

An Elephant in the Room, A Study of a Public-Private Partnership Between Samusocial de Paris and its Welfare Hotel Suppliers

Observatoire du Samusocial de Paris

Presentation by Lorraine Guénée

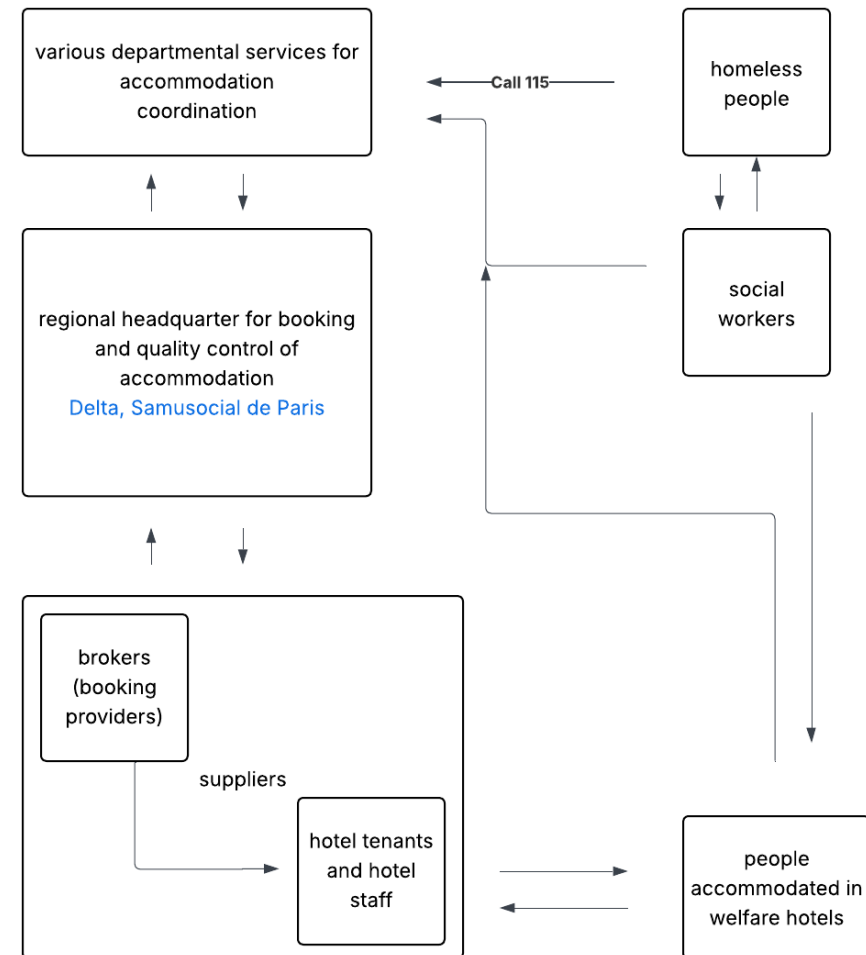
Teammates: Ysé Bedo and Julio Ricardo Davalos

European Observatory on Homelessness Conference, Utrecht, September 19, 2025

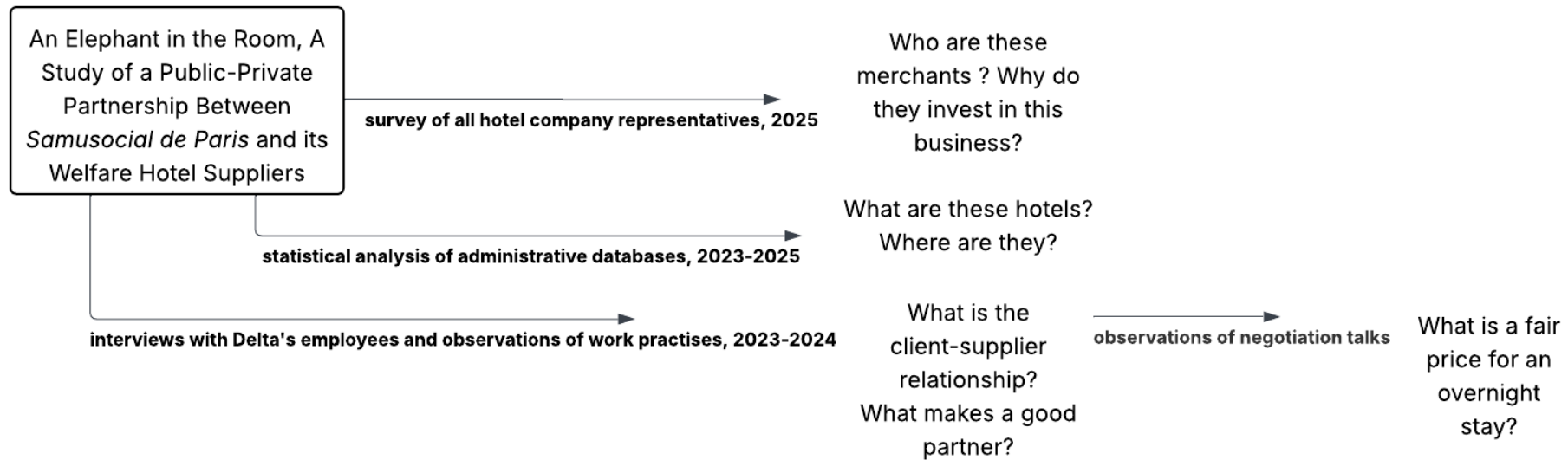
A Complex Chain of Delegation for Emergency Hotel Accommodation

“Everyone [involved in emergency accommodation] must stay in their place. This is a public issue, handled by the State. A company is still a company. I am not responsible for public services ! I can make sure I do my job well, but I am just one small link in a chain.”

Welfare supplier, September 8, 2025.



Our Questions and Their Impact on the Research Project



Background on Welfare Housing Policy in Hotels

Late 1990s: Undocumented homeless families calling 115 at Samusocial de Paris

2000s: Institutionnalization of welfare hotel housing after a tragedy (Le Mener, 2025)

In the hotel industry :

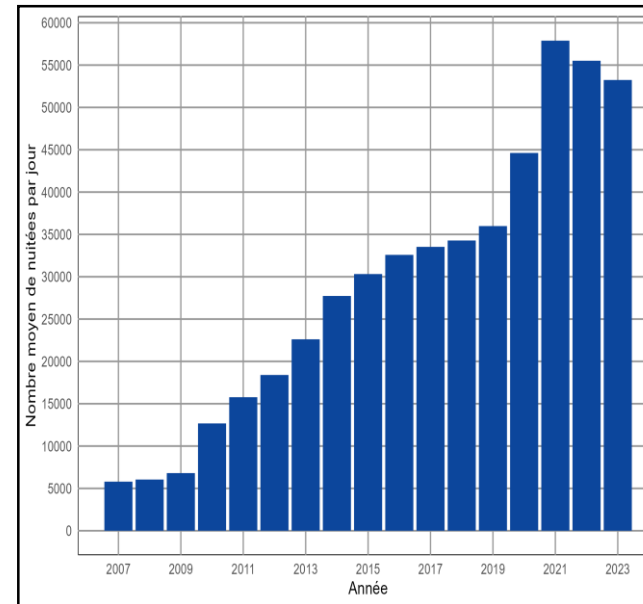
- Transformation of furnished hotels
- Emergence of brokers

Between 2007 and 2025: growth and industrialization

Public policy today:

- More than 50,000 overnight stays per day
- Approximately 700 hotels dedicated to emergency accommodation

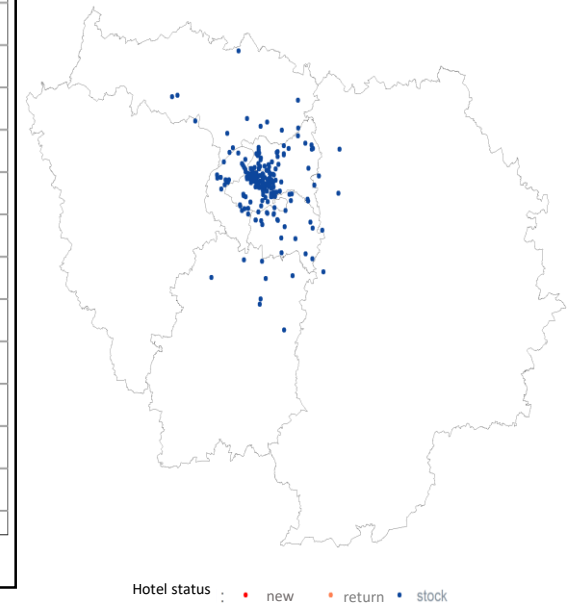
A Rapidly Growing Welfare Hotel Industry in the Paris Region



Legend translation :

X-axis: Year

Y-axis: Average number of overnight stays per day

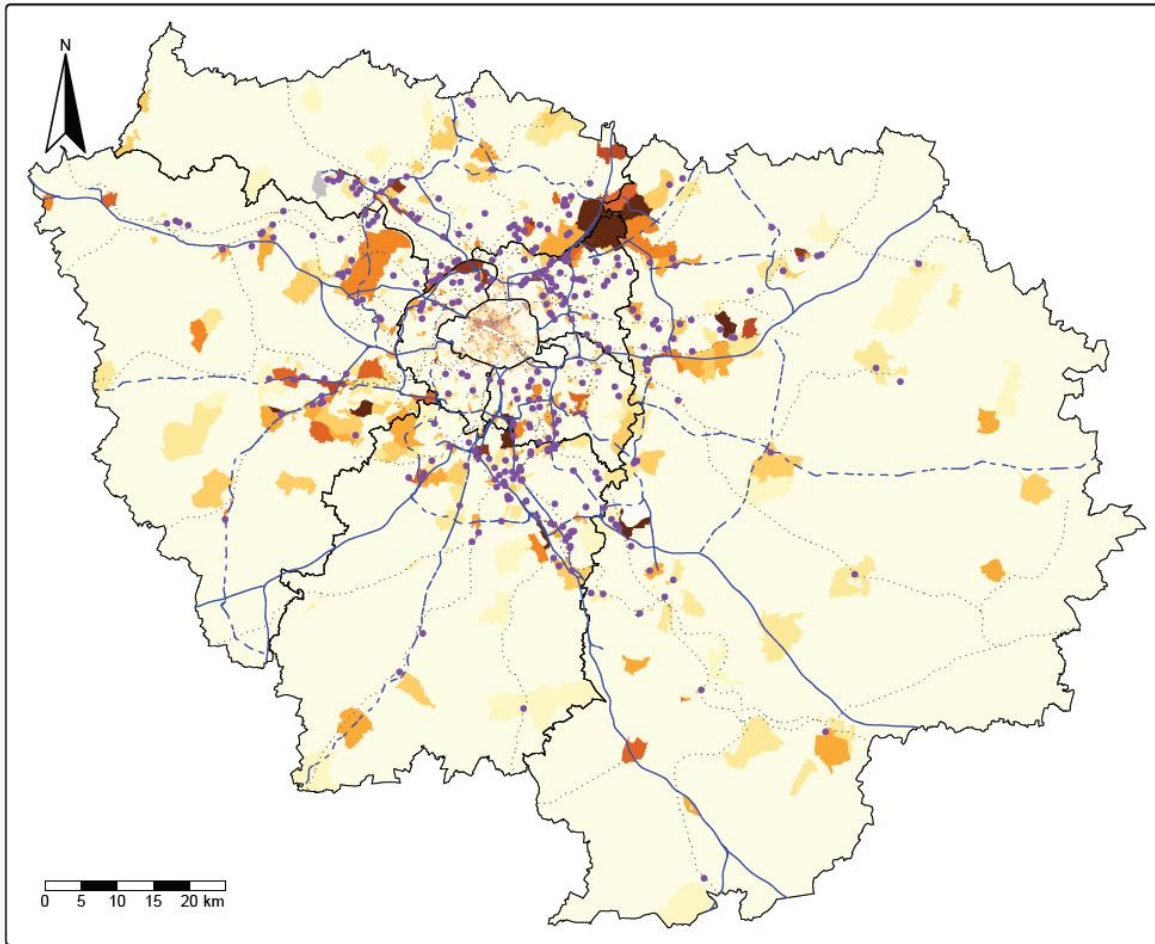


Source: Booking data of Delta 2007-2023

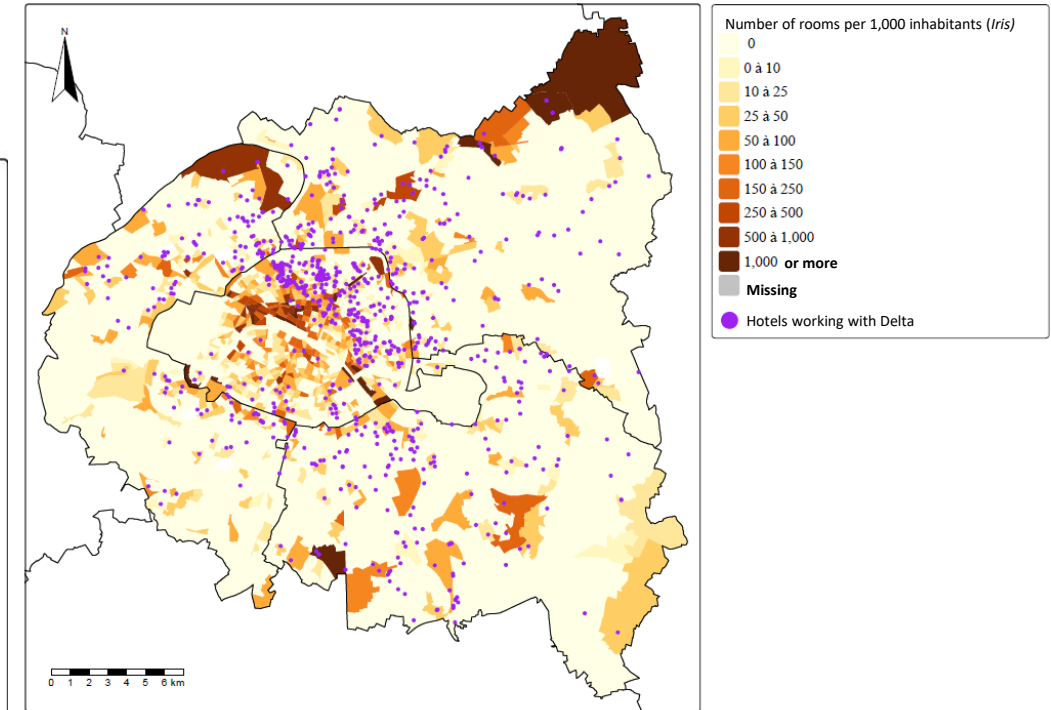
Authors : Julio Ricardo Davalos (graph), Aboubacar Sylla (map)

Categorization of Welfare Hotels and their Distribution

Density of regular hotel rooms per 1 000 inhabitants in the Paris region (2019) and location of welfare hotels working with Delta (Samusocial de Paris).



Density of regular hotel rooms per 1,000 inhabitants in Paris and the inner suburbs (2019) and location of welfare hotels working with Delta (Samusocial de Paris).



- No official classification of “furnished hotels” or welfare hotels
- Strong geographic concentration (sociologically marked)
- Located outside areas with a high density of regular hotels
- Specialization in welfare housing

About the Client-Supplier Relationship

- Hybridization and its challenges:

Delta in the Business World...

- Signs: financial incentives, purchasing department
- A joke: who is the « pro » of welfare hotel tenants? Distrust of forms of familiarity
- In addition, commodification of public action

Hotel Tenants as Humanitarian Actors...

- Daily contact with homeless families, acts of solidarity
- Great ambiguity : a client's willingness to limit suppliers' commitment toward housed people
- A need for more than housing

- Seeking a partnership rather than just a commercial relationship.
- What makes a good partner? First and foremost, a reliable commercial partner
- A dilution of responsibility ?
- "Moral outsourcing"

An Unresolved Question: What Is a Fair Price for a Welfare Hotel Overnight Stay?

Summary table of negotiation preparation (€)

Current (including tax)	Offer	Counteroffer
245,280	315,579	275,429

Negotiation excerpt (June 2024):

“Purchasing department representative: – I gave you the average prices in the area, but I didn't mention quality [of your services].

Welfare hotel tenants: – That's the big question. What are you basing your decision on? Quality?

Purchasing department representative: – On a wide range of criteria.

Welfare hotel tenants: – Because sometimes we don't know.”

Conclusion

Preliminary analysis of a survey among hotel company representatives

A wide variety of “recycled” buildings (mainly hotels) used by diverse entrepreneurs

