

From rental pressure to decision-making

Actionable tools and indicators to guide CEOs' strategic choices

Jérémie Dupont, Cnous · Crous Nord-Pas-de-Calais

Kiel - 09 / 07 / 2026

INSTITUTIONAL CONTEXT

Cnous and Crous

A national organization serving student life

1

CNOUS

26

Crous across France

4 main mission



University catering services



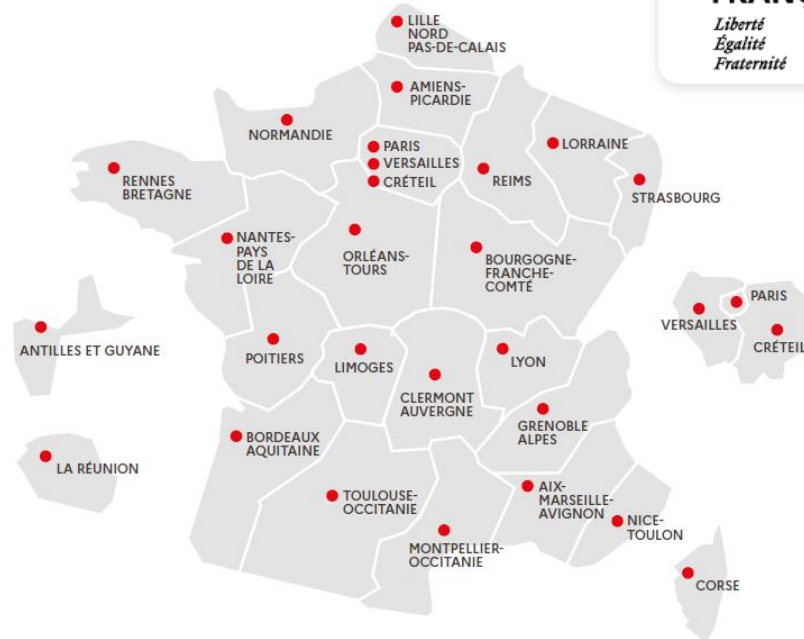
Student housing



Social and financial support



Campus culture and student life



CROUS network map card

REGIONAL FOOTPRINT

Crous of Lille Nord-Pas-de-Calais

A dense student region, a local operator



200 244 students



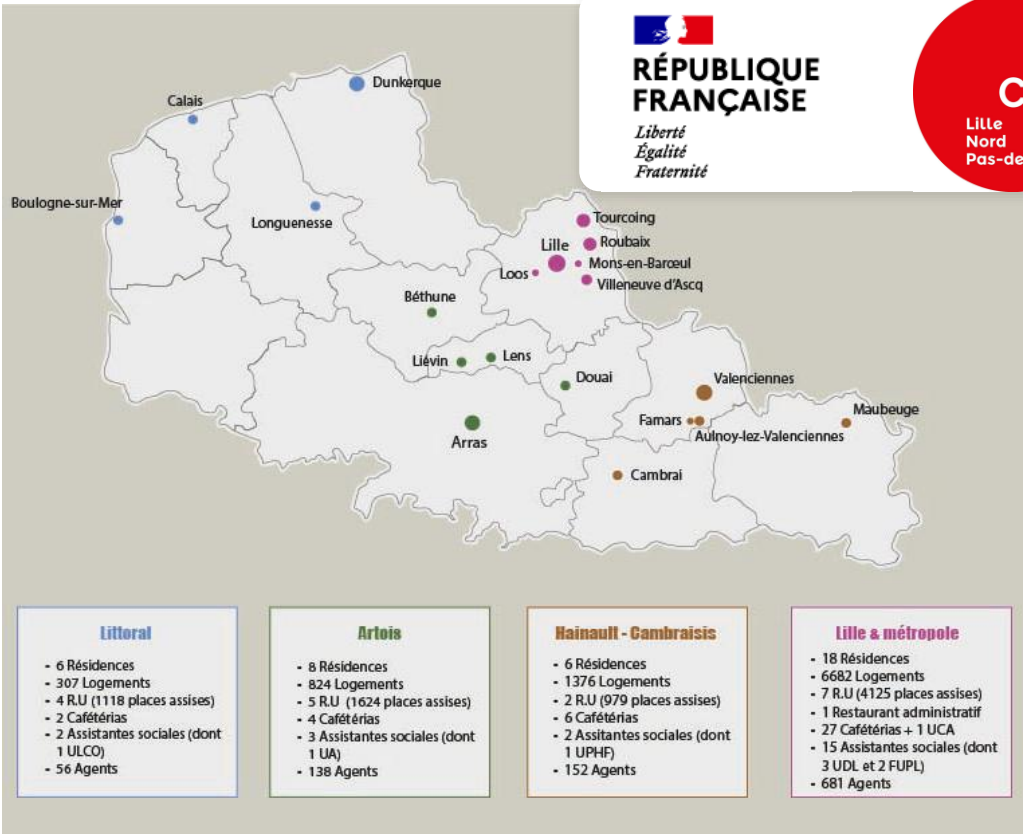
11,769 students applied for housing during the main application phase (2025)



4 public universities and 1 catholic university



A lot of specialized schools (nursing, engineering, social work etc.)



Map of the Crous of Lille network



50

Student résidences



9 703

Housing units



20

Social



3.6 M

meals served per year

The paradox to resolve

Actionable tools and indicators to guide CEOs' strategic choices



Structural demographic decline to anticipate



Student demand still strong in certain hubs



Institutional pressure to build housing



Risk: building in the wrong location undermines usefulness and profitability

KEY MESSAGE *Building more is not enough — building better targeted is what matters.*

The strategic question

Three questions every decision-maker must be able to answer



Where to build to be socially useful and economically sustainable?



How to prioritize territories?



How to justify trade-offs to decision-makers and funders?



KEY MESSAGE *The need is an objectified decision framework, not an opportunity-driven logic.*

OBJECTIVE

Purpose of the approach

From a raw indicator to a decision-support tool



Turn rental pressure into a decision-support signal



Shift from a descriptive reading to a decision-making logic



Produce clear decisions: invest / invest under conditions / defer



KEY MESSAGE *Data becomes a tool for territorial governance.*

Territorial overview

A map to guide decision-makers' focus



Development of an application to map variations in student housing demand pressure across geographic areas.



New indicator: Adjusted housing demand pressure

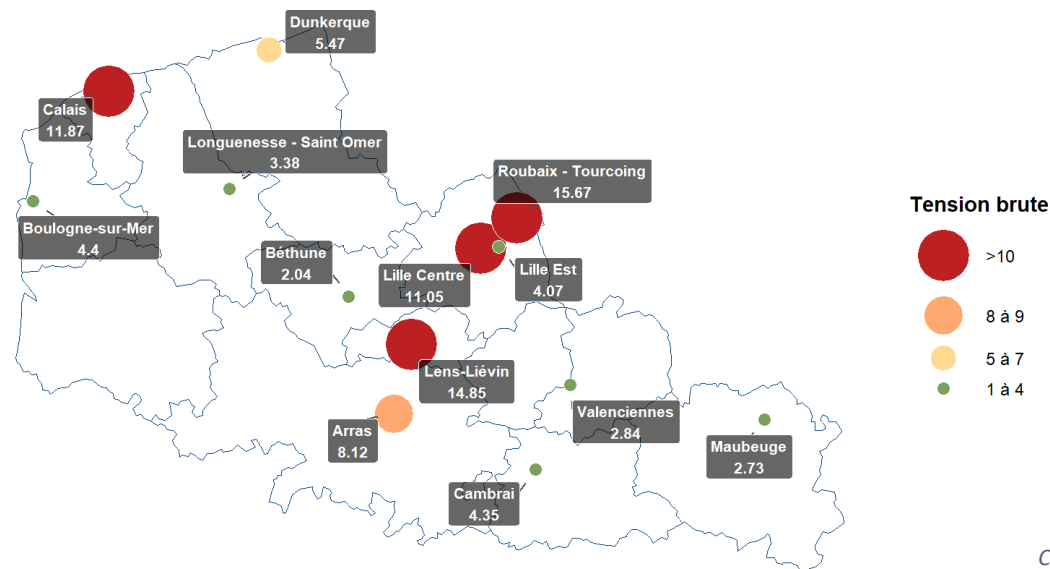


Quickly identify priority zones and at-risk zones



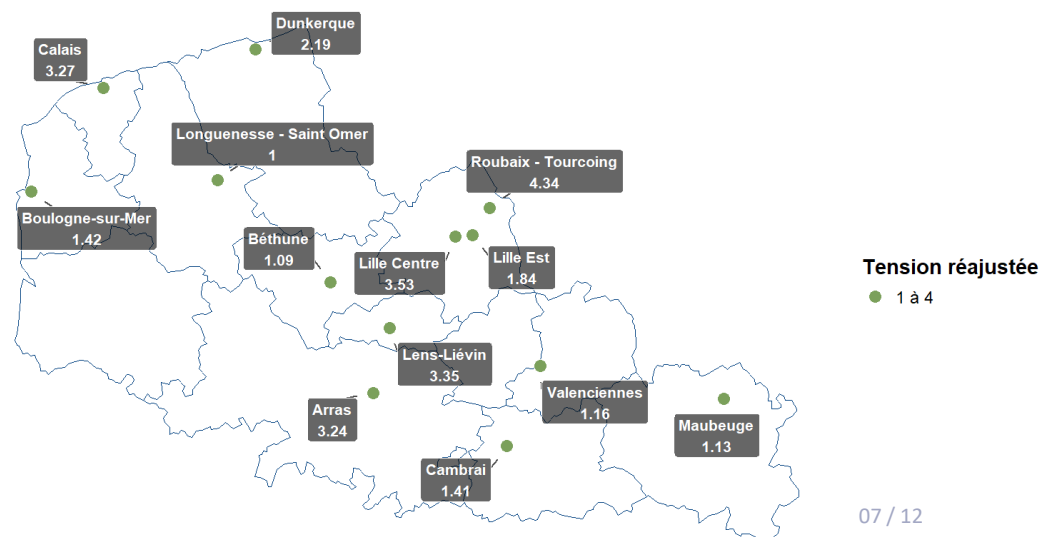
Give decision-makers a macro view

Tension brute par secteur en 2025



Card generated via the application

Tension réajustée par secteur en 2025



Key indicators for decision-making

Three signals to qualify each territory



Intensity of housing demand pressure (gross/adjusted)



Strength of local student demand



Number of students without a housing assignment at the end of the allocation round

Secteur	Logement total	Places proposées	Places phase complémentaire	(%) Non réservé	Étudiants demandeurs	Étudiants demandeurs dernier tour	Étudiant sans affectation dernier tour	Concentration secteur (%)	Tension Brute	Tension réajustée
Arras	331	66	7	10.61	536	191	178	4.55	8.12	3.24
Boulogne-sur-Mer	133	43	11	25.58	189	44	38	1.61	4.4	1.42
Béthune	298	55	5	9.09	112	20	16	0.95	2.04	1.09
Calais	54	15	2	13.33	178	43	40	1.51	11.87	3.27
Cambrai	55	17	3	17.65	74	17	16	0.63	4.35	1.41
Dunkerque	69	32	1	3.12	175	58	51	1.49	5.47	2.19
Lens-Liévin	159	20	1	5	297	58	57	2.52	14.85	3.35
Lille Centre	2107	421	62	14.73	4653	1374	1334	39.54	11.05	3.53
Lille Est	4405	928	161	17.35	3774	1145	1043	32.07	4.07	1.84
Longuenesse - Saint Omer	50	16	1	6.25	54	4	4	0.46	3.38	1
Maubeuge	93	15	0	0	41	8	6	0.35	2.73	1.13
Roubaix - Tourcoing	406	58	4	6.9	909	241	236	7.72	15.67	4.34
Valenciennes	1228	274	95	34.67	777	207	174	6.6	2.84	1.16

Housing Demand Pressure Table

Territory typology

Three profiles to organize action



Priority zones: strong pressure + sustained demand



Selective zones: mixed signals, project possible under conditions



Zones to defer: low structural pressure



Operational decision framework

From indicator to investment decision



Decide whether to build now



Determine how much to build (sizing)



Define how to build (phasing, progressivity, partnerships)

KEY MESSAGE *Reduce irreversible errors of location and volume.*



Expected benefits

What this approach changes in practice



Better prioritization of investments



More transparent, more justifiable decisions



A more robust outlook over 5–10 years amid uncertainty

Build in the right place, at the right pace, at the right scale

- The question isn't «build or not build»
- The question is: build in the right place, at the right pace, at the right scale
- Rental pressure becomes a lever for strategic decision-making

«In an uncertain demographic context, performance will come less from the volume built than from the precision of territorial choices.»