means that they have extended their impact to other territories.



An increase in their budget/turnover of 141%* (median at 38%). The average budget of these six entities was €1,400,000 (median at €900,000) at the time of support, compared to €1,500,000 (median at €1,150,000) at the time of the study.



A 300% rise in the number of beneficiaries (174% median) and a 10% increase in the number of volunteers.

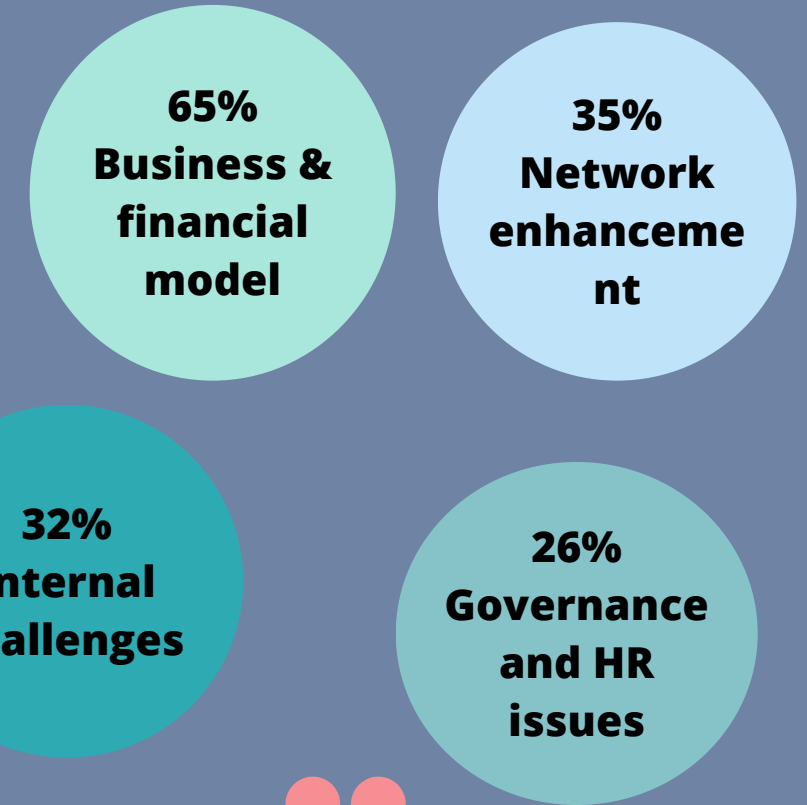
**Data provided for only six of them.*

RESIDUAL ORGANISATIONS' CHALLENGES

Any organisation that pursues an objective, whether for profit or not, faces multiple challenges in the course of its development. These issues (organisational, operational, economic, etc.) are all the more pressing for SSE structures that place social and/or environmental utility at the heart of their mission, to the detriment of profit generation. The issues most commonly encountered by mission-driven organisations are the following:

Financing	Difficulty in obtaining public subsidies and private funding, earmarking of funding, dependence on donations and one-off contributions, complexity of administrative procedures for obtaining funds, a context of declining subsidies.
The business model	The challenge lies in stabilising, diversifying, and ensuring the sustainability of the business model to support development.
Social impact assessment	IA need to establish an impact measurement system and demonstrate the effectiveness of projects to secure funding and steer the scaling strategy.
The sustainability of teams	The need to hold multiple skills (impact/management/partnership, etc.), less attractive jobs due to less competitive salaries, turnover of staff and volunteer teams with the challenge of training and retaining them, members of governance to identify & mobilise, a leader who must be everywhere
Human Capital	Difficulty in recruiting and retaining the right profiles, difficulty in completing financial forecasts when scaling. Internally, challenge in finding the right profile/skills/function/HR time configuration, difficulty in financing the project set-up phase.
Internal management	Insufficient resources and/or expertise in administrative, financial, and strategic management, coupled with challenges in executing effective management tools and processes.
The legal & financial framework	The complexity of the legal and fiscal framework pertaining to the ESS and the associative sector, coupled with regulatory constraints, can restrict the flexibility and agility of organisations.

To conclude the study, we asked the organisations about any challenges they are currently facing. **96% of the organisations we worked with are currently encountering obstacles to their development** at various levels:



“Challenge in attracting suitable candidates and ensuring their retention.”

“It is hard to retain teams for an extended period to ensure the continuity of expertise.”

“The business model continues to be fragile, and the associative status restricts our access to various funding sources.”

LEARNINGS AND AMBITIONS FOR THE FUTURE

This study was an opportunity to collect very positive feedback from supported organisations, and we very are grateful for it. However, it also provided a number of areas for improvement raised by the organisations, as this information is an opportunity to :

- **make our support missions more effective** by ensuring that our offer and our methods remain relevant to the needs of the organisations we support,
- **guarantee the scaling of impact of proven social innovations.**

These lessons learned provide us with invaluable information to refine our tools and methodologies and strengthen our areas of expertise.

Among the elements highlighted by the organisations are :

- **the level of ambition of the scaling ambitions**, which may occasionally appear excessively high or too far away for some organisations. This underscores the significance of the Vision-Mission-Ambition phase that is included into most of our support missions and that is key to set realistic objectives and reasonable ambitions in accordance with the resources of the organisation, its environment, the sector's opportunities, potential economical shifts, etc. One of the challenges associated with scaling is that, akin to any systemic change, it requires time and must be strategically planned for the medium term.

- **a need for continuity subsequent to the support mission** through medium-term monitoring of the progress and outcomes achieved since the support*.

"Refrain from pursuing overly ambitious strategies and assist project leaders in testing initial concepts before planning too far into the future."

Signes de Sens

"Follow up one year, two years, or three years later."

Frédéric MATHIS, co-founder of the ETRE network - Schools of Ecological Transition

"Perhaps we should consider scheduling periodic follow-ups in the medium term to evaluate our accomplishments and potentially revise our approach, but this is contingent upon budgetary constraints."

Marianne Blayau, General Delegate and Founder of Orchestre à l'École

Future ambitions

Based on the findings and insights from the study, we have established the ambition of:

- 1 Continue to assist organisations in navigating the challenges associated with scaling, while considering the evolution of their organisational, economic, and cyclical needs and the issues they may face.
- 2 continue our advocacy, by sharing tools and taking a stand, to advance knowledge on scaling up and make support for impact-driven organisations more effective (advocacy for strategic philanthropy based on trust, flexible funding, high-value support programs, etc.).
- 3 Improve our practices to increase agility through digitalisation and artificial intelligence, with the aim of better supporting more and better organisations' managers.
- 4 Continue our international activities at the European and African levels.
- 5 Enhance the global dissemination of SSE values and practices by providing support to governmental entities and ecosystem stakeholders.

*This initiative has previously been executed by ScaleChanger; however, the contacted organisations indicated that they did not have the time to respond to even brief questionnaires or engage in a short dialogue.

THEY TALK ABOUT US



ScaleChanger's mission played a pivotal role in the setting of a national development strategy and the long-term financial modeling of our project. ScaleChanger provided us with the insights necessary to comprehend the ambitions we can pursue for our project and the development strategy to adopt accordingly.

Association that offers comprehensive social and integration initiatives to assist the most disadvantaged

The mission focused on the establishment of a social franchising strategy. ScaleChanger's support significantly elucidated the practical strategies for developing our network through social franchising.

L'ENVOL - Center for Artistic and Social Transformation

Highly professional support in a positive environment, fostering a sense of reassurance and enabling one to take a step back from the activity.

An association that exists to create an accessible and inclusive society, ensuring that everyone has their rightful place

An exceptionally informative freeze frame that enhances your efficiency.

60,000 Rebounds (strategic diagnostic)

ScaleChanger enabled us to conduct a comprehensive and precise assessment of our associative project, effectively underscoring the significance of our vision and the necessity to concentrate on the essential actions required to realise this vision. We especially valued the quality and professionalism of the support provided, including the insightful questions and the tools offered, as well as the relational quality, availability, and patience demonstrated.

The TADAM Association supports young individuals facing challenges from middle school onward, empowering them to take charge of their education and establish their role in society.

ScaleChanger really helps our work to scale up impact. We were a small organisation in Indonesia, then we didn't understand how to think systemically. ScaleChanger accompanied us to re-train our thinking structure about "Change" starting from the theory of change, strategy of change, making step by step what we had to organise, so that we can increase and scale up the impact of the projects we create.

Wulandani Ibu Professional, a platform designed for mothers to acquire knowledge in early childhood development.

We are thoroughly satisfied with the support provided by ScaleChanger. In addition to the excellent human feeling quickly established, the ScaleChanger team demonstrated an ability to honor the distinctiveness of our organisation while offering their expertise and insights, which were crucial to our scaling efforts.

An NGO that contributes to enhancing people's empowerment, enabling them to formulate and implement their own responses to social challenges (evaluation mission)

ScaleChanger quickly understood our operating mode and challenges through robust sectoral expertise (SSE) and recommended specific actions. What is very positive about the support is that it helps us managers in producing effective summaries within a complex environment.

Organisation that develop actions to integrate newcomers

ScaleChanger represents, for me, a human organisation that embodies and promotes admirable values. Throughout the evaluation process entrusted to us, we experienced a great deal of attentive listening and kindness. The team dedicated time to comprehend our needs, context, and expectations in order to propose the most appropriate methodology. The discussions were consistently insightful, and the needs analysis was exceptionally thorough. We extend our gratitude to ScaleChanger for the quality of its work and wholeheartedly recommend it!

An NGO dedicated to empowering individuals to safeguard forests and biodiversity.

ACKNOWLEDGMENTS

We extend our gratitude to all the supported organisations that have participated in this study by completing a questionnaire or engaging in an interview, particularly during a period when managers are consistently mobilised and experiencing survey fatigue. This report is dedicated to you. It reflects a decade of efforts by ScaleChanger, with many more to come.

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