

**ALFRED NOBEL UNIVERSITY
DEPARTMENT OF GLOBAL ECONOMICS**

Bachelor's Thesis

Development and ways of implementation of the international investment project
Cheese making in France

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Specialty: 292 International economic relations

Supervisor: Kliuchnyk R.M.

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2	Chapter 2		
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Abstract

Levchinsky A.D. Development and ways of implementation of the international investment project “manufacturing enterprise of cheese dairy” in the France.

The paper analyzes and discovers current trends in the France economy, as the leading country in the world for doing business, market size and FDI attractiveness. Understanding that small and medium sized businesses are extremely popular and highly protected and supported by the government gives the great opportunity for successful foreign business activity in this country. There are full calculations of investments needed, ways of doing business analysis, understanding the risks and opportunities of this project idea. With help of the main indicators analyse the profitability and attractiveness of this business for investors.

Keywords: investment climate of France, cheese manufacturing, FDI, manufacturing business, NPV, payback period of the investment project.

Анотація

Левчинський А.Д. Розробка та шляхи реалізації міжнародного інвестиційного проекту "Виробництво по виготовленню сира" у Франції.

Стаття аналізує та виявляє сучасні тенденції в економіці Франції як провідної країни у світі за веденням бізнесу, розміром ринку та привабливістю ПІІ. Розуміння того, що малий та середній бізнес надзвичайно популярний, високо захищений та підтримується урядом, дає чудові можливості для успішної зовнішньоекономічної діяльності в цій країні. Ця робота містить повні розрахунки необхідних інвестицій, способи ведення бізнесу, розуміння ризиків та можливостей цього проекту. За допомогою основних показників проаналізовано прибутковість та привабливість цього бізнесу для інвесторів.

Ключові слова: інвестиційний клімат, Франція, сир, ПІІ, виробничий бізнес, NPV, термін окупності інвестиційного проекту.

INTRODUCTION

France is a country with one of the highest levels of GDP per capita. It is an example of a state in which the stabilization of the economy is largely due to state influence, which is quite typical for developed countries. The study of the French economy, its features, in addition to the cognitive function, could contribute to the regulation of the Ukrainian economy.

The problems of the economic development of France are reflected in the works of such French scientists as Perroux François (developed the problems of regional economics and economic geography), Allay Maurice (came up with the idea of "competitive planning" based on a combination of state programming the economy with the competition of private enterprises).

Many issues of the development of the French economy and its foreign economic relations were covered in the works of S. Belyaev, S. Lazarev, J. Livshits, Yu. Rubinsky, V. Smirnov, S. Fedorov.

Isolation of previously unresolved parts of a common problem. Special attention should be paid to the statistical assessment of the phenomena and processes taking place in the French economy and the determination of directions for the development of French-Ukrainian trade relations.

The purpose of this work is a statistical study features of the economic model of France and the country's position on the world stage.

The global economic crisis and the Eurozone crisis continued to have a serious impact on the socio-economic situation in France in 2020. The recovery in the French economy has been slower than expected. According to the National Institute of Statistics and Economic Research (INSEE), the French budget deficit in 2013 amounted to 87.6 billion euros, or 4.3% of GDP, while the forecast was 4.1% of GDP [1, p. 48].

These results indicate the existence of certain problems in the regulation of the country's economy, which necessitates a detailed analysis of the main indicators of economic activity in France, in particular, foreign economic activity.

France is one of the largest economies in the world, the third economy in the European Union and the second in the euro area. It ranks 4th in the world in terms of accumulated French investments abroad and external debt (according to the CIA World Factbook). The main sector of the French economy is the service sector, which in 2020 accounted for 79.4% of the country's GDP, industry accounted for 18.7% and agriculture - 1.9%. The service sector is the fastest growing and the only sector in the French economy where employment continues to grow.

The major branches of the service sector are trade, tourism, communications, transport and finance.

One of the key industries in France is tourism.

The tourism industry is a powerful engine of the country's development, bringing in about \$ 98.3 billion in revenue in GDP.

France is proud to have established one of the most advanced and efficient education and training systems. More than 1.5 million students study at universities in France, 10% of them are foreigners.

CHAPTER 1. CHARACTERISTIC OF THE DOMESTIC AND FOREIGN POLICY OF FRANCE .

1.1. Industry.

During the post-war period in France, one of the thickest and efficient transport networks of the world. France was one of the first in the world to introduce high-speed railways, primarily for passenger transportation. The Paris air hub in terms of passenger traffic ranks second after London.

Banking also makes a significant contribution to GDP. The internationalization of banking is increasing, reflecting France's desire to increase the global financial role of Paris. More than a thousand branches of French banks operate in 140 countries of the world . It is of interest to study the structure of gross domestic product of France. At the stage of distribution in the structure of GDP, the largest share is occupied by wages of employees (OT) (over 50%), 34-35% is gross profit (GV) and about 12-13% - net taxes on production (CHNR) .

Fig. 1 show that for 2018-2020. there have been no significant changes in this structure, it can only be noted that for 2018-2020 there is a decrease in the share of gross profit and an increase in the share of net taxes on production for 2018-2020. the relative growth rate of wages outpaced the relative growth rate of GDP by 47.7%, which, of course, increased the country's spending.

The sectoral structure of the final product also shows features. In the French economy, more than half of the gross value added (GVA) is accounted for by the sector of non-financial corporations, about 20% is occupied by the household sector, 17-18% is by the public administration sector, and only 4% is by the financial sector. corporations. Over 6 years in the sectoral structure of GVA, there has been a slight increase in the share of the general government and financial corporations (by 1.1 p.p. and 0.7 p.p., respectively) and a decrease share of the sector of non-financial corporations and households (by 0.8 p.p. and 0.9 p.p. respectively). (Industry - France - power, sector, 2021)

It is of interest to analyze the changes that have occurred in the sectoral distribution of income in France at the stage of its secondary distribution. For this, the structure of the country's gross disposable income (GDI) was calculated (tabl. 1.1).

Table 1.1

GDI per years

Years	E	I	S	S	
					, %
2010	467,250	474,592	-7,342	941,842	-
2011	503,641	519,126	-15,485	1022,767	8,6
2012	527,829	552,946	-25,117	1080,775	5,7
2013	546,588	581,543	-34,955	1128,131	4,4
2014	466,753	494,376	-27,623	961,129	-14,8
2015	520,469	558,080	-37,611	1078,549	12,2
2016	572,553	625,312	-52,759	1197,865	11,1
2017	595,230	640,240	-45,010	1235,470	3,1
2018	603,241	642,582	-39,341	1245,823	0,8
2019	611,812	651,051	-39,239	1262,863	1,4

Thus, in the process of generating income, the sector of non-financial corporations, that is, the sector whose main activity is the production of goods and non-financial services, is more involved.

Further, there is a redistribution of income through wages, net taxes, gross profit; the balance of current transfers is taken into account, and the resulting gross disposable income is transferred to the household sector to a greater extent.

However, there are certain problems in the regulation of the French economy that require a solution from the government. The key issue is the large size of government spending, which in 2019 amounted to 56.6% of GDP. The situation with unemployment in the country. The number of unemployed in France in 2013 exceeded 10% of the economically active population and reached a historical a maximum of 3.3 million people.

One of the main tasks of the country's leadership is to preserve against the background of the crisis of the current social security system, in the name of which at the end of 2020 was introduced a 75 percent tax on incomes over 1 million euros, which led

to an even greater withdrawal of business to neighboring countries - Germany, Spain and Italy.

Since a country is a permanent member of the United Nations Security Council, it can influence international political decision-making.

The main directions of the country's foreign policy are: policy in the Mediterranean region, activities in NATO, activities within the European Union, policy implementation within the framework of the international organization of cooperation of the French-speaking countries and the establishment of bilateral relations with individual countries. All this suggests that France is a "great power" [1, p. fifty]. France ranks 5th in global imports of goods, 4- ranked in the world (after the USA, Germany, Japan) in the export of industrial products. In Europe, it is the main exporter of food products. And in the world in this regard it takes the 2nd place after USA. (Writer, 2021)

France belongs to the countries with average openness of the economy with the volume of imports significantly exceeding the safe 15- percentage level (in 2014, export and import quotas were respectively 28.7% and 30.5%).

Foreign trade balance over the past ten years remained negative, while the maximum excess of imports over exports was noted in 2020. (Table 1). During the analyzed period, there was an increase in foreign trade turnover by an average of 3.7% per year.

The modern French economy is one of the most powerful in the world. At the turn of the XX and XXI centuries. France ranks 5th in the world in terms of per capita GDP among the leading Western countries, 5th in terms of its share in world industrial production, and 4th in terms of its share in world exports, however, in terms of economic development, it is inferior to Germany and a number of small countries. (Norway, Denmark, Switzerland, Luxembourg).

The processes that took place in the economy during the "thirty sad years" (as the French economic press often refers to the period from the beginning of the 70s to the end of the 90s) were ambiguous.

In the early 60s, at the time of the development of scientific and technological revolution and Western European integration, France completely lost its foreign possessions. A new

source of growth was needed, which in the new world economic conditions could only be industry. This required an urgent radical restructuring - overcoming the backwardness of the industrial sector, in particular heavy industry. Industrialization was especially dynamic in the second half of the 60s - early 70s. However, even in these years France was inferior to Germany and Japan in the dynamics of industry and economy, in the scale and depth of the changes taking place in them. At the beginning of the 70s, the country was disadvantageously distinguished from its main competitors by a lower level of concentration, an overestimated share of the agricultural sector in resources, production, exports, relative structural weakness of industry and industrial exports with their increased importance of light and material-producing industries. (France Industrial Production - France Economy Forecast & Outlook, 2021)

The consequence of these factors was insufficient competitiveness in the domestic and foreign markets, which in macroeconomic terms resulted in a long-term imbalance in the trade balance, weakness of the national currency, and chronic inflation.

The imbalances in the French economy were fully manifested with a jump in energy prices and a sharp drop in global demand in the first half of the 70s. All the countries of Western Europe experienced difficulties, but in France the processes of overcoming and new adaptation turned out to be especially protracted and difficult. The reasons are twofold:

- some imbalances (structural weakness of industry, overestimated labor costs) were sharper than in a number of other countries;
- the actions of the main production agents were not coordinated; each of them solved his own problems and acted with his own methods, which often contradicted each other, hindering the general course of development.

These moments were especially clearly seen in the first post-crisis decade. After 1973, there was not only a reversal in the growth trend and an aggravation of all macro problems, but also a threefold drop in the profitability of companies. Entrepreneurs had to restore it almost alone. At the macro level, at that time, only the problems of maintaining the pre-crisis dynamics of consumption and the level of employment were

solved, which, in conditions of low growth rates, only contributed to a further increase in specific labor costs.

Until the beginning of the 1980s, the more production decreased, the more unemployment increased and the consumption rate fell, the more actively the state fought against their manifestations, which only worsened the situation. Enterprises reduced investments, but failed to cope with debt and significantly increase profitability.

In the 80s, the economic development of France was characterized by slow growth rates, mass unemployment, and abrupt changes in the main directions of state regulation. The structural crisis of the world economy, the transition to a new type of reproduction had a strong impact on industrial production. After the crisis of the first half of the 1980s, French industry regained its production level only in 1986. (France Industrie : Our missions – France Industrie, 2021)

France's position in the global economy has weakened somewhat. During the 1980s, its share in industrial production decreased from 6.6 to 5.7%. Export opportunities have decreased. The unemployment rate has exceeded 10%. French industry was still underspecialized, struggling to adapt to rapidly changing market demand. The relatively low efficiency of the production apparatus is associated with the historical features of the development of the economy, which in the 50-60s. mainly focused on the domestic market, and in foreign relations developing countries occupied a large place, mainly within the former colonial empire. An important role in this process was played by the dominance in the structure of the economy of the credit sector, which usually shows excessive caution in the implementation of long-term industrial projects.

A characteristic feature of the economy in the 90s (which is called the "period of sluggish recovery") was a slowdown in the rate of development, the lowest point of which was the economic recession in 1993. The recovery in the economy, which began in the spring of 1994, slowed down in 1995-1996, so and did not develop into a cyclical rise. From the spring of 1995, the economic mechanism began to give noticeable failures. The wave of strikes that swept across the country at the end of 1995 had an additional destructive effect on him. Economic growth slowed down: at the quarterly level, GDP growth was close to zero. In industry, the rate of output also slowed down, and by the end

of 1996 the level of production had not reached the pre-crisis maximum. In general, in 1995 - 1996. GDP growth rates dropped, being below the "normal" for the French economy in the 70s - 80s. The French economy was unable to overcome the consequences of the crisis of 1990-1993, which was the longest since the Second World War, and was second only to the crisis of 1974-1975 in depth, and retained a number of structural and cyclical imbalances.

This is the result of the extremely high level of real bank interest rates in the 1980s, which changed the balance of power in favor of finance capital. Its representatives were interested in stabilizing financial markets and used the situation for more profitable investments. Hence, the decline in investment in the production sector in the 90s.

In June 1996, a government report on taxation was published and an impending major tax reform for 1997-2007 was announced. Its goal is to bring the tax system in line with European standards and stabilize economic growth.

The government intended, in particular, to abolish many complex tax credits, reduce income tax rates to the level of other Western European countries, and carry out a broad reform of company taxes levied by central and local governments. By 2019, it was planned to reduce income tax, reduce the minimum and maximum levels of taxation, and increase mandatory contributions to the social insurance fund 2018 year. Weak economic growth puts the new French government in a difficult position: on the one hand, it is necessary to fulfill the tax cuts promised during the elections, on the other hand, to fulfill the agreement signed in the EU, according to which France agreed to bring its budget to zero deficit in 2004. True, it was assumed that economic growth would be about 3%, which is much higher than the real level. And although many economists are now declaring, to put it mildly, the unreality of a deficit-free budget in 2004, the government intends to adhere firmly to the stated guidelines.

2007-2009 France is a highly developed country, nuclear and space power. In terms of the total volume of the economy, the country occupies leading positions in the European Union and is consistently among the top ten in the world.

In 2019, France's GDP fell by 2.2%.

A traditional feature of French economic policy is a large share of the public sector, especially in strategically important areas - the oil and gas industry, transport. There is planning, but it is not normative, but indicative (the targets are not normative for private enterprises). The share of foreign capital in the economy is large (industry up to 40%, real estate about 27.5%, trade - 20%, services - 9%). More than 20% of workers work at enterprises with foreign capital. The share of foreign capital in computer science and other branches of advanced technology is especially large (over 50%).

A significant part of GDP is provided by industrial production - 20%, it provides more than 30% of jobs, 40% of investments, 80% of exports. France has significant reserves of minerals: iron and uranium ores, bauxite, potassium salts, etc. This creates a base for mining and heavy industries. In terms of the level of development of non-ferrous metallurgy, the country occupies leading places in the world ratings, in terms of steel production it is in third place in Western Europe.

The leading sector of the French economy is industry, which accounts for about 27% of all employed, produces about 30% of GDP. It accounts for approximately 50% of the export value. The main place is occupied by power engineering, mechanical engineering and chemical industry. In connection with the poverty of traditional energy resources after the Second World War, particular attention was paid to the development of nuclear power, which relies mainly on its own scientific, technical and raw material base, partly on the import of uranium ore from Niger, Gabon and other African countries. The peak of industrial development in France fell in 1960-1973, with an average growth rate of about 7%. But later the rate began to decrease and in the 80s it was already 1%. The production of traditional goods - textiles, leather, as well as paper, metallurgical products, building materials - has especially decreased. The chemical and food industries have experienced fewer changes.

A characteristic feature of the industrial development of the 1990s is the high rates of development of the industries that determine the scientific and technological progress. In the world market such industries as aerospace and military industry, general mechanical engineering and metalworking, automotive industry, non-ferrous and ferrous metallurgy, electronic and electrical industry, nuclear energy, pharmaceuticals,

perfumery, chemical industry have gained recognition. France is increasingly focusing on knowledge-intensive sectors of the economy, which enhances the competitiveness of industrial products.

France occupies leading positions in robotics, communications, production of new materials, biotechnology, microelectronics and even energy.

Energy is a developed industry in France. It relies on the use of both its own and imported fuel and energy resources: coal, oil, natural gas, nuclear fuel. The country is provided with its own energy resources for less than half. France imports more than half of its energy resources. Among the countries of Europe and the world, France stands out for its high share of electricity, which is produced at nuclear power plants. For the level of development of nuclear energy, France is second only to the United States. In France, in contrast to Ukraine, nuclear power plants with a capacity of up to 1 million kW prevail. Among other power plants, CHP plants are distinguished, which are built in industrial areas and near large cities (7.3%).

There are more than 50 NPP power units operating in the country, which annually produce more than 70% of all electricity. The country has many unique nuclear power centers. For example, in Tricasten (in the Rhone Valley) there is the largest uranium enrichment plant in Western Europe, and at Cape L'Ag there is the largest nuclear power plant core regeneration plant in the region. Nuclear energy provides more than 1/3 of all energy consumption in the country. However, about 10 million tons of coal, 3-4 million tons of oil and 3 billion cubic meters of natural gas are mined there per year, which is why the country's overall self-sufficiency in energy resources does not even reach 50%. The country's coal industry is in crisis. Coal production is constantly decreasing. In 2020, 7.5 million tons of coal and over 2 million tons of brown coal were mined in France, and in the next 5 years - 3 and 0.5 million tons, respectively. Annually, 2-3 thousand tons of uranium ore are mined in the Central Massif.

Oil and natural gas production is insignificant, although French refineries process over 75 million tons of crude oil. Oil comes mainly from the Southwest countries.

Ferrous metallurgy is well developed in France. The republic is one of the largest producers of ferrous metals, ranking 2nd in the Western European economic and

geographical macroregion, and fifth in Europe after Russia, Germany, Italy and Ukraine. For the production of ferrous metals, mainly local raw materials are used. 13-14 million tons of pig iron and 18-19 million tons of steel are smelted annually. Moreover, about half of the pig iron and 1/4 of the steel are produced in Lorraine, where the factories operate on local iron ore and partially on their own coke. Of great importance are two large metallurgical plants built by the sea in Dunkirk and Fos (satellite of Marseille), operating on imported raw materials and fuel. In the mountainous regions - Savoie, Massif Central, Pyrenees - near hydroelectric power plants, electrometallurgy is developed (production of ferroalloys, high-quality steels and non-ferrous metals).

France has a developed non-ferrous metallurgy, especially aluminum, copper and lead-zinc. For the production of bauxite, the country ranks first in the Western European macro-region and is among the twenty largest producers (490 thousand tons), and for aluminum smelting (620 thousand tons) it is second only to the Russian Federation and Norway in Europe, being one of the ten largest world producers.

Mechanical engineering is the main industry in France. It has 6,500 enterprises. The share of the industry in the total value of the country's manufacturing industry is almost one third. In terms of the cost of engineering products, France ranks fourth in the world, almost twice behind Germany, four times behind Japan and seven times behind the United States. A feature of the engineering industry in developed countries is the high export potential of their products. Although in France it is half as much as in Japan, more than a third of the country's total export value is accounted for by engineering products.

Mechanical engineering is developed in all regions of France. The leading branch of mechanical engineering is transport engineering, although in the 90s of the XX century its volumes have dropped significantly. However, certain industries, in particular the automotive industry, are developing. For example, in 1998 France produced almost 3 million cars, including over 80% of cars, which is the fourth largest in the world. Most of the automobile enterprises have moved to the outskirts of the Capital Region and even to remote areas of France - Normandy, Elsass, Rhone-Alpes.

An important branch of mechanical engineering is aircraft manufacturing. For the production of aircraft, France ranks first in the world. In terms of the number of employees and production volumes, it is second only to the USA. Aviation industry

centers - Paris, Toulouse, Bordeaux. The aircraft industry in France, unlike other countries, is owned by the state.

France is a large manufacturer of railway equipment, heat and electric locomotives. The country ranks first in the world in the production of high-speed trains. The chemical industry is engaged in the production of mineral fertilizers, plastics, synthetic rubber, detergents, medicines, etc. Chemical plants are usually based on cheap raw materials and energy.

Textile is an important branch of light industry, which occupies traditional regions - in the north, where linen and woolen production is developing.

Among other industries, the food industry remains important. It is characterized by small enterprises located in small places and in rural areas. The leading industries are meat, dairy, canning, bakery, and production of alcoholic beverages.

France is among the top five countries in the world for the production and export of chemicals; specialization - production of mineral fertilizers (it has its own raw material base), synthetic rubber and plastics. There are large factories in almost all regions. Local raw materials were developed: in Lorraine - coal chemistry and soda production, in Alsace - the production of potash fertilizers, in Landach - wood chemistry, etc. Large petrochemicals in the industrial hubs of Marseille and Lower Seine grew on imported raw materials, cheap electricity attracted electrochemistry to the Alps and Pyrenees, and in the Lyon region, the textile industry stimulated the development of related chemical industries. Fine chemicals (pharmaceuticals, perfumes, etc.), as well as the production of tires, are characteristic in the capital. In contrast, other large rubber factories at Clermont-Ferrand and Pontlusson were located in rural areas, relying on cheap labor. The development of pipeline transport stimulated the construction of new chemical plants in Lyon and Strasbourg.

The most important branch of light industry - textile - has lost its former importance in the French economy, but in terms of the scale and quality of products, it still occupies a prominent place in the world. So, in the production of fabrics, France, along with Italy and Germany, is the leader in Western Europe, differing from these countries in a higher share in the consumption of cotton and wool and a lesser share in chemical fibers. Due to the crisis in the sale of textile products in foreign and domestic markets, textile production has long been in decline

The number of people employed since the mid-50s decreased by 3 times. The textile industry is concentrated in three regions. In the north (Roubaix, Tourcoing, Armentières, Cambrai), there are concentrated woolen, linen, jute factories and a significant part of cotton spinning. The slopes of the Vosges and Alsace are the main areas of the cotton industry (centers of Mulhouse, Epinal). Lyon, formerly famous for the production of fabrics from natural silk, is now the center of the main area for the manufacture of chemical fibers and fabrics from them. The most important knitwear manufacturers are Troyes, Paris and Roubaix.

The clothing industry is of great importance. Her products are in great demand also outside the country. The main "trendsetter" and the center for the production of clothes and haberdashery is Paris. The food industry has a large scale; French wines, cheeses, and confectionery are especially famous.

Already from the list of the main centers of individual industries, it is clear that industry is distributed very unevenly. 1/5 of the production is created in Paris and its suburbs (Ile-de-France), and the same amount - in the Lyons and Northern regions combined (only 17% of the country's territory). The level of industrialization in the north and east of the country is much higher than in Central, Western and Southern France, where there are no large industrial regions, although there are some important industrial hubs (Marseille, Toulouse, Bordeaux, Nantes, Clermont-Ferrand).

The latest industries.

The newest industries provide 20% of manufacturing jobs and the same volume of exports. France is one of the most advanced countries in the aerospace industry as well as in the production of weapons. To counter heightened international competition, and to reduce research and development costs and production costs, French businesses have established partnerships with their foreign counterparts.

The aerospace industry employs about 100 thousand people. About half of its products are exported. The industry consists mainly of state-owned enterprises such as Aerospatiale Matra and Snecma.

The space industry also developed within the framework of international cooperation, uniting about 15 states. An example of such cooperation is the Ariane space

program, according to which a very tight plan for launches for the coming years of the Ariane-5 rocket is drawn up, which ensures the launch of a load weighing 6 tons into orbit (versus 4 tons by the Ariane-4 rocket).

France is involved in the launch of communications and tracking satellites into orbit, such as SPOT and Helios. These satellites are manufactured by Aerospatial Matra and Alcatel Espace.

The electrical and electronic industry is characterized by a wide variety of products. The industry, which mainly fulfills government orders, is dominated by large associations. The Alcatel Group, which has acquired a number of companies over the past ten years, remains the leader in telecommunications. The Alstom company, associated with the British company GEC, specializes not only in railway rolling stock (high-speed trains), but also in equipment for power plants. It, in particular, holds the first place in the world for the production of combined cycle turbine generators.

1.2. Agriculture.

France is the leading agricultural country in the European Union. It has the largest arable land area (over 30 million hectares) and their highest productivity (grain yield 60 kg / ha). France accounts for more than 21% of the agricultural products of the EU countries (in value terms). France is the largest exporter of agricultural products in Europe and the second in the world (after the USA). Particularly great is the role of France in the supply of grain (50 million tons per year, mainly wheat and corn) to the world market. It also supplies meat (beef, pork and lamb), dairy products, vegetables, fruits and wine.

In agriculture, group forms of farming have become widespread. The most important place among them is occupied by cooperatives, primarily in the use of agricultural machinery. Cooperatives operate in all areas of production. In winemaking they provide 50% of production, 30% of canned vegetables, over 25% of meat trade, over 40% of dairy products. In the mid 60s. agricultural production associations appeared, which arose as an expression of the desire of small and medium-sized producers to withstand the offensive of big capital.

France ranks first in Western Europe in the production of grain, milk, sugar beet, second in the production of meat and potatoes (after Germany) and grapes (after Italy), is the

largest exporter of agricultural products. The structure of agriculture is characterized by a wide variety of industries with an approximate equality of the importance of plant and animal husbandry. (Overview of French Agricultural Diversity, 2021)

The main thing in crop production is grain production (harvests 55-60 million tons per year). The leading crop is wheat, which usually occupies about 1/4 of arable land and 1/2 of the area under grain crops. The main wheat regions are the North French and Aquitaine lowlands. The average yield is more than 60 kg / ha. The importance of maize (the main crops - in the southwest) and barley is great. Rye is cultivated on the poor soils of the Massif Central, and rice is cultivated in the Rhone delta. An important role is played by the widespread potatoes and sugar beets, the crops of which, like the sugar factories, are concentrated in the North French lowlands. In some places, hops, flax, tobacco, sunflowers, rapeseed, and flower plantations (near Nice) are of great importance.

The role of viticulture and vegetable growing is great; they give 8-10% of the total value of agricultural products. The bulk of the grapes is used to make wine - an average of more than 60 million liters per year. For the production of grape wines and their quality, France ranks first in the world. The brands of drinks "Champagne", "Cognac", "Kagor" and many others are widely known outside the country. The main region of viticulture - Languedoc gives about 1/3 of the production of wines, but these are mostly ordinary wines. Vintage wines are produced in the Bordeaux (Gironde) region, in Champagne, Alsace, and the Loire Valley.

Fruit and vegetable growing is the main specialization of many small areas supplying fruits and vegetables to cities and industrial areas, primarily Paris. Of the fruit trees of temperate latitudes, the most common are apple (especially in the northwest), pear and peach. The Mediterranean region is characterized by plums and citrus fruits. Livestock breeding has a meat and dairy direction, the most important industry is cattle breeding (21.5 million heads, 1994). The main livestock region is North-West, where 1/3 of the cattle livestock is located, pig and horse breeding are developed. The second region in terms of the number of cattle and pigs and the main area of sheep breeding is the Central Massif. In the Paris and Northern regions, the density of livestock is not so high, but the intensity of animal husbandry is higher here. Livestock raising is underdeveloped in Mediterranean France, where the fodder base is poor. In recent years, agriculture has been

suffering from an aggravation of the agrarian crisis caused by the limited internal market and contradictions in the EU agrarian policy (the production of grain, milk, grapes is limited).

Fishing plays an important role in the economies of many cities along the Atlantic Ocean and the English Channel. The main fishing area is the waters of the North Sea and the North Atlantic (herring, cod). But seafood imports are more than exports. The main fishing ports are Boulogne, Lorient and La Rochelle. Oyster fishing is developed.

Breeding cattle:

This industry is the most developed within the French livestock sector. And in terms of the cost of production, providing more than 1/3 of the agricultural product, cattle breeding takes 1st place in the agriculture of France. (Farming France | Food and Agriculture Organization of the United Nations, 2021)

In terms of the number of cattle, France surpasses all the countries of Western Europe. It accounts for 21.4 million heads, Germany - 18.4 million, Great Britain - 11.7 million, Italy - 7.7 million, the Netherlands - 4.9 million.

Taking into account the great livestock powers of Asia, Latin America and the United States, France ranks 6th in the world in terms of the number of cattle, after India with its 198 million heads, Brazil - 152 million, the United States - 99 million, China - 81 million and Argentina - 51 million heads.

But given the fact that in some of these countries (in particular, in India) cattle breeding is not of great economic importance, and in others it is not highly efficient, France's place in meat production is higher.

Cattle make up half of the total livestock in France. There are currently about 30 major cattle breeds in the country. The Norman dairy and meat and dairy breed (more than 3 million heads), the Charolais meat breed (about 1.5 million), and the Limousin breed (meat and dairy, 0.7 million heads) are especially famous. There are minor as well as crossbreeds.

In recent decades, a lot of work has been done to improve the breeds. Improved diets, which helped to improve the quality of meat and dairy products.

This was also facilitated by an increase in the concentration of production. Cattle farms in France were generally small. In 1942, for example, about 1.3 million farms had dairy cows, half of the farms had only one two cows each, 80% of the total number of farms each had less than 4 cows at their disposal, and only 10% of farms had more than 20 cows each. (Topic: Agriculture in France, 2021)

The number of large farms has increased dramatically in recent decades. They carry out versatile technical upgrades. The main center of cattle breeding becomes the North-West of France.

The production of beef is increasing from 875 thousand tons in 1938 to 1.6 million tons and 350 thousand tons of veal at the present time.

The volume of dairy production is also growing. Organizational and technical shifts are especially clearly manifested here. Over the past 10 years, the number of milk suppliers has been reduced from 384 thousand to 173 thousand. But the rest have modern equipment, automatic milking mechanisms, refrigerators, which completely changes the nature of production. Areas of intensive livestock production with a large proportion of large farms in northern France have the highest productivity rates. These areas provide most of the nationwide milk production. More than half of the country's milk production is accounted for by 7 departments of the Northwest.

In terms of the production of whole milk products, France is the second EU country (22.1% of total production, while Germany - 25.2%, Great Britain - 13.7%, the Netherlands - 10.2%, Italy - 9.2%).

But the role of France in the production of dairy products is greater. Thus, France is the world's second largest producer of butter. In recent years, about 500 thousand tons of oil have been produced here, and in the USA a little more than 600 thousand tons. Norman oil is internationally famous.

France is a classic world center for cheese making. There is a kind of cheese cult in the country. Several years ago I had to attend the national cheese festival. Pretty girls in bright clothes of various historical provinces regaled the participants of the holiday with cheeses of this particular province. This is not surprising, since in France, there are more than 400 varieties of cheeses that are of general French and international fame. The French call cheeses "the smile of life". The consumption of cheese is a whole science that can only be compared with the traditions of wine consumption.

The total production of cheese in recent years in France stands at the level of 1.5 million tons, which puts it in second place in the world after the United States.

France is a major exporter of live cattle, carcasses, meat and meat products, butter and cheeses. She sells to Italy hundreds of thousands of lambs every year, receiving many billions of francs. At the same time, French purchases are also growing, especially from EU partners and a number of other countries.

Pig breeding: in the development of this industry, great changes have taken place in the post-war years. First of all, its economic organization is completely changing. Previously, family farms dominated here. And now they have given way to large enterprises. An example is Brittany, which has become the main area of industrial pig production. In the late 60s. there were 100 thousand family farms. Now there are only 10 thousand large enterprises left, moreover, united by some kind of private structures or specialized cooperatives. 5.5 thousand of them supply 80% of pork to the market. Some of them establish links with industry or set up sausage factories themselves. The coexistence of industrial associations, cooperatives and industrial firms is producing good results.

In the 90s. pork production is growing in France. In 1993, for example, it increased by 10%, which made it possible to reduce pork imports and increase the country's self-sufficiency. But in the production of pork, France is inferior to Germany. The volume of production in Germany is 3.5 million tons, in France - 2.1 million tons (2nd place among the EU countries).

Pigs are raised primarily in areas producing potatoes and large quantities of milk, and whey is used to feed pigs. These conditions contributed to the growth of pig production in Brittany. 4 Brittany departments today have more than 6 million pigs, which is more than half of the total pig population. In the Northern and Parisian regions, pig production is based on the use of sugar beet waste.

Poultry:

This industry is said to “go from success to success”. French meticulous statistics have calculated that the country now has 45 million chickens, 20 million ducks, 6 million geese, 4 million turkeys. This puts France, in their opinion, on the 2nd place in the world

after the USA. In any case, France is the first producer of "white" meat in Europe; it accounts for approximately 10% of cured poultry in the EU countries.

In France itself, poultry farming, although widespread, has been increasingly concentrated in several areas in recent years. The most important today are the Loire Valley, which accounts for 20% of the national production, and Brittany, more than 35%. It is these areas that are distinguished by a high level of industrial poultry farming. In Brittany, for example, 3 thousand large farms have been formed, which produce 90% of the production of chicken and eggs. Large farms have close ties with industrial enterprises. Industrialists supply feed and purchase a significant portion of the product. The Du group, which produces 700 thousand tons of chicken meat, and the Bourgoignon and Guyomard groups are very famous among them. The production of "white meat" in France in recent years has reached 1.9 million tons, including 1.1 million tons of chicken meat, 130 thousand tons of duck, 50 thousand tons of goose. To this must be added 940 thousand conditional tons, into which the volume of collected eggs is converted.

Poultry products are actively involved in French foreign trade. This sector traditionally has a positive external trade balance, which in recent years has reached 5-6 billion francs. But competition is growing in international markets, for example, with the United States and Brazil in the Middle East. The partners - competitors in the EU are also increasing their supplies in France.

Breeding of rabbits is closely connected with poultry farming, which gives meat, fluff, skins. Rabbit breeding is of particular importance in the Loire Valley and in the north of the country. The meat production of rabbit breeders is at the level of 100 thousand tons.

In general, France is a very famous agricultural country. It ranks first in Europe and in the world for the production of sugar beets, grapes - second in the world and in Europe (after Italy). By the number of pigs raised - 9th in the world and 5th in Europe. (Agriculture in France : From the wheat in Beauce to the Limousine of the Massif Central, 2021)

The structure of agriculture is characterized by a great variety of industries and approximately the same importance of livestock and crop production. (Administrator, 2021)

Agriculture is highly industrialized. In terms of saturation with technology, the use of chemical fertilizers, it is second only to the Netherlands, Germany, Denmark. Technical equipment, increasing the agricultural culture of farms led to an increase in the level of self-sufficiency of the country in agricultural products. For grain, sugar, it exceeds 200%, for butter, eggs, meat - over 100%.

Agriculture accounts for about 4% of GDP and 6% of the country's labor force, but it provides 25% of the EU's production. A characteristic feature of the socio-economic structure is the rather small size of farms. The average land area is 28 hectares, which exceeds the corresponding figures for many EU countries. Land tenure is highly fragmented. More than half of the farms live on their own land. Large farms are the leading force in production. 52% of agricultural land falls on farms over 50 hectares, which make up 16.8% of their total. They provide over 2/3 of production, occupying a dominant position in the production of almost all branches of agricultur

CHAPTER 2. STARTUP MARKET IN FRANCE .

2.1. Industrial development in France.

France ranks fourth in the world among exporters of industrial products (mainly equipment) and second among exporters of services and agricultural products (in particular, cereals and agri-food products). France continues to rank first among producers and exporters of agricultural products in Europe. At the same time, France carries out 63% of its trade with partners in the European Union (50% with the countries of the euro area).

France ranks fourth in the world in attracting foreign direct investment. Indeed, investors appreciate the qualifications of the workforce in France, the high level of scientific research, mastery of advanced technologies, financial stability, and good control over production costs.

Gross Domestic Product - GDP: 1.9 trillion euro (at current prices); GDP per capita - 34 thousand US dollars

- GDP growth rate: + 0.3%, forecast for 2010. + 1.2%
- Inflation: 2009 + 0.1%, forecast for 2010. + 1.2%
- State budget deficit: 2019 7.9% of GDP, forecast for 2010. 8.2% of GDP
- Trade balance in 2020. - "minus" 64.3 billion euros
- Public debt: 2019 77.4% of GDP, forecast for 2010. 83.2% of GDP

- Unemployment - 9.3% of the working-age population
- Agriculture
- Agricultural holdings: 680,000
- Active agricultural population: 910,000
- Arable land: 29,945,000 ha, or 54% of the metropolitan area

The woods

- Forests cover about 15 million hectares, or 26% of the territory of France.
- Energy
- Level of energy independence: 48% Primary energy consumption: 249.4 million tonnes in oil terms

Energy consumption distribution:

- Oil: 39.7%
- Primary electricity: 35.5%
- Gas: 13.7%
- Coal: 6.4%
- New types of energy: 4.7%
- Net electricity production: 486 billion TWh, 76% of which is nuclear. Cost of generated energy: € 9.3 billion.

Industry.

The most advanced industries in France:

- Construction and public works Annual turnover: .93.15 billion euros. Five French construction groups are among the first European construction firms (Bouygues, the number one European construction group, SGE-Vivandy, GTM Group, Eyffage and Cola)
- Agri-food industry Annual turnover: 108.24 billion euros. Number of employees: 398,000. Trade surplus: 8.84 billion euros.
- Chemical industry Annual turnover: 70.126 billion euros. Number of employees: 236,500 people
- Fashion and luxury goods industry This sector includes: high fashion industry, jewelry production and trade, leather goods production, perfumery industry, cosmetics industry, crystal production. Major industrial groups in the sector: Yves Saint Laurent, Vuitton,

Chanel, Baccarat, Hermes, Jean-Paul Gaultier, Dior, Cartier, ... Annual turnover: 31.4 billion euros. Number of employees: 220,000 people (Smart Industry Solutions and Products PDF Guide - STMicroelectronics, 2021)

- Pharmaceutical industry Annual turnover: 28.4 billion euros. Number of employees: 94,500. Ranks fourth in the world among manufacturers and fifth among exporters. Main enterprises: The merger of Ron-Poulenc with the German company Hoechst resulted in the emergence of Aventis-Pharma, Sanofi, Sintelabo, Biomerieux, Servier and Pierre Fabre.

- Automotive industry Annual turnover: 86.642 billion euros France is the third largest exporter of passenger cars in the world. The trade surplus in this sector is approximately € 9.3 billion. PSA (Peugeot Citroën) and Renault are the two main groups in the automotive industry. Car production reached 4,519,000. Number of employees: 236,500 people.

- Processing industry Annual turnover: 42.79 billion euros. Among the enterprises of the processing industry are the Yuzinor group (steel processing), Peshine (aluminum), Sen Gobain, the leader in glass production and the second world exporter. Plastic Omnium and Sommier Allibert are the two French leaders in plastics processing, and Michelin is the world leader in tire production.

- Telecommunications, information technology and communications technology Annual turnover: 67.23 billion euros. Installation of telephones: 34 million lines Use of telephone cards: 100 million France Telecom has 49.5% of the market, Segetel-SFR 37.5%, Bouygues-Telecom 13%.

- Aviation and space industry Annual turnover: € 19.85 billion. Number of employees: 95,300 people Main enterprises: Matra Aerospatial (a member of the European consortium Airbus Endustry), Dassault Aviation, Eurocopter France, Hispano-Suiza, Snecma.

Research and development.

France ranks third in the field of scientific research among the countries of the Organization for Economic Cooperation and Development after Japan and the United States.

Transport.

- Road network The densest road network in the world and the longest road network in Europe (965,916 km), of which 9,011 km are motorways (second in Europe)
- Railway network of 31,770 km of railway tracks. France holds a speed record (515 km / h) on high-speed trains (TGV), which carry out transportation on a network of special tracks with a length of 1,281 km, which allows reaching speeds of 270 km / h and more. Annual traffic: 295 million passengers on the conventional rail network, 71 million on the TGV network, 528 million on the Ile-de-France network and 133.8 billion tons of freight.
- Air transport More than 100 million passengers and 4.8 billion tons of cargo per year. 904 aircraft (planes and helicopters) fly the French flag. Paris Airport: 708,000 commercial aircraft flights (1999), 69 million passengers (eighth in the world) and 1.36 million tonnes of cargo and mail.
- Merchant fleet of 210 vessels with a total displacement of 4.1 million tons carry 91.5 million tons of goods per year. Marseille ranks first among the ports of France and third in Europe, with a turnover of 95 million tons per year. (Ian C. Mills, 2021)

Services.

Banks and financial services.

The volume of stock market capitalization of shares listed on the Paris Stock Exchange reaches 844.4 billion euros, which is 50% of France's GDP. This puts the French capital in seventh place in the world.

The main French banks are: Credit Agricole, Societe Generale and Banque Nacional de Paris (BNP).

Insurance.

With an annual turnover of 167.9 billion euros, the French insurance system has consolidated its position in fourth place in the world classification. Aksa, which ranks first in Europe among insurance companies, SNP and AZF are the three main insurance companies in France.

Tourism.

France is the most visited country in the world (70 million foreign tourists a year). With an annual turnover of 25.6 billion euros, France has the third largest tourism revenue

in the world after the United States and Italy. The trade surplus in this sector reaches more than € 10.67 billion.

During the 20th century, much of the innovation in high-tech industries took place in medium to large organizations (Chesbrough, Vanhaverbeke, and West 2008). In addition, with the adoption of the Bay Dole Act of 1980 in the United States (Mowery 2004) and similar legislation in other countries, a framework has been created for the transfer of technology from public universities and research centers to the high-tech industry. This helped to increase the speed at which scientific advances were transformed into technological products and successful businesses.

However, the popularization and widespread use of the Internet in the 1990s and mobile technologies in the 2000s further accelerated the creation and adoption of new technologies. While development cycles, from idea to commercialization of a product, in large companies and traditional technology transfer mechanisms usually last 5 to 10 years (Fig 2011) due to the inherent bureaucracy and lack of flexibility associated with large, structured organizations on the Internet - innovative ideas can be developed, tested and adopted in 1 or 2 years, and in some extreme cases, in a few months (Benkler 2006; Goldman and Gabriel 2005). In 5-10 years, these technologies often outperform the new generation and become obsolete. This makes traditional innovation mechanisms not always suitable for a wide range of new technological ideas related to software and the Internet.

Software startups provide a much more flexible framework for developing and developing innovative ideas. A startup is a temporary organization looking for a scalable, reproducible, profitable business model (Blank and Dorf 2012). A small startup founded by two or three entrepreneurs with few employees can create and test the feasibility of dozens of new business idea opportunities, producing a viable product in a matter of months. This flexibility fosters the creation of thousands of software startups around the world every year. Based on the largest database of startups (Crunchbase 2014), over 200,000 startups have been created over the past 10 years (Igor Yankovsky. Developing an ecosystem of biomedical startups.). These businesses are centered around a few large

startup centers where a supportive ecosystem thrives. In this article, we'll focus on one of the most prolific startup hubs in the world: Israel.

In the 21st century, a country's ability to develop new science and transform it into innovative technologies, transforming them into successful, sustainable businesses that generate income and high-quality jobs, is of paramount importance to the country's development and quality of life. its citizens (UNECE 2012). Through our research, we hope to contribute to an understanding of how fertile software startup ecosystems work, leading to a better understanding of how their contribution to the country's economy can be enhanced.

In this article, we will describe the research we conducted in the Israeli ecosystem of software startups from July to December 2013. Based on 48 meetings and interviews with startup founders, CTOs, CEOs, developers, angel investors, venture capitalists, scientists, and incubators and accelerators. managers, and observations from dozens of startups and other organizations, we have conceptualized and shed light on some key research questions regarding the nature of startup ecosystems in general and the case of Israel in particular. We expect this work to provide valuable insights and insights for both academics and practitioners interested in improving the performance of launch environments around the world. It can also be used as a basis for future research in other parts of the world, leading to comparative analysis. (Raod Transport France - Girtoka Logistics, 2021)

The rest of this article is organized as follows. Section 2 discusses related work on startup ecosystems and the Israel case. Section 3 presents our research questions and methodology. Section 4 contains a brief description of the Israeli context. The second part of the article is devoted to the results of our research. Section 5.1 provides a conceptual framework for launching an ecosystem. In section 5.2, we answer research questions and present a SWOT analysis of the Israeli ecosystem. In section 6, we present our findings, compile a summary list of lessons learned from this study, present a summary version of our conceptual framework, and discuss future work.

Kakati (2003) conducted a cluster analysis that showed that patterns can be found that separate successful and unsuccessful businesses. The author suggests that it is not the

uniqueness of the product compared to competitors that makes a successful startup. On the contrary, it has to do with the firm's ability to meet the unique requirements of its clients. According to Kakachi, the most important attributes of a startup's success are entrepreneurial quality, resource base and competitive strategy; In addition, it is recommended that multiple performance criteria be used to measure startup success rather than a single measurement (such as ROI or market share).

In terms of startup ecosystems, in *Secrets of Silicon Valley*, Piskione (2013) explores the characteristics of the world's first and most successful startup ecosystem, which has spawned over 6,000 innovative companies. For her, there is a common set of views, values, goals and practices that make the Valley a unique place that is difficult to replicate. However, some of the characteristics of the valley can be (and in fact are already) replicated elsewhere. Pissione points to the characteristics of a healthy startup ecosystem: (1) having a high-profile university (like Stanford), (2) a cultural mix of experienced and talented entrepreneurs, investors, and academics, (3) wellness and quality of life with casual offices, a healthy work culture and disregard for hierarchical communication patterns, (4) people from different parts of the world and the 1990 Immigration and Citizenship Act, which encouraged highly skilled immigrants to move to urban centers, (5) risk and failure are perceived as part of the entrepreneurial path, (6) genuine entrepreneurs eager to change humanity, (7) a well-developed patent industry, (8) passionate, authentic, driven by ideas, (fearless in risky, trustworthy and resilient people), (9) no idea is considered crazy, (10) the venture capital industry capital on a virtuous cycle where successful entrepreneurs take their earnings to invest in new startups, and (11) a networked culture of free exchange of ideas. As we will see in section 5, many of these characteristics are present in the case of Israel.

Hwang and Horowitz (2012) argue that the success of Silicon Valley as a fertile environment for innovation is due not only to the availability of skilled labor, capital and technology, but most importantly, the unique differences in social behavior represented by people in the valley. They proposed a model for innovative rainforest ecosystems as opposed to the traditional plantation or agricultural model. The rainforest metaphor, with its diversity and its inherent chaotic processes, better reflects what is important for the

emergence of innovation. They argue that the ecosystem's ability to drive innovation stems from its diversity of talent, trust across social barriers, motivation that transcends short-term rationality, and social norms that foster rapid, “messy” collaboration and experimentation among people (Hwang and Horowitz 2012). Our findings indicate that this particular social behavior is widely present in the Israeli ecosystem, as detailed in section. (Latest France Tourism Statistics & Industry Trends (2020-2021), 2021)

Measures of the French Government to support national exports.

The state of affairs in the field of foreign trade forced the Government in the period from the summer of 2008 to take a significant number of measures to support export projects, including:

1. Reforming the financial procedures of COFAS (French Insurance Company for Foreign Trade), including:

- ✓ cancellation of the fee for opening a dossier on a company
- ✓ elimination of the costs of calculating the share of foreign participation for enterprises whose turnover does not exceed 75 million euros per year;
- ✓ commercialization of insurance preparatory measures for the introduction to foreign markets with the help of regional CCI and Ozeo by involving banks in the insurance process;
- ✓ encouraging this type of insurance for innovative enterprises (in particular, increasing the guaranteed share of expenses from 65 to 80%).
- ✓ increasing the ability of COFAS to take risks with a government guarantee within the framework of a countercyclical credit insurance policy (in particular, in relation to Brazil, China and India).

2. Expansion of the activities of "Ubifrance" (French Agency for International Enterprise Development), including:

- ✓ in France - the development of a single territorial network by concluding agreements with retail chains (during the first half of 2008);
- ✓ abroad - creation of Ubifrance offices with the aim of the subsequent transfer of trade functions to them from foreign economic representations (since 2009).

3. Development of systems of international internships at enterprises by opening access to this procedure for French enterprises based abroad and having a partner in France, as well as introducing the practice of consolidating the skills acquired during the internship in the form of a European diploma.
4. Involvement of 15 largest French exporters in the development of SMEs, including the creation of Market Councils, establishing contacts, developing partnerships, legal and commercial support, assistance in market analysis, holding salons, organizing subcontracting, etc. Regular monitoring of the results of the implementation of these measures is expected.
5. Action on new geographic areas: strengthening of France's presence in the largest or fastest growing world markets, in the most dynamically developing zones, as well as in those sectors of the domestic market where French manufacturers are traditionally inferior to European competitors. In this regard, two priority export development zones have been identified: the Europe-Mediterranean zone, which includes 26 EU countries, Switzerland, Norway, Croatia, Turkey, Morocco, Algeria, Libya, Egypt, Israel and Lebanon, as well as the “large format” zone, which includes 20 countries, including Russia, USA, Brazil, Japan, etc.
6. Continuing the development of sectoral action plans with a view to joining efforts to promote the export of certain sectors: since 2005, 11 action plans have been implemented and 240 collective actions have been carried out with the participation of over 4,000 French enterprises.
7. Support for exhibition activities and the activities of foreign offices of enterprises in order to activate them and expand the number of participants, including with the active participation of economic missions; strengthening the individualized export support procedure.
8. Simplification and unloading of procedures related to foreign trade to increase the competitiveness of French enterprises and exporters: it is planned to use a single platform for calculating administrative costs and discuss with foreign partners the possibility of concluding agreements on the mutual recognition of the necessary documentation.

9. Implementation of specific bilateral initiatives that meet the needs of specific priority countries, examples of which are the creation of the Investment Fund to Support Bilateral Innovation Projects (jointly with Israel), bilateral cooperation between the poles of competitiveness and enterprises (example of China, the Czech Republic, the Netherlands).

10. Development of tax mechanisms, including expanding the scope of the tax credit: increasing the categories of activities that give the right to receive a tax credit from 5 to 6 categories (adding activities related to the provision of consulting services for the development of exports). It is also planned to adapt the “120 days” measure to the needs of SMEs: this measure provides for exemption from income taxes received from activities related to the analysis of foreign sales markets, provided that they stay abroad for at least 120 days.

2.2. Directions of development of foreign policy.

The essence of the project is polyagac in the form of mini-food on the territory of Bordeaux. The food factory will include a mini-food shop and a small company store at the factory. Sire will be carried out in a creative way using old-fashioned French and Italian recipes, as well as author's recipes. For the uniqueness of the format, the visibility of competitors in this segment, low vitrates for the development, the project has great chances for further development.

Vyrobleny integral indicators allow talking about the high efficiency of the project. Great potential for growth and development: Bordeaux is the center of a plateau-promising auditorium, a densely populated place.

Discount rate (r_{pik}), % 15

Discount rate (r_{ms}), % 1, 171

Payback term (PP), ms. 5

Discounts of payback term (DPP), ms. 5

The net price is given (NPV), Euro. 40 000

Rate of return on investment (ARR), % 11, 90

Internal arrival rate (IRR), % 20, 19

The project considered in this business plan provides for the creation of production of elite soft and semi-hard cheeses and their retail sale through a branded store and small wholesale. The mini-shop and its own point of sale will be located on one of the central streets of the city in a rented room.

Bordeaux - a large city, is an economic, transport, scientific, educational and cultural center with a population of over 1, 17 million people (according to early 2020). The city has developed industries such as engineering, oil refining and food industry. All these facts speak of the high level of well-being of the city's residents.

Positive dynamics is observed in 2021. Thus, in January-April, more than 184 tons of cheese were produced, which is almost 3% more than in the same period last year. At the same time, the share of imported products in 2019 alone fell by 51%. However, despite the ongoing process of import substitution, domestic producers and remaining suppliers could not completely replace not only ordinary hard cheeses, but also the so-called noble elite cheeses from Europe. This segment remains very promising for business. In addition, there is a tendency to a general deterioration in the quality of cheese and its adulteration with vegetable fat, which is not actually cheese, so high-quality cheese is sure to find a buyer. Given the current market situation and the shortage of cheese products, forecasts for the development of this area can be described as restrainedly optimistic. (France - Foreign policy, 2021)

Cheese production will be handcrafted in the tradition of European family cheese factories, thus avoiding the cost of expensive lines used in large enterprises. Small production volumes (up to 16 tons per year) will be offset by the uniqueness of the product. The mini-cheese factory will produce soft and semi-hard cheeses based on cow's and goat's milk according to traditional French and Italian recipes. A decent alternative to them at the moment in the food chains of the city is almost not presented. Also, much attention will be paid to their own unique recipe with the addition of various unusual spices.

It is proposed to sell through a branded store at the cheese shop, as well as through the sale of small wholesale in restaurants in the city. Inside the store there will be tables

so that customers can enjoy the cheese right on the spot and, if desired, pick up a good wine.

The project consists of a small level of start-up investments. The main investments will be required for the purchase of equipment and installation, as well as repair of the premises. Investments in the project will amount to only 140 thousand euros. The project will be implemented at the investor's own expense.

Real estate 1

Renovation of the shop and shop 20,000

Equipment 20 000

Set of production equipment 20,000

Trade equipment 10,000

Formulation development 20,000

employee training 20,000

Other expenses 10 000

Working capital 10,000

Commodity filling of the store 10,000

Together: 140 000

Own funds: 140 000

Products will be sold at retail through their own branded store, as well as small wholesale in several restaurants in the city, which include elite cheeses in their menu. The final consumers are men and women aged 18 to 65, mostly with an average age of 30-45, with an income level of "average" and "above average".

Due to the small volume of production, the duties of a sales representative are performed by an individual entrepreneur. He studies the market, negotiates with potential customers, enters into supply contracts and more. They also work on training employees of the brand store, which are the face of the whole company. Their responsibilities will include not only direct sales, but also communication with the customer.

With this in mind, the seller will act as a consultant who talks about the differences in the types of cheese, its compatibility with different foods and beverages. In addition, free cheese tastings will be held for the guests of the cheese factory. If desired, the visitor

will be able to sit down and taste the cheese at the table, ordering a glass of wine. The concept of the company will include a friendly attitude to each client, maintaining an atmosphere of hospitality and family comfort. The city already has experience in private cheese-making, but there is no serious competition in this area yet.

An area of 22 square meters will be used for the shop. meters, under the brand store, bathroom and utility room - 24 square meters. meters. The room has hot and cold water supply, sewerage, ventilation and heating, so the cheese factory meets the typical requirements for food production facilities.

Because the chosen format is a craft cheese factory, like Italian family cheese factories, expensive equipment is not used in cheese production. Cooking requires a pasteurizer and a press table, as well as special containers, cheese molds and refrigerators for storage and maturation. The production technology includes the processes of preparation of milk for coagulation by adding special substances, heating, processes of formation and maturation of cheese, and then its packaging and sale.

Given the productivity of 50-60 kg of cheese per day, per month with 22 days of work you can cook up to 1320 kg of cheese. Since about 1 kg of cheese is obtained from 10 liters of milk, the volume of daily deliveries will be 500-600 liters. Before starting production, the business owner will need to train employees in all the necessary processes and recipes.

If we assume that the cheese factory will not work at full capacity, but only at 30% load (based on the calculations of the business plan), the monthly sales revenue will be 760 thousand rubles. Net profit will be about 164 thousand rubles. With such indicators, the cheese factory is able to pay off for 5 months.

The main risks of the project can include:

1. Creating a recipe for cheese: requires a long stage of preparation for production, selection of the most successful options and ingredients.
2. The influence of seasonal factors on product quality. The quality of cheese directly depends on the milk, the biochemical composition of which is constantly changing, as animals eat different herbs in different seasons. To do this, carefully approach the

choice of suppliers, carefully monitor the diet of their animals. (Introduction to French Cheese | Cheese Store, 2021)

3. Failure to implement sales plans. It is necessary to actively work on finding new sales channels, establishing feedback with the end consumer, finding out his preferences and wishes, competent interaction of sales consultants with customers.

The advantages of the project include a favorable location, which allows you to count on a constant flow of customers, the absence of competitors in the market, which allows you to set high margins, as well as liquidity of tangible assets that can guarantee a quick return on investment.

CHAPTER 3. INNOVATIVE DEVELOPMENT OF THE CHEESE DAIRY.

In order to open a successful cheese factory, it is not necessary to build large production facilities and invest tens of millions of rubles. Possibilities of the modern equipment allow to open a turnkey mini-cheese factory on the minimum areas and with the minimum investments not exceeding one million rubles. Take, for example, Italy. Most cheese factories in Italy are small farms, which contain their livestock in the amount of up to 100 heads, a mini-cheese shop and a shop in production.

It is advantageous to open cheese production to those who already have their own farm in terms of dairy cattle. It turns out that we are opening the processing of our own milk, respectively, we will receive a more competitive end product, in this case, cheese.

Although you can open a mini-cheese factory and novice entrepreneurs who do not own their own farm. The main task will be to find cheap raw materials: milk. The required volume of daily delivery is only 500 - 1500 liters per day. One or two farms in your area can provide this amount.

The planning of any business in the field of production begins with the search for sales channels. First we have to think to whom we will sell cheese, and only then, where and on what equipment to produce it. It will not be difficult to sell a quality product if there is a big city nearby and your prices will not be higher than those on the market. There are several options for the sale of hard cheese: wholesalers;
through your own shop;
through food markets;
exit trade from a car shop;
through wholesale deliveries to small grocery stores;
through intra-city trade networks (you will not get into federal networks with small volumes);
delivery in canteens, cafes and restaurants.

Do not be lazy to study the domestic market, visit all possible enterprises, offer tThe organizational form of small cheese production can be ordinary individual entrepreneurship. Although very often manufacturing companies choose the form of LLC, ie, a legal entity. The fact is that with the status of LLC it is easier to sell their products, as a legal entity is trusted more than an individual, which is an individual entrepreneur. As a system of taxation often choose a simplified system of taxation: 6% of revenue or 15% of profits. For the organization of cheese production in small volumes (up to 100 kg of cheese per day) suitable room with an area of 20 square meters. m. This is a small area that can be allocated to any farm or rent a separate room, the rent of which will cost about 30-50 thousand rubles a month. The equipment for a mini-cheese factory

is rather compact in the sizes. The height is not more than 90 cm and the diameter is not more than 70 cm.

The main requirements for the room: the presence of hot and cold water supply, heating, ventilation and sewerage. Elsewhere, the cheese factory has the same requirements as other food industries: the presence of natural light (no basements!), Furniture made only of plastic or metal, the presence of fire safety equipment - fire extinguishers and fire shields. The walls should be tiled to a height of 2.5 m, and the rest - painted with non-toxic paint.

The complete set of any cheese factory consists of the main and auxiliary equipment. The main equipment is a stainless steel tank with a volume of 50 liters. The tank can be heated by Ten, gas, hot water circulation or steam. Cooling is due to the circulation of cold tap water. Additional equipment includes racks, press tables, maturing chambers, cheese molds, coolers and milk filters, salt pools, etc. Cheese production as a business has great prospects and ways to continuous development. In addition, the domestic cheese business in France is growing significantly. When opening the production of hard cheese you need to follow the technology and buy. But mini-production will become profitable due to the constant demand for the finished product.

The cheese business requires the following documents:
the right to purchase or lease land for the construction of the shop;
registration of a mini-shop;
signing contracts;
obtaining licenses and certificates of finished products.

For organizational and legal form, draw up or. Both of these options can significantly reduce the amount of taxation. For large-scale production, a more suitable option is a limited liability company.

Cheese as a product requires certification. You need to make a declaration: the cheese must comply with the code OKP 92 2511. To obtain a declaration, submit the following documents:
application;
constituent documents of the applicant;

contract;
sanitary certificate;
brand label layout.

Table 3.1

Initial investments in the startup project	
Types of work	Cost
R & D	2000
Protection of intellectual property rights	3500
Purchase of raw materials	150 000
Prototyping, experiments	150 000
Room rental	10 000
Promotion	155 000
Team costs	150 000
Ordering services, mentoring	30 000
Purchase of equipment	60 000
Creating a startup site	20 000

Table 3.2

Initial investments in the startup project			
№	Types of work	Cost	Note
1.1	Production cost		
	The main product	700	
	Related product (eg packaging)	300	
1.2.	Operational implementation data		
	Market price of the main product	2800	
	Market price of the by-product	200	
	Delivery cost to the buyer	200	
	General logistics (; from the selling price), %	20%	
	The amount of agency payments for representatives, %	10%	
1.3.	Sales parameters		
	Implemented through the site, %	80%	
	Implemented through representatives, %	20%	
	Quantity in the first month		
	% of annual growth (1st year), %	500%	
	% annual growth (2nd year), %	500%	
	% annual growth (3rd year), %	500%	
1.4.	Operating costs		

	Office rental	10000	Month
	Salaries for sales managers	30000	Month
	The cost of SEO promotion	11923	Month
	The cost of multimedia advertising on the Internet	10 000	Month
	Media costs	10 000	Month
	Rising monthly advertising costs	2000	Month
	Overhead	5000	Month
	Minimum number of representatives, pers.	6	Month
	Minimum payments to each representative on a monthly basis	10 000	Month

Table 3.3

Operational data of the project.

№	Articles	1 year												2 year	
		1	2	3	4	5	6	7	8	9	10	11	12	13	
1.	Revenue (1.1.1 + 1.2.1)											590000		2 900000	
1.1.	The main product, sold units.											200		1000	
1.1.1	Total revenue, y.o.											560000		2800000	
1.1.2	Sold through the site, units											120		1000	
1.1.3	Sold through the site, y.o.											336000		2800000	
1.1.4	Sold through representatives, units											80			
1.1.5	Sold through representatives, y.o.											224000			
1.2.	Related product, sold units											200		1000	
1.2.1	Total revenue, y.o.											20000		100000	
1.2.2	Sold through the site, units.											120		1000	
1.2.3	Sold through the site, y.o.											14000		100 000	
1.2.4	Sold through representatives, units											80			
1.2.5	Sold through representatives, y.o.											6000			
2.	Direct cost											192000		960000	
	The main product											140000		700000	
	Related product											20000		100000	
	Payment for logistics when ordering through the site											32000		160000	
3.	Gross profit (1-2)											398000		1940000	
	Operating profitability, %											1,5		1,5	

Table 3.4

Operational data of the project

№	Articles	1				2			
		1	2	3	4	1	2	3	4
1.	Revenue (1.1.1 + 1.2.1)				590000				
1.1.	The main product, sold units.				200				
1.1.1	Total revenue, UAH				560000				
1.1.2	Sold through the site, units.				120				
1.1.3	Sold through the site, UAH				336000				
1.1.4	Sold through representatives, units				80				
1.1.5	Sold through representatives, UAH				224000				
1.2.	Related product, sold units				200				
1.2.1	Total revenue, UAH				20000				
1.2.2	Sold through the site, units.				120				
1.2.3	Sold through the site, UAH				14000				
1.2.4	Sold through representatives, units				80				
1.2.5	Sold through representatives, UAH				6000				
2.	Direct cost				192000				
	The main product				140000				
	Related product				20000				
	Payment for logistics when ordering through the site				32000				
3.	Gross profit				398000				
	Operating profitability, %				1,5				

Table 3.5

Financial model of a startup project

№	Articles	1				2			
		1	2	3	4	1	2	3	4
1.	Initial investments				2000				
	R & D			x	3500	x	x	x	x
	Protection of intellectual property rights			x	150000	x	x	x	x
	Purchase of raw materials			x	150000	x	x	x	x
	Prototyping, experiments			x	10000	x	x	x	x
	Room rental			x	155000	x	x	x	x
	Promotion and test advertising			x	150000	x	x	x	x
	Team and training costs			x	30000	x	x	x	x
	Consultations and ordering services			x	60000	x	x	x	x

	Purchase of equipment			x	20000	x	x	x	x
	Creating a startup site			x	398000	x	x	x	x
2.	Gross profit				590000				
	Receipts				192000				
	Direct cost				1,5				
	Operating profitability, %								
3.	Operating costs				10000				
	Office rental				30000				
	Salaries for sales managers				11923				
	The cost of SEO promotion				10000				
	The cost of multimedia advertising on the Internet				10000				
	Media costs				2000				
	Rising monthly advertising costs				5000				
	Overhead				10000				
	FOP				20000				
	Salaries for sales managers (net)				10000				
	Remuneration payments by representatives				20				
	Accrual of% of sales				12000				
	Minimum amount to be paid				2000				
	Of these, surcharge and budget up to the minimum amount				20				
	General logistics (% of sales price)				10000				
4.	EVITDA								
5.	Taxes				20%				
	VAT, %				2000				
	Income tax				22%				
	Tax (deduction of salary)				250077				
6.	Net income (cash flow)				250077				
	Net profit accrued				2000				

Table 3.6

Investment attractiveness of a startup project

Indicator	Value
The amount of required investment	41000
Accumulated net profit for 2 years	2448077
Accumulated net profit over invested funds	1296077
Return on investment, ROI%	1,5
Internal rate of return, IRR%	2

Table 3.7**Indicators of the startup project**

Indicator	Value
The cost of a startup company to obtain funding	95000
Multiplier	0,2
Part of the investor	0,5
Payback period (DPP)	24

CONCLUSION

France is a highly developed country, a nuclear and space power. In terms of the total volume of the economy, the country occupies leading positions in the European Union and is consistently among the top ten in the world.

France is:

1. a country where the state plays a leading role in regulating the economy.
2. a country that ranks 4th in the world in terms of GDP, in the export of industrial products and in attracting investments.
3. country where the sources of GDP are (% of total):
4. the leading agricultural country in the European Union with the largest arable land area (over 30 million hectares) and the highest productivity. France accounts for more than 21% of the agricultural products of the EU countries.
5. An industrial country, the leading sectors of which are energy and mechanical engineering, and a large role is played by the chemical, light and food industries.
6. a country in which the service sector plays the most important role in the formation of GDP: financial and banking services, insurance, tourism.
7. A country in which the latest industries are actively developing, such as aerospace, electrical and electronic, as well as bioindustry.
8. a country whose main export items are: fuel and other types of energy, minerals, cars and transport equipment, food and agricultural raw materials, chemical products; the main imports are: cars, transport equipment and other manufactured goods.
9. Major exports: machinery and transport equipment, aviation, plastics, chemicals, medicines, iron and steel, and beverages. Export partners: Germany (14.9%), Spain (9.3%), Italy (8.9%), United Kingdom (8.1%), Belgium (7.3%), USA (6.1 %), The Netherlands (4.1%).
10. Major imports: machinery and equipment, automobiles, crude oil, aviation, plastics and chemicals. Import partners: Germany (18.9%), Belgium (11.4%), Italy (8.4%), Spain (7.1%), Netherlands (7%), United Kingdom (5.6%), USA (4.4%), China (4%) (2008).

11. France is one of the main trade and economic partners of Russia. France ranks eighth among European countries in terms of turnover. Moreover, there is a significant positive dynamics in trade relations between the two countries: for example, in 2001-2008, the trade turnover of both countries increased more than 5 times.

France cannot be considered a "big" country. And yet, her economic weight allows her to play leading roles on the international stage.

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