

# Study in France

The *French lifestyle* and *higher education* magazine /

2015



- / **The French excellence:** the best French domains
- / **The most attractive cities in France:** places to be
- / **French education:** welcoming students / **Find a school**

# Study in France

The **French lifestyle** and **higher education** magazine /



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## Choosing the French Touch

It has conquered the world and is on everyone's lips, from the worlds of music to fashion and design. The ineffable French touch – a mixture of elegance and daring – is also a draw for students who come from far and wide to experience it for themselves.

Attracted by a lifestyle that may be a cliché but is no less real all the same, the 290,000 enquiring minds studying in France today love the fine food, the wine and the famously distinctive French culture which they enjoy to their hearts' content at exhibitions and festivals.

Alongside the country's unrivalled quality of life, the students also considerably enrich their academic careers. With its 24 universities and 226 *grandes écoles* – all members of the *Conférence des Grandes Ecoles* – France is in fact ranked as the world's third most attractive country for students.

The students flock to prestigious establishments on which the reputation of French excellence is based, such as Les Gobelins School of visual communication, whose graduates are much coveted by the great American film studios. In France they discover a global education system that has nothing to envy its English-speaking counterparts, and where they can attend world-class courses in a multicultural environment.

Far from the image of a remote Gallic village away from the international centres of power, France offers students the best of globalisation in a country that is proud to preserve its expertise and its distinctiveness. The country's assets are explored at length in this magazine, which is designed to present the great centres of study, the various fields of expertise within the country and the schools that will help you obtain your dream qualification in an extraordinary environment.

**Pascal Lasserre**

Deputy Director "Careers and Employment" at Figaro Classifieds

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The **French lifestyle** and **higher education** magazine /

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Compared with the innovations and expertise of other countries, France is enjoying a growing reputation on the international scene. A number of its highly competitive sectors testify to a great heritage and a stature that is widely admired.

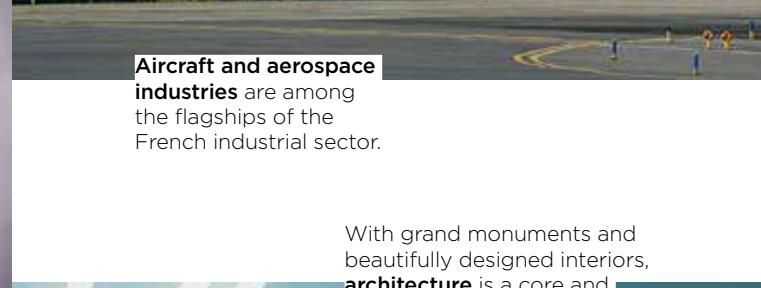
/ BY ROMY DUCOULOMBIER



French fashion and haute-couture have a profound influence throughout the world.



Aircraft and aerospace industries are among the flagships of the French industrial sector.



With grand monuments and beautifully designed interiors, architecture is a core and influential element of the French cultural tradition.

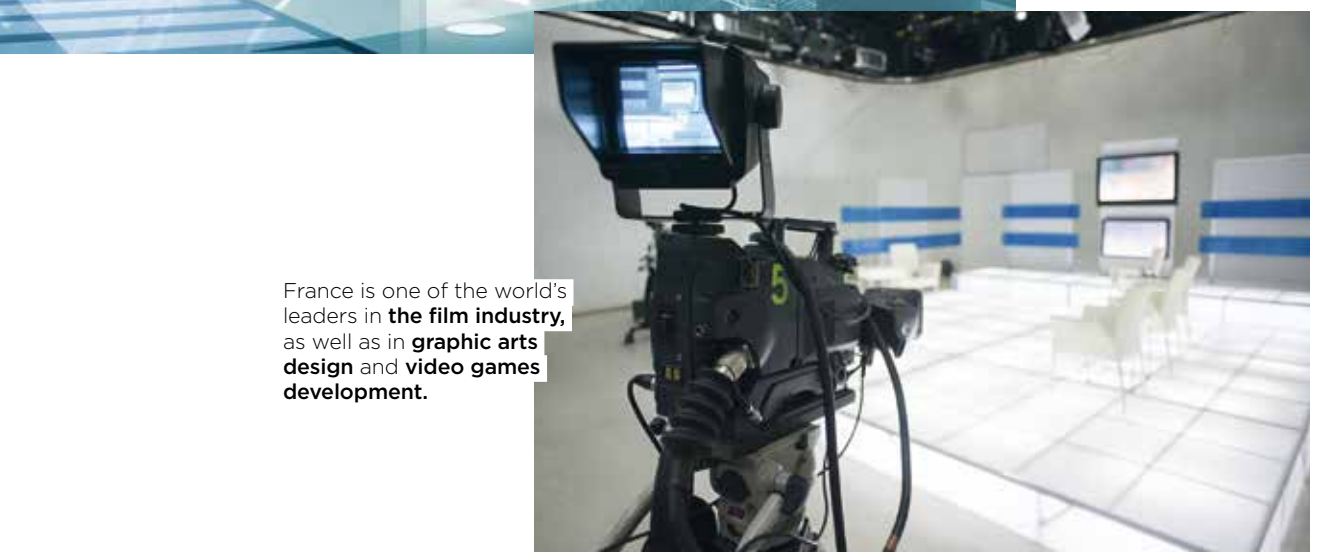


Chefs and apprentice cooks come from all over the world to learn the ropes of French cuisine and gastronomy.

# FRENCH CENTRES of excellence

France is of course an undisputed leader in the worlds of wine, fashion and cuisine, but its reputation is no less distinguished in cinematographic and digital productions, and innovations in the railway, aerospace and aeronautics sectors. Its inspired architects and designers have established a French style that blends traditional refinement and avant-garde design. The much in vogue trend for all things 'made in France' has been strongly bolstered in recent years by the creation of businesses designed to maintain the economic stability of France and reduce its carbon footprint. Finally with 12 French groups ranked among the world's hundred most innovative businesses in the 2013 Reuters list, France ranks as the world's third most innovative country behind the United States and Japan. L'Oréal, Airbus, Michelin, Thales and Safran are all flagships of a French excellence, based on a financially solid foundation dedicated to research.

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France is one of the world's leaders in the film industry, as well as in graphic arts design and video games development.



# SERVING BUSINESS THROUGH INNOVATION

ENTREPRENEURS WHO WANT TO MAKE SURE THEIR IDEAS LAST MUST AT SOME STAGE ADDRESS THE QUEST TO INNOVATE: THE ABILITY TO SPOT AND SEIZE OPPORTUNITIES, EXAMINE THE MARKETS, POSITION THEMSELVES AND MONITOR THE CONSTANT SHIFTS IN THE BUSINESS WORLD. ANDREAS KAPLAN AND BORIS DURISIN, PROFESSORS AT ESCP EUROPE, SHARE THEIR VIEWS ON THE SUBJECT

Entrepreneurialism is alive and kicking in France: according to the INSEE, there are 3,752,544 companies registered in the country, 538,185 of which were created in the last year. The students of France's *grandes écoles*, attracted by the idea of building their own careers and encouraged by the resources their schools have mobilised to this end, are also creating their own businesses in increasing numbers, with fresh ideas aplenty – ideas they can also put to intrapreneurial use, via the creation of new entities within existing groups. For them, innovation lies at the heart of the process. But for Boris Durisin, an Innovation and Market Creation specialist at ESCP Europe, the World's First Business School (est. 1819), the challenge today is to be innovative on a perma-

nent basis. “The competitive context today is not the same as it was five years ago and it will be different again five years from now. No business can be in any doubt about the need to innovate – the question is how? At ESCP Europe we have a programme entirely dedicated to the subject – our Specialised Master in Innovation and Entrepreneurship. But we include enterprise, creativity and innovation in general in our Bachelor's, Master's, MBA and Executive degree programmes”.

## OFFERING INNOVATION ALONE IS NOT ENOUGH

“Take the example of Starbucks,” continues Boris Durisin. “They have induced millions of Americans to drink their coffee the Starbucks way on a daily basis. The success of the whole business is due to new ways of consumption they have created around a simple drink. Starbucks has succeeded in changing habits. The problem faced by most companies today in launching truly innovative products lies in realising that

established tools (for consumer insight generation, market sizing and so on) do not work. You can offer consumers a new technology, but if you don't put in place a market entry strategy for it to gain market share, it won't work! Remember that 90% of product launches attract less than 1% of market share. At ESCP Europe, we train entrepreneurs not only before they start out but when they're already in business, helping them develop the tools they need to make their innovative

product a success. And the only way for companies to do that is to take on board the notion of ambidexterity. Basically that means introducing two inherently contradictory activities within one and the same company – developing one set of methods for innovating the offering in an existing market and another for innovating the market because the two aren't managed in the same way. It's a challenging concept to implement and take on board but it's the key to success. And it's gene-

rally at that point that you have to rely on managers. More often than not they operate as 'theory generators.' These are the people who come to ESCP Europe to first conceptualise their ideas and then make their innovation a reality.”

## LEARNING TO INVENT

Continuous professional development lies at the core of change for working adults. In order to cope with the competitive dynamics in their business, they have to maintain



According to Boris Durisin, innovation must constantly be put at the heart of the company's business and strategy.



## INTERVIEW

Maeva Tordo

**ESCP EUROPE ALUMNUS AND  
DIRECTOR OF THE BLUE FACTORY  
INCUBATOR**

### How did the Blue Factory begin?

It's a testament to ESCP Europe's determination to support young entrepreneurs. In 2007, we created the Chair in Entrepreneurship across our five campuses, helping our students acquire an entrepreneurial mentality – and dare to create. The Chair is made up of research, teaching, events and acceleration strands.

### How does the incubator work?

The Blue Factory supports ten projects every year. We host teams in which at least one member is an ESCP Europe alumnus, even if they graduated a long time ago. The businesses must already have their statutes in place. We get involved not at the business plan stage but once the company is up and running. We select projects based on their impact on society

– a key element for us. Once they form part of the Blue Factory, they can access the ESCP Europe network – made up of teachers, students and alumni, some of whom have themselves become seasoned entrepreneurs. We set up meetings, case study simulations etc.

### What are the benefits of being part of this structure?

To my mind, the Blue Factory is more than an incubator. It's a booster. It helps entrepreneurs become more autonomous and makes the required resources available to them. The shared learning and solidarity between projects enables each one to make more rapid progress in an atmosphere of greater security. They spend almost a year in a context that gives them the wherewithal to succeed.



At ESCP Europe, all students and executives are invited to tackle entrepreneurship.



## Key Figures ESCP EUROPE

- / **5** campuses in Europe: Paris, London, Berlin, Madrid and Torino
  - / **100** academic alliances in Europe and the world
  - / **4,000** students representing 90 nationalities each year
  - / **5,000** managers and executives in training each year
  - / **45,000** alumni in 150 countries worldwide
  - / **Accreditations**  
AACSB, EQUIS and AMBA
- www.escpeurope.eu**

ESCP Europe has a total of five campuses, including the one in London, pictured here.

a certain level of skills. The revolution is now about the ways of accessing that training. Information is now available to all at the click of a mouse. Andreas Kaplan, a professor at ESCP Europe specialising in the digital world, is enthusiastic. "MOOCs (Massive open on-line courses) are going to revolutionise higher education! These online courses are the future, even though we're still at the observation stage in France. But we mustn't miss the boat. Every school has to be on board. For the entrepreneur, it's a treasure trove of free and accessible information: they can access the courses of the world's best professors in fields such as

marketing, finance, accounting and fundraising. In their current state, MOOCs are not qualification-bearing and so can't give you access to the job market as things stand. But that has little importance for entrepreneurs as they create their own jobs. The main thing is the access these courses give to lifelong learning with the best facilitators. As for young people just setting out on the entrepreneurial journey, I'd advise them to combine face-to-face learning in school with online courses. It's in the classroom, through interacting with other students, that you learn the people skills essential to success. Especially in a school like ours which

gives them the chance to study in European cities that are full of dynamism and creativity," says Kaplan.

### DRAWING ON THE RICHES OF THE WORLD

For these two experts, innovation arises especially through interaction with other cultures. "At ESCP Europe we use our unique posture to help the companies who come to see us. They can choose to run modules at the school's various campuses in Paris, London, Berlin, Madrid or Turin in order not only to access new learning but also gain exposure to different cultures. In my courses, I set up the groups so that you never find the same

nationality twice in a group. That's extremely enriching and stimulates new learning styles," explains Durisin.

"This global interaction is also a feature of MOOCs, whereby people can follow courses led by star professors in, e.g., finance or marketing in Montreal, New York, Madrid or Berlin – all from their own office," says Kaplan. "If you want a MOOC to be successful around the world, you have to do it in institutions with real credibility in a given area, and for ESCP Europe, consistent with its slogan "European Identity, Global Perspective", that means notably the areas of European and cross-cultural management."

# FRENCH-STYLE elegance

In its role as temple of fashion and home of luxury, France excels in the domain of elegance! Its designers, fragrances and jewellery constitute an international treasure.

by Romy Ducoulombier

© DR

/ **Haute couture** originated in France, a country now famous for wielding its trendsetting powers in the world of fashion.

/ Cartier, Chaumet, Mauboussin and Boucheron are among the most prestigious names in **French jewellery**.



**A**t the Court of Versailles and with the advent of prestigious dressmakers in the 19th century, the great haute-couture companies became inextricably linked with the French scene. Their names range from the Chanel empire and Christian Dior to Yves Saint-Laurent and more recently the red-soled shoes of Louboutin. The leader in exceptional leather goods since 1854 with their bags, Louis Vuitton is famed throughout the world, as is Jean-Paul Gaultier, legendary couturier to the stars. The Parisian stylist Isabel Marant has cultivated an urban chic look, and her collections can now be seen in Madrid, Hong-Kong, New York, just like those of Sonia Rykiel, the epitome of Parisian elegance. These standard-bearers of French luxury – fashion houses, stylists and the great couturiers – have long occupied the streets and boulevards of the capital; from avenue Montaigne and the Champs-Élysées to Faubourg Saint-Honoré. Here in the fashion capital, the great department stores such as the Bon Marché or the Galeries Lafayette, also serve as guardians of the temple! But let's not forget that haute-couture thrives above all thanks to the artistic trades that continue to generate exceptional artisans, whether in lace, embroidery, textile creation or glove making. Over 38,000 companies, workshops and factories channel their artisanal expertise into the creation of new collections!

## Sparkling jewellery

Closely bound up with the great artistic movements and the French haute-couture collections, the world of jewellery has been just as glittering! Boucheron, with its bestiary and Art Nouveau style, has boasted a site on place Vendôme since 1893. The Maison Cartier, the “jeweller of Kings”, Chaumet and its Art Deco jewels, Mauboussin, famed for both its engagement rings and its affordable jewellery, all boast exquisite showcases on rue de la Paix and Place Vendôme, –a luxury showcase they share with luggage makers Vuitton or Chanel – who have their own on-site high jewellery workshops – as well as Van Cleef & Arpels, Bulgari, watchmakers Breguet and leading Swiss brands such as Rolex, Montblanc or Jaeger.

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## Testimony

LAURENT COTTA

Graphic arts manager at the Palais Galliera, Musée de la mode de la Ville de Paris



/ “In France, fashion is a Parisian phenomenon. Paris has always been the capital of luxury and helped spread the joys for fine clothing throughout the courts of Europe across the continent. While the major couture houses such as Chanel and Dior have long ruled the roost, the lie of the land has now changed. The notion of luxury in the prêt-à-porter world is no longer considered ostentatious. The latest trend is for ‘personal luxury’ – the ideal of a perfect fit between your figure and clothes. We are returning to a more introspective couture that both emulates and updates the strong lines of the great designers.”



/ **Grasse** remains the perfume capital of the world, where one can find all the major suppliers of raw materials for fragrances.

### The fragrances of perfumery

First popularised by the master-glovesmakers/perfumers of the 17th century, then promoted by Colbert, perfume quickly became all the rage at the Court of Versailles. The town of Grasse, in the south-east of France, soon emerged as a place where orange trees and flowers such as the rose, carnation, violet and jasmine could ideally be cultivated. Today, over 60 companies grow and harvest these raw materials of the perfume industry around the town and while many of the great couturiers have developed their own perfume industry, complete with cult fragrances, the traditional French companies such as Fragonard, Galimard and Molinard continue to maintain the expert traditions.



/ Over **38,000 artisans** provide their craft and expertise to the haute couture "Maisons".



**15 billion euros**

Non-perfume turnover of the fashion houses, which employ 35,000 people, including 16,500 in France. (Source: Institut français de la mode)



**2<sup>nd</sup> position**

The cosmetics sector occupies second place in terms of exports from the French economy.



**9,000 jobs**

Generated by the French high jewellery sector, for a turnover of €1.6 billion.



### Interview

**AGNÈS COSTA**  
Director of Fragonard



#### / What is the image of the French perfume market?

Historically speaking, French women and perfume go hand in hand. You might think of France as the world leader of perfume! Grasse is still without a doubt the cradle of perfumery thanks to its strategic location in terms of plant cultivation. The House of Fragonard in the town dates back to 1926!

#### / Do niche markets have a future?

For a long time the world of perfume was dominated by the huge brands. As their popularity has spread, people have turned again to lesser-known fragrances which better represent their personality.

#### / What fragrances are currently involved?

On the one hand, ultra-feminine perfumes are all the rage. On the other, we are seeing a return to natural scents that are easy to identify, such as lime, citron or orange blossom, which we are certainly showcasing.

## TRAINING IN THE FASHION / arts and crafts and perfume sectors

**For those wishing to access the world of haute-couture, become jewellers or a recognised nose in the perfume world, targeted training courses abound throughout France in these highly specialised sectors.**

by Romy Ducoulombier



**F**ashion and prêt-à-porter provide jobs for nearly 190,000 people! And creative training courses in the luxury and textile sectors are legion.

In order to become operational two years after the baccalaureate, BTS qualifications offer a thorough grounding in the business world: a BTS in fashion design, textiles and the environment, an Industrial BTS in supple materials, an Industrial BTS in leather or a BTS in fashion design. At university level, a general degree in the Arts which can be pursued before specialising with a Masters in fashion and design or following up with a targeted university degree (DU) involving a work placement scheme. Not to mention the public schools or private institutes whose recognised diplomas are delivered in two- or four year courses.

### The nuances of perfume

To be a 'nose' and design fragrances for the cosmetic and private sectors of tomorrow is something that can be learnt! Schools specialising in the sector offer four-year training courses interspersed with internships and work experience. The IUP in Chemical Engineering for aromas, perfumes and molecules trains specialised executives, leading to courses such as the vocational degree in science and technology or the Masters in technology and management offered at certain universities.

### Arts and crafts – a vocation

Choose from 217 specialist skills divided into 19 sectors, including jewellery. A sure-fire way to enter these sectors is by taking a CAP, a BTS or a DUT. The Ile-de-France region alone offers over 600 initial training courses in the arts and crafts.

/ **Prestigious schools** deliver specialised training to students who aspire to become fragrance technicians and master perfumers (or "nez", as they are called in French).



### Testimony

**LAURA VALLÉE RÉMOND**

23 years old, freelance illustrator and artist in the fashion world



/ "After studying Style and Design then completing a Masters in Fashion, Luxury and Lifestyle' at the Mod'Art International School, I seemed destined to become an illustrator! I began working with Chanel Haute-Couture and over time other projects came my way, especially in the perfume sector. Last year I even ventured into art design! As an illustrator and an artist, I have to say that the French fashion market offers some real opportunities. It's a world of craft specialists which makes the most of all of our skills. France has a strong luxury image which encourages brand development. And as paradoxical as it may seem Haute-Couture has never been such a big seller!"



**EAC GROUP**

# FRANCE LEADS THE WAY IN ART, CULTURE AND LUXURY

**W**ith a campus in Paris, another in Lyon, a site in Monaco and plans afoot in China in Beijing and Shanghai, EAC is a major player in French higher education. "We are the premier French group specialising in culture and luxury. As a member of Campus France and the signatories to the Erasmus Charter, we have worldwide connections." Almost 30 years ago, EAC invented the term "cultural manager" - a brand which they then patented at the INPI. EAC offers 20 courses in various sectors of the art market, cultural coordination and luxury. Each course is certified with a State-accredited degree - a Bachelor, Master or MBA. Their titles give a more specific idea of the profes-

THE EAC GROUP, CREATED IN 1985, RUNS HIGHER EDUCATION COURSES FOR CULTURAL COORDINATION, THE ART MARKET, THE LUXURY SECTOR AND GEMMOLOGY. FOUNDER AND PRESIDENT CLAUDE VIVIER LE GOT EXPLAINS HER VIEWS ON FRENCH NATIONAL EXPERTISE AND ECONOMIC DEVELOPMENT

ional roles for which the group prepares students, for example: contemporary art and design negotiator, art market manager, music and festival manager, heritage and tourism mediator, creative industry manager, gemmologist, negotiator



Quitterie is passionate about bringing art into the corporate world.

of the luxury objects or jewellery industry manager. All the MBA and Masters programmes are also available in English and some can be taken remotely via e-learning sessions. EAC has also created an Executive Ph.D. through its research laboratory, the Institut Cha-teaubriand, and its team of professors and researchers.

## **ECONOMIC DEVELOPMENT**

For Claude Vivier Le Got, France enjoys and must maintain an international stature. "Coming to study in France and rubbing shoulders with the French allows future graduates to network, familiarise themselves with our practices, and develop an international partnership with France... All of this contributes to our country's influence and economic development. Higher education is at the heart of this charm offensive." According to the president, despite competition from other countries such as Italy, France "remains a real leader in the arts and luxury sectors. Foreign students first decide on "France" as their primary criterion, and then choose a school. On returning back home, having studied in France gives them added value. It is vital for EAC to be associated with this attractive "French touch" - which constitutes a genuine economic asset.

Our alumni work in all the cultural and luxury sectors and tend to reach quite important positions: some have become cultural attachés, international directors of major luxury stores, auctioneers or directors of cultural establishments, for example."

Claude Vivier Le Got strongly believes in what she calls the "French touch". In her view, France enjoys a

**TESTIMONY**

## Caterina Murino

**ACTRESS AND EX-STUDENT  
AT THE NATIONAL INSTITUTE  
FOR GEMMOLOGY**



In Sardinian familial tradition – or at least in mine – you get jewels for Christmas or on birthdays. So I began to love jewellery back in my childhood. But I was always curious and wanted to go beyond simply looking at the superficial exterior. And so to satisfy my own thirst for knowledge and love of stones, the only answer was the National Institute for Gemmology. There I was able to delve further into this love that France has for beauty and works of art, created by people and nature. In the history of the world and its cultures, only two great countries have projected and still project this image of luxury, beauty and art: Italy and France. I was immersed in all things Italian from an early age and in France I learnt to appreciate elegance via the simple beauty of its women, the perfection of the architecture in your cities and deep love you have for art and artists in general.

range of expertise in the arts, culture and luxury sectors: “All the great luxury houses are here. Place Vendôme is unique. The Louvre is unmissable. The Cannes Film Festival is a world event. Our country’s strength lies in its level of engagement in the cultural sector, whether in film, music, the performing arts or new technologies. We are expert in creating structures that are capable of producing, accommodating and nurturing talents. We are the leading country in Europe for putting on cultural events and festivals. EAC has developed an implementation methodology for cultural projects that benefits on the magnificent experimental location that is France.”

The recent integration of the ING, the National Institute for Gemmology, has also made EAC the only French institution to offer a State-accredited degree in gemmology, recognised by the State. History is on its side: in the last 60 years the great jewellery houses – Dior, Chanel, Cartier or Van Cleef & Arpels – have themselves contributed precious stones to the Institute and enriched its collection of over 30,000 gems. “We teach not only the scientific aspect of the stones and jewels but also their commercial value. ING is much more than a diploma – it’s a real ‘brand’ in the eyes of our graduates.”

**INTERNATIONAL PARTNERSHIPS**

Thanks to its excellence and its French Touch, the EAC group has proved highly attractive. “Being attractive internationally is important for us and we have set up cooperation agreements, exchange agreements and recipro-



© DR

cal recognition of degrees. EAC has also begun to provide training abroad and has played a part, for example, in training the staff of the Algerian Ministry of culture and the Mining Ministry of the Democratic Republic of Congo. While most of its students come from France and Europe, a significant minority comes from Asia – now the world’s number one luxury market: visitors from Taiwan, Hong Kong, Japan, Korea and China in search of international

partnerships. “We also have students from the Middle East, North and South America of course.” Significantly enough, the EAC group is also recognised by the French Ministry of Culture and has entered an agreement with the Ministry of Foreign Affairs. The French touch in art, culture and luxury continues to be a valuable export in its own right and acts as a symbol of French expertise and influence throughout the world.

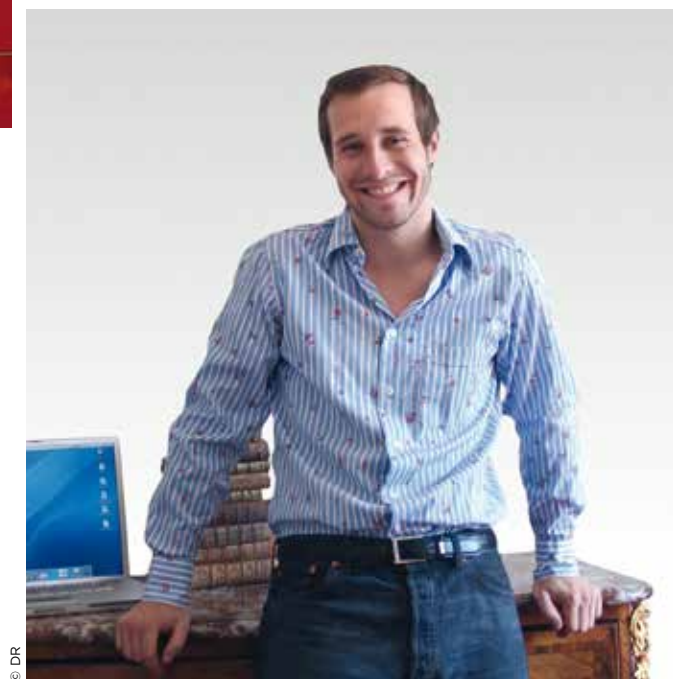
**Informations**  
EAC GROUP

- / **4** campuses : Paris, Lyon, Monaco, Pekin
- / **800** students
- / **4,500** alumni
- / **27** academic alliances in the world

**www.groupeeac.com**

Students of the “Cultural Management” MBA working for Cannes Film Festival.

Guillaume, graduate of the MBA art market management, founder of artfinding.com, a website entirely dedicated to the art market.



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# DINING WITH the French...

Cuisine and wine are part and parcel of French culture and pillars of the national economy. The culinary heritage of France and the richness of its vineyards are superbly showcased by the passion of its chefs and winegrowers.

*by Romy Ducoulombier*

/ **Bread, wine and cheese:** the gourmet trilogy is encrypted in the French DNA. Such products are now protected by controlled designations of origin, guaranteeing their quality.

/ **The restaurant and catering sector** is the fifth-largest job provider in the country, often hiring young chefs and professionals trained at elite cookery schools such as **Ferrandi**, pictured here.



**F**rance is a leading light in global cuisine, positioned at the crossroads of cutting-edge development and the export of traditional techniques and produce. Its position has helped it build a thriving economic empire and a wine industry that accounts for 550,000 direct and indirect jobs!

## **Wine and cuisine: it's in the blood**

Fine dining is an integral part of the French way of life – to such an extent that UNESCO has inscribed ‘the gastronomic meal of the French’ in its Intangible Heritage of Humanity List! France is a benchmark for quality and has transformed its culinary heritage into a powerful economy in both the domestic and world markets. The catering sector numbers 794,000 employees and generates an annual turnover of 61.8 billion euros, making it the fifth biggest employer nationwide! In addition, the range of food-based professions, from butcher to caterer to baker, accounts for another 475,000 jobs and generates 145 billion euros.

## **A carefully preserved culinary heritage**

The appellation system (AOC and AOP) guarantees the quality of French products, from Ardèche chestnuts, bouchot mussels, Bresse chicken, Brie de Meaux and green Puy lentils to wines from the country’s 17 winegrowing regions. France has accumulated an immense heritage, like a treasure down the ages, from the banqueting tradition of the Middle Ages and the feasts served at the Court in Versailles to the sophisticated French dinner service etiquette of the 18<sup>th</sup> century. Later on, major figures such as Auguste Escoffier completely revolutionised the concept of fine dining while Paul Bocuse, voted chef of the century, shone a spotlight on the work of the chefs themselves.

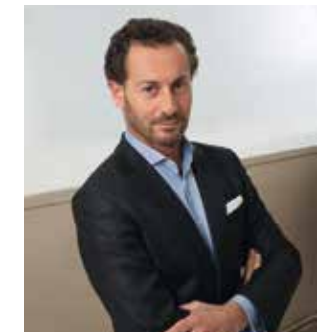
## **Ambassadors of French cuisine**

A number of starred chefs, such as Alain Ducasse, Guy Savoy or Joël Robuchon have raised French cuisine to exquisite heights. Their expertise has been showcased by authorities such as the highly reputed Michelin Guide, or ‘Red Guide’ – a gourmet directory which awards its much-coveted stars. Meanwhile, the



### **Testimony**

**BRUNO DE MONTE**  
Director of the French gourmet school  
FERRANDI



/ “The various restaurant trades have made huge progress thanks to increased media attention. People now understand that these are expressive trades which can lead to the creation of businesses! Pâtisserie is also enjoying a boom. For the 48 places on retraining courses we offered this year, we received 425 applications! And because FERRANDI is a leading school, offering several levels of qualification and diplomas under one roof, our selection is based on the seriousness of the candidates’ career plans. Because the people we train really do want to enter the profession for good. And it takes time to learn the basics. The professionals of the future must also be aware of the benefits of integrating foreign cuisine and new technologies.”



**/ From breakfast to dinner,** the French enjoy their fine meals at home or in one of the country's countless restaurants.

country's winegrowers, although perhaps less famous than their vineyards or vintages, work together to perpetuate a traditional expertise, while developing new techniques for their produce, or turning towards production models such as organic or biodynamic farming. Thanks to their outstanding expertise, France can boast of producing 16% of all the world's wines!

### Stars of the French menu

While Bordeaux wines such as Saint-Emilion, Graves, Sauternes, Pomerol, Margaux, Champagne and Burgundies (Romanée-Conti, Gevrey-Chambertin, Nuits-Saint-Georges) are known throughout the world, other winegrowing regions such as the Loire and Rhône valleys and Provence have won over legions of tourists visiting the country. Wine exports account for 7.6 billion euros, making this the country's second largest export!

This success has gone hand in hand with another trend – that of buying directly from the estate and learning more about the origins of the produce. The country's wine and farm tourism have become celebrated – showcasing the diversity of the many regions. The delicious selection on offer includes coq au vin, poached eggs in Burgundy wine sauce, sauerkraut and flammekueche in Alsace, foie gras and cassoulet in the South West, daube and bouillabaisse in Provence, crepes in Brittany, brocciu and lonzu in Corsica or tartiflette and fondue up in the mountains of Savoy!

### Changing lifestyles

France has always welcomed foreign influences and its culinary traditions are far from static. Street food, the proliferation of food trucks and the 'locavore' philosophy all bear witness to its open-minded approach. Consumption habits are also continually changing in the world of wine, marked by the emergence of wine tasting classes throughout the world, the development of social media networks around wine and a new approach to branding that's left the old labels of the past way behind.



**7.5 million**

The number of people visiting wine cellars in France, including 2.5 million foreigners. Wine tourism is a great way to visit a region and discover its winegrowing terroirs. (Source: Atout France)



**2 hrs 22 mins**

The average time taken up by eating in a typical day. At 1pm, half of France is at lunch! (Source : INSEE)



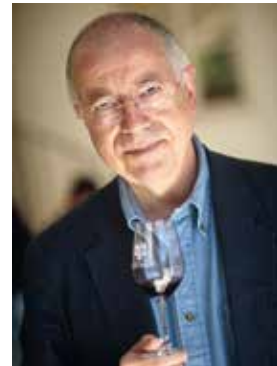
**Since 2010**

The 'gastronomic meal of the French' is inscribed in UNESCO's Intangible Heritage List.



### Interview

**JEAN-ROBERT PITTE**  
President of the Académie des Vins de France



#### / Is France a wine and food country?

More than ever, we're seen as the home of both eating and drinking. Our reputation is based on a culinary tradition that dates all the way back to the 17<sup>th</sup> century,

#### / What do you think explains this emphasis on fine living?

Although France is not the world's only diverse country, we have an immense variety of terroirs and an impressive number of AOPs in the European sphere. The many starred chefs and restaurants are a testament to our history, which they in turn continue to keep alive. And then there are the wines of Champagne, Burgundy and Bordeaux, all of which enjoy excellent reputations.

#### / What's the best way to develop an appreciation of food and wine?

By going to the market and tasting the produce! On top of that, four culinary centres are currently being developed in Lyon, Dijon, Tours and Rungis, that will serve as genuine live facilities dedicated to wine and our culinary cultures.

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# TRAINING IN / gastronomy and wine



**The food, catering and wine sectors are well represented on both university and vocational courses. Knowledge of the products and the learning of precise gestures constitute the building blocks of a very promising sector.**

by Romy Ducoulombier

Over 140,000 food-related businesses employing around 340,000 workers testify to the myriad employment opportunities, in a sector in which bakeries are the star performers. To become a baker, training starts early, as in most of the food trades. The baker's diploma (CAP) can be obtained two years after the third year of secondary school studies and the additional module in bakery, known as a Mention Complémentaire (MC) enables the holder to specialise for a year. However, a vocational baccalaureate in baking and pastry-making is also an option, two years after the CAP. The same applies to the meat, fish, confectionary and chocolate-making strands. The professional 'Meilleur ouvrier de France' (MOF) awards, held every three years, distribute prizes in all eight food trades: baker, pastry-maker/confectioner, butcher and pork butcher/caterer but also cook, barman, wine waiter and maître d'hôtel.

### The catering trades

While you can qualify as a barman either by completing a diploma (CAP) in brasserie/café services or a vocational qualification (BEP) in the catering and hotel industries, you can also become the director of an establishment by completing a BTS course in the hotel and restaurant trades, majoring in table arts or culinary arts. Or a vocational degree in hotel management from a hotel management school or business school. Vocational training centres, private schools and specialised schools offer recognised courses, apprenticeship contracts, targeted courses and internships.

/ The traditional **French savoir-faire** is valued worldwide in the bakery or butchery sectors.

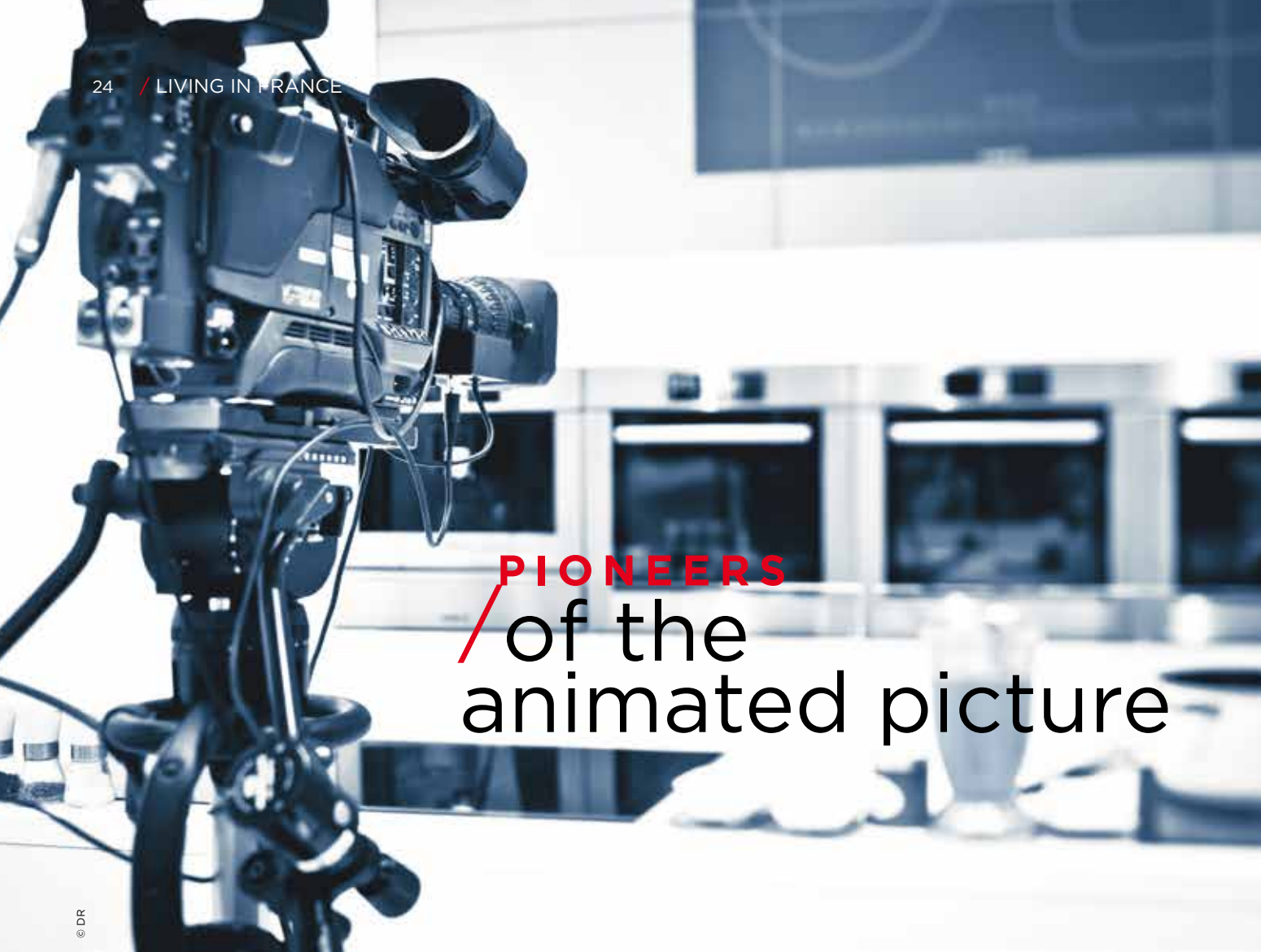


### Testimony

**PIERRE DUTARET**  
30 year old, former student at the Le Cordon Bleu school and manager at the Farago-Pintxo Club restaurant in Paris



/ "I learnt the catering trade via the intensive training at the Cordon Bleu. After a second qualification (WSET 3 at the Ecole du Vin, level III diploma in Wines and Spirits), I set out in the restaurant world by opening Farago, an establishment specialising in the tasting of tapas from the Basque Country, in Paris. It was a huge success! Because people have never been so keen on excellent produce and authenticity and the restaurant sector offers some great job opportunities, once you master the complexity of social legislation! What's more, people will always need to eat well and have a good time."



## PIONEERS of the animated picture

**From the Lumière brothers to Michel Ocelot and *Kirikou* in the cinema, and from the special effects of Georges Méliès to the success of the *Assassin's Creed* and *Modern Combat* videogames, France has been behind several great audiovisual innovations and maintained its place at the forefront of the technological scene.**

by Fanny Costes

**T**he birthplace of cinema along with the United States, France played a key role in the emergence of the cinema hall thanks both to the invention of the cinematograph by the Lumière brothers and the entrepreneurial ingenuity of Charles Pathé. Meanwhile, fades and other special effects were dreamed up by Georges Méliès, while Emile Reynaud's *pantomimes lumineuses* have left an indelible mark on animated pictures...

It is hardly surprising therefore, that France figures amongst the world's leading nations for directors, creators and spectators! It has long protected and promoted its film industry, providing innovations aplenty down the decades under the broad tent of animated pictures, which today incorporates not only 3-D technologies but also videogames.

### History in motion

The creation of the national cinema and animated image centre (CNC) in 1946 played a key role in preserving this constantly shifting heritage. A public body in charge of implementing government policy for this and other arts and industries of the animated picture, it has historically supported Research and Development projects – in 2001, for example, with the creation of the Research and Innovation in Audiovisual and Multimedia (RIAM) network, in partnership with the Banque



**/ International sales** of French audio-visual media programs keep raising with an 8% increase in 2013.



### **Interview**

**FRANCINE LÉVY**  
Director of the ENS Louis Lumière



publique d'investissement (BPI France) which is dedicated to funding R&D in businesses in the sector.

As a result, while there is fierce competition in film from the United States and India and from Japan for videogames, France is still very much in the game. Without forgetting the glorious period of New Wave films and the global success of the non-conformist works of Truffaut and Godard, France today boasts a thriving animated film industry. Take Michel Ocelot's *Kirikou and the Sorceress*, or Sylvain Chomet's *Triplets of Belleville* or indeed the French collaboration of the Mac Guff studio with the blockbuster *Despicable Me*, which gave birth to two works. And the country continues to host major film world events such as Cannes Film Festival or the American Film Festival in Deauville.

### **France is a major player!**

And the country is no slouch when it comes to videogames. Ubisoft, with its two flagship games *Rayman* and *Assassin's Creed*, is the fourth-ranking independent publisher in Europe and the United States, and boasted a turnover of 1.4 billion euros in 2014-2015. And with the widespread proliferation of smartphones and other tablets., Gameloft has emerged as a global leader in the creation of digital and social games. Its latest hit *Modern Combat 5 Blackout*, the most recent in the series of games, hit the top spot for iPhone games in 67 countries last July. In terms of jobs, 23,000 employees work in the videogame industry. And this in a country that is itself no stranger to the charms of this gaming world – in 2012, France counted 31 million gamers!



**€131.7 billion**

in 2013, sales of French audiovisual programs abroad rose 8% to reach €137.1 billion, the highest level ever attained – a growth sustained by animation and sales of documentaries and fiction.



**21 september 2012**

Inauguration of the Cité du cinéma, the cinematographic complex incorporating a number of sets, studios and schools such as the ENS Louis Lumière. Backed by the French director and producer, Luc Besson, it is located to the north of Paris.

### **/ What makes France a centre of cinematographic excellence?**

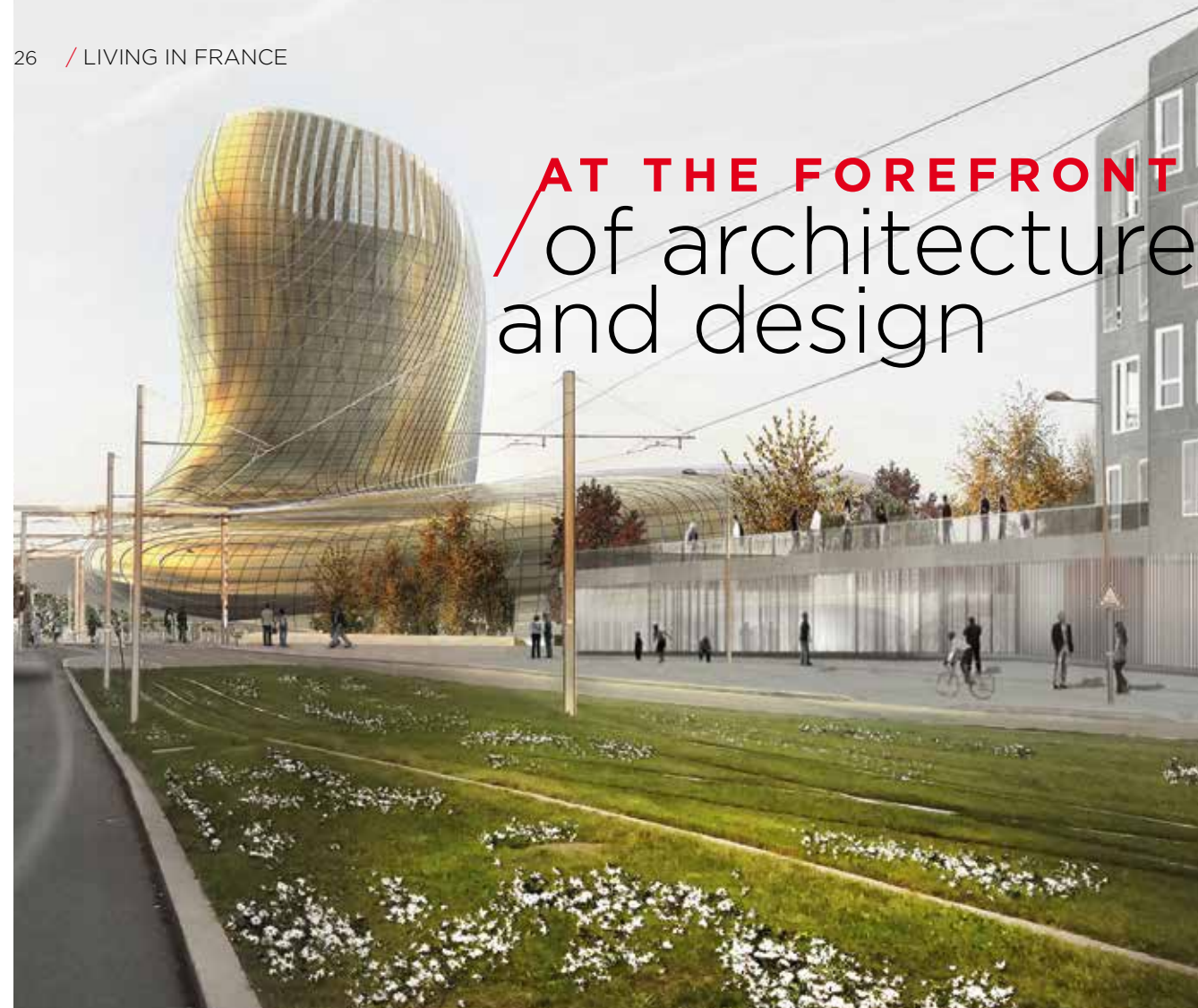
It is the birthplace of cinema, along with all the inventions which have gone to make film what it is today. What's more, cinema has long been subsidised by the government, enabling the industry to survive the economic and political upheavals of recent decades.

### **/ What are its main innovative achievements?**

In the years 1985-1990, pioneers began to incorporate synthetic images into real shots and thus gave rise to the use of special digital effects in France and in Europe. Currently, the most cutting edge innovations are directed towards the creation of digital actors and real-time, 'on-set' pre-visualisation tools.

### **/ Can you describe the range of training in France?**

While state schools offer an in-depth generalist training at university, specialised, technical and artistic training is available in the grandes écoles such as the Ecole nationale supérieure Louis Lumière or the Femis. We offer a complete but highly selective range.



## AT THE FOREFRONT of architecture and design

**With its impressive monuments and fabulous interior design, France is a leading force in the world of aesthetics and innovation. Renowned designers and architects all share in an exceptional creative heritage.**

*by Romy Ducoulombier*

**W**hether it's stone villages with their sky-piercing steeples, half-timbered houses or cathedrals etc. each region of France boasts its own unique architectural style, the result of several centuries of history.

### **A rich architectural heritage**

The cathedrals of Chartres, Notre-Dame-de-Paris and Saint-Denis, built during the 13th century, with their pillars and arches are fine examples of Gothic art. The Italian wars, at the end of the 15th century, were responsible for the spread of the Renaissance to France. The castles of Azay-le-Rideau, Chenonceau, Blois and Chambord, all of which attract a huge number of visitors, sprung up under François 1er! Chenonceau, which is the region's most visited monument, receives 350,000 visitors each year. The Vauban fortifications are also well known; Vauban was the military architect to Louis XIV, and his fortifications, which include 12 UNESCO listed world heritage sites, can be seen at Briançon, Blaye, Saint-Martin-de Ré etc. The vast Château de Versailles is synonymous with classical French culture. And under the Second Empire, Haussmann style architecture made its appearance, transforming Paris with its natural stone buildings. The use of iron, steel and glass, the Universal Exhibitions, the Eiffel Tower, bridges, houses and stations were also revolutionary.



© Capa-Nicolas Borel

**/ The Cité de l'Architecture et du Patrimoine** in Paris, can host a variety of temporary exhibitions.

### **The geniuses of the construction business**

Le Corbusier, forerunner of modern architecture in France, Europe and internationally, developed the concept of the house as a "machine for living in." Using industrial materials, he implemented his five principles of architecture: a roof terrace, banded windows, pilotis, uncluttered layouts and clean façades. Villa Savoye in Poissy and Cité radieuse, in Marseille perfectly embody his philosophy. More contemporary architects, who jointly share the spotlight, include: Jean Nouvel whose work focuses on the development of old monuments and is characterised by the use of transparent materials; Jean-Michel Wilmotte, who specialises in interior design; Jacques Ferrier, the king of large-scale projects and Nicolas Michelin, renowned for his tailor-made, eco-friendly approach.

### **Design is everywhere**

Beautiful objects, hotels, boutiques, temporary sites etc. In Paris, Les Docks, a fashion and design centre with a tubular structure, is home to a number of exhibition spaces. Special events, such as the Puces du Design (Vintage Design) at Bercy Village or the International Design Biennial, held in Saint-Etienne every other year, help keep track of modern trends. Design is a useful tool for product differentiation which allows you to rethink living spaces; for example, the Mama Shelter chain of hotels designed by Philippe Starck, or the more thematic, Crayon, Seven and Hidden Hotels in Paris. In short, quirky designs, which are both inspiring and inspired, and which are increasingly popular amongst the French!



**29,831 architects**

in France. 33% of the professional population is located in Ile-de-France, 10.38% in the Rhône-Alpes and 9.22% in the Provence-Alpes-Côte d'Azur region.



**20**

National schools of architecture in France which train 90% of future architects.



**2/3**

Design agencies and French designers have set up in Ile-de-France and the sector generates a turnover of 2.5 billion euros.



### **Interview**

**MICHEL & DANIEL BISMUT**

Bismut & Bismut Architects



© Bruno Klein

### **/ Is the world of architecture compartmentalized?**

We have developed an interest in all areas of interior design, at all levels, from the design of a coffee table to the construction of a building.

### **/ What image does French architecture have?**

France benefits from its prestige and past reputation! Work produced by the current big names in the world of architecture, Christian De Portzamparc, Nouvel, Starck etc. are exported all over the world. They set the tone, create a style and are a real source of inspiration.

### **/ What are the current trends?**

We've moved from pure minimalism to the construction of warm, welcoming, colourful spaces. Mixed-use areas. Similarly, the barrier between art and architecture has become less pronounced; art is becoming more democratic and accessible and is used to enhance all types of interiors.

# LEADING THE WAY

## in the skies and on the tracks

French industry is hailed across the world for its railway, aeronautical and space flagships – success based on centuries of expertise and top-level innovation.

by Fanny Costes



/ Halfway between a drone and a satellite, **the astonishing StratoBus** will be able to carry out a wide range of missions including observation, safety, telecommunications and navigation... all with a five-year lifespan.



**A**fter the war, in the heyday of transport revolution and the space race, France mobilised its best engineers, promoted partnerships and invested several billions of francs, then euros. As a result, it now figures amongst the giants of the aeronautics, aerospace and railway construction worlds.

The leading names among these sectors include Airbus, Thales, Safran, Dassault and Alstom industries supported, by state and its research centres committed to producing breakthrough innovations: the National Centre for Spatial Studies (CNES), the French Centre for Aerospace Research (ONERA), all the French National Science Research Centre.

### The No. 1 French exporter

It is therefore hardly surprising that the aeronautics, aerospace and defence industries constitute the number one French sector for exports. In 2013, the sector posted a turnover of €47.9 billion – up by 9% over 2012 – of which 79% were exports. The latest generation Airbus, including its biggest carrier, the A380, and the A350 XWB, the main competitor for the Boeing 777, is part of the immense progress being made by air transport worldwide. And last July, the constructor launched the A330 Neo, which burns up 14% less fuel than similar aircraft in its range. In civil aviation, the business transport sector is also flying high in France. Dassault Aviation began producing its Falcon Private Jets in the 1960s and today ranks among the world's top three. Expectations are high of its latest flying jewel, the Falcon 8X. The inaugural flight is due to take off in 2015, and the first deliveries are expected in late 2016.

### A global success

The success of the French aerospace sector is closely tied up with the Ariane programme launched by the European Space Agency, for which the CNES is one of the principal contractors, marketed by Arianespace. A new version of the Ariane 5 launcher has been sent into orbit recently in order to provide fresh supplies to the international space station.

Arianespace, one of whose principal shareholders is none other than the Airbus Group,



**€73.1 billion**

In terms of orders, 2013 was a record year for the aeronautics, space and defence industry, with €73.1 billion of orders taken – a rise of 49% over 2012.



**177,000**

people were working in the aeronautics, aerospace and defence industries, in 2013.



**574.8 km/h**

SNCF, Réseau Ferré de France and Alstom have held the world speed record on the tracks across all categories since 3 April 2007.

is the global leader in satellite launching. Since its creation in 1980, the company has launched over half the commercial satellites now in service. It is currently involved in the deployment of the future European GPS, Galileo.

### France, at the forefront of innovation

Each year at the Le Bourget, the innovative power of France in all these domains is on display to the public. In 2013, they were presented with the E-Fan, the precursor of the electric planes of tomorrow, whose first flight last April was a resounding success. Proof positive of the strong will of the government, in tandem with the industry, to lead the sector into the future and towards carbon free mobility.

### Speed and trams – France powers ahead on the tracks

France likes steaming ahead, and nowhere is this more evident than on the tracks. SNCF and its rolling stock made by Alstom hold a number of speed records. The latest – unsurpassed anywhere in the world – is that of the TGV POS in 2007, which rocketed to speeds of over 570 km/h. While Japan was a pioneer in high-speed trains, France has since the 1980s shown great technological prowess in adapting this revolution to its national network. Of over 2,000 high-speed trains (over 250 km/h) on the world's tracks, 535 are active on the French network.

But beyond their impressive performance, the industrialists and managers behind the French railway system have also grasped the fact that transport of the future will take place mainly in cities. From this point of view, the French tram school has established its credentials across the country, with over 25 cities having adopted this clean method of transport, including with a number of international cities.

Having played an historic role in the revival of this means of transport, Transdev is now a global leader in tramways, with 25 networks operating in 12 countries and on four continents. The launch of the first three tramlines in Shenyang in August 2013, in partnership with RATP, is a shining example of this success. Alstom's Citadis model has been operative on the streets of Tunis since 2009. And French companies are today supporting the development of cities in Brazil, Spain and Morocco.

French successes in the skies and on the tracks are based on an ingenious blend of technological innovation and a strong focus on sustainable development. This has become an indispensable recipe for keeping pace with a breakneck global competition, in which the flagships of emerging countries will also want to have their say!

**/ The "TGV Nord"** (the French high-speed train northern railroad) celebrated its 20th anniversary in 2013. On this occasion, the SNCF announced the complete renovation of its trains on this northern line. All new trains are now operational.



© ONERA - AIRBUS/PPIGEYRE - SNCF



### Interview

**THIERRY MICHAL**  
General technical director of the ONERA  
(French Centre for Aerospace Research)



### / In what areas is the ONERA researching today?

Using its calculating and testing capacity – unique in Europe – the ONERA research teams are endeavouring to improve the performance and competitiveness of increasingly complex aircraft (aeroplanes, helicopters, space launchers). Our breakthrough technologies are put to the service of the industry in order to anticipate its needs for innovation. In this way, we have been able to contribute to the design of the entire Airbus range and we are currently working on new configurations – especially for electric aeroplanes.

### / What major innovations can be expected in the skies of the future?

They will depend to a great extent on changes in commercial needs but there is no doubt that we will see highly automated vehicles that are safer and more environmentally-friendly both in terms of emissions and noise pollution.

# TRAINING IN THE AERONAUTICS / aerospace and railway sectors

**With their range of extremely diverse and highly technical trades, these sectors are always on the lookout for qualified personnel. French national expertise therefore draws heavily on an extensive network of training courses, from the CAP/BEP vocational diplomas to Masters courses at the most prestigious engineering schools.**

by Fanny Costes



**W**hether your aim is to become a maintenance technician, assembly expert, airline pilot or design engineer, France offers a raft of learning opportunities and structures to help you achieve your goals in the best possible conditions. Students can therefore access trades in the aeronautics, aerospace and railway sectors via short cycles such as the aeronautics CAP diploma, or the Certificat de Qualification Professionnelle in metallurgy, or for example a one-year course that qualifies you as a 'transport and railway operations agent.'

### Targeted courses

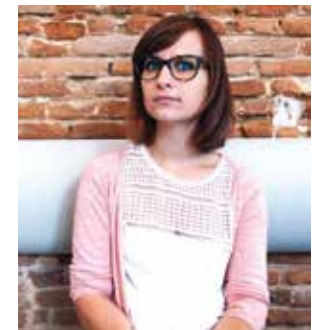
For the cycles involving a Baccalaureate +2/3 years of further study, a number of DUT qualifications or vocational degrees are on offer in public and private French institutions, such as in a DUT in mechanical engineering or a BTS in industrial product design, enabling the holder to become a planning designer in aeronautics, for example. And of course, France also has a range of courses leading to much higher qualifications – especially in its grandes écoles – leading to posts in research and design. These largely concern training for engineers. The internship undertaken or choice of specialisation made during the course then determines access to a specific professional domain. At this stage it is possible to become, for example a Satellite Integration Engineer, aeronautical equipment design engineer or railway station or airport manager.

**/ The rail industry** hires all types of graduates, from technicians to engineers.



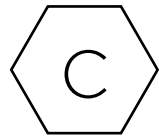
### Testimony

**HORTENSE CRESP**  
28 years old, an engineer specialising  
in satellite navigation systems at Thales



**/** "I entered the Enac in 2005 after a preparatory class in advanced and special maths and quickly turned to space telecommunications. When I left school, in 2008, I immediately found a job as a design engineer in the Toulouse start-up Pole Star. I stayed there for four years and was then taken on as a navigation engineer at Thales services. I now work for the CNES (national centre for space studies) on a GNSS constellation simulator (a satellite positioning system). Aeronautics and aerospace are extremely promising sectors in France and our training helps us to find value-added jobs. You can quickly end up in project management jobs and the salary scale is perfectly adequate. With six years of experience I am now earning €40,000 per year."



**CENTRALE PARIS EXECUTIVE**

# PLACING THE INDIVIDUAL AT THE HEART OF PERFORMANCE

IN A CONSTANTLY SHIFTING WORLD, OUR PROFESSIONAL CAREERS CANNOT AFFORD TO UNFURL IN SLOW MOTION. EMPLOYEES WHO WANT TO OFFER THE BEST SERVICE TO THEIR COMPANIES MUST KEEP LEARNING AND MOVE WITH THE TECHNOLOGICAL TIMES. AND THAT'S NOT ALL...

**S**ome would say that the aim of each individual within a company is not just to be personally efficient but also to work as a team, taking the whole enterprise forward. This is certainly the opinion of Florence Durand, the director of Centrale Paris Executive Education, the Continuous Professional Development Centre at the famous engineering school. "Today's business world needs more than just people who can do their jobs well. We need them to be part of a global

strategy, to act as a trainer, a support and a tutor for a team. However, the idea of performance still revolves around the individual: everything happens through and thanks to him or her. It's all about self-development for managers that's designed to help the individual's career progress within the overall corporate context." The corporate world of 2014 is facing a paradox. On the one hand, it is now a given that no employee will remain throughout their career

in a single company, occupying the same position until they retire. We live in a 'channel-surfing' world which offers a myriad of work opportunities. On the other hand, companies are investing to hold onto their talents. Ms Durand is unsurprised by the apparent contradiction: "Of course managers want to hold on to their best staff when they recognise them! That's why they offer them the chance to develop through CPD - and why they must continue to do so. At the same

Founded in 1829, the Ecole Centrale Paris will open new premises for CentraleSupélec in September 2017; these will be located in the heart of the Paris-Saclay University complex.

time, today's employees must continually be in training, at least in their minds. And around the age of 35-40, they must reflect on where they are and embark on a long 6-18 month training of some sort." But how to satisfy both the employee who wants to keep growing and the company that needs its staff to be hard at work rather than sitting in the training room? "We don't really see the question in those terms. Companies have taken on board that training is necessary both for their staff

and for themselves. An individual who absents themselves only to return richer adds value, which makes the whole thing worthwhile. The key is also to have motivated staff, whose need for recognition is met by having their training endorsed by a leading institute such as ours. And then for us to work hand in hand with these companies in order to develop the most appropriate training for their staff, without having to sacrifice too much of their working time."



**TESTIMONY**

## Stéphane Plisson

**TOOK THE LEGO SERIOUS PLAY® METHOD**

After taking an initial course in 2013 on the Lean Six Sigma - Black Belt which led in just a few months to a qualification equivalent to a Master's, I took a second course in 2014: certification in facilitating - The Lego Serious Play® Method. It's an innovative and fun coaching method that uses games to solve business problems - in this case involving Lego pieces. The great advantage is that it breaks down barriers between individuals. Everyone can have their say and there are no social, cultural or intellectual barriers. The language required to use these little plastic pieces becomes universal. I certainly developed professionally by doing these course. The qualifications have also led to new opportunities, particularly as they are certified by one of the *grandes écoles* here in France. Through keeping a close watch on changes in the business world, Centrale Paris Executive is able to offer training that's not only focused but pioneering. I'll be using what I learned in the Lego Serious Play® course to manage my future teams and win clients. Companies should introduce this method as it forges links between people in totally new and original ways.

**NEW WAYS OF LEARNING**

Between evening classes, Saturday mornings, summer schools, specialised Master's, certificate-bearing training courses and short courses, the range of training opportunities has grown to reflect the diversity of individual needs. "July and August, which used to be thought of as the quiet months in training institutes, are certainly not quiet anymore!" jokes the director. Because the thirst for learning is significant and the once-clear boundaries of life are being erased. Distance courses are also legion. Thanks to the well-known MOOCs (Massive open online courses), huge numbers of people can now access new knowledge, which is in turn becoming globalised, with a shared vocabulary mastered by various nationalities. "We also offer two-hour 'spot' training courses, or even e-learning opportunities that can make a certain piece of knowledge accessible in just ten minutes. Our teachers give students extremely precise overviews, always designed to save time." Centrale Paris Executive Education also works hand in hand with business schools where these exist. "They often have excellent ideas, but need to work together with us on the pedagogical side. Whatever the context, our aim is always to give these companies and their employees the best possible support in their drive towards improved performance," concludes Florence Durand.

**WELLBEING FIRST AND FOREMOST**

Within this three-dimensional set-up - company-school-individual - Ms Durand is keen to highlight the importance of the individual and



With innovative methods, Central Paris Executive Education provides its students a new approach to continuing education.

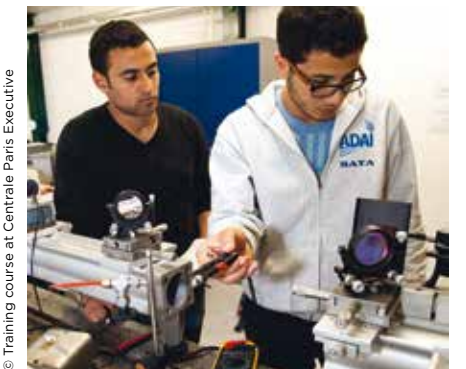
their wellbeing. "We are faced with a genuinely new awareness of the wellbeing of each individual employee in their working environment. The better an employee feels, the more they contribute to their company. Google, for example, gets all its employees to meditate! Our role as a school is also to manage an individual's CPD while respecting their personal life. Because if they are to integrate new knowledge, they have to be available in both the

literal and figurative sense. The purpose of these CPD courses is to bring out the best in people." The training offered at Centrale Paris Executive involves closely entwined management and technology dimensions around a multi-disciplinary expertise. "Our target audience is essentially made up of engineers and managers in highly technical environments, and increasing numbers of people, attracted by this dual portfolio. We either help them grow as

**Informations****CENTRALE PARIS EXECUTIVE EDUCATION**

- / **5** campuses in the world : Paris, Beijing, Hyderabad, Singapore, Casablanca
- / **70** different nationalities
- / **35%** of international students
- / **102** corporate partners, of which 12 with a "premium" status
- / **300** programs of executive education
- / **19** Advanced Master
- / **5** different fields of research

[www.cf.ecp.fr](http://www.cf.ecp.fr) / [www.supelec.fr/fc/](http://www.supelec.fr/fc/)



© Training course at Centrale Paris Executive

managers and people, for example with courses on emotional intelligence, or help them acquire technical skills, methods and tools. The important thing for us is the feedback they will gain, not only through the various exchanges taking place between students but also with our experts and professors." Ms Durand is proud to offer this blend of managerial and technical aspects, which features in over 300 training courses offered by the school each year.

Nothing beats the major French cities for experiencing the French way of life. They are also strategic places to study and gateways to a whole region with a magnificent cultural heritage.

/ BY ROMY DUCOULOMBIER



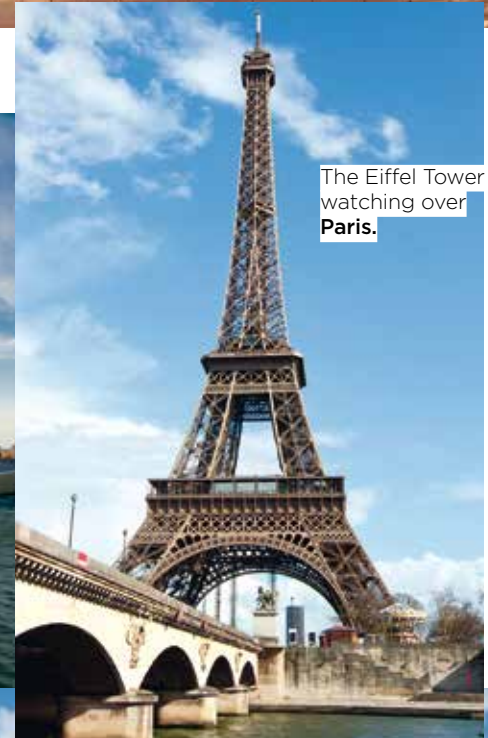
A view of Lyons from the Fourvière hill.



Lille's Grand Place, the city's main square.



The MuCEM, in Marseilles, is a brand new national museum dedicated to European and Mediterranean Civilisations.



The Eiffel Tower watching over Paris.



The Petite France district, in Strasbourg.



In Nantes, the majestic Castle of the Dukes of Brittany.



The Place du Capitole, Toulouse famous central square.

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# THE SKY'S the limit in France!

It is no coincidence that France is the most visited country in the world, ahead of the United States and Spain. In 2013, 84.7 million foreign tourists travelled throughout its regions, visiting its towns and monuments, drawn by the country's extreme diversity of landscapes, traditions and leisure opportunities. Its towns are repositories of an impressive regional heritage. Lyons, for example, has been inscribed since 1998 on the UNESCO World Heritage List. Bordeaux is considered one of the best cities to work in by the French, while the city of Nantes, overlooking the Atlantic, is modern and dynamic. Lille is the gateway to northern Europe, and Strasbourg plays a similar role to the east.

The city's Alsatian traditions can certainly rival the cities of the South-East! Nice, Montpellier, Aix-en-Provence and Marseille not only enjoy fantastic amounts of sunshine but are also candid about their ambition to attract young people. And then of course there's Paris, the city of light, with its 2.2 million inhabitants. These cities all have one thing in common: a comfortable standard of living, renowned universities and an incontestably rich heritage.



SKEMA BUSINESS SCHOOL

# FRANCE FACING GLOBALISATION



MICHEL-HENRY BOUCHET, SENIOR ECONOMIST OF THE WORLD BANK AND PROFESSOR OF FINANCE AT SKEMA, OFFERS HIS VIEWS ON GLOBALISATION AND ITS IMPACT ON FRANCE

“**M**ondialisation”<sup>1</sup> has become a source of great disillusionment for some but for others represents hope for progress. “For the French, it reverberates like a threat as the vast majority of the population are hostile to this state of affairs. It’s responsible for the Euro crisis, the rise in unemployment and sectarianism, and threatened identities,” so summarizes Michel-Henry Bouchet. “However,

you have to differentiate between two phenomena which are often confused: “mondialisation” and globalisation. The first is as old as the world itself and concerns the exchange of ideas and values between populations. It’s the idea of a global village, the age-old adage, “the world is my neighbour,” and offers vast potential for development! As for globalisation, it emerged during the industrial revolution, but the scale of globalisation

accelerated as a result of deregulation in the 1980s. In short, it’s about opening up the market economy to all countries and all areas of production and exchange and has now spread to areas which were previously unaffected: culture, media, education and health. Take, for example, the rise of medical tourism and the competition to get into the Grandes Ecoles (prestigious universities)!”

## CHALLENGES DON'T HAVE TO MEAN CAUSALITIES

“Globalisation presents considerable challenges, firstly there’s a tension between space and time. Although, in a uniform world, space is flat, with the “tyranny of the short-term,” the time horizon becomes shorter due to the pressure of competition, productivity and profitability. States have less room for manoeuvre. They appear overwhelmed and by-passed by the markets: globalised banks,

multinationals, stateless investment funds, the mafia, terrorism etc. BNP’s revenue exceeds France’s national GDP and Walmart, the American equivalent of the French hypermarket, Carrefour, has announced sales figures that are 5 times greater than Morocco’s GDP! And, of course, globalisation knows no bounds: the world becomes an echo chamber where contagion effects spread quickly; and it’s not just information flow that can desta-



SKEMA graduates are global citizens who hold the necessary tools to become leading players in tomorrow’s global economy.

bilise but also volatile capital flows giving rise to crises.

The sense of unease also arises from the feeling that we are no longer in control of our destiny, a notion reinforced by popular discourse. The truth is, globalisation has become a scapegoat although there have been no casualties and no one has been divested of their right to make moral choices or political decisions. France is the fifth largest world power (but a long way behind Germany) but is not very global when it comes to indicators of trade openness and so is fearful of losing its position and seeing its governance, identity, and even its sovereignty, dissolve with globalisation.

Finally, a serious challenge is knowing who is in charge of a global economy. “Is anyone flying this plane?” the expert asks. “There is a real problem with the notion of global governance as the political system is structured around a nation state and the UN model, while, ICT means that markets are now global

**TESTIMONY**

Julie Gruber

**SKEMA GRADUATE**

“At the age of 23, I have just landed my first job as a head-hunter for the Swiss market, in London! So I’m fully embracing globalisation and have done so since I started studying at SKEMA Business School. I spent my first year on the Sophia Antipolis campus and because the lessons were held in English, I was able to fully engage with the school’s international dimension. I spent my second year on the Raleigh campus in the United States and that’s when I really began to appreciate the global dimension of my studies, working alongside students from India and China. Our American teachers had a very different approach, one that complemented the normal educational system and allowed me to derive maximum benefit from the experience. SKEMA has instilled in me a global world view and very early on taught me about the importance of assuming responsibility. A challenge, that is awaiting me in my first job.”

and without borders. As a result there is an absence of time horizons, a reduction in social interaction and considerable differences in wealth. Globalisation has not made the poor, poorer but has made the rich, richer, as you can see in the United States where the top ten per cent of the population control 50% of the country’s income. Neither the IMF nor the World Bank, nor the UN, have managed to regulate globalisation. Despite some promising but fragmented attempts, today we are suffering from a lack of international coordination in finance, business and geopolitics.”.

**FRANCE, A COUNTRY THAT IS STILL STRONG**

“To get bogged down in the challenges, would mean turning one’s back on the considerable opportunities for progress and knowledge dissemination offered by globalisation – for example, the potential offered by cutting-edge technology in the fields of education, medicine and technological research. Despite the prevailing pessimism, the country has undeniable assets to invest. France is competitive and attractive; you can see this from its investment flows. Davos has listed France 23rd in the world, in terms of competitiveness, in front of China, in 28th position. French productivity is high; according to the OECD, it is nearly on par with that of the United States. This is largely due to the quality of our infrastructure and technology, combined with a high-performing educational system, and in particular our renowned engineering and business schools,” argues Michel-Henry Bouchet. These assets must be accorded greater



With its five campuses, including one in China and another in the United States, SKEMA places globalisation at the heart of its priorities, with the world as its playing field.

emphasis to counter France’s main handicap: a culture defined by a lack of openness and a lack of risk taking.

**STUDENTS AND THE CHALLENGES OF GLOBALISATION**

“At SKEMA, we fully embrace globalisation: one third of our students come from overseas and we have five campuses in three continents. Most of our professors have a strong international connection, and dual expertise that is both “operational”

and academic. Above all, we want to ensure that all our graduates enter the hyper-competitive job market with a full understanding of the challenges of globalisation. What I say to students is simple: how are you going to make yourself stand out in a global employment market where your “technical” skills are very similar to those of a Chinese or American student? What they need to build on, is their ability to process information and convert it to econo-


**Informations**  
 SKEMA GROUP

/ **5** campuses :  
 3 in France (Lille, Paris, Sophia Antipolis),  
 1 in Suzhou, China and  
 1 in Raleigh, United-States

/ **6,700** students

/ **32,000** alumni

/ **100** academic alliances  
 in europe and world

[www.skema-bs.fr](http://www.skema-bs.fr)

1. There is no English equivalent of “mondialisation” which is generally translated as “globalisation.” Roughly speaking it means “world-forming,” but for the sake of precision, it was decided to retain the original French term in this text.

# / PARIS, IN THE SPOTLIGHT

Paris is the *CAPITAL OF ARTS AND CULTURE* but is also France's economic and political centre. **29 MILLION VISITORS** throng its streets every year, flocking to one of the world's most beautiful cities.

/ BY ROMY DU COULOMBIER

**P**aris, a fabled city and mythical capital, perfectly encapsulates the French way of life, now more than ever. Its cobbled streets, the Seine embankments and its small, romantic hills harbour hundreds of monuments, nestled in the heart of an historic city. It's difficult to remain indifferent to the wealth of culture and art which make this a favourite tourist destination.

## A "picture postcard" city but so much more...

The success of the films *Amélie Poulain*, *Midnight in Paris* or even Guerlain's "Little Black Dress" advert, mean that City of Light feels all too familiar to first-time visitors. And it's the perfect place for walking, whatever the season... take a stroll down the Champs-Élysées, visit the Eiffel Tower with its spectacular view of

Paris, climb Montmartre and explore its bustling streets, wander around Notre-Dame de Paris, the Latin district, the Pantheon or the Jardin du Luxembourg, just a stone's throw away etc.

It's also an opportunity to marvel at the bold contemporary structures that have sprung up around the Haussmann buildings: the Louvre Pyramid, the Georges-Pompidou Centre, the Eiffel Tower, the National Library of France (BNF), the Cité des Sciences and most recently La Fondation Louis Vuitton which has just opened, are all testament to the city's avant-garde architectural vision. The town is an endless source of inspiration to the big names in architecture such as Jean Nouvel, Christian de Portzamparc and Philippe Stark, responsible for renovating the city's designer hotels and restaurants and creating cosmopolitan, multidisciplinary spaces.



Paris has

**2.2 million**

registered inhabitants, that is 19% of the Ile de France population (11.7 million inhabitants) and 3.6% of the national population.



Every year,

**7 million**

people visit the Eiffel Tower, a symbol of Paris that was opened in 1889 for the Universal Exhibition and measures 324 m in height.

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## Events in Paris

### A FLOURISHING PROGRAMME

/ **The European heritage days**, held in mid-September, provide members of the public with the opportunity to visit Parisian monuments, normally closed to the public, free of charge. [www.journeesdupatrimoine.culture.fr](http://www.journeesdupatrimoine.culture.fr)

/ **The Solidays** and **Rock en Seine festivals** which are renowned for their artistic quality, mark the start and end of summer

respectively. Also during the summer, **Paris Plages** takes over the banks of the Seine which are covered with sand, deckchairs and palm trees.

/ As **the end of year festivities** draw near, the Eiffel Tower, Hotel de Ville and department stores are illuminated with sparkling lights. A real feast for the eyes!

## Paris, a central location

Paris enjoys a central location, strategically positioned in the heart of Europe, just a short distance from London, Brussels, Amsterdam, Frankfurt, Zurich and Barcelona with a high-performing network of airports, stations and public transport. However, the town also falls within Île-de-France, France's leading economic region. It's a major urban centre which is home to 500 large, global businesses, 17 universities, 350 higher education establishments and 600,000 students!

/ Standing by the gardens at the end of the **Trocadéro plaza**, the **Eiffel Tower** watches over Paris.



/ **The glass pyramid** erected by the Chinese-American architect Ieoh Ming Pei sublimates the classical beauty of the Louvre.



## Interview

### Alain Honsi

President of the International Club for Young People in Paris (CIJP)

#### What is the CIJP?

An organization that welcomes international students to Paris, helping to put them in touch with French residents and introducing them to the city. There are a range of activities to facilitate these interactions such as visits to monuments and the different districts, linguistic workshops to improve knowledge of French or trips to the surrounding region.

#### Why does Paris attract so many foreign students?

Because the city has a number of renowned universities. The Sorbonne has retained its reputation for excellence... And the beauty of the

city, its rich cultural life and vitality are some of the main reasons determining a student's choice. In addition, Paris is well positioned strategically, right in the centre of Europe. It's an ideal base for youngsters wishing to visit Germany, Italy, England or Spain in just a few hours by train.

#### What can the Organization provide?

We offer support to our members, answering queries, helping them with administrative matters, looking for accommodation etc. For us, the key thing is to encourage communication and student autonomy so they can fully benefit from their stay in Paris. [www.club-international.org](http://www.club-international.org)

## Paris, youth capital

The British research consultancy, QS, also awarded Paris the title of "world's best student town" in 2013, beating London, Singapore, Sydney, Melbourne and even Zurich, a title that reflects, in part, the quality of life on offer but also the city's action-packed and eclectic cultural scene. Paris is teeming with museums and theatres, and boasts no fewer than 1,800 historic monuments. In order to attract still more students, some sites offer free entry to the permanent collections throughout the year, depending on age and circumstance. The Louvre Museum, the National Natural History Museum, the Arab World Institute (IMA), the Musée d'Orsay, the Musée du quai Branly and the Musée Rodin offer a varied programme. They are easily accessible and are just a few tube stops away from one another, as indeed are all the city's monuments of which the Parisians are justly proud: The Arc de Triomphe, Conciergerie, Panthéon, Notre-Dame-de-Paris, Basilique du Sacré-Cœur or Grand Palais etc. Not to mention those places devoted to artistic creativity such as the Cent Quatre and the Gaité Lyrique, the digital arts cultural centre which hosts alternative events. Finally, the National Library of France (BNF) and the library in the Pompidou Centre house an impressive collection of documents and archives open to the general public.

## Paris, off the beaten track

Paris is a city with a distinct personality and Parisians are justly proud of their "quartiers," – villages, of sorts, within the city – each with a pronounced identity. Bastille, Republique and Oberkampf have an underground feel while the southern districts of Pigalle and Le Marais boast a lively night life. The Jaures-Stalingrad district, currently experiencing a big revival, borders the Canal de l'Ourcq and the bohemian Canal Saint-Martin. Les Batignolles,

in the far north of the city, has a distinctive small country town feel. There are also the "arrondissements" that the Parisians delight in showing visitors, often in the form of unusual tours. On the agenda: visits to the catacombs, a stroll around Père-Lachaise cemetery and novel visits to private gardens. The volunteers who work for Meeting The French or Paris Greeters reveal some of the city's secrets and hidden addresses during guided visits. You can also explore the city by taking part in life-size games, treasure hunts or cycling, thanks to the famous Velib scheme where you can borrow a bike from one station and leave it at another.

Although extremely picturesque, and a continuing source of inspiration for writers, painters and famous musicians, Paris, now more than ever, boasts a thriving, vibrant and cosmopolitan cultural life. Far from the clichés normally associated with the city, Paris, with its splendid monuments and flower-filled courtyards, readily reveals its true beauty to those who wish to discover it. ♦



It has **208** theatres and performance halls and **1,800** historic monuments.



## Informations

### LIVE AND STUDY IN PARIS

#### Transport

There are seven train stations scattered across the city, interconnected by a well-established public transport network: Gare du Nord, Gare de l'Est, Gare Saint-Lazare, Gare Montparnasse, Gare de Lyon, Gare de Bercy and Gare d'Austerlitz. There are three airports: Charles de Gaulle,

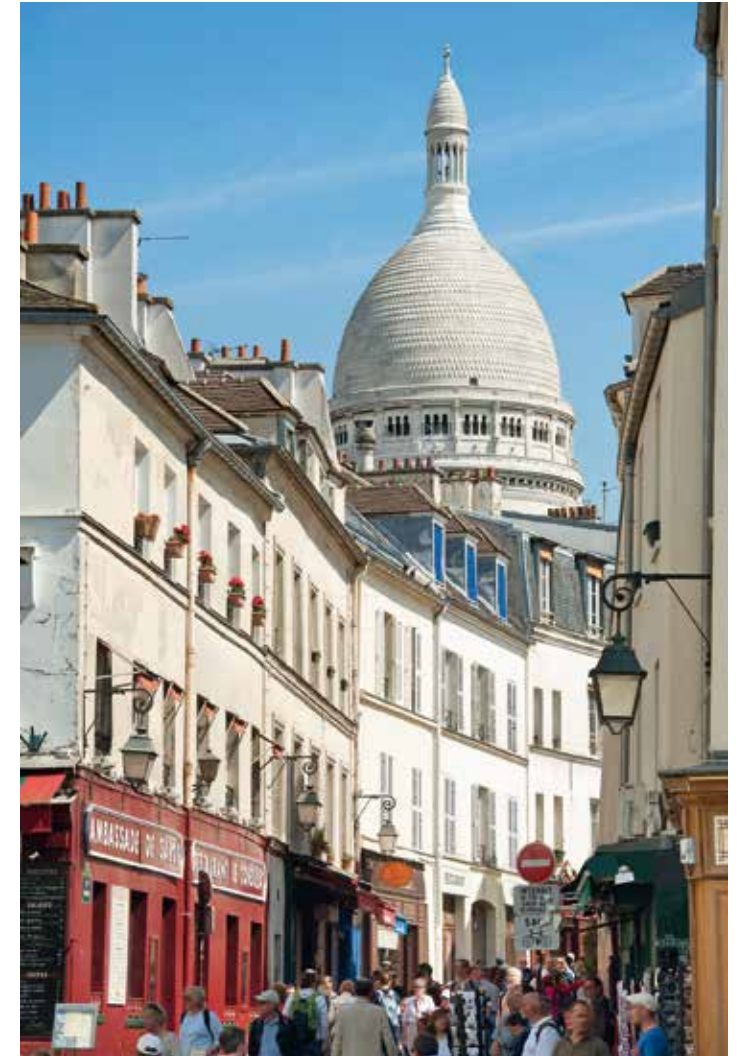
Orly and Beauvais all of which are served by Air France coaches, buses (Roissybus, Orlybus), Orlyval shuttle service and RER (express) train network. Paris also has 16 underground lines, serving 300 stations, 59 bus lines which operate from 7am to 8.30pm, 42 night bus lines, a vast rail network including 5

RER (express trains) lines plus commuter trains.

#### What is there to see in the surrounding region?

Tile-de-France is the leading tourist region and boasts numerous sites worth visiting. The Palace of Versailles and its gardens in the Yvelines, Fontainebleau castle and

forest in Seine-et-Marne and Chantilly Château. Or you can walk in the footsteps of the famous impressionists: Auvers-sur-Oise, the resting place of Van Gogh, Ile de Chatou, associated with Renoir, or visit Claude Monet's garden in Giverny, the Impressionist museum and the charming village of Barbizon.



/ In the Montmartre district, around the **Sacré-Cœur basilica**, perched on the hilltop, tourists relish the charms of the small alleys lined with typical old buildings of historical Paris.



/ At the western tip of the "Ile de la Cité", the slightest ray of sun never fails to attract young Parisians to the greenery of the Vert-Galant public garden.



# / LYONS,

## A GREAT PLACE TO LIVE

This city, located at the intersection of the Rhône and the Saône, boasts *2,000 YEARS OF HISTORY* and offers a wonderful lifestyle. *LYONS* is a beautiful place with all the attributes traditionally associated with a dynamic city, including some remarkable cultural heritage; it's a great place to live.

/ BY ROMY DUCOULOMBIER

**L**ugdunum, a former capital of the Gauls, has retained its historic sites, with an array of impressive buildings, an archaeological park and a distinct personality! The city, which is the capital of the Rhône-Alpes region and France's second town, has successfully managed to combine an ancient city centre, including some 500 hectares of land, listed by UNESCO as a world heritage site, and an urban vision which fully embraces modernity.

### A city you can never tire of

*Le Vieux Lyon* (Old Lyons), at the foot of Fourvière hill, extends over some 24 hectares. Superb townhouses, "traboules" (hidden passages that interconnect the streets) and gothic style buildings charac-

terise one of the largest Renaissance districts in Europe. The famous "bouchons" – typical Lyons restaurants – where you can sample delicious specialities such as quenelles and cooked meats, are on the increase. After all, Lyons is also the gourmet capital of France and its great Michelin-starred chef, Paul Bocuse, is the undisputed leader in this field.

On another hill, the Croix-Rousse plateau, which resembles a kind of village, offers a breath-taking view of the city. The colourful slopes of the "Canuts" (19th century silk workers) district – extend over the peninsula. It's a breeding ground for young artists, theatre groups and street art galleries who have set up home here, much to the delight of residents who are always on the lookout for the new and innovative!



- / A main landmark in Lyons' rich cultural life, the **Opera House** offers music and dance lovers a diversified season, with very high - and internationally acclaimed - quality standards.
- / Every year, during the **Festival of Lights** held around December 8, lighting engineers and artists join forces with Lyons' inhabitants to illuminate the city and its major monuments.

**479,803** residents live in the city's 9 arrondissements (districts).

## Informations

### LIVE AND STUDY IN LYONS

#### Transport

Lyons' geographic location at the heart of a motorway network of more than 1,000 km means that it is only 1 hour 30 minutes from Geneva, 2 hours from Clermont-Ferrand and the Alps, 3 hours from Turin and Marseille and 4 hours from Paris. Two rail stations serve the city centre: Part-Dieu and Perrache. And let's not forget Lyon-St Exupéry Airport TGV station, a magnificent,

architect-designed, bird-like structure made out of steel and glass. A TGV train network places the city at the heart of Europe and France, linking Lyons to Paris is just 1 hour and 50 minutes, to Brussels in 3 hours 30 minutes and to London in a mere 5 hours. Every year, 8 million passengers pass through Lyon-Saint-Exupéry airport which serves some 120 destinations!

#### What is there to see in the surrounding area?

For fans of walking, the Lyons region is conveniently located, surrounded by a network of beautiful natural sites. Just 15 minutes north-west of Lyons, the Monts d'Or mountain range offers 135 km of signposted walks through gently undulating countryside. The Dombes lakes and Pilat Regional Natural Park, in the Beaujolais region, just a stone's throw from the city also

provide a good excuse to escape. The Savoie-Mont-Blanc region, which is just 2 hours away, and includes both Savoie and Haute-Savoie, is home to some leading Alpine resorts: Chamonix, Mont-Blanc, Courchevel and Val d'Isère. In winter, there are 110 ski resorts where you can practise snow sports, in an idyllic setting, while in summer, the beaches of Lake Annecy, Bourget and Geneva are teeming with life!

### Lyons, into the future

Lyons, a decidedly contemporary city, is involved in one of Europe's large urban development projects, with the creation of a new eco-district, Le Confluence, in the southern part of the peninsula. It echoes the Cité Internationale, designed by Renzo Piano, on the edge of the Parc de la Tête d'or, and is equipped with a Conference Centre and Museum of Modern Art.

### An enticing cultural programme

Above all, Lyons is a city of light, a city renowned for its Fête des Lumières (Festival of Lights), celebrated around December 8th, with more than 70 illumination projects lighting up the city's monuments. The superb Place des Terreaux, the Théâtre des Célestins and Saint-Jean Cathedral offer an amazing spectacle in this magical nocturnal world. Throughout the year, Lyons' National Opera, renovated by Jean Nouvel, dazzles with its international opera programme. And in summer, it's time for the "Nuits de Fourvière" festival, the high point of cultural life in the Rhône region. The Dance and Contemporary Art Biennials, genuine hubs of artistic creativity, are held on alternate years, in a city which is constantly in motion! ♦



### Testimony

#### MARINA SÁNCHEZ

Volunteer for the iStudent Lyons organizatione

I'm originally from Spain and chose Lyons to continue my nursing studies as part of an ERASMUS exchange programme. I fell under the spell of this multicultural city, home to a large number of students who live, study and work here, just as I do today. Today, I'm a volunteer for the iStudent Lyons Organization which advises foreign students on administrative matters, puts them in touch with other young people and takes them on trips. The Vélo'V bike rental network allows you to explore the whole town with its 483 km of cycling paths! That's how I've really got to know Lyons, a city that's open to creativity and international influence and is a great place to live.





The cities of the *MEDITERRANEAN BASIN* offer a wonderful blend of pulsating energy and the good life. Add to that the extensive university infrastructure and the recipe for a *GREAT LIFESTYLE* is complete.

/ BY ROMY DUCOULOMBIER

Its status as European capital of culture 2013 certainly gave Marseille a new lease of life! Twinned with 13 cities worldwide, the city, with its 111 distinctive districts, stretches from the Vieux Port to the creeks, including the 'Bonne mère', as the Basilica of Notre-Dame de la Garde is known, and the Panier district, and has charms aplenty. Its 240 km<sup>2</sup> area incorporates 100 km<sup>2</sup> of natural parkland and a maritime shoreline searching 57 km including 20 km of creeks! The premier university city within the Aix-Marseille education authority, it has since 2012 been home to the largest French-speaking university (AMU) in the world. Its easy-going way of life, along with cultural attractions such as the Museum of European and Mediterranean Civilisations (MuCEM) or the Friche Belle

de Mai, dedicated to contemporary art, make this the perfect student capital.

#### **Nice, a city with a view**

The capital of the Riviera is France's second tourist attraction after Paris, and the country's fifth largest city. Its 7.5 km of pebble beaches, the turquoise water lapping against the Promenade des Anglais, the old town centre and the surrounding countryside create an idyllic setting for the city's 350,000 inhabitants.

Its proximity to Italy, a mere 30-minute drive away, has given Nice a colourful baroque character. A walk through its old town, through the Cours Saleya with its floral market, bustling little streets and Italian facades, or a visit to the sumptuous Palais Lascaris is a sheer delight.



- / The proximity to the **Southern Alps** ski resorts makes it possible to hit the slopes an hour after leaving Nice; they are only two hours away from Marseilles.
- / In Nice, the **Promenade des Anglais** entices you to a 7-kilometer stroll along the seashore, amidst joggers, rollerbladers and other kinds of sports lovers.



As Europe's premier technopole, Sophia Antipolis, near Nice, boasts 1,400 companies, 30,000 jobs and

**5,000** students.



Montpellier is home to over

**70,000**

students and a third of its population is aged under 30.



#### **Informations**

##### LIVE AND STUDY IN SOUTH-EASTERN

#### **Transport**

Marseille-Provence airport in Marseille links up 86 cities and 28 countries via 28 airlines. It is also home to Europe's premier low-cost airport, the mp2. Meanwhile, 200 trains a day leave the city's Saint-Charles station including 17 daily TGV connections to Paris. The port offers ferries to Corsica, Sardinia, Algeria and Tunisia. Paris is only a

1 hour 10 minutes' flight from Montpellier-Méditerranée airport, 8 km from the city centre. Brussels is just 1 hour 45 minutes away on Brussel Airlines and Barcelona is a 3 hour 30-minute drive. The Nice-Côte d'Azur airport, just 3 km to the south west of the city, serves 100 destinations via 53 airlines.

#### **Things to see and do in the region**

Montpellier's Canal du midi and its 360 km of navigable waterways, the Pont du Gard, the world's best preserved aqueduct or the nearby resorts of Sète, La Grande-Motte and Palavas-les-Flots. The creeks of Marseille can be easily reached via the rambling paths winding through the National Park: Sormiou, Morgiou, Les Goudes, En-Vau, Cassis and its fishing port,

the Sainte-Victoire Mountains as painted by Cézanne, and the Sainte-Baume range all offer perfect starting points for attractive hikes. The Italian border is a short spin from Nice, beyond which lie the markets of Ventimiglia and San Remo, not to mention the surrounding countryside, the Mercantour National Park, the Roya Valley, the Lérins Islands and the ski resorts (Auron and Isola 2000).

The view out from the park on Castle Hill overlooks Port Lympia, with its ferries heading to Corsica. Open to the Mediterranean and the rest of the world thanks to its airport – the country's second-largest – Nice is also open to change! Witness, for example its 'Eco-Valley' project, incorporating a business quarter and an international exhibition centre. Europe's premier technopole, Sophia Antipolis, is just a hop from the centre and is a huge draw for business visitors.

#### **Montpellier, the place to be!**

In Montpellier, one in five residents is a student. A cosmopolitan and friendly city, just 10 minutes from the sea, its centre boasts a wealth of attractions, from the private mansions and the place de la Comédie to the 18th-century Opera and the Cathedral of Saint-Pierre. Besides its sporting prowess as home to the French football champions, Montpellier is also France's second biggest centre for learning French as a foreign language. Around 20 schools are spread out across the city. ♦



#### **Testimony**

**CHRISTIAN NTWARI**

Sponsor of the international sponsorship system

I came from Burundi to study human resource management in 2012. I chose this city because of its quality of life, its situation and the ease of living here as a foreign student. It's a young and dynamic city, and Europeans, Asians, Americans and Africans rub shoulders every day in its little streets, in an atmosphere that's always friendly. The practical international sponsorship system helps them settle in more easily. As a sponsor myself – and an ex-beneficiary – I offer my help to new arrivals, showing them around the town, its libraries, bookshops and lecture programmes. It's a very enriching human experience!



Bordeaux and Toulouse, *THE TWO MAJOR CITIES* of the South West of France, both enjoy superb locations, renowned cuisine and dynamic growth. And all at the heart of a *SUNNY REGION* to which new arrivals are flocking!

/ BY FANNY COSTES

**J**ust a short distance from the Atlantic Ocean, and 2 ½ hours from the Pyrenees, Bordeaux is a lively and dynamic French city of 700,000 residents. The pink city of Toulouse, with its Occitan charm, attracts 20,000 people to its region every year!

#### Full speed ahead

There's no stopping the cities of the South West! With a demographic growth of 9% – as against 6% nationally – and 5 million tourists a year, Bordeaux is out in front with the leaders. Voted the second most favourite city by the French for its quality of life, it is also the second most popular destination for new businesses. Meanwhile, Toulouse is a renowned centre of European technology, resolutely turned towards the future and ranked as the best city for students in the country!

The beautiful city also boasts a 200 ha listed zone – the biggest in France. The city's symbol, the Capitole, and the UNESCO-listed Basilica of Saint-Sernin, along with the Canal du Midi running through the city, are all landmarks to discover, along with the enchanting maze of little streets.

In Bordeaux, the major urban project launched in 1996 gave the city a total makeover, showcasing its magnificent heritage – also listed since 2007. From the place des Quinconces, with its impressive monument to the Girondins, to the historic little streets of the Saint-Pierre district, and from the place du Parlement to the La Victoire district, the city's charms know no end...

#### Festive and economically powerful

But Bordeaux is far from being a museum. True, the city has sought to revive its port traditions, on the banks of the Garonne, the



/ All three of the **Bordeaux tramlines** circulate at some point along the scenic riverbanks of the Garonne.

/ **The Saint-Sernin basilica**, in Toulouse, is listed as a UNESCO World Heritage site.



### Europe's premier aeronautics centre

and the second largest space centre in the world, with a number of cutting-edge industries.



#### Informations

##### LIVE AND STUDY IN SOUTH WEST

#### Transport

TGV trains setting out from Bordeaux Saint-Jean railway station can reach Paris in under 3 hrs 15 mins (to be reduced to 2 hrs 5 mins from 2017 with the LGV). Toulouse is 1 hr 50 mins away. Bordeaux Mérignac Airport connects with Corsica, Marseille, Nice,

Madrid, Barcelona, Lisbon, Porto, Amsterdam, Rome, London, and Lyon as well as Tunisia and Morocco, while flights leave Toulouse-Blagnac for destinations throughout France.

#### What is there to see in the surrounding region?

In the Bordeaux region, visit Arcachon for its long beach and its oysters and stroll out to the Pilat Dune – Europe's highest. The Aquitaine region represents Europe's largest pine forest stretching along the immense coast of Landes.

And why not take a trip down to the Basque country amid the festive atmosphere of Bayonne and Biarritz? Explore the Toulouse region with its Fronton vineyards and stroll along the Green Trail following the Canal du Midi. In winter, the ski resorts of the Pyrenees are just a hop away.

quai des Chartrons or the 'Port de la Lune', but it's done so in truly 21st-century style! It is also here on the banks of the river that the city comes alive for the Bordeaux fête le Vin and Bordeaux fête le Fleuve festivals – a celebration of wine and the river that are held alternately in the city each June. 2014 saw the ninth wine festival – a friendly event focused on discovering wines, in which over 650,000 tastings took place!

Toulouse is an aviation pioneer and home to the Airbus company. The launch of the A380 has made the city the European capital in the sector. The satellites launched by the Ariane rocket on its travels are also designed and assembled in the workshops of the Centre National d'Etudes Spatiales, Astrium and Thalès. And finally, visitors can discover the rockets for themselves in the Cité de l'Espace, the showcase of the CNES!

#### The living is easy in the South West

But no reference to this region is complete without mentioning its food and wine! Over a thousand restaurants offer classic foie gras, entrecôte steak, cassoulets and fragrant, fluted Toulouse sausages. Meanwhile the 100,000 hectares of vines that make up the Bordeaux vineyards amount to nothing less than the world's greatest estate for fine wines, with 60 AOC varieties and 9,000 estates. ♦



#### Testimony

JEAN GUITTARD

21 years old, in the second year of a Masters in History in Bordeaux

I was born in Bordeaux and have always been very attached to this city. Over the last decade or so, it's clear that a huge effort has gone into urban redevelopment, cultural and sporting attractions as well as into transport. I study history at the Université Bordeaux Montaigne and I'm part of the Babaoc student Association. The idea is to sponsor a foreign student and help them get to know the city, make friends, and go out to evening events as a way of getting used to life in France and Bordeaux. I live in Mérignac and regularly go into Bordeaux for the Musée d'Aquitaine or the Utopia cinema, which has a wonderful selection of arthouse films.



Nantes, nestled between the *LOIRE VALLEY AND BRITTANY*, is a young, dynamic city and a great place to live in.

An efficient network of public transport, means that it is just a short journey to Paris and other European capitals.

/ BY CAROLINE BODIN

**W**hat strikes you most as you stroll through the streets of Nantes, is the mix of tranquillity and energy. This may be something to do with the Loire river, which traverses the city, or its proximity to the Atlantic Ocean (barely 30 minutes away by car). Nantes is a city that knows how to go slow but somewhere that you'll never be bored. An outward-looking city, which is regularly voted one of the best places to live in France, Nantes continues to attract and delight thanks to its ever-changing cultural scene.

### **An historic and architectural heritage**

Do you fancy a quiet stroll through the city centre? There's the imposing castle that once belonged to Anne, Duchess of Brittany and former queen of France. Walking along roads that snake around the

fortress, you could almost believe you're back in the Middle Ages. The area is reminiscent of Paris's Latin district and the castle is redolent of the Loire châteaux. However, this is certainly not a backward-looking place; it's a lively thoroughfare where you can lunch, enjoy a show and even learn a few facts in the informative, high-tech museum! You can also marvel as the Neo-classical style passage Pommeraye, immortalised by Jacques Demy in his film, *Lola*, the cours Cambronne or the Graslin theatre located in the square of the same name, ultra-modern architectural creations from the "île de Nantes." Whether you're an opera fan or contemporary art enthusiast, everything is within easy reach! Besides, it's easy to get about on foot in Nantes or by tram or bike. The city has an impressive number of cycling paths as well as "bicloo," part of the rental bike scheme.



- / **The Giant Elephant** is part of the « Machines de l'Île », a unique artistic project set on the exceptional site of the city's former shipyards.
- / Enclosed between two rivers, **the Loire and the Erdre, and the Atlantic Ocean**, Nantes reconciles urban life with the many charms of a beautifully preserved natural environment.



**62,369** students

in Nantes in 2013, of which 13.5% are from abroad. Nantes is not "under threat" from an ageing population: 2 out of 3 inhabitants are below forty years of age.



### **Informations**

#### LIVE AND STUDY IN NANTES

##### / **Do you fancy studying in Nantes**

Nantes University has an information page in English, specifically for foreign students. A unique "one-stop-shop," offers assistance with all aspects of student life, including accommodation, negotiating red tape, understanding the health system etc. Visit the Maison des Echanges internationaux

et de la francophonie (MEIF), at 15 rue de la Madeleine, an organization that encourages student mobility and intercultural exchanges!

##### / **Transport**

Nantes Atlantique, the busiest airport in the west of France, offers direct flights to hundreds of French and European destinations. Nantes is only 2 hours from central Paris by train,

4 hours from Lille or Bordeaux, 4.5 hours from Lyons and 5 hours 10 minutes from Strasbourg.

##### / **Things to see and do in the region**

Explore the banks of the Erdre - a tributary of the Loire - and its beautiful castles, by bike or on a scenic boat trip. Visit Clisson la Romantique, a small town with an Italian feel, on the Sèvre just one hour from Nantes. This

### **Nantes, a food-lover's delight**

Feeling a bit peckish? Visit some of the city's award-winning restaurants, crêperies and bistros and sample some of the dishes made from local produce. Langoustines from Le Croisic, Guérande salt, Bouchon mussels from Pénestin, zander and glass eels from the Loire, Challans poultry and lamb's lettuce from the Nantes region: the city, positioned between land and sea, is located at a gastronomic crossroads, subject to the culinary influences of Brittany, the Loire and the Vendée nearby.

### **A diverse and culturally rich life**

Don't be surprised if you encounter a large canvas and metal "elephant," on a street corner or a "small giant" or "deep sea diver," wandering around the town. What do they have in common? These strange machines seek to transport us to a dreamlike, fantastical world, half-way between Jules Vernes and industrial poetry! However, Nantes is also a cultural centre, home to the Lieu Unique (national arts and music centre), the Voyage à Nantes - an artistic summer trail - and la Folle Journée, a classical music festival that now boasts an international reputation. ♦



### **Testimony**

**FERNANDO GONZÁLEZ VILLARREAL**

Mexican student from Nantes University

My first contact with the city was when I was studying at Toronto and met students from the University of Nantes! The educational opportunities and Nantes' location was immediately very attractive to me... The University's French as a Foreign Language programme, meant that I was able to acquire the basics of the language very quickly, continue my graduate studies in international communication and settle into the city! Nantes is an amazingly culturally diverse city and offers a great quality of life with lots of green spaces to play sport as well as easy access to Europe and other French cities. The student organization, "Autour du monde," helped me meet other people while the unique one-stop-shop for foreign students, studying at the university, helped me deal with administrative matters.

**ESC RENNES**

# MULTICULTURALISM, A CHALLENGE OF OUR TIME

DEVELOPING INTERCULTURAL SKILLS IS A MAJOR ISSUE FACING ALL STUDENTS, SOON TO BE ENTERING A GLOBALISED LABOUR MARKET, A FACT CONFIRMED BY OLIVIER APTEL, DIRECTOR GENERAL OF ESC RENNES

**M**anagement has certainly changed. And the grandes écoles who train the managers of tomorrow have clearly understood this. So for ESC Rennes, the primary concern in a globalised labour market, is multiculturalism. "Teaching management to youngsters is all about transferring techniques, teaching about ethical behaviour but also, and most importantly, teaching them to work in any cultural context. A failure to pass on these skills to today's students would be tantamount to professional negligence!" so states the school's director. This is why the management school has made internationalism its central priority, largely thanks to its faculty members. "We have some 34 different nationalities amongst our faculty: American, German, Chinese, Italian, Indian etc. 83% of our core faculty come from abroad and all courses are conducted in English. This multicultural approach

is unique in France and relatively rare elsewhere in the world. It's what attracts French students looking to operate internationally, as well as foreign students who want to spend a year in France and be confident that they'll have access to high-quality classes, conducted in English. ESC Rennes is a school that is both in and of the world! Companies today are looking for managers with strong intercultural skills, capable of pursuing new avenues. "Our students are responsible, pioneering, global citizens, a reflection of the Global Responsible Pioneer concept that we've developed and apply to all our activities," states the director.

At ESC Rennes, the main hall of Campus 1 is named « Entrepreneur Street »: already an incentive for students to start thinking about their professional future.



## Informations ESC RENNES

- / **3,831** students, of which 40% international students
- / **83%** of the faculty is international
- / **100%** of classes taught in English
- / Partnerships with **207** universities in **45** countries throughout the world
- / **Accredited** by AACSB, EPAS and AMBA
- / Ranked **23<sup>rd</sup>** among the top **70** Master in Management programmes worldwide by the Financial Times

[www.esc-rennes.fr](http://www.esc-rennes.fr)

### THE WORLD GATHERS IN RENNES

All the colours of the world are represented on the campus. "While I'm talking to you, I can see hundreds of students milling around the corridors, students who've come from all over the world to study specialist subjects such as luxury management, tourism and even supply chain management. Seventy nationalities live together on this site. It's an extraordinary resource," enthuses Olivier Aptel; a resource that helps to further develop the skills of these young experts, soon to be entering the job market in France and abroad. "Our international students attend the courses taught in English and are in permanent contact with our French students; they sit on the same benches and participate in the same work groups. It's an extraordinary advantage for all our students who, wherever they're from, are extremely inter-culturally competent, a skill much needed by companies today."



Just a few kilometres from the German border in the east of France, Strasbourg is France's 7th city and a *RICHLY HISTORICAL PLACE* that has been the capital of Europe for over 60 years.

/ BY FANNY COSTES

**S**trasbourg lies at the heart of Alsace, on the left bank of the Rhine and not far from the Vosges mountains. The visitor to Strasbourg might be forgiven for thinking this is a young city, with 54,000 students attending its universities and grandes écoles.

### Heir to a superb past

This has in fact always been a bustling metropolis. With its 2,000 year-old history and its symbolic role as the scene of Franco-German reconciliation, it has learned how to adapt down the centuries, but still bears the traces of its rich heritage, from the Middle Ages to the creation of Europe.

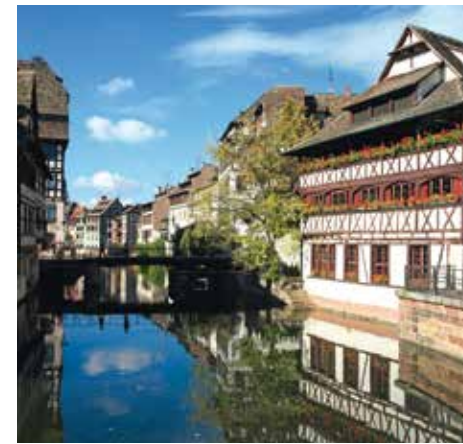
The mediaeval and Renaissance centre, known as the Grand île, is inscribed on the UNESCO World Heritage list. Meanwhile,

the splendid district known as Petite France is a maze of winding little streets lined with half-timbered houses and surrounded by the river Ill, extending as far as the covered bridges and the dam by Vauban.

Other delights include the Rohan Palace and the magnificent cathedral, alongside which France's oldest Christmas market is held. This year will see the 443<sup>rd</sup> such market, open from 28 November to 31 December! The Grand île is also home to most of the shops and restaurants, full of fun and festivity.

### A charming heritage

A little further to the north, the German imperial district is an impressive sight, crossed by spacious thoroughfares and dotted with large squares such as the place de la République. To the west lie the Halles and the station, while to the east is the



- / Strasbourg has been the official seat of **the European Parliament** since 1999. North of the "Grande île", the building constitutes a flagship for the European district in the capital city of Alsace.
- / The "**Maison des Tanneurs**" (Tanners Guild) is one of the symbols of the so-called Petite France district, where millers and tanners used to live. It has been listed as a "Monument historique" (building of historical interest) since 1927.



**20%** of foreign students:

Strasbourg is France's largest university in terms of student numbers and faculties. It is also the second region in the country in terms of scientific publications, and occupies third place in public research.



### **Informations**

#### LIVE AND STUDY IN STRASBOURG

##### **Things to see and do in the region**

The region of Strasbourg is rich in environmental, historic, cultural and culinary diversity. Visitors can go skiing at a resort in the Vosges, hiking in the Vosges du Nord National Park - classified as a World Biosphere Reserve - or ramble along the Romane Route. Discover the charm of Colmar and Mulhouse, explore the Wine Route and even venture into the

vineyards of neighbouring route Champagne for a taste of something sparkling.

##### **Transport**

Located at the intersection of major international lines (East European TGV and Rhine-Rhône TGV), Strasbourg enjoys rapid connections to several major European cities and even offers the unusual option of a 35-hour trip to Moscow! Paris is just

2 hours 20 minutes away, while Colmar can be reached in 30 minutes, Mulhouse in 40 minutes, Dijon in 2 hours, Lyon in under 4 hours, and Nantes in 5 hours. Meanwhile the German cities of Frankfurt and Munich are only 2 hours and 3 hours 50 minutes away respectively. A further 200 destinations can be reached from Strasbourg-Entzheim airport, from where the shuttle offers a nine-minute journey to the

station every 15 minutes.

##### **Top tip**

Enjoyed by students in Alsace for 20 years, the Carte culture (€6.50) offers holders of all ages the chance to buy tickets for just €5.50, in any of the 45 Festival Halls in Alsace and for €4 in six cinemas in the Lower Rhine region for evening screenings, as well as free admission to 21 museums throughout Alsace.

University, with its extensive botanical gardens. And of course no description of Strasbourg is complete without mentioning the Orangerie and Robertsau districts, with their wealth of European institutions. The Council of Europe, the European Parliament, the European Court of Human Rights are all housed in a series of contemporary buildings.

### **A rich and cosmopolitan city centre**

This historical richness in no way cramps the city's style. The population density remains low for a city of this size and soft transport is a priority - Strasbourg has the country's most extensive network of tramlines and cycle paths!

Its cosmopolitan and young character also makes it a perfect place for cultural and artistic exploration. A number of festivals are organised throughout the year, including the eclectic musical programme of the Artefacts, the Nuits électroniques de l'Ososphère, or indeed the Jazzdor.

The Strasbourg way of life is also much loved for its culinary tradition. Hearty eaters and lovers of fine food alike flock to tables laden with sauerkraut, flammekueche or munster, washed down with steins of beer or the regional wines, which need no introduction. ♦

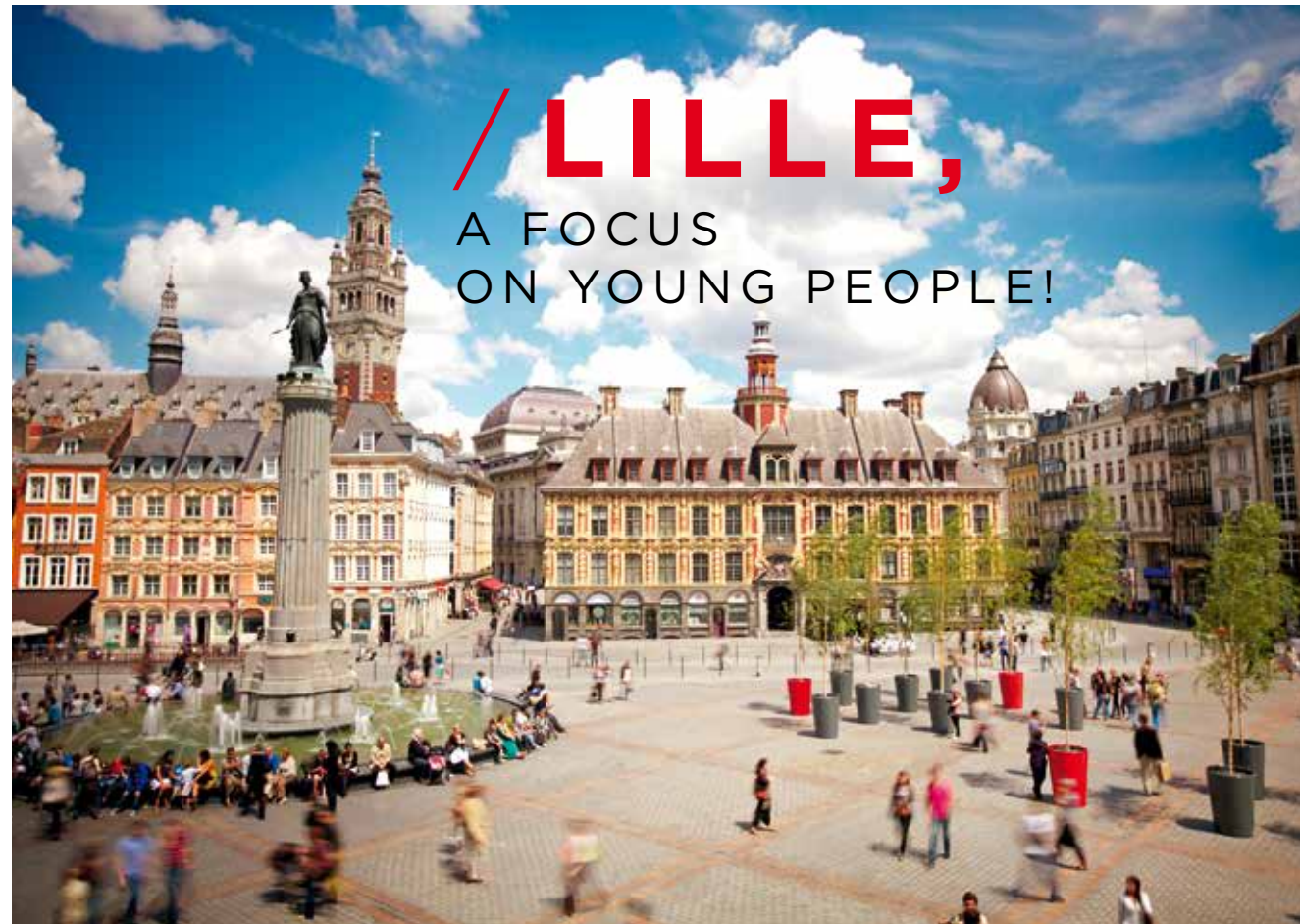


### **Testimony**

**TOMMY VEYRAT**

22, a Masters student in political science at the IEP in Strasbourg

While the climate is admittedly less pleasant than in the south of France, Strasbourg stands out for its lifestyle. The beauty of its architecture is enhanced by the vibrant, cultural and festive city centre. As the most cycling-friendly city in France, its many cycle paths, pedestrianised streets, ultra-efficient tram system and the great parks such as the Orangerie make it a very enjoyable place to live. On top of that, the University is not just a place to study but a place to live thanks to the many student associations active throughout the year. I particularly like Krutenau - the student district par excellence - for its bars, its little streets and its feel of being a village in the city.



# / LILLE,

## A FOCUS ON YOUNG PEOPLE!

Lille, a regional capital with *THE HIGHEST PERCENTAGE OF YOUNG PEOPLE* in France, is looking to the future! This manageably-sized city combines exceptional architectural heritage with cultural innovation.

/ BY ROMY DUCOULOMBIER

**A**s the fourth largest French town and a renowned centre of hospitality, Lille showcases the fabulous lifestyle on offer in this part of northern France. Situated at an international crossroads and dynamic economic centre, Lille continues to attract an increasingly young population: entrepreneurs, students and designers who bring a new, innovative and energetic approach to the city.

### **A stroll around the old town**

Le Vieux-Lille (Old Lille) is at the heart of Lille's picturesque, historic centre and, with its cobbled streets and colourful brick buildings, is the perfect place for a stroll. The old centre, which includes the historic Flemish town and stretches from La Grand Place to Notre-Dame-de-la-Treille Cathedral, is teeming with shops, galleries and restaurants. Strolling around the Place aux Oignons,

along Rue de la Monnaie and Rue Basse is a real delight! A stone's throw, La Grand Place is the city's nerve centre: the place to meet, with terraces, cafes and the Furet du Nord, one of Europe's largest libraries! But you can't explore the centre without sampling some of the regional specialities: stroopwafels from Maison MBERT, rue Esquermoise, merveilleux (meringues covered with whipped cream, coated with chocolate), carbonnade (sweet-sour beef stew) and potjeveesch (potted meat) or visiting the Flemish cafeterias such as Florent Ladeyn's Le Bloempot, set up in an old joiner's workshop.

### **Must-see sights**

The Rihour Palace, in the square of the same name, dates back to the time when the Dukes of Burgundy controlled the city while the Vieille Bourse, the old stock exchange, which comprises 24 identical houses



/ In Lille, the **Grand-Place** (the city's main square) is used for a variety of gatherings, festivals and celebrations. It is where the "Grande Braderie" (a huge sell-off and flea market) takes place every a year. / The **old stock-exchange** is unquestionably one of the most prestigious monuments of Lille.



### **Testimony** JOEL HIGHBURY

American student  
at Lille Catholic University

When I arrived here in 2011, to continue my studies in linguistics, literature, culture and cinema, I had never even heard of Lille. It's strategically positioned vis-à-vis London and Brussels thanks to Eurostar, and I now consider it my second home. The region is also lively with the Dunkirk Carnival and the Grande Braderie flea market, held in September every year. And let's not forget the region's fabulous historic heritage, its proximity to Belgium and its Palais des Beaux-Arts, considered to be France's second most important Fine Art museum. The great student atmosphere and friendliness of the locals finally convinced me that I had made the right choice!

arranged around an arched courtyard, is one of the city's most beautiful monuments. These days, this stunning example of Flemish Renaissance architecture, is home to a second hand book market. The Town Hall belfry, which stands 104 metres high - a record for the region! - is a UNESCO world heritage site.

### **A city preparing for the future**

Lille has long been a trail-blazer in terms of modern and contemporary creativity and didn't have to wait to be named "European Capital of Culture" in 2004, to switch its focus to the future. The district of Euralille came into being during the 1990s. With its glass, concrete and stainless steel

monuments, designed by leading names from the world of architecture (Christian de Portzamparc, Jean Nouvel etc.) it represents a symbol for change and set the tone for future development. In the world of design, the Maisons Folie have reclaimed the industrial wasteland to create a space for artists. La Gare Saint-Sauveur is now devoted to contemporary art and events. Since 2012, the Louvre-Lens, which is 40 km from Lille, has housed collections from the Paris museum and the LAM, in Villeneuve-d'Ascq, presents, in one space, modern art, contemporary art and outsider art. And let's not forget, Roubaix's museum of art and industries housed in an Art Deco building which was formerly a public swimming pool. ♦



### **Informations**

#### LIVE AND STUDY IN LILLE

##### **/ Transport**

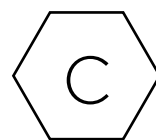
Lille is very well served on the transport front and has two train stations, Lille Flandres which is just one hour from Paris by TGV, and Lille Europe which is 35 minutes from Brussels, 1 hour 20 minutes from London and 2 hours 40 minutes from Amsterdam, via Brussels. Lille-Lesquin international airport, 10 km from the city centre, has direct flights to Barcelona,

Oporto, Algeria, Tunisia, Venice and Geneva. In terms of domestic flights, most of the airlines fly to Bordeaux, Lyons, Nantes, Nice and Toulouse etc. In the city itself, there are two underground lines and a tram which links Lille to Roubaix and Tourcoing. Finally, 2,100 bikes - V'Lille - are available, as part of a bike rental scheme, from 263 stations, so you can fully explore the city centre.

##### **/ What is there to see in the surrounding area**

In Lewarde, a stone's throw from Lille, you'll discover Nord-Pas-De-Calais coal mining area, listed by UNESCO as a world heritage site. This historic mining site, with the largest mining museum in France, takes you on a historical journey, back through three centuries of coal production. In Noeux-les-Mines, you can learn to ski on Europe's largest artificial slope,

measuring some 320 m in length, and built on a spoil heap. You can explore the Opal Coast, just two hours' drive from Lille, admire the Cap Blanc Nez cliffs and visit the seaside resort of Le Touquet-Paris-Plage. And if you cross the border to Belgium, you can head for Bruges, the Venice of the North, just one hour away, and stroll along its canals. Closer to home is Tournai with its listed cathedral and its traditional historic centre.



**CAMPUS FRANCE**

# “EQUAL OPPORTUNITIES FOR ALL”

## « POUR TOUS, LA MÊME OPPORTUNITÉ »

FRANCE RANKS AMONG THE WORLD'S TOP COUNTRIES FOR THE NUMBER OF FOREIGN STUDENTS AT ITS UNIVERSITIES. ONE OF THE MISSIONS OF CAMPUS FRANCE IS TO ENCOURAGE AND FACILITATE THIS PROCESS, WHILE ALSO FOLLOWING UP AND SUPPORTING THEIR STUDIES. GENERAL DIRECTOR ANTOINE GRASSIN EXPLAINS

*LA FRANCE RESTE L'UN DES TOUT PREMIERS PAYS AU MONDE POUR L'ACCUEIL D'ÉTUDIANTS ÉTRANGERS SUR SON TERRITOIRE. ENCOURAGER ET FACILITER LEUR VENUE, SUIVRE ET SÉCURISER LEUR PARCOURS : C'EST L'UNE DES MISSIONS DE CAMPUS FRANCE. ANTOINE GRASSIN, SON DIRECTEUR GÉNÉRAL, S'EN EXPLIQUE.*



© MONKEY BUSINESS IMAGES

Each year, France plays host to around 300,000 foreign students – third place in the world rankings behind the United States and the United Kingdom. Spending on higher education totals 22,95 billion euros in 2013, or more significantly, 10,800 euros per student, irrespective of origin.

Antoine Grassin is the General Director of Campus France – a public body, created in 2012 and placed under the authority of the Ministry of Foreign Affairs and International Development and the Ministry of Education, Higher Education and Research. It is tasked, amongst other things, with promoting French higher education abroad. “Our ambition is to support French establishments, universities or *grandes écoles*, so that they can extend their international reach.

*Is sont environ 300 000. Chaque année, la France accueille de très nombreux étudiants internationaux. Au classement mondial, elle se positionne au troisième rang dans ce domaine, derrière les États-Unis et la Grande-Bretagne. Les dépenses en faveur de l'enseignement supérieur atteignent 22,95 milliards d'euros en 2013 ou, donnée plus significative, 10 800 euros par étudiant, toutes origines confondues.*

*Antoine Grassin est le directeur général de Campus France. Créé en 2012 et placé sous la double tutelle du ministère des Affaires étrangères et du Développement international et du ministère de l'Éducation nationale, de l'Enseignement supérieur et de la Recherche, cet établissement public est chargé, entre autre, de la promotion de l'enseignement supérieur français à l'étranger. « Notre ambition est d'accompagner les établissements français, universités ou grandes écoles, afin qu'ils puissent mieux se projeter à*

We coordinate the welcome of scholarship holders and are currently working on further initiatives to boost the numbers of foreign students and facilitate their arrival in France.”

### SCIENCES FIRST

French higher education is reputed for its excellent quality, in line with the highest international standards. The feedback surveys conducted by Campus France among foreign students have revealed that it is precisely this quality that draws them. “Our message has a universal reach,” says Grassin. “It says that every successful student has the right to come and study in the French higher education system.” It is not even necessary to speak French, according to the General Director. “I think that all potential candidates have an equal opportu-

*l'international. Nous coordonnons l'accueil des boursiers et menons une réflexion sur la mise en place d'autres dispositifs pour favoriser la venue d'étudiants étrangers et faciliter leur arrivée en France ».*

### LES SCIENCES D'ABORD

*Réputée pour son excellence, la qualité des formations supérieures françaises tient la comparaison avec les plus hauts standards internationaux. Menées par Campus France, des enquêtes de satisfaction auprès des étudiants étrangers ont montré que ces derniers viennent justement chercher cette qualité. « Notre message a une portée universelle, assure Antoine Grassin. Il consiste à dire que tout étudiant en mesure de réussir ses études dispose de ce fait d'un accès à l'enseignement supérieur en France ». Pas même besoin de parler français, d'après le directeur général : « Je crois que tous les candidats potentiels ont la même*

nity. Of course it's true that factors such as ability to speak French can facilitate matters. Having said that, in our mobility programmes, we offer an array of initiatives for students who don't speak French.” There are several reasons for that: a growing number of courses, including around 700 Masters, have an English-language element. Campus France also confirms that students can also come to France even if their French is rather weak, as there are language improvement opportunities during the course itself, or on intensive courses prior to the beginning of the course. Today, around 40% of foreign students who come to France opt for science courses. “We certainly have some real leading institutions in scientific excellence, in physics, mathematics or life sciences. Our management schools also figure very highly in the international rankings, particularly in Europe. Other much-appreciated courses include engineering training in French, which enables foreign students to become operational as soon as they enter the workforce,” says Grassin. France also caters to foreign students in the arts, philosophy or sociology.

### OPENING DOORS

Any discussion of studying abroad also involves the question of recognising equivalent qualifications in the students home countries. Antoine Grassin concedes that France still has room for improvement in this area. Nevertheless, the country is opening up some interesting doors to its European partners, thus enabling the establishment of partnerships with higher education institutions beyond its borders. But

*chance. Il est vrai toutefois que certains facteurs comme la langue parlée peuvent venir faciliter les choses. Cela étant, dans nos programmes de mobilité, nous intégrons plusieurs actions vers les étudiants non-francophones ». À cela, plusieurs raisons : un nombre croissant de formations – et notamment 700 masters environ – dispensent des cours en anglais. Campus France confirme aussi qu'il est possible qu'un étudiant soit admis en France malgré un niveau de français un peu faible, qu'il pourra toujours améliorer lors de son cursus proprement dit ou qu'il perfectionnera en amont lors de stages intensifs. Aujourd'hui, environ 40% des étudiants étrangers venus s'installer en France évoluent dans le domaine des sciences. Antoine Grassin : « Il est certain que nous disposons de véritables références d'excellence scientifique, dans le domaine de la physique, des mathématiques ou des sciences de la vie. Nos écoles de gestion se classent elles aussi très bien dans les classements internationaux, notamment européens. Autres filières particulièrement appréciées : les formations d'ingénieur à la française, qui permettent aux diplômés d'être aussitôt opérationnels en entreprise ». La France accueille également des étudiants étrangers en lettres, philosophie ou sociologie.*

### OUVRIR DES PORTES

*Qui dit études à l'étranger, dit volonté de reconnaissance de la formation et des diplômes correspondants. Antoine Grassin reconnaît que la France a encore des progrès à faire dans ce domaine. Toutefois, à ses partenaires européens, elle ouvre des portes tout à fait intéressantes, qui lui permettent d'ailleurs d'établir des partenariats avec des entités d'enseignement supérieur hors de ses frontières. Attention simplement aux professions réglementées : il est encore*

The Campus France team in Paris.

L'équipe de Campus France à Paris.



## TESTIMONY

Carole Bai

STUDENT AT ESSEC

Carole arrived in France from Beijing in August 2013. After her first year in business school, she took on a six-month work experience placement until January. As a scholarship student, Carole considers herself lucky. Campus France frequently sends her news about France, which she devours with great interest. The organisation also offers cultural activities and has helped her find accommodation in the Parisian suburbs. The young woman would not hesitate to advise her friends to follow suit and study in France. "I've had time to study the theory and practice. The government supported me in the administrative procedures. The three-year student visa has made life much simpler on a daily basis." Carole wants to make the very most out of her international experience. She speaks virtually fluent French and has had few difficulties in making herself understood. Only a very mild accent betrays her origins. Now 23, she intends to return to her country once her course is over, where she hopes to find her first job, in the health or energy sectors.

note that with regulated professions, it is still relatively difficult for a foreign student, even one educated in France, to enter the legal or medical professions, for example. In order to accomplish its missions, Campus France also steers candidates towards regional universities and other higher education institutions throughout the country. "Several of them occupy high positions on the Shanghai Rankings, such as the Université Joseph Fournier in Grenoble, the School of Economics in Toulouse and other institutions in Montpellier, Strasbourg, etc... Outside Paris, the other advantage for the foreign student is that life is often easier and less expensive. Our job is to showcase all the possible training options available, including up to doctorate level." Antoine Grassin thinks that in general, foreign students in France are well informed on what to expect. Campus France provides this information at 210

*assez complexe pour un étudiant étranger, même formé en France, de prétendre à la profession d'avocat ou d'obtenir le droit d'exercer la médecine, par exemple. Pour mener à bien ses missions, Campus France oriente aussi les candidats vers les universités et écoles en région. « Plusieurs d'entre elles sont placées en haut du classement de Shanghai, comme l'université Joseph Fournier de Grenoble, la School of Economics de Toulouse ou d'autres organismes à Montpellier, Strasbourg, etc... Hors de Paris, l'autre avantage pour l'étudiant étranger, c'est que la vie est souvent plus facile et moins coûteuse. Il nous appartient de faire valoir l'ensemble des formations envisageables, y compris jusqu'au niveau doctorat ». Antoine Grassin estime qu'en général, les étudiants étrangers en France sont bien informés sur ce qui les attend. Campus France les renseigne à travers les 210 Espaces et antennes répartis dans 115 pays, les accompagne et les suit, ce qui réduit*



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offices and satellites in 115 countries, offering support and follow-up, and thus minimising the risk of anything going wrong. "In most cases, they look back happily on their stay in France. Once they have overcome the barriers of accommodation and a bank account, things generally go well." To allow international alumni to stay in touch with each other and to maintain their links to France, a web platform is currently being developed by Campus France: it will be fully operational by year-end. This will enable links to be made with the business world. Upon request from foreign governments, Campus France may from time to time organise specific events, with a view to introduce French students to the possibilities offered to them to study abroad. The event on Japan, for instance, was a great success. "It is in France's interest to create a balance between those who study here and those who study abroad."

*au minimum le risque d'erreurs de parcours. « Dans la plupart des cas, ils gardent un souvenir agréable de leur séjour dans notre pays. Une fois qu'ils ont passé les barrières du logement et d'un compte bancaire, les choses se passent généralement bien ». Pour permettre aux anciens étudiants de maintenir le lien entre eux et avec la France, Campus France développe une plateforme Internet qui sera opérationnelle d'ici la fin de l'année. A la demande des gouvernements étrangers, il arrive que Campus France organise des manifestations pour présenter aux étudiants français les possibilités d'études à l'étranger, comme l'action sur le Japon qui a été un grand succès. « L'intérêt de la France, c'est aussi qu'un équilibre existe entre les étudiants étrangers qui viennent en France et les étudiants français qui font un séjour d'études à l'étranger ».*

/ [www.campusfrance.org](http://www.campusfrance.org)

One-day event dedicated to higher-education and graduate studies in Vietnam, in the presence of His Excellency the Ambassador of Vietnam.

*Journée consacrée à l'enseignement supérieur vietnamien en présence de son Excellence Monsieur l'Ambassadeur du Vietnam.*

## TÉMOIGNAGE

Carole Bai

ÉTUDIANTE À L'ESSEC

Carole est arrivée en France en août 2013, en provenance de Pékin. Après une première année dans son école de commerce, elle effectue désormais un stage de six mois, jusqu'en janvier. Sa formation durera trois ans, peut-être quatre. Étudiante boursière, Carole se dit chanceuse. Campus France lui adresse régulièrement des informations sur la France, qu'elle « épiluche » avec beaucoup d'intérêt. L'organisme lui propose aussi des activités culturelles et l'a aidée pour trouver un logement en banlieue parisienne. Sans hésitation, la jeune femme conseillerait à ses amis de l'imiter et de venir étudier en France: « J'ai du temps pour apprendre la théorie et la pratique. Le Gouvernement apporte son aide administrative: le visa étudiant de trois ans simplifie beaucoup ma vie quotidienne ». Carole veut profiter pleinement de cette expérience internationale. Elle s'exprime dans un français quasi-parfait et n'a donc pas trop de difficultés à se faire comprendre. Seul un très léger accent trahit ses origines. Elle a aujourd'hui 23 ans et, une fois son cursus terminé, pense retourner dans son pays. Elle espère pouvoir y trouver un premier emploi, dans le secteur de la santé ou de l'énergie.



# FRANCE

## welcoming students with open arms

**Behind the United States and United Kingdom, France is the country with the largest numbers of foreign students on its soil. French higher education, recognised around the world for its excellence, offers a wide variety of courses – all gateways towards business and employment.**

by Martin de Kerimel

France often comes up against tough competition, but always comes out of it well. Much as foreign students may hesitate between several countries before making a decision, nearly 300,000 of them choose the country of Voltaire and Hugo each year for their higher education needs. Once they arrive, the vast majority claim to be satisfied with the experience. The results of a TNS Sofres study conducted in November 2013 suggest that 70% of non-French-speaking ex-students maintain personal and professional links, while 91% of the entire cohort surveyed recommended France as a destination for students. According to other figures presented by the Ministry of Higher Education and Research last September, foreign students numbered exactly 289,274 in the academic year 2014-2015: three quarters of them had enrolled at university and others in a *grande école*. In total they represent 12% of students and 41% of doctoral students. One in 4 comes from the countries of the Maghreb – with Moroccans leading the way – and nearly one in five hails from another country in French-speaking Africa. 24% come from Europe, 21% from Asia and 9% from the Americas. Even if the numbers are relatively low, France also attracts students from Vietnam, Brazil, Korea and India. Irrespective of their age, they are encouraged to develop a good command of French before they arrive here – the ability to speak French is still *de rigueur* at the country's universities. However, a growing number of English-medium courses have opened in the *grandes écoles* and a year spent abroad is often an indispensable part of acquiring a degree.

### **First step: the embassy**

For foreign students who wish to study in France, the first port of call is the Cultural Department of the French Embassy in their home country. For even more detailed information, they can also contact the education authorities in whose catchment area the course they want to pursue falls. In a number of cases, admission to university is conditional on having made a prior application, based on a dossier prepared in advance of their first year of studies. In order to help freshmen untangle the complex administrative knots, most major French universities have set up a one-stop shop system. There, applicants can obtain all the information they need to help them integrate – this administrative support ranges from assistance with various formalities to information on accommodation possibilities and responses to questions on health cover, transport options, insurance and daily life in France. The aim of these one-stop shops is to help students from outside the European Community to obtain their residence permits in France as quickly as possible – an indispensable piece of paper in France given



/ This year, close to **300,000 international students** have decided to study in France.

that studying in the French higher education system often involves staying several years in the country. In harmony with its main European partners, France organises its university degrees in three cycles: three years for a Bachelor's degree, two more years for a Masters and another three again for a doctorate. One of the attractions of the French university system is that it is primarily based on public institutions. Tuition fees therefore remain relatively low and all academic disciplines are taught: human and social sciences, physics, maths, chemistry, engineering, medicine, law, management and political science. Meanwhile the private *grandes écoles* are usually fee-paying, but also offer their students access to contacts in the business world and important alumni networks.

### **Rights and responsibilities**

At the administrative level, students in France must be affiliated to a social security regime. For accommodation purposes – even if the prices vary widely depending on the host city – there are several ways to save money. Beyond traditional rental accommodation, there is for example the option

of student hostels or flat-sharing opportunities – an appealing option for those who wish to remain with their friends or make new ones. Created in 2012 and under the authority of the government, the public establishment that is Campus France is tasked with the promotion of higher education in France and facilitating the arrival of foreign students in the country. In similar fashion, a number of support associations – both national and local – offer a welcome to new arrivals. France is determined to maintain, and indeed to strengthen, its status as a major country open to the entire world. Last September, the government announced the immediate implementation of new measures to facilitate the arrival of foreign students. The authorities intend to simplify some of the administrative procedures imposed on those already holding a Masters or involved in scientific research. They are also considering the possibility of offering multi-year residence permits valid for the duration of the study for all applicants, or the extension of permits for Masters students intending to create a business. Public universities are also to be given greater funds to promote training in other languages, designed primarily for students from emerging countries.

**EDHEC BUSINESS SCHOOL**

# FOR A NEW LEADERSHIP

DESPITE BEING AS SUBJECT TO THE WHIMS OF FASHION AS THE PRÊT-À-PORTER SECTOR, THE DEFINITION OF LEADERSHIP HAS HARDLY CHANGED IN HALF A CENTURY. SO WHAT HAPPENS WHEN THE TRADITIONAL SOLUTIONS NO LONGER SEEM TO HOLD WATER? EDHEC BUSINESS SCHOOL IS COMMITTED TO A NOVEL APPROACH, BASED ON THE CONCEPT OF AUTHENTICITY

**W**hat does it mean to be a leader today? In the mind of Valérie-Claire Petit: “It seems to be a combination of Steve Jobs, Napoleon, De Gaulle and Mandela, a superman leading his troops into battle. In short, a genuine stereotype with which we’ve been living for 50 years” says the professor in leadership of the EDHEC Business School and one of the rare researchers in the field in France. “A stereotype that excludes 90% of the population and of my students, even the most talented. And one that scientific research deems to be completely counter-productive, out of touch with society and even more so with the world of business” she says. “We have to stop telling people to ‘be charismatic’ and find a new model, a new way of doing things.”

## THINK OTHERWISE

“Leadership needs diversity and that’s what we teach our students. It’s a learning approach based on innovation that allows them to work out and test their own personal definition of leadership. We have to work with who we are, our nature, but also to take on board the situation around us. Because leadership is context-driven: I can be a bad

leader at a certain point in time and an excellent one at a different moment. My role as a leadership teacher is to support my students and give them the tools, the confidence and the courage to express their leadership with authenticity, on which both performance and personal satisfaction are based.” EDHEC has developed its own tools based on scientific research, in the

forms of leadership assessment approaches and instruments tailor-made for students and managers participating in the school’s Global MBA and executive programmes.

## LEARNING BY DOING

So is leadership in fact an equation based on three unknowns, the leader, the situation and the team?

Most leadership training programmes emphasise the role of the leader, encouraging people in leading positions to change themselves. That is no longer enough. Leadership can only exist on condition that the chemistry flows between these three parameters. “That’s why, above and beyond personal intelligence, we focus on situational intelligence that can only

be acquired through real situations, on which the students reflect with the teacher. Besides the work experience placements and the international exchanges, we try to create as many learning situations as possible. Recently, some of the students tested their operational leadership in the field in the role of the director of a major store, working with teams set up by some of our partners.



EDHEC Business School has five campuses, including Paris, Lille, Nice (pictured here), London and Singapore.



## INTERVIEW

LinDa JinLi BeLy

**THE FOUNDER AND CEO  
OF SENYA INTERNATIONAL FRANCE**

EDHEC entrepreneur Linda Jinli is the founder and CEO of Senya international France, a company that manufactures and distributes small home appliances to businesses and individuals. After getting a bachelor's degree from the university of Science and technology of Shandong in China, Linda Jinli graduated with a master's degree in business management from EDHEC in 2003. She benefits from EDHEC Young Entrepreneurs incubator to launch her business.

### How has your EDHEC education helped you in your career as a business entrepreneur?

When I did my master's degree at EDHEC, I studied together with classmates from more than 20 nationalities. It was an amazing experience to learn how to make a project in a team with people from different cultures. Today, Senya works with manufacturers, clients, and service providers in different countries. The intercultural communication skills that I learned at EDHEC are very helpful.

### What has been the most rewarding aspect of your entrepreneurship experience?

I was very happy to come back to EDHEC to start my business – it felt like I was coming home. This experience has been rewarding in many ways, but certainly in terms of self-development. In the past 17 months, I have been able to learn so many different things about sales, customer relations, marketing, branding, design, finance, human resources, quality and logistics. Starting my own business has been a big challenge, but I am glad that I did it. I am looking forward to the next challenges!

### What is your advice for people who want to start their own businesses?

The most important thing is to have the courage to break the routine. Do not be scared by the obstacles. They are just part of the road to success. Do not give up easily. Be flexible if the company does not run as planned. A determined mind and self-confidence are very important.



Talent diversity is at the heart of the EDHEC promise.



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Three days spent living the life of a manager can work miracles for some people!" says an enthusiastic Valérie-Claire Petit.

### OPEN LEADERSHIP

So what then is the role that business can play in this transformation? "Businesses have come to the same conclusion as us. They're fed up of recruiting clones, and they want people who are different and know it" says the specialist. Hence the launch of a new applied research centre at EDHEC, the *Open leadership* programme, which brings together companies involved in the school's work to help transform

leadership models and promote a diversity of talents.

"Its aim is to understand and accelerate this change towards a more inclusive, more open, more diverse and more agile leadership. For some years, the EDHEC NewGen Talent Centre, our observatory for the new generations in business, has been measuring the extent to which their expectations are different from those of the older generation. The Open leadership movement is about creating a synergy between these new aspirations and innovative business approaches in order to create leaders for the future who are both fulfilled and effective."

### EDHEC FOR BUSINESS

It's a strong stance: "Remember that EDHEC is an independent school which has always sought to stand out and break with prevailing truisms. Being one of the best business schools in Europe has not stopped us from heading in unexpected and even occasionally quirky directions, and it's something we're proud of!" Back in 2001, EDHEC was already playing a historic pioneering role in creating the first Chair in Leadership in France. What has driven the school since it was founded by a group of entrepreneurs in 1906? A sense of usefulness to business

## Key Facts EDHEC

/ **5** campuses: Paris, Lille, Nice, London and Singapore

/ **17** degree programmes from undergraduate to PhD and executive education

/ **TOP 20** Master in Management and 3rd MSc in Finance worldwide (FT, 2014)

/ **25,000** graduates in 120 countries

/ **Accreditations**  
One of the 60 business schools in the world to have achieved AACSB, EQUIS and AMBA

**www.edhec.edu**  
**http://edhecnewgentalent.com/**

EDHEC provides its students with a new approach to leadership, beyond some of the dominant stereotypes that have prevailed in the corporate world over the past fifty years.

and to the economy as a while, through its teaching programmes and the excellence of its research: a pragmatism that makes EDHEC Business School stand out from other academic institutions and offers an incontestable benefit to its students.



## / Philippe Jamet

### “A WAY OF REVITALISING THE FRENCH SYSTEM”

**President of the *Conférence des Grandes Ecoles*, Philippe Jamet believes that encouraging foreign students to come to France is not only possible but desirable. An interview.**

*by Martin de Kerimel*

#### **Philippe Jamet, can the number of foreign students in France grow?**

It must! But not at any cost of course: economic considerations must play a part. But at a certain level, the national budget should not be used to contribute to the training of foreign students who are likely to return home. Let's be clear – there are 250,000 foreign students in France today. We think we can take on another 500,000, at a rate of 50,000 per year. But a precondition for this would be to change the underlying economic model. How? By making students from outside the European Community pay – as is the practice in many foreign countries. That would allow us to reinject new money into the system to be used as grants for those in economic difficulty.

#### **And if there is no change in the economic model?**

Without change, it's difficult to foresee progress, given that government subsidies are on the decline. We have to create more room for manoeuvre – taking in more foreigners is a way of revitalising the French higher education system. Today, given our existing model, there are limits to what we can do.

#### **Would you say that foreign students who choose to study in France have an edge when it comes to finding work in our country?**

The *Conférence des Grandes Ecoles* has debated this long and hard. We receive frequent feedback on the subject, usually from people who have heard that there are enough

applicants in their professions already and who have been told “Don't call us – we'll call you!” Today, we need to view things differently for a number of reasons, in a new global context. The entire country can benefit from keeping as many talents as possible here in order to take its development and innovation forward. The idea is not to Hoover up experts and talents who could be better used in their home countries! But if some of those people want to gain professional experience in France before returning home, it's not necessarily in the best interests of the country to stop them from doing so.

#### **Do foreign students who fail have the same opportunities to bounce back as their French classmates?**

You mean academic failure? On that score, there is no difference based on the status or nationality of the student. I would go as far as to say that we pay particular attention to foreign students – our reputation is at stake. If we want others to come to study in France, those who are already here have to be bearers of a positive message. So there is no other way to view them – even in case of failure.

#### **Your slogan highlights the notion of excellence. In what way do you think the French higher education system offers excellence to foreign students?**

The primary consideration is professionalisation – the link between education and employability. That's what many students come looking for. They think that study in France will make it easier for them to find jobs – and they're right.