

A CO-WORKING SPACE PROVIDED BY THE FRENCH PES AND LOCATED IN PARIS, WHERE INTERNAL AND EXTERNAL START-UPS AND ENTREPRENEURS COME TOGETHER WITH FRENCH PES STAFF TO DEVELOP NEW DIGITAL SOLUTIONS IDEAS OR PROJECTS THAT FACILITATE A SUSTAINABLE RETURN TO WORK FOR JOBSEEKERS.¹

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FRANCE

La Fabrique Pôle emploi

La Fabrique Pôle emploi is one of the four main services of the French PES (Pôle emploi) for “open innovation”. La Fabrique Pôle emploi is a co-working space where internal (intrapreneurs) and external start-ups can be incubated. It allows startups to develop an idea/project into a concrete digital solution following a tailor-made support programme.

La Fabrique Pôle emploi regularly launches calls via social media to find internal or external start-ups to support. Start-ups are selected based on market fit criteria: the service should meet users’ needs and correspond to a market need. La Fabrique Pôle emploi provides essential services to build a successful start-up, to turn an idea into a concrete digital solution or further develop an innovative start-up.

For both internal and external start-ups, the same process is followed, and the same services are offered. However, external start-ups can be incubated in La Fabrique Pôle emploi for a six-month period. This is the standard incubation period, but depending on the start-up’s needs, this period can be shorter or longer.

In total, 17 internal and external start-ups have been supported. These services are part of a digital platform strategy: Application Programming Interfaces (APIs)² can be found on the Emploi-Store-dev.fr³. Once the service(start-up) has proven its effectiveness (that is a useful and effective service) it becomes available on the website of the French PES (Emploi-store.fr⁴).

Name of the PES	French PES (Pôle emploi)
Scope of measure	National La Fabrique Pôle emploi provides support to other regional PES offices across France that want to set up a similar incubator programme for start-ups in their region.
When was the practice implemented?	Since 2016 - ongoing
What was the driver for introducing the practice? Was it internal or external?	The need to improve employment services was the main driver of the practice.
Which organisation was involved in its implementation?	The organisations involved include the following: <ul style="list-style-type: none"> ► The French PES; ► Interdepartmental Directorate of Public Transformation (Direction interministérielle de la transformation publique); and ► La Fabrique Pôle emploi asks potential jobseekers/users of the service, with the help of external panellists, to test the usefulness of the start-up service before it is shared on the PES’ website.
Which groups were targeted by the practice?	Internal and external start-ups and entrepreneurs that have ideas on digital services related to employment or already have such a service in place but want to try to develop it further.

¹ See <https://beta.gouv.fr/incubateurs/pole-emploi.html>

² APIs enable the duplication of the services on other websites.

³ <https://www.emploi-store-dev.fr/portail-developpeur-cms/home.html>

⁴ The Emploi Store is a digital employment services platform powered by the French PES (Pôle emploi), available here: <https://www.emploi-store.fr/>

<p>What were the practice's main objectives?</p>	<p>La Fabrique Pôle emploi's aims are twofold:</p> <ul style="list-style-type: none"> ▶ As an accelerator of internal projects, the objective is to support the French PES in creating new solutions or in resolving issues of existing problematic projects; ▶ As an incubator to external start-ups, the French PES either helps to develop a new project or support existing start-ups.
<p>What activities were carried out?</p>	<p>La Fabrique Pôle emploi regularly launches calls for internal or external start-ups - once per year for internal start-ups and twice per year for external start-ups. Start-ups that win this challenge have the opportunity to come to La Fabrique Pôle emploi, a co-working space, and either develop their idea/project or further develop a service that is already in place.</p> <p>The process and the activities/supports offered by La Fabrique Pôle emploi are the same in both cases:</p> <ul style="list-style-type: none"> ▶ New ideas/projects for digital employment services are incubated; methodology, knowledge on project management and user experience (UX) are offered; ▶ Two meetings are held per month: one meeting involves all start-ups incubated by the French PES meeting to discuss their ideas, problems and exchange good practices; the other meeting only involves internal start-ups who meet to share their difficulties and consider possible solutions. ▶ Communications activities on social media to promote the start-up services; ▶ Thematic workshops are held at the French PES' La Fabrique Pôle emploi in Paris to discuss various methodologies and practices (e.g. web marketing user testing); ▶ Meetings with an internal French PES coach and business experts (internal) are also organised. Start-ups are supported online on a daily basis by this team; ▶ For ideas that La Fabrique Pôle emploi wants to share on the PES website, a panellist is hired to perform user testing with jobseekers: jobseekers are approached, and they are asked to test the service and express their opinion about it. The goal is to optimise user experience. If users approve the service, then it is shared on the Emploi Store. <p>The French PES supports other regional PES offices in order to create their own 'La Fabrique Pôle emploi.' The support has no specific duration: it depends on the needs of each region. A French PES team collects the needs or requests of all regions and are considered on a case-by-case basis. The objective is to ensure that there are people with the specific skills to establish La Fabrique Pôle emploi (UX designer, PES coach and product manager). They communicate on a weekly basis (through video conferences) while physical meetings are arranged at La Fabrique Pôle emploi and at regional PES offices once per month.</p> <p>Regarding the data analyst, there is no training provided because all data are centralised and processed centrally by the French PES team. Training will be introduced for the Data Expert Project Manager at headquarters level in 2019 and in 2020 this training may be extended to the regional offices.</p>
<p>What resources and other relevant organisational aspects were involved?</p>	<p>For each start-up four types of resources are involved:</p> <ul style="list-style-type: none"> ▶ A French PES coach who helps with the methodology, project management and is aware of the French PES strategy. Until now, the coach was external and selected by the government (Direction interministérielle de la transformation publique). Today, PES counsellors are used to work in La Fabrique Pôle emploi since they have acquired the necessary experience and skills to work as coaches; ▶ The product manager (the person with the idea or the service) who contributes to project management and the marketing strategy; ▶ A UX designer; and ▶ A data analyst. <p>In each start-up, a coach, a product manager and a UX designer are always involved whilst a data analyst is sometimes employed, depending on the project/service. Usually, a UX designer works simultaneously on three start-ups: 80% of his work is related to internal start-ups whilst the remaining 20% concerns external start-ups.</p>
<p>What were the source(s) of funding?</p>	<p>French PES budget.</p> <p>However, start-ups incubated in La Fabrique Pôle emploi can also receive external funding (e.g. 50 % funding for La Bonne Boite is from the European Social Fund (ESF)).</p>

<p>What were the outputs of the practice: people reached and products?</p>	<p>To date, 9 intrapreneurs have created 10 internal start-ups including the following:</p> <ul style="list-style-type: none"> ▶ La Bonne Boite (2016, on-going); ▶ La Bonne Formation (2016, on-going); ▶ La Bonne Alternance (2017, on-going); ▶ Avril (2017, on-going); ▶ Clara (2017, on-going); ▶ Maintenant (2017, on-going); ▶ Anotea (2017, on-going); ▶ Mémo (2017, on-going); ▶ Zen (2018, on-going); ▶ Perspective (2018, on-going). <p>In addition, 7 external start-ups have been supported:</p> <ul style="list-style-type: none"> ▶ Whire (April – May 2016); ▶ Cacti (April – November 2017); ▶ Lunchtime Mentoring (April – November 2017); ▶ Jai (April – December 2017 and December 2017 – May 2018); ▶ A2job (April – December 2017 and December 2017 – May 2018); ▶ The Hacking Project (June – December 2018); ▶ Stapler (June – December 2018).
<p>What outcomes have been identified?</p>	<p>The following outcomes have been identified:</p> <ul style="list-style-type: none"> ▶ Network acculturation: More and more regions wish to launch their own incubator programmes, copying La Fabrique Pôle emploi (i.e. start-ups 'Taf2Day' and 'Allophone' in the region Auvergne-Rhône-Alpes, 'Humansroad' in the Sud region) and they have asked the French PES for support and information. ▶ Jobseekers in France have access to an increased range of digital employment services that correspond to their different needs.
<p>What are the lessons learnt and success factors?</p>	<p>Lessons learnt and success factors include the following:</p> <ul style="list-style-type: none"> ▶ By creating a team with the right skills (project management, marketing, UX, data analysis) and experience, start-ups are supported in the best and most efficient way. ▶ La Fabrique Pôle emploi helped to identify people inside the French PES who have skills and competencies that were not exploited in their current position and develop their innovative ideas or skills to become a business developer or data analyst. ▶ Incubating both internal and external start-ups has a great added value to French PES services and it is considered a success factor: internal ideas from people with experience in PES are exploited while working with externals promotes the concept of 'co-competition' (cooperation and competition). ▶ PES management should encourage change and the acquisition of new skills and partnerships with external organisations.



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