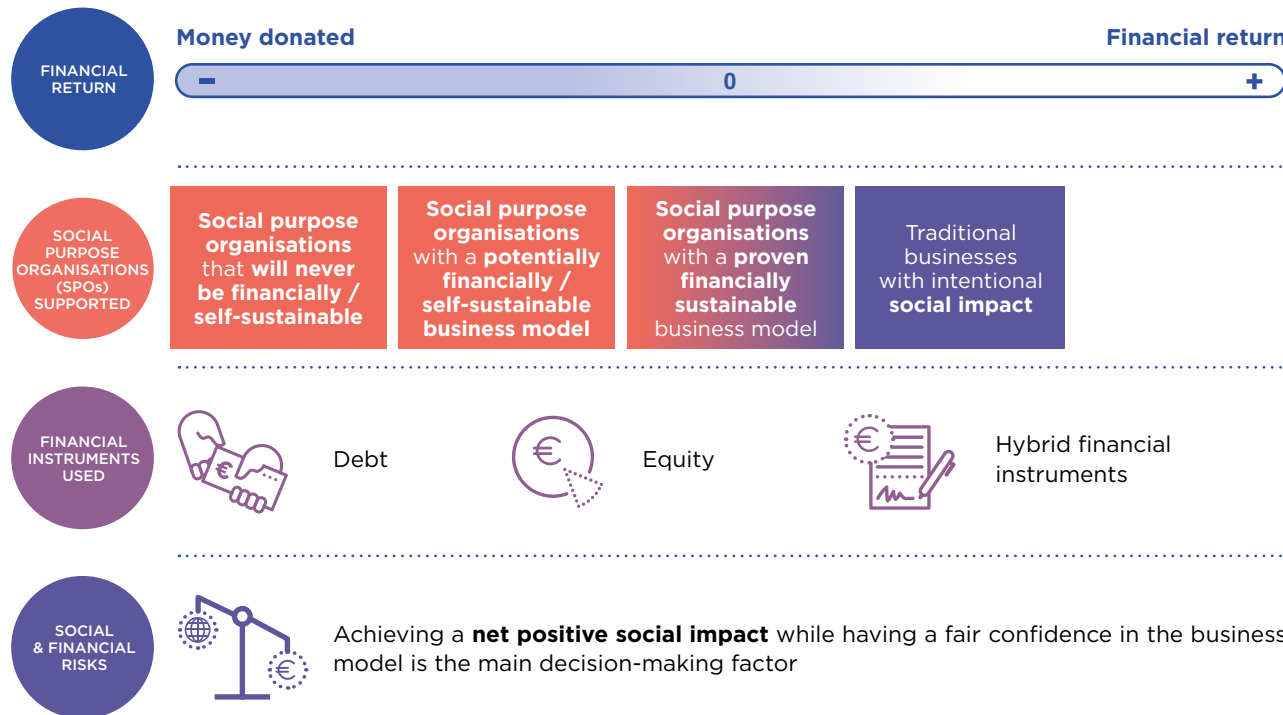


MOBILIZE GROUPE RENAULT

innovations that can potentially be scaled through the company's value chain.

A Corporate Social Investor* and its affiliated company can align in four ways. With this case study, we highlight “business alignment” of our alignment typology, in which a CSI aligns its mission with the company’s purpose or long-term (inclusive) business strategy, with the aim of investing in social

Investment strategy



* Corporate Social Investors (CSI) support social purpose organisations (e.g. social enterprises, charities) with financial and non-financial support. CSIs are investors for impact related to a company: a corporate foundation, corporate impact fund, corporate impact incubator, accelerator, a social business.

Business Alignment Strategy

Mobilize Invest, founded in 2012 by the international car manufacturer Renault, has the mission to develop mobility solutions to combat exclusion and to encourage the employment of people facing hardship. They do so by supporting inclusive and social businesses that bring affordable mobility solutions to vulnerable people, e.g. to disadvantaged people in rural areas that rely on mobility to access the labour market. Besides their primary mission, the impact fund also believes that another way to exert their societal responsibility is by developing social business solutions that can potentially be rolled out and scaled by the company. The impact fund is therefore fully aligned with Renault’s inclusive business strategy to provide sustainable mobility to all around the world.

Organisational Profile

Legal structure: Investment fund

Affiliated company: Groupe Renault

Funding model: 100% Renault equity + employee mutual fund contribution

Yearly investments: EUR 400,000

HQ location: France

Geographic focus: Predominantly France but theoretically open to any foreign investment

Social sector: Sustainable Mobility and Social Inclusion

SDGs:

- 1 NO POVERTY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 11 SUSTAINABLE CITIES AND COMMUNITIES

Advice and key learnings



“We are 100% aligned and seek synergies with Renault in everything we do. We think that the social activities

need to be connected to the core business to inspire the company about what inclusive business solutions can look like. Business alignment allows us to on-board many employees and even high-position executives to mentor our investees and to financially contribute to the employee Mobilize fund. We would not be able to get as many employees involved in our activities if we were not aligned with Renault”

KEY LESSONS FROM FRANÇOIS ROUVIER, DIRECTOR OF THE SOCIAL BUSINESS PROGRAMME MOBILIZE



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Business alignment in practice

Social issue tackled by the CSI

Whilst having a car might seem like a luxury to some, it can be a necessity to others. Around 7 million people in France are estimated to be deprived of mobility solutions, and many job seekers forced to refuse a job because of restrained mobility. This problem is particularly strong amongst vulnerable people living in social housing facilities or remote urban communities.

Solution supported by the CSI

In 2015, Mobilize Invest started to work with the start-up Clem that had developed an eco-friendly car sharing service. At the start of the collaboration, Clem was able to demonstrate a proof of concept and looking to scale up their operations. The team of Mobilize Invest, however, quickly realised the start-up’s potential to not only address the environmental challenges associated with mobility, but also the social challenges faced by such vulnerable people deprived of mobility solutions. With the help of Mobilize Invest and Renault’s Electric Vehicle (EV) business division, Clem therefore developed an inclusive service particularly for residents of social housing facilities and small urban communities, offering the eco-friendly car sharing service at an affordable cost. Since then, social impact has become an integral part of Clem’s business model and the organisation works closely with the communities and social housing companies to adapt their services to the local needs and expectations.

Impact benefits

Due to the direct link between the mobility start-up Clem and the core business of the affiliated car manufacturer Renault, Mobilize Invest was able to tap into additional corporate resources to support their investee. In particular, the business alignment helped the fund on-board high position executives as mentors that helped Clem enhance their social business model. Beyond the expertise, the impact fund was also able to provide Clem the Renault electric car Zoé at mere cost of production. This was a big enabler for Clem to charge a much lower price for their services and make it affordable to financially vulnerable people.

Business relevance

Since then, Clem has expanded to 154 cities across France with 600 charging stations and 400 electric vehicles. Hundreds of residents of social housing facilities and from small urban communities have now access to an affordable mobility solution and can overcome social and economic barriers previously faced. In addition to that, by offering only electric vehicles, Clem can also ensure that the carbon footprint remains low.

For the first time, Mobilize Invest was able to test and explore new ways of car sharing in low-income segments. The learnings from this can potentially also inspire the company Renault to explore new inclusive business solutions in the long-term.

Interested in joining our community and shaping the knowledge around CSI? [Get in touch](#)

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