

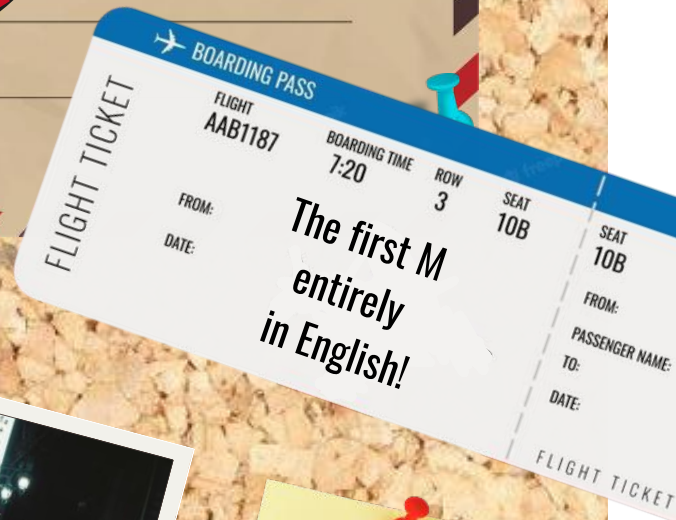


Career file  
for  
international  
opportunities

Typology  
of  
countries

Mai 2026

# Echos du Monde



Your  
experiences  
abroad

le-m-verbatim.fr

em  
lyon  
business  
school

verbatim'em  
student association  
lyon campus



# The President's Message



Here we are!

After years of debating, the very first M fully written in English is here.

Welcome to this special edition — a true collective effort — where you'll explore everything emlyon has to offer abroad. From the very start of your studies to the mandatory six-month internship, exchange semesters, and even opportunities after graduation, this issue guides you through every stage of your international journey. We have gathered all the information you need: insights from emlyon, testimonies from students, and advice from alumni!

This M is the result of months of research, writing, interviewing, and layout work. We are proud to finally release it to the entire emlyon community.

We sincerely hope that you will find what you're looking for. I hope everyone will find in this journal a useful resource for developing their international projects:

First-year students:

Find all the essential information about the mandatory 6-month internship abroad, thanks to emlyon resources and many testimonies from second-year students.

Second-year students:

Discover everything about international double degrees and exchange opportunities.

Third-year students:

Thinking about starting your career abroad? Here you'll find advice directly from emlyon alumni who have already taken the leap. Do not hesitate to contact them later on!

Enjoy your reading, appreciate every page of our hard work, and take a moment to contemplate the beautiful photos between chapters.

I would like to sincerely thank the BDI (international student board) for their support, emlyon's administrative teams, and Declic for the pictures. A big thank you as well to the team: Raphaël, Hugo, Lilian, Alexandre, Maxime, and Axel, but also Alizé, Cyprien, Julian, Divya and Juliette.

Congratulations to each of you for this amazing work.

Long live Verbat'em, long live journalism.

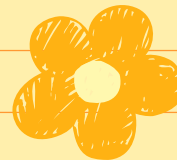
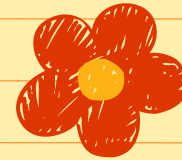
Bye,

A handwritten signature in white ink, appearing to read 'Marius Marmuse', is written in a cursive style.

Marius Marmuse

# Summary

<b>THE PRESIDENT'S MESSAGE</b>	2
<i>International Internships</i>	4
Framework, objectives and recommendations	5
Students Abroad: Real Internship Experiences	9
<i>International Career</i>	14
The emlyon alumni network	15
Interviews with Expatriate Alumni	16
<i>International exchanges and international DD</i>	26
The international dimension at emlyon business school	27
Information about the application process	29
Some of the academic exchanges opportunities	30
Some of the international double degrees	31
International Programs: Student Interviews	32
<i>Country Guides</i>	37
China	38
India	39
Peru	40
Japan	41
Canada	42
Mexico	43
Albania	44
Ivory Coast	45
Spain	46
Turkey	47
<i>Let them talk</i>	48
<i>PWC Files</i>	57





*Délic - Concours des baroudeurs*



Your  
experiences  
abroad



*Délic - Concours des baroudeurs*



# The international internship at emlyon

## Academic framework, objectives, and institutional support

### A structuring academic requirement of the Grande Ecole Programme

Within the Grande Ecole Programme at **emlyon business school**, international experience is a central academic requirement. It is not simply an optional opportunity but a mandatory component of the curriculum, designed to train profiles capable of evolving in a globalized environment.

For students coming from preparatory classes (CPGE), validation of the degree requires the completion of twelve months abroad. The first internship must last six consecutive months within the same company, so it is essential to organize well and anticipate the different deadlines. **AST** students must also complete a minimum period of six months abroad, which can take different forms, including an internship.

This academic requirement reflects **emlyon's** strategic vision: to train "makers" capable of acting in complex international environments and integrating global economic dynamics.

An international internship allows students to develop many essential skills: autonomy, adaptability, intercultural intelligence, uncertainty management, and communication in an international context. This immersion also helps refine each student's professional project by confronting their aspirations with the realities of a foreign market.

### The Career Center: a sustainable employability strategy and an essential tool for internship search

The **Career Center** is a key service for internship search and, above all, represents significant support in building and developing a professional path. Its mission is not limited to occasionally directing students toward job offers but aims to promote sustainable employability, with a high placement rate and quality jobs aligned with each student's project. The objective is to support students throughout the Grande Ecole Programme, not only when a search becomes urgent.

The **Career Center** organizes numerous events that can be useful in the context of an internship search: Career Forums, meetings with partner companies, CV review workshops, mock interviews, career conferences, and thematic events. You can find the list of events on the central career resource management tool: **JobTeaser**.

The mandatory career courses integrated into the Grande Ecole Programme can also be very useful for internship search, especially for demanding sectors such as finance or consulting, where early preparation is essential.

Individual support is also very valuable. Students can book coaching sessions via **JobTeaser**. These sessions allow targeted work on specific points: consistency of the academic path, CV improvement, preparation for technical interviews, international search strategy, or clarification of professional positioning. Coaches may also request certain elements to ensure follow-up if necessary. Even when they are one-off meetings, these exchanges provide an expert external perspective and help adjust one's strategy.



The Career Center also organizes in-person and remote events with teams dedicated to corporate relations. These meetings enable direct contact with employers and facilitate understanding of market expectations. The alumni network can also be mobilized, particularly in a mentoring or informational exchange logic. Support does not end upon graduation, as the Career Booster program allows graduates to benefit from assistance up to three years after completing their studies.

An essential point highlighted concerns common mistakes made by students. One of the most frequent is using the Career Center only at the moment of urgent internship search. However, building a professional path cannot be done in the short term. Anticipating one's project, developing one's network, and structuring one's CV require time. Another mistake is accepting the first available opportunity solely to validate an academic requirement, without reflecting on the overall coherence of the career path. The Career Center emphasizes the need to think long term rather than reacting in urgency.

It is therefore strongly recommended to use the Career Center's resources from the moment of arrival at emlyon and on a regular basis. The support offered is comprehensive and accessible. It is therefore necessary to anticipate properly, try to maintain coherence in one's project, and use the tools made available.



### Specific emlyon tools: JobTeaser and Makersboard

The JobTeaser platform constitutes the central tool for one's career during and after emlyon. It gathers partner offers, webinars, conference replays, employer events, as well as a "career road map" allowing students to orient themselves according to their level of progress.

It is therefore highly recommended to fully complete one's profile on JobTeaser in order to develop opportunities. The platform provides access to specialized resources, particularly for students interested in finance, strategy, or consulting.

At the same time, Makersboard constitutes the central point of academic information. In the "professional experience" tab, students find the professional experience guide, the administrative procedures related to internships, as well as information concerning international mobility and financial aid.

### Other emlyon services involved in international mobility

The internship service administratively manages agreements once the internship has been secured. The Student Services Center answers general administrative questions, while the Scholarships service handles mobility grant applications.

The Erasmus+ grant represents a major scheme for mobility within Europe. For an internship mobility, it is recommended to submit the application approximately one month before departure, with the deadline set for the day before the first day of the internship. If the signed internship agreement is not yet available, the internship offer may be provisionally submitted. Detailed information is accessible on Makersboard, and consulting it in advance is essential to avoid any delays.

Finally, the emlyon alumni network constitutes a strategic lever. The graduate directory makes it possible to identify professionals working in the targeted sectors or countries. This approach should be considered as a tool for information and market understanding, and not solely as a direct request for an opportunity.



# Searching for an international internship

## Complexity, obstacles, and strategy

### **A longer and more uncertain process than anticipated**

Searching for an international internship within the emlyon Grande Ecole Programme is often underestimated in terms of duration and complexity. Many students think that simply applying to a few offers is enough to secure an opportunity. In reality, the process is very long and requires a true strategy and excellent organization.

The volume of applications sent can be very high, and rejections or lack of responses are frequent. This absence of feedback can be unsettling, as it does not always allow students to clearly identify areas for improvement.

The psychological management of the search thus constitutes a central challenge. Discouragement can lead to accepting an opportunity that is not fully coherent simply to validate the academic requirement. However, this decision can weaken the long-term construction of one's career path.

### **The difficulty of strategic positioning**

One of the major challenges lies in professional positioning. Many students wish to enter highly selective sectors such as consulting or finance. These fields recruit according to precise calendars, sometimes a year in advance, and require significant technical preparation.

The difference between a generalist internship and an internship in a selective sector mainly lies in the intensity of preparation. Careers in consulting and finance demand technical mastery, practice with case studies, and knowledge of recruiters' expectations. Internationally, competition includes candidates from highly reputed global universities, which reinforces the need for a solid application—but that is not sufficient on its own.

### **Administrative and logistical constraints**

Searching for an international internship is not limited to submitting applications. It also requires rigorous logistical preparation. Visa timelines, work authorizations, insurance, housing, and cost of living must all be anticipated.

Some destinations require several weeks, or even months, to obtain a visa. Students may find themselves in difficulty if these deadlines are not incorporated into their schedule. The simultaneous management of exams, academic obligations, and administrative procedures can also create significant overload. It is therefore essential to be well organized and plan ahead.



# Highlighting an international internship completed at emlyon

turning the experience into professional capital



## Understanding the strategic value of international experience

It is important to know how to highlight your international experience and create coherence with your career path. The experience itself is not enough. What creates differentiation is the ability to explain what it allowed you to develop. Adaptation to a new professional environment is one of the main benefits. Working in a different cultural context requires observation, adjustment of communication, and understanding of implicit norms. This intercultural intelligence becomes a strategic asset, particularly for international companies.

## Highlighting on the CV: going beyond location

On the CV, it is essential to avoid a purely factual description. Simply stating the country or city is not enough. You need to explain the responsibilities undertaken, the results achieved, and the skills developed.

The international dimension should appear through concrete elements, such as collaboration with multicultural teams, participation in transnational projects, or adaptation to specific working methods.

It may also be relevant to link the internship to the specialization followed at emlyon.

## Storytelling in interviews: demonstrating maturity and perspective

In interviews, highlighting your experience relies on your ability to analyze it. Recruiters may expect specific examples illustrating a challenge faced, an initiative taken, or a decision assumed in an uncertain context.

Exposure to a new environment can be presented as evidence of adaptability, resilience, and autonomy. The goal is not to describe the country, but to demonstrate the skills that were developed.

# Advice and Recommendations

## Building a project before searching for an internship

A common mistake is to search for an internship before clarifying one's professional project. However, the coherence of your career path is a key criterion for recruiters—and, more importantly, for yourself. It is better to take the time to reflect and try to develop a project that suits you rather than rushing headlong.

Even if the project is not fully defined, it is essential to identify your interests and build a logical progression between different experiences.

## Making full use of the emlyon ecosystem

The **Career Center**, individual coaching, company events, the alumni network, and **Makersboard** are essential tools for internship search. They are available to you, so make sure to use them.

## Multiplying efforts intelligently

It is recommended to contact alumni or professionals not only to request an internship but also to obtain advice and understand the realities of the target sector. This approach strengthens credibility and helps build a sustainable network.

## Accepting uncertainty and developing resilience

Finally, searching for an international internship is a learning experience in itself. Rejections should not be seen as definitive failures but as necessary adjustments. Perseverance, the ability to analyze mistakes, and strategic adaptation are the true factors of success.





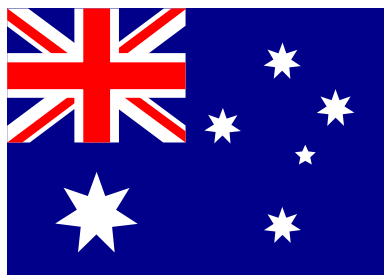
*Thibault Colas des Francs*

Spending a few months in Australia for my internship proved to be a far more complicated experience than the postcard images I had envisioned before departing. Like many Europeans, I arrived expecting infinite sunshine, surfers on the beach, and kangaroos bounding through the streets, but instead I landed in Perth during one of the coldest winters that region has had in many decades with rain, wind, and grey skies almost every day. Nonetheless, that unexpected beginning became the first component of the adventure.

## PERTH, AUSTRALIA

The cultural environment at work was what caught my attention the most. To me, the professional environment in Australia is incredibly relaxed on the surface; people use words and phrases like “no worries” or “mate” while conducting business on almost a daily basis. I was confused by this when I first started at my internship because I am used to a very clear structure and far more formal communication with a high level of detail being incorporated into plans as a French student. In addition, the way people engage in discussions and conduct communication with each other in Australia is done very vaguely and at times feels indirect.

However, I eventually came to understand that despite the apparent informal structure of things happening in Australia, projects continue to progress effectively; the difference is that rather than focusing on rigid processes and rules like I have always used to execute a project, the focus in Australia is on establishing trust and nurturing relationships.



Outside of work, daily life also offered many discoveries. Nature is omnipresent in Western Australia: huge beaches, wildlife projects continue to progress everywhere, and landscapes that feel almost untouched. At the same time, the city of Perth felt very isolated. With only a few million inhabitants and enormous distances between places, it sometimes created a sense of solitude. Yet this also encouraged me to explore, to meet new people, and to appreciate small moments more intensely.

The two most important lessons I've learned from this experience are adapting to different cultural codes, and learning how to navigate new cultures. Each week was filled with different learning experiences; learning how to understand the Australian accent and communicate; how to function in a more relaxed working environment; and local behaviours (e.g. barbecues or casual networking). Finally, this experience challenged my preconceived notions and pushed me outside my comfort zone, and has allowed me to grow both personally and professionally.



## Pierre Cadet ALAJUELA, COSTA RICA

Going to Costa Rica for my internship was, above all, a personal challenge. Having never had the opportunity to leave Europe before, living in another country is the best way to discover a culture particularly Latin America, which has always fascinated me. This internship therefore represented a genuine personal and professional opportunity.

Upon my arrival, I quickly realized that this experience would be more intense than expected. The work pace was demanding, much more than I had anticipated before leaving. With no vacation or public holidays available during the entire duration of my internship, I had little time to explore the country as I would have liked. I wish I had been able to discover more of the country's hidden gems, its biodiversity, and the local traditions that make it so rich.

Another aspect that surprised me was the practice of Spanish. I thought I would be able to improve my skills in the language through constant contact with locals (known as ticos). However, most of the employees were French, including the managers, which greatly limited opportunities to speak Spanish in a professional context. Nevertheless, I sought out chances to practice whenever possible, especially outside of work, to make the most of my immersion.

Even though the experience did not fully match my expectations, it brought me a lot personally and professionally, as I found myself propelled into the role of trainer and manager due to high turnover. Furthermore, living alone abroad, adapting to a new rhythm, discovering a different way of life, and pushing my own limits allowed me to gain maturity, autonomy, and confidence. This internship in Costa Rica will therefore remain a memorable and enriching milestone in my journey.

I probably experienced the six best months of my life.

Madrid... what a beautiful city.

Far enough from France to truly feel a change of scenery, yet close enough not to have to relearn everything, the perfect balance, exactly what I needed at that time.

Six months of sunshine, six months of blue skies, six months of mild weather.

In terms of quality of life, Madrid met all my expectations, and even more. Large supermarkets on every corner, the perfect mix of local shops and major brands, not to mention some absolutely amazing ice cream parlors. A huge bonus: everything is open until 10:30 p.m., which makes everyday life so much easier and more flexible.

For sports lovers, everything feels possible: several street workout parks are available, along with a wide range of gyms, catering to all levels and preferences.

## Marius Marmuse MADRID, SPAIN



Madrid is also a city rich in spiritual life. Living out one's Christian faith there is very natural and accessible, especially thanks to the French-speaking parish of Madrid, which allowed me to grow, connect, and share.

From a professional perspective, the contrast is striking: Spaniards are clearly more relaxed than the French. Some of my colleagues traveled back and forth between the Lyon and Madrid offices and were always surprised by the difference in atmosphere.

A friendly and warm environment, frequent after-work gatherings, constant mutual support: everything is in place to feel comfortable, fulfilled, and truly at home.

I recommend this experience 1000%, especially as a first professional experience abroad.

Feel free to reach out if you have any questions, I'd be happy to help!





## MARIANE SOMA SYDNEY, AUSTRALIA

Even before setting foot in Australia, it all began in an airport line. My mother's gaze behind me, and ahead: emptiness. Not the anxious kind of emptiness, but the kind that comes before something big. Thirty-five hours of flight later, I arrived in a country I didn't know, and on the very first evening, in the middle of an open-air festival—families sitting on the grass, children running around, music floating through the air—I knew I was exactly where I was meant to be.

What no one tells you is that falling in love with a country doesn't protect you from anything. The houses aren't insulated; I spent an entire month with the temperature stuck at 16°C indoors, wrapped in two sweaters with a hot water bottle. The local accent is almost like a parallel language, and no one calls you back for a job because you don't speak "Australian" well enough. Australians are warm, truly, but that warmth isn't an invitation. Their "How are you?" is a ritual, not a real question. It took me months to stop interpreting their intentions through my French lens. I cried, delivered Uber Eats meals alone in the rain at night. And yet, I always went back.

But here is something else they don't tell you either: Australian mornings are among the most beautiful I've ever experienced. Running along the ocean at 6 a.m., the sun rising over the surfers, milkshakes with your feet in the sand. Whales on a Sunday, beaches of immaculate white, a way of life rooted in light, sport, and breathtaking landscapes. I fell in love—completely, unexpectedly, and for good.

Six months sounds long, but once you're there, it slips through your fingers. So enjoy every morning, even the grey ones. Explore, even alone. Let yourself be shaken up. It's exactly there, in that friction between doubt and wonder, that you'll discover yourself.

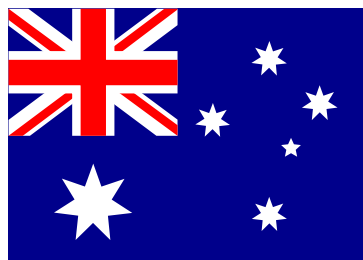
I hesitate a little, but the word that would best define my experience abroad would probably be either "paradoxical" or "unexpected," because the sense of disorientation never came from where I thought it would.

I moved to Brussels, the capital of the famously rainy country that is Belgium, but also of the European Union. Coming from a mostly French-speaking city so close to France, my habits were not fundamentally disrupted. Without much surprise, I found the same chain stores selling the same products, while the same music played in the aisles.

Far be it from me to suggest that Belgium lacks a culture of its own. Its very particular political issues, its strongly marked linguistic borders, and the curious habit of putting corn and feta in kebabs quickly reminded me that I was in a country quite different from my own. Yet at first, I was not especially struck by the feeling of confronting a foreign culture.

Robin Thenot

## BRUSSELS, BELGIUM



That feeling did come, but from an entirely different angle. I had been hired as an intern in a very small start-up (four employees in total, including me), and I worked every day with people who each came from different countries: Germany, Italy, and German-speaking Belgium. Each had their own habits, references, and cultural background. For the first time, I was also seen as "the French one." My nationality, usually something shared and therefore almost invisible, suddenly became a defining part of my identity in the eyes of others.



Life in Brussels then showed me how common this reality is in the city. Some say Brussels is even more cosmopolitan than New York, and while I cannot prove it, I can say that if you spend enough time in bars, you will meet people from all over the world in less than a week.

Paradoxically, the real sense of being abroad did not come from Belgian culture itself, but from meeting all the people who, like me, had come from somewhere else, sometimes very far away, to work there.



## KL OR THE MODERN PARADOX-IN DEFENSE OF A FADING CULTURE, BY CARBONNELL ANAÏS

Going back to my home city for the mandatory 2025 M1 internship was a big deal to me. It was like- written in the stars somehow. I had been following-up on Malaysia's development since I last visited my family there, and even more before that, during the years going back wasn't possible for me. What's interesting is: none of my acquaintances there could have prepared me for the shock.

Living day-to-day life in a city makes you aware of all the practical aspects, sure. You might even notice social change. But the culture shift is what struck me the most. How sad that all the unique third places were becoming shopping malls. It's as if becoming a developed country meant joining a modern capitalistic culture, identical to all modern cities. I'm talking identical shops, identical fashion, identical food trends.

In that, I see a soulless rhythm in which people get caught: work, in centralised buildings to encourage emulation while holding on to a productivity watchdog management style; dwelling, in sky-high towers or gated communities to "keep you safe"; leisure, condensed in shopping malls to save transportation time and encourage consumption. I was devastated to learn that some of my favourite restaurants have disappeared in favour of food chains. Mind you: Malaysia has one of the most diverse cuisines in the world, and for some reason, people apparently still want to eat processed food!

Yet spending six months in a city I found vapid when arriving made me nuance my opinion. Kuala Lumpur does have a way of participating in what I like to call the "labubu-chocolate dubai culture", but on its own terms. For instance, the city has capitalised on its skyline, making sure every building adds something to KL's energy. And as much as I dislike towers, there is something beautiful in those well thought-out, architecturally interesting buildings that shimmer or glow in the dark, bringing a new shape or colour to the view. To feel the vibe on a clear night, I would recommend driving on the new highway the city has built above roads (as they like to proceed in Asia).



I later also understood that KL inhabitants don't just adopt trends, they transform and adapt them to fit a Malaysian ideal. Just taking in account the muslim norms respected by a growing number of Malaysians, this requires a reshaping of clothing, culinary, behavioural, etc. tendencies.

Best believe the ongoing change has made me enjoy all cultural wonders before evolution runs its course. I urge all of the interested parties to enjoy vibrant Brickfields where music and food are shared on the street. I invite all to visit the museums and newly renovated landmarks around Malay history such as Museum Negara or Merdeka square.

Most of all, have a delicious dinner at the hallmark dumpling institution that is Din Tai Fung. If you ever travel to KL, please do so during one of the many local celebrations to experience a feeling of togetherness nested in each of the main cultures there: to Malay Hari Raya its Chinese Lunar New Year or its Indian Deepavali. Of course, the one thing which both takes me back in a nostalgic joyful way, and annoy me the most: the Malaysian accent, lah! To be captivated by surely, moderately.

So if you were disenchanted by your internship location, or have been spiraling about the "good old days", this is your sign not to judge an urban corridor by the most obvious similarities with any proper consumption-oriented megacity. Instead, focus on the unique ways sale techniques have found ways to bloom, and more important still: how local culture is fighting back.



## CHLOÉ DUCHÊNE MONTRÉAL, CANADA



Montreal is a cosmopolitan city in which every neighborhood has a soul. I often told myself that it was really like small towns in the huge city that is Montreal. I was between the Latin Quarter and the Montreal plateau where French people often come to live. For my part, I fell in love with the old downtown Montreal with the old port, its cozy cafes with dim lights, the Santa Claus shop, and its trendy bars. It was so great to finally manage to watch UFC fights with almost no time difference in pubs on Ste Catherine Avenue.

I loved Montreal, the people who live there are very nice and rather stressless, which changes from the big French cities. No one is really stressed and I have rarely seen a Quebecois running down the stairs to catch the subway. The city is immense but not oppressive. I met some Quebecois who were friends with a French friend I made there. We were greeted, us French people, with a table full of cheeses, charcuterie, bread, and wine to stay in the cliché but it was absolutely great. I particularly noticed during this evening that the second degree is not at all a type of humor to which Québécois are accustomed, which can lead to rather unexpected and very funny situations...

How can we not talk about their accent which I love! Upon returning to France, I regretted the 'hi/Bonjour, How are you doing / ça va bien ?' to which I had gotten used as soon as I walked through the door of a business. This little ritual that I found strange at the beginning but which I ended up liking. The same accent that accompanies the comments of hockey game presenters who enjoy making jokes that I have not always understood... One of my best memories there is the first snowfall in early November. With my roommate Elisa, we had not hesitated for a moment, we went out in the evening to make a snowman in the park opposite my house, under the orange light of the street lamp.

My six-month internship at an international moving company in Manila, in the Philippines, was a deeply impactful experience, both professionally and personally. Upon arriving, I was immediately struck by the contrast with life in France. The constant heat, the density of traffic, and the omnipresence of activity at all hours of the day and night create an intense atmosphere that is almost disorienting at first. Where life in France had seemed structured and predictable to me, Manila confronted me with a form of permanent disorder that forced me to adapt quickly. Professionally, I discovered the practical functioning of a subsidiary within an international group. Being integrated into a predominantly Filipino team allowed me to understand other ways of working, marked by strong solidarity and a keen sense of hospitality.

### Damien Lamarque Manila, Philippines



I particularly appreciated the closeness with my colleagues and the diversity of the tasks entrusted to me, especially within the accounting department. This versatility gave me a comprehensive view of the company, far more operational than what I had previously experienced in France.

On a personal level, this immersion helped me grow. Living far from my usual reference points made me more autonomous and resilient, particularly when facing climatic or logistical constraints. At the same time, the weekends spent exploring different islands, diving, or continuing to practice boxing gave this stay a unique dimension.



Compared with a more comfortable and structured life in France, this experience taught me to accept the unexpected, to step outside my comfort zone, and to fully open myself to a different culture. I also took the opportunity to try new activities, mainly sports-related, such as completing my first two diving certifications and taking part in an amateur boxing match during a boxing gala in Manila. This rich six-month experience will undoubtedly remain one of the most formative moments of my time in business school, and probably of my life. **LE M | May 2026 | 13**



*International  
career*

 *De clic - Concours des baroudeurs*





## KEY FIGURES OF THE EMLYON ALUMNI NETWORK

Advancement & Alumni Relations department network stands out for its scale and dynamism:

- 48,000 graduates across 130 countries
- 100+ geographic and thematic communities
- 200 volunteer ambassadors leading local groups
- 200+ alumni events organized every year in France and worldwide

A strong presence in major economic regions: Switzerland, the United Kingdom, the United States, China, Morocco, Germany, Brazil, Singapore, Vietnam, and more.

This extensive international reach offers graduates privileged access to local communities, a reliable support network, and valuable contacts in the cities and countries where they choose to settle.



### **Focus on a Key Event: the Employability World Tour**

Since 2021, emlyon alumni has been running a unique and now essential initiative: the Employability World Tour, a series of webinars dedicated to understanding the realities of international job markets.

#### **Objective**

Helping graduates better understand: local recruitment practices, high-potential and growing sectors, cultural expectations and differences, strategies for expatriation and international mobility.

#### **How does it work?**

For each destination, speakers include:

- alumni living and working locally
- immigration specialists (depending on the country)
- recruiters and HR professionals.

They share their insights, experiences, and practical advice, and answer participants' questions.

### **An Active, Supportive, and Inclusive Alumni Network**

Beyond the numbers, the strength of the emlyon network lies in its culture: a spirit of mutual support, knowledge sharing, and exceptional availability from alumni.

Volunteer ambassadors regularly organize:

- Career meetups
- International afterworks
- Sector-specific webinars
- Company visits
- Networking and social events

Each community develops its own initiatives, enabling both junior and senior alumni to stay connected to local trends, opportunities, and professional developments.

#### **Key Figures**

- *17 destinations covered*
- *Over 2,500 participants*
- *More than 60 speakers involved*
- *Replays and presentation decks available for the entire alumni community*

*This digital world tour has become a strategic tool for students and young graduates looking to open doors abroad and build an international career path.*

# EXPAT VOICES



## SWITZERLAND WITH FLORIAN CANAL

### SENIOR CONTROLLER & DEPUTY HEAD OF CONTROLLING AT AXIANS, VINCI ENERGIES IN BÂLE

1) Can you describe your background, the opportunities you pursued, and what led you to move abroad in your career?

“After three years in ECS preparatory classes, I joined **emlyon** business school in September 2011 through the Grande Ecole Programme. Very early on, I knew I wanted to build an international-oriented path: I completed a Bachelor internship in Cape Town, South Africa, and then took elective courses in corporate finance and human resources. I also chose to pursue a double degree with the University of Lyon 2 in private law (equivalent to a second-year law program at emlyon, followed by a third-year curriculum at the university).

To finish my master’s degree, I moved to the Shanghai campus. I didn’t want to return to France immediately, so I applied for end-of-studies internships in several countries: Hong Kong, Singapore, Belgium, Luxembourg, Switzerland...

In the end, I received an offer in Basel, Switzerland, to join Amaris.

I knew nothing about German-speaking Switzerland at the time. My internship quickly turned into a VIE position (which is limited to 18 months in Switzerland) and that marked the real beginning of my career

Why expatriation?

I have always been drawn to international environments. My experiences in South Africa and China had already sparked a desire to explore other cultures. Unlike many classmates who moved to Paris to join consulting firms, I wanted something different: discovery, human connection, and the richness of multicultural environments.”

2) How did you adapt to the culture of the country, and especially the work culture? Did you face any difficulties?

“My adaptation to German-speaking Switzerland was very different from what I had imagined.

The first barrier was definitely the language.

I spoke Hochdeutsch (standard German), but not Schweizerdeutsch (the Swiss-German dialect), which made the early months challenging, especially socially. Living in a shared flat, I also discovered very different habits — even simple things like meal times.

The company I worked for had been founded by people from Lyon, so we often finished work around 7 p.m., whereas most Swiss employees leave much earlier, often between 4:30 p.m. and 5:30 p.m.

After my VIE, I decided to settle on the Alsace side, becoming a cross-border commuter.

The Swiss work culture made a strong impression on me:

- Workdays start early and end early. Leaving at 4 p.m. on a Friday is completely normal.
- Remote work practices are quite flexible (depending on the company culture).
- Lunch breaks are short: most colleagues eat in 30–40 minutes.
- The French rhythm, with 1.5- to 2-hour lunch breaks, is unimaginable in Switzerland.
- Swiss rigor and efficiency are everywhere and extremely formative.

# EXPAT VOICES



Today, I'm very happy working in Switzerland: I collaborate daily with Swiss-German colleagues, Romans, Germans, and French colleagues (most often Alsations). This cultural diversity is truly enriching.

The social aspect was another challenge.

In Switzerland, building friendships takes time. Unlike Anglo-Saxon cultures where people bond quickly, Swiss friendships develop slowly. I can count my true Swiss friends on one hand, and it sometimes took months (even years) before being invited for a drink at someone's home.

And finally, there was a financial challenge.

Housing in Basel was, and still is, extremely expensive. With my internship salary (below local standards) and then my VIE income (close to the Swiss minimum), my professional start was financially demanding."

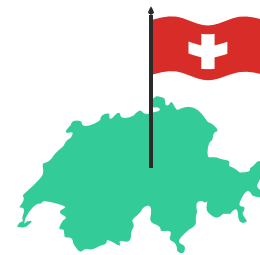
### **3) What is your overall assessment of this international career? Would you recommend it? What has it brought you professionally and personally? What advice would you give to emlyon students?**

"After 10 to 11 years in Switzerland, my assessment of expatriation is extremely positive. I have worked for three different employers and had the chance to collaborate with people from many nationalities. This constant exposure to diversity and multiculturalism has been one of the greatest learning experiences of my career.

This experience completely changed my trajectory. As a student, I imagined spending a few years abroad and then returning to France to work on international topics. Today, I'm not sure I see myself going back. I really appreciate the flexibility offered in Switzerland (especially regarding working hours) which gives me great freedom and a strong work-life balance. I've built routines, stability, and a lifestyle that I'm deeply attached to.

My advice to emlyon students:

- If expatriation appeals to you, go for it.
- Don't hold yourself back out of fear — regrets last longer.
- Internships are the best way to test a country: try it and see if it fits you.
- Nothing replaces immersion when deciding whether you want to build part of your career abroad."



### **4) What connection do you maintain today with the emlyon alumni network? How has the network supported your career?**

"I have now been the geographical ambassador for the emlyon alumni network in Basel for three years. It's my main institutional link with the school.

The alumni network hasn't directly influenced my career so far. However, I am very committed to supporting graduates and students, especially in their internship search.

For example, two recent graduates who found themselves unemployed in Basel joined some alumni events to create connections that could facilitate their job search.

I also organize between two and four events per year (afterworks, round tables, company visits). The goal is simple:

- strengthen the emlyon community in Basel,
- create networking opportunities,
- and foster exchanges around shared professional topics."

# EXPAT VOICES



## CHINA WITH LAETITIA DONON DESPLATS-REDIER

**BUSINESS MANAGER MNC CORPORATE  
COVERAGE CHINA, BNP PARIBAS CIB CHINA,  
SHANGAI**

**1) Can you describe your background, the opportunities you pursued, and what led you to move abroad in your career?**

I graduated from **emlyon** business school in 2009. Immediately after receiving my diploma, I joined BNPParibas, where I began my professional journey in France, taking on roles that combined financial analysis, portfolio management, and business development.

In 2017, I moved to Mexico to accompany my husband's career relocation. This move gave me the chance to expand my international experience, and I accepted a position with a French multinational operating in the region. While there, I managed the cost-control teams, overseeing budgeting, variance analysis, and expense-optimization projects across multiple business units. The role deepened my expertise in cost management, cross-border finance projects, and stakeholder coordination throughout Latin America.

In 2023, we embraced another global transition, relocating to Shanghai, China. I returned to BNPParibas, this time within the Investment-Banking division, focusing on coverage and relationship development between the bank and multinational corporations operating in the Asia-Pacific market. This position allows me to leverage my European, Latin-American, and now Asian experience to support clients navigating the complexities of Chinese and regional capital markets.

Each relocation was driven by a mix of personal circumstances and career-advancing opportunities: the chance to apply my skill set in new markets, deepen my understanding of global finance, and contribute to BNPParibas's strategic growth in key regions.

**2) How did you adapt to the culture of the country, and especially the work culture? Did you face any difficulties?**

In Mexico there was no language barrier, but I quickly discovered that work habits differed markedly from those in France. Meetings were often cancelled at the last minute, it was impossible to schedule a session during the traditional "comida" hour, and repeated delays became the norm. As a foreigner, I felt it was my responsibility to adapt to the local culture and navigate these Mexican customs with flexibility and openness.

In China, I communicate with my colleagues primarily in English because I unfortunately do not speak Mandarin. Chinese professionals are exceptionally diligent and reliable, yet the language barrier still limits the depth of my relationships—both professionally and personally. This reality pushes me to continuously seek ways to bridge the gap, whether through language learning, cultural immersion, or proactive communication strategies.



# EXPAT VOICES



**3) What is your overall assessment of this international career? Would you recommend it? What has it brought you professionally and personally? What advice would you give to emlyon students?**

I have truly enjoyed discovering a new country and a culture different from my own in each of my overseas assignments. The experience has been both a personal and professional enrichment, helping me become more flexible, adaptable and globally minded.

I have been fortunate that my husband's expatriate contract covered our essential needs—healthcare, education, housing, etc.—so the moves could be made under very favorable conditions.

My two children were born overseas—one in Mexico City and the other in Shanghai—and my heart will always be split between Latin America and Asia.

For anyone who wants to step out of their comfort zone, I strongly recommend trying an adventure abroad; the growth you gain is priceless.

**4) What connection do you maintain today with the emlyon alumni network? How has the network supported your career?**

During my time in Mexico, we had an outstanding ambassador who organized recurring events and meetings with alumni from the grandes écoles. This helped expand our network and gave us early insight into job opportunities. After a particularly tough COVID-19 period in China, the network went on pause, but it was re-activated a few months ago. Should I move to another country, I would not hesitate to reach out to the alumni network.



# EXPAT VOICES



## MOROCCO WITH ADRIÁN ALVERGNE

### CONSULTANT IN STRATEGY AT KÉA

#### 1) Can you describe your background, the opportunities you pursued, and what led you to move abroad in your career?

“My academic path was fairly long. After the baccalauréat, I joined a five-year engineering school, specializing in transport — aerospace and industrial sectors. Later, I entered **emlyon** business school through the admission-on-qualifications process.

I’ve always been lucky to travel a lot, first with my parents, then on my own. I discovered many countries and continents — Argentina, Mexico, Malaysia, several European destinations, and Morocco. Travelling has always been part of who I am. With emlyon, I also had the chance to study on the Mumbai campus in India. It was a fantastic experience that I highly recommend: a completely new culture, very different from what we know in the West.

At the end of my studies at emlyon, this experience made me realize that I didn’t see myself staying in France right away, especially at the beginning of my career. It was the perfect timing for me to go abroad and start working in consulting. Morocco was a great opportunity at that moment: the country is experiencing strong economic growth, with many development projects and consulting opportunities. On top of that, I had family living in Casablanca.

What pushed me to move abroad?

Learning a new culture, seeking adventure, wanting to step outside France, but also concrete professional opportunities that emerged in Morocco.”

#### 2) How did you adapt to the culture of the country, and especially the work culture? Did you face any difficulties?

“When I arrived, even though I had some family there, I didn’t have any friends, so it was still a real leap into the unknown. But everything went very well. Since I had travelled so much before, I was able to adapt quickly.

There was also no language barrier: French is widely used in companies, which removes a big difficulty. And because Morocco is geographically close to France and Europe, the transition feels smoother. Of course, there are cultural and religious differences, but overall, I found the adaptation quite easy.

As for work culture, I’m in a French consulting firm (Kea), so the environment is very similar to what you find in France. Many of my Moroccan colleagues studied in France as well, so everything goes smoothly. Sometimes, certain meetings are held in darija, the Moroccan dialect, which I don’t fully master yet. But this is rare and has never been a real obstacle.

There are still a few aspects of daily life that require adjustment, because Moroccan culture is different from French culture: for example, driving in Casablanca can be overwhelming, and administrative procedures can be very long and complicated.”

# EXPAT VOICES



**3) What is your overall assessment of this international career? Would you recommend it? What has it brought you professionally and personally? What advice would you give to emlyon students?**

“I’ve now been working for more than a year and a half at Kea Morocco, a strategy consulting firm heavily involved in missions across Africa. My overall assessment, both professionally and personally, is extremely positive.

I strongly encourage emlyon students to consider an international experience (unless they have personal constraints that keep them in France). Working abroad allows you to meet people with very diverse backgrounds, develop adaptation and language skills, and discover new cultures. It’s incredibly enriching.

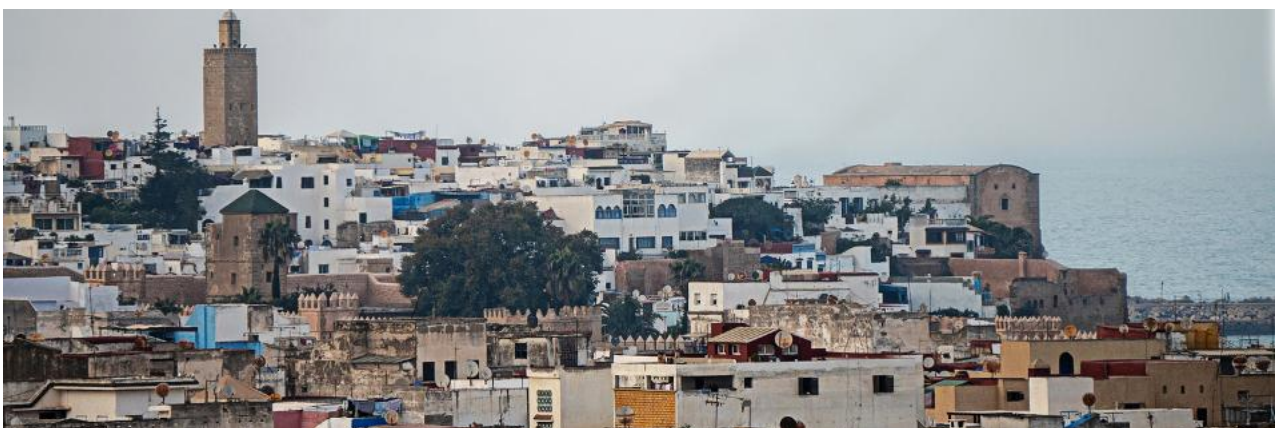
And nothing stops you from doing this early in your career and then settling back in France later on.

Why Morocco? I really encourage students to take an interest in Morocco for a first job. It’s a country undergoing major economic growth, with many new professional opportunities. Its proximity to France means you’re not far from home and can easily visit family. It’s also a very rich culture, with warm and welcoming people.”

**4) What connection do you maintain today with the emlyon alumni network? How has the network supported your career?**

“The emlyon alumni network in Morocco is very strong. Many events are organized, both among emlyon graduates and with graduates from other French schools. There is what we call the ‘Maison des Alumni’, financed by several top French schools (HEC, ESSEC, EDHEC, Sciences Po, Audencia, and others). Events are held there every week: talks with politicians, tech entrepreneurs, and various experts, including the ‘Tech Tuesdays’.

Personally, I attend all the emlyon events, and we also have a common WhatsApp group where alumni help each other a lot.”



# EXPAT VOICES



## SHANGHAI WITH SOPHIE COULON

MANAGING DIRECTOR AT VO2 ASIA PACIFIC

**1) Can you describe your background, the opportunities you pursued, and what led you to move abroad in your career?**

“My background started in law. I studied at Paris II Panthéon-Assas, completing both a Master 1 in Business Law, and a Law Degree from the Collège de droit in the international section. It taught me discipline, but I wanted something more: to build, to create. So I joined emyon’s Msc in Management (PGE).

That’s where everything accelerated. A friend and I launched Francelysee, a media platform promoting French culture to Chinese audiences on WeChat, China’s top social app. emlyon gave me the opportunity to spend a semester at East China Normal University in Shanghai, which is where the project really took off. And once there, I stayed.

What was meant to be an academic experience turned into a real entrepreneurial adventure. We quickly realized that our understanding of Chinese social media and social commerce had genuine market value. We pivoted into digital marketing, grew, and structured the business. The company later merged with a tech agency, and in June 2023, we were acquired by VO2 GROUP.

Today I run VO2 Asia Pacific, a tech and digital agency that designs and deploys end-to-end digital ecosystems across Asia, from CRM and clienteling to AI transformation and agentic enterprise systems, for groups like LVMH, Accor, Diptyque, and Saint-Gobain.”

**2) How did you adapt to the culture of the country, and especially the work culture? Did you face any difficulties?**

“What I love about Chinese people is their ability to move fast in business. Meetings can be scheduled within hours, contracts signed within days. There is a pragmatism and an adaptability that I find genuinely energizing, and that you rarely find at that level in Europe.

The flip side is that work-life balance is quite limited. You need to be reactive, reply fast, stay available, otherwise opportunities simply pass you by.

One thing I learned early on is how feedback works differently here. French people are used to sharing their opinions openly, challenging each other in meetings. In China, that dynamic is very different. If you want to know what your team really thinks, or if you want to push back on something, doing it publicly will get you nowhere. You learn to have those conversations differently, more quietly, more directly, one on one. As a manager, that shift is important to make.”



# EXPAT VOICES



**3) What is your overall assessment of this international career? Would you recommend it? What has it brought you professionally and personally? What advice would you give to emlyon students?**

"I think I'm where I should be. Starting a company in China, building a client base, growing a team, it has given me opportunities I genuinely don't think I would have had in France. China is at the heart of digital and tech innovation, and even more so now with artificial intelligence. Many people are only starting to see China as a place for innovation, but for those of us who have lived here for a while, that's not news.

Professionally, I'm still Managing Partner of the agency. We are 100 people, and I get to work every day on something I find genuinely exciting: helping international brands navigate their digital and AI transformation in one of the most demanding markets in the world.

On a personal level, I built my life here. My family is here, I recently became a mom, and China has proven to be a great place to thrive both professionally and personally.

My advice to emlyon students would be to take the opportunity: emlyon has a campus in Shanghai, which is actually where my own adventure started. Use it. In the world we are heading into, working with Chinese partners, clients, or competitors will not be optional. Better to understand that market from the inside, early."



**4) What connection do you maintain today with the emlyon alumni network? How has the network supported your career?**

"One person stands out in particular: Eric Bruzzone, a professor who became a real mentor. It started from the day I joined his class during my Shanghai semester at emlyon. He immediately saw my potential at a time when I could barely see much in myself. He has given me advice throughout my career, and at some point gave me the opportunity to teach in his Asian Business Environment classes. That experience was something different for me, a chance to try another mode and to crystallize my professional knowledge. We still meet regularly today.

More recently I have been reconnecting with fellow alumni, and I even hired one to join our agency. The network has a way of showing up when you least expect it!"



# EXPAT VOICES



## MOROCCO WITH HATIM CHRAIBI

### DEALS PARTNER AT PWC FRANCE & MAGHREB

**1) Can you describe your background, the opportunities you pursued, and what led you to move abroad in your career?**

“My name is Hatim Chraibi, and I am a Deals Partner at PwC France & Maghreb, currently based in Casablanca, Morocco.

I have spent my entire career (more than 20 years) within this major international firm.

After earning an MSc in Management from **emlyon** business school, I began my career at PwC in the Audit practice in Lyon, following successful internship experiences both in that office and in another group with significant operations in the Middle East.

After roughly three years in Audit, I seized the opportunity to move internally into our Deals/Transaction Services practice, still in Lyon, where I spent an additional five years.

I then chose to pursue my first geographical mobility, joining the Deals/Transaction Services teams in Paris for eight years. During this period, I had the privilege of advising investment funds and large international groups on financial due diligence assignments.

At the end of this enriching chapter in Paris, I opted for a second geographical mobility—this time international—by relocating to Morocco (Casablanca). My goal was to actively contribute to expanding PwC’s Deals practice in the country. Being of Moroccan origin myself, and having left Morocco around twenty years earlier to pursue preparatory classes in France, this move represented both a homecoming and an exciting professional challenge.

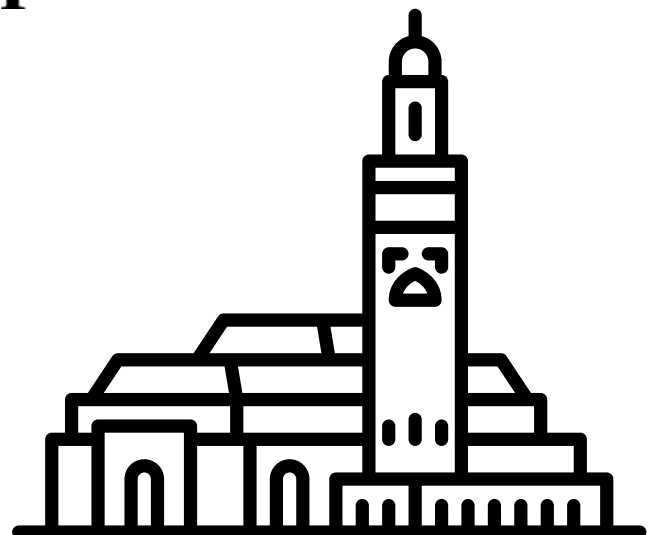
Developing our Deals practice in Morocco aimed to strengthen our local footprint in a rapidly growing market and to foster strong synergies between the French and Moroccan firms, capitalizing on exceptional talent based in Morocco.”

**2) How did you adapt to the culture of the country, and especially the work culture? Did you face any difficulties?**

“Given my origins, the international culture of a global firm like PwC (reflected across its teams worldwide) and the strong historical ties between Morocco and France, my adaptation to the Moroccan environment, both personally and professionally, was smooth and entirely natural.

The Deals landscape in Morocco, while less mature than in France, is expanding rapidly and offers compelling opportunities to implement best practices and leverage the expertise I developed throughout my career in France.

Moreover, maintaining a Partner role within our French practice allowed me to transition with complete peace of mind, as I was able to preserve strong proximity with our clients and teams in France throughout the process.”



# EXPAT VOICES



**3) What is your overall assessment of this international career? Would you recommend it? What has it brought you professionally and personally? What advice would you give to emlyon students?**

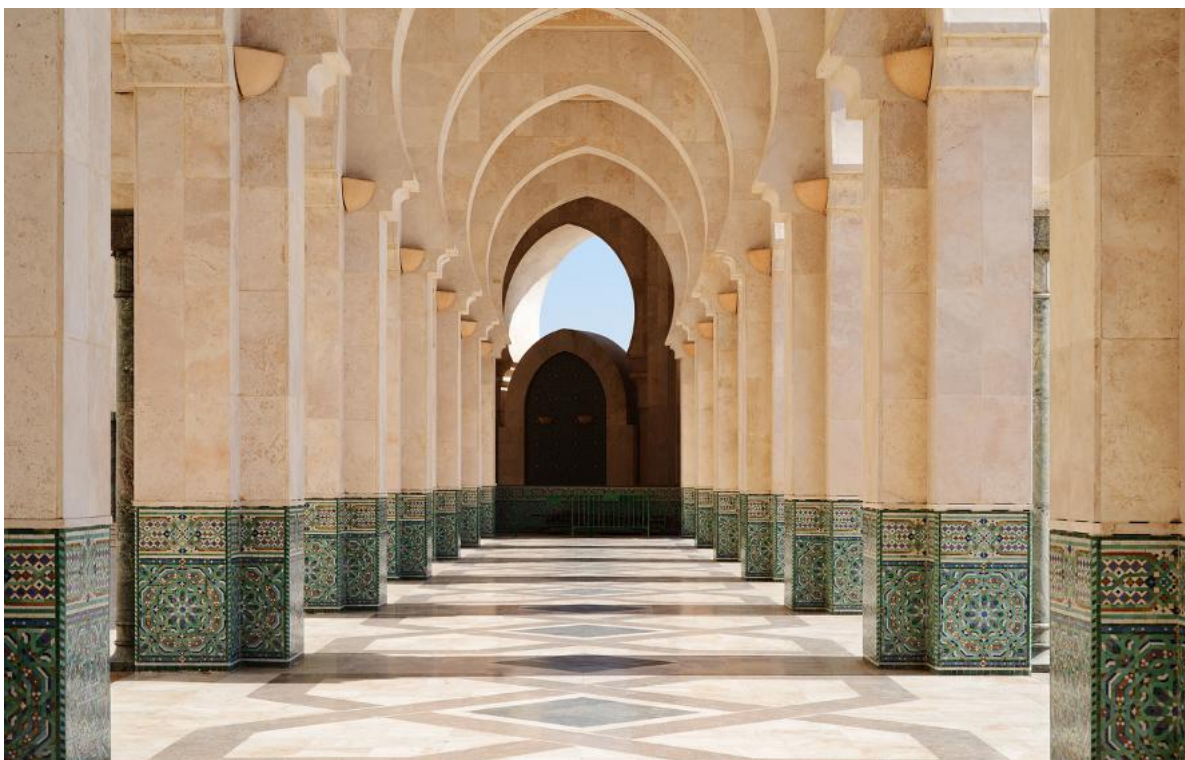
“My international career has been extremely positive so far, and above all, remarkably coherent.

I first built academic and professional expertise in France, in a rigorous and demanding environment, before returning to Morocco (“home”) more than 20 years later to put that experience to work in a context where I can thrive both personally and professionally.

I can only encourage emlyon students to seek international experiences. These opportunities help develop essential qualities for any manager or leader: adaptability, open-mindedness, intellectual curiosity, and resilience.”

**4) What connection do you maintain today with the emlyon alumni network? How has the network supported your career?**

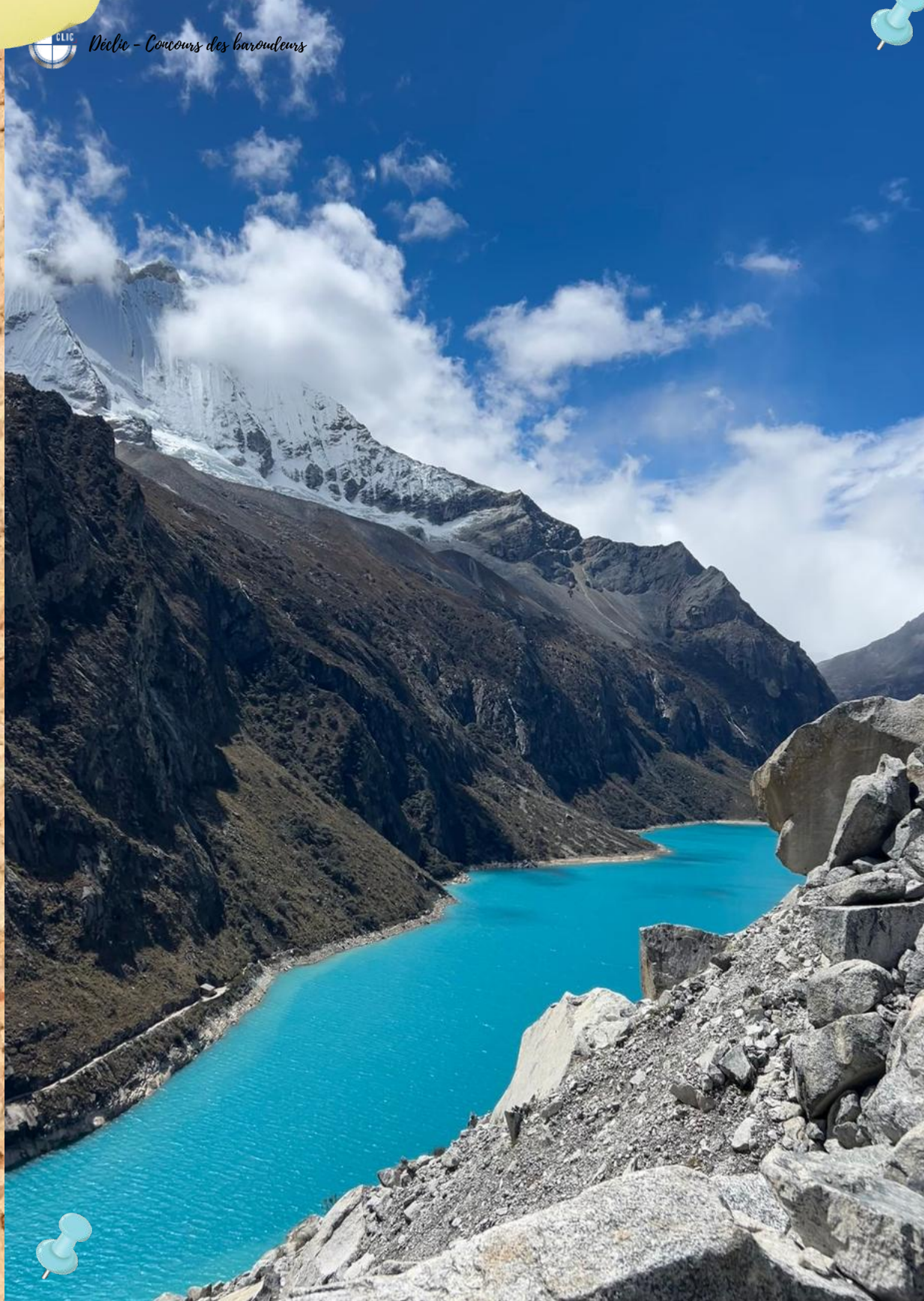
“Throughout my journey at PwC, I have always made a point of staying closely connected to emlyon, an institution I deeply value. This has taken the form of regular campus-management initiatives in coordination with our dedicated PwC teams, a supportive eye toward sponsoring student events organized by school associations, and offering guidance whenever emlyon students or alumni reach out to me (particularly when their questions relate to my career path).”



International  
exchanges and  
international PD



*Délic - Concours des baroudeurs*



# *emlyon business school: An international dimension*

## ***AN INTERNATIONAL AMBITION DRIVEN BY THE RÉSONANCES 2028 PLAN***

**emlyon** business school has made globalization a major strategic focus of its development. **The Résonances 2028 plan** embodies this vision by strengthening the school's international network, with a dual objective: to attract the best students in the world and to project its educational model on a global scale.

To achieve this, emlyon relies on several key elements:

- Four campuses worldwide: Lyon, Paris, Mumbai, and Shanghai. The Shanghai campus welcomes more than 500 students of 23 nationalities in programs such as the Doctor of Business Administration, Executive Master of Business Administration, and Executive Development Program.
- A €17 million investment over three years in digital technology, enabling the development of high-quality online programs and increasing its international reach.
- A network of 220 academic partnerships in 57 countries, offering nearly 2,000 students the opportunity to study abroad.

As Nicolas Pejout, Director of Strategy and Development, summarizes: *“Thanks to our campuses and partners, our students and faculty fully experience internationalization through networking.”*

A global reach driven by the alumni community

emlyon relies on a network of 48,000 graduates, a quarter of whom live outside France, spread across 130 countries.

A dedicated department, Advancement & Alumni Relations, has been created with the following missions: fundraising, network development, and creating synergies with businesses. 250 alumni ambassadors actively contribute daily to the school's global reach.



## **STRUCTURED AND SELECTIVE ACADEMIC MOBILITY PROGRAM**

**emlyon** business school offers students in its Grande Ecole Programme (PGE) access to structured international academic mobility through three distinct programs. Each program addresses specific educational objectives and has its own application requirements.

**Academic exchanges** allow students to spend one or two semesters studying at a partner university, with credits earned in the emlyon curriculum being recognized. These are the most traditional and widespread form of mobility. Students remain enrolled at emlyon, do not pay additional tuition fees, and benefit from the school's network of 220 international partners.

**International double degrees** represent a more demanding commitment. Upon completion of a joint program, they lead to the awarding of two degrees: one from emlyon and one from the partner institution. These programs are generally longer, sometimes selective in terms of academic level or prior professional experience, and require complete immersion in the host country's university system.

**Intercampus mobility programs** offer the opportunity to study at one of emlyon's campuses abroad, primarily in Shanghai or Mumbai. Unlike traditional exchanges, students remain within the school's educational ecosystem while benefiting from a geographical and cultural immersion.

All these mobility programs are subject to selection. Places are allocated based on academic ranking via the Mobility Online platform. This selectivity ensures a good match between the student's profile, the partner institution's requirements, and the quality of the experience abroad. The number of places is renegotiated annually by the International Relations Department, based on incoming and outgoing student flows. The goal is to maintain a balance: emlyon hosts international students and, in return, receives places for its own students. In the event of an imbalance, the school may suspend certain agreements or sign new ones.

This flexibility explains the volatility of geographical trends. The United States and Canada remain attractive, but in recent years there has been a sharp increase in demand for Asia (China, Singapore, South Korea), reflecting the region's economic dynamism and the diversification of career paths.

**Two distinct systems apply depending on the student profile.** GE students may only undertake one academic exchange during their studies. This rule ensures fairness and makes the exchange a significant, unique, and chosen experience.

ASTI students are not subject to the mobility requirement, as their prior coursework is considered sufficient. They can, however, apply for dual degrees to specialize abroad.



# APPLICATIONS FOR ACADEMIC OPPORTUNITIES

## Eligibility Criteria

To be eligible for an academic mobility program, students in the Grande Ecole Programme must meet all of the following conditions:

- Be up-to-date with tuition fees and administrative formalities.
- Have successfully completed Year 1 of the Grande Ecole Programme and its academic requirements (PER01 on Brightspace).
- Not be planning a gap year during the academic year of their intended departure.
- Have a minimum overall average of 12/20 across all years.
- Not have already completed an international academic mobility program at emlyon.
- Not have been granted an exemption from the international period requirement.

## Eligibility Check

In the weeks following the closing of pre-registration, an eligibility check is carried out by the administration. Students identified as ineligible are notified by email. This check covers all the academic and administrative criteria mentioned above.

## Information and Support

The International Mobility Office organizes informational webinars in French and English each year, designed to present the selection process as a whole. In addition, the Partnerships team offers specific presentations from the various partner institutions.

## Applying on Mobility Online

Students deemed eligible receive an email when the Mobility Online platform opens. This message contains:

- A link to create their account.
- A detailed list of available places per partner institution.
- A user guide for the platform.
- The complete selection schedule.

It is on this platform that students enter their preferences, based on available places and their aspirations.

## Consult the prerequisites by partner

All information specific to each partner institution is centralized in the partner fact sheets accessible on the Public Mobility Online Portal:

- Language of instruction
- Required language tests (proof of level to be provided by the student if the language is not English)
- The possible requirement of professional experience, generally 12 months.

## Pre-registration

Pre-registration is an essential prerequisite for any application. It is completed via an online form, open for more than a month, approximately two months before the start of the selection process. The procedure is quick (less than 10 minutes) but mandatory: no latecomers will be accepted, regardless of the reason.

## Ranking and Notification of Placement Groups

For the main session, a ranking score out of 100 is established according to the following formula:

- 80% of the overall Year 1 average.
- 20% of the average English grade.

This ranking is then divided into groups of 25 students. Each participant receives an email a few days before the selection process opens, informing them of their assigned time slot. This system allows each participant to gauge their level without knowing their exact ranking.

## The Two Selection Rounds

Each selection session systematically comprises two rounds. This system allows students who did not receive a placement in the first round to try again in the second. It guarantees an optimized placement rate and a second opportunity for the most determined candidates.

## After Assignment: Mandatory Rules

All applications are carefully considered. Consequently, an offer received following the selection process cannot be refused under any circumstances. There is no withdrawal period or reflection period. The only exception is in the case of serious illness, which must be handled according to a specific protocol described in the section dedicated to withdrawals. In order to ensure the seriousness of applications and respect for commitments made to international partners, any withdrawal after receiving an assignment will incur a penalty of €1,100.


# Academic Exchanges

This is the most common form of mobility. It takes place through ERASMUS+ or bilateral agreements outside the EU. The exchange lasts for one academic semester (3 to 5 months) – either autumn or spring.

Academic exchanges do not incur additional tuition fees; students pay their tuition fees at their home institution. However, there may be additional costs related to living expenses, such as accommodation, transportation, etc. Nevertheless, scholarships are available to help finance this academic opportunity, such as the BRMIE mobility grant or the ERASMUS+ program.

Beyond the academic opportunity, an academic exchange allows students to earn between 20 and 30 ECTS credits and complete a 6-month period of international mobility (a full year abroad is required for students in the Grande Ecole Programme, CPGE profiles).

*Here are 5 exchanges we selected:*



University/School	Country	Expertise	Why?
<b>Università Commerciale Luigi Bocconi</b>	Italy (Europe)	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Economics</li> <li>• Management</li> <li>• Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Top 4 in Europe (FT)</li> <li>• Best Italian school</li> <li>• Access to Master's level courses.</li> <li>• Strong network in Milanese finance and the luxury sector.</li> <li>• Optional Italian courses for complete immersion.</li> </ul>
<b>Massachusetts Institute of Technology (MIT) – Sloan School of Management</b>	United States (North America)	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Leadership</li> <li>• Entrepreneurship and innovation</li> <li>• Product management</li> <li>• Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Access to the Visiting Fellows Program, designed to freely explore MBA courses and beyond.</li> <li>• Immersion in the MIT and Harvard ecosystem, at the heart of global innovation.</li> <li>• Exceptional alumni and faculty network.</li> <li>• Selective process, including an interview, ensuring a cohort of excellence.</li> </ul>
<b>University of St. Gallen (HSG)</b>	Switzerland (Europe)	<ul style="list-style-type: none"> <li>• Quantitative Economics and Finance</li> <li>• Banking and Finance</li> <li>• Strategy and International Management</li> </ul>	<ul style="list-style-type: none"> <li>• Top Swiss business school.</li> <li>• Wide range of Master's programs taught in English, with the option to take courses in German (B2 level required).</li> <li>• Strong network in German-speaking finance and industry.</li> </ul>
<b>National University of Singapore (NUS)</b>	Singapore (Asia)	<ul style="list-style-type: none"> <li>• Asian finance</li> <li>• Supply chain</li> <li>• Emerging economies</li> </ul>	<ul style="list-style-type: none"> <li>• No. 1 in Asia</li> <li>• Strategic hub for investment banks and logistics in ASEAN</li> <li>• Unique exposure to emerging Asian markets and regional business networks.</li> </ul>
<b>FGV São Paulo</b>	Brazil (Latin America)	<ul style="list-style-type: none"> <li>• Emerging Economies</li> <li>• Latin American finance</li> <li>• ESG</li> </ul>	<ul style="list-style-type: none"> <li>• Best school in Latin America.</li> <li>• A benchmark in impact investing and sustainable development.</li> <li>• A privileged gateway to Latin American markets.</li> </ul>

# INTERNATIONAL DOUBLE DEGREES

A Double Degree is an agreement between two higher education institutions that allows students to obtain both the partner institution's degree and the emlyon degree. The average duration is one full academic year, although the period may vary depending on the partner institution.

- International Double Degrees do not incur additional tuition fees; students pay their tuition fees at their home institution.
- However, there may be additional expenses related to living costs, accommodation, transportation, etc.
- Nevertheless, scholarships are available to help finance this academic opportunity, such as the BRMIE mobility grant or the ERASMUS+ program.

Beyond the academic opportunity, an International Double Degree allows students to earn 60 ECTS credits and the international experience period, and potentially other degree requirements such as the final year project, depending on the institution.

*Here are 5 International Double Degrees that we have selected:*

University/School	Country	Expertise	Why?
WHU – Otto Beisheim School of Management	Germany (Europe)	<ul style="list-style-type: none"> <li>• General Management</li> <li>• Strategy</li> <li>• Corporate Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Top German business school.</li> <li>• Powerful network in industry and consulting.</li> </ul>
HEC Montréal	Canada (North America)	<ul style="list-style-type: none"> <li>• Management</li> <li>• Finance</li> <li>• International Trade</li> </ul>	<ul style="list-style-type: none"> <li>• Top Canadian business school.</li> <li>• Strong network in North America.</li> <li>• Bilingual environment (French/English).</li> </ul>
Hong Kong Baptist University (HKBU)	Hong Kong (Asia)	<ul style="list-style-type: none"> <li>• Asian finance</li> <li>• Management</li> <li>• Entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>• Asian financial hub.</li> <li>• Provides immersion in Asia.</li> <li>• Thesis to be completed at emlyon.</li> </ul>
NUCB Business School	Japan (Asia)	<ul style="list-style-type: none"> <li>• Management</li> <li>• Strategy</li> <li>• Japanese company case study</li> </ul>	<ul style="list-style-type: none"> <li>• Unique in its use of Asian case studies.</li> <li>• An excellent entry point into the Japanese economy.</li> </ul>
Asian Institute of Technology (AIT SOM)	Thailand (South East Asia)	<ul style="list-style-type: none"> <li>• Technology management</li> <li>• Sustainability</li> <li>• Logistics</li> </ul>	<ul style="list-style-type: none"> <li>• Ideal for careers in NGOs, development or supply chain management in emerging Asia.</li> </ul>

# EXCHANGE IN CHINA

This unique inter-campus international mobility program at emlyon allows students to complete some of their elective courses at the emlyon business school's partner campus in Shanghai, China. The exchange lasts 3 to 4 months.

- The intercampus exchange does not incur additional tuition fees, as it is a partner campus.
- However, there may be additional costs related to living expenses, such as accommodation and transportation.
- This exchange is not eligible for BRMIE or ERASMUS+ mobility grants.

Beyond the academic opportunity, the intercampus exchange allows students to earn 20 to 30 ECTS credits and obtain a 6-month international experience. There are 100 places available per semester.



Type	Location	Expertise	Why?
Asian campus	Shanghai (Changning district) established since 2007	<ul style="list-style-type: none"> <li>• Strategic hub for emlyon's development in Asia.</li> <li>• Training, corporate relations, alumni network.</li> </ul>	<ul style="list-style-type: none"> <li>• Gateway to the Chinese economic ecosystem.</li> <li>• Privileged access to French and international companies operating in China.</li> <li>• Conferences, workshops, and mentoring with local leaders.</li> <li>• Alumni network of thousands of graduates across Asia.</li> <li>• A unique intercultural immersion.</li> </ul>

# Dimitri Marie: A Deep Dive into Shanghai

Dimitri Marie, a student at emlyon, reflects on his experience in China at the Shanghai campus.

"I wanted to see for myself." Driven by raw curiosity, Dimitri Marie took the plunge. Destination: China. Not for a traditional double degree, but for an academic and semi-professional experience just before his final year (Master 2). There was no set path: instead, he immersed himself in a consulting firm in Shanghai and took courses at a local university focused on culture and innovation. A word of caution: choosing this path closes the door to other international exchanges and double degrees.

"Once you're there, you quickly realize you did not know what to expect." There is a massive gap between the European narrative on China: dictatorship, communism, surveillance—and the reality on the ground. What hits you first is the fluidity. Everything is designed to make life easy: transport, services, and infrastructure. "Compared to Europe, it's the future." This technological lead is striking from the very first step.

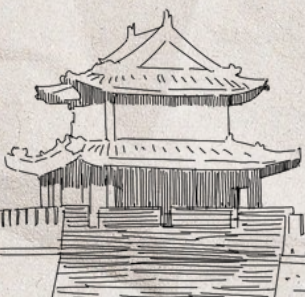
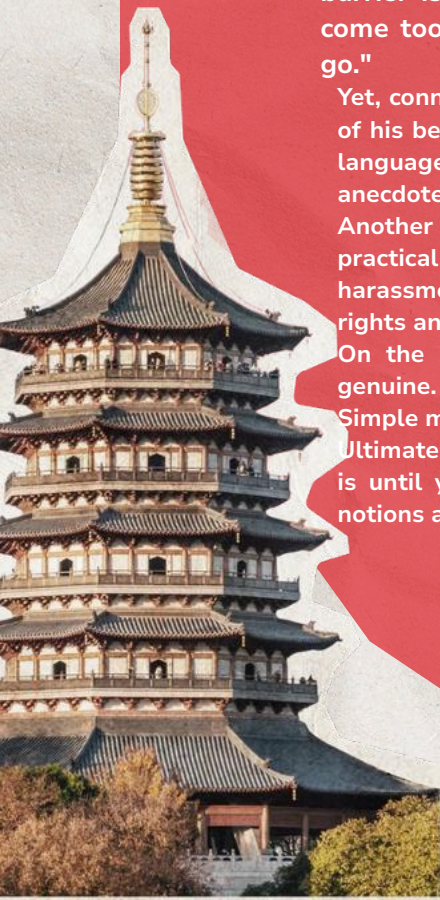
However, immersion also brings contrasts. People in less developed regions can be hard to reach, especially if you do not speak the language. "Without translation apps, it's impossible to communicate with locals." The language barrier is the true wall. Even the Chinese prep courses offered on-site often come too late. His advice: "Work on the language at least a little before you go."

Yet, connections do happen—and sometimes they transcend words. Dimitri tells the story of his best friend who fell in love with a Chinese woman without speaking a word of her language. "They communicated as best they could, spontaneously, and it worked." It's an anecdote that says a lot about the power of human connection beyond barriers.

Another shock: safety, especially for women. "It is the safety of a dictatorship, but in practical terms, women can go out at 3 a.m. without any fear. Zero insecurity, zero harassment." A paradoxical freedom that challenges our own balance between individual rights and social order. The "freedom vs. safety" trade-off becomes very real here.

On the sports side, the infrastructure is impressive, and the passion for football is genuine. "When you play football and you're French, they immediately call you 'Mbappé.'" Simple moments that bring a smile to your face.

Ultimately, this stay was much more than just a trip. "You do not really know what China is until you've been there." It's a conclusion that invites us to look past preconceived notions and go see for ourselves.





## Adam Bouregaa: The German Excellence at WHU

Adam Bouregaa, a student at emlyon, looks back on his double degree at WHU in Germany.

"I wanted a completely different experience, more finance-oriented and truly international." With this clear ambition, Adam decided to head to Germany. Not for a simple exchange, but for a demanding double degree at WHU, one of the country's most prestigious business schools. A strategic move for someone already aiming for an international career.

Even before setting foot on campus, the program requires a strong academic foundation: GMAT, IELTS (C1 level), and a mandatory six-month finance internship to apply for the Master in Finance. Once admitted, Adam joined the local cohort directly: same courses, same pace, same graduation. "Integration is immediate. You are part of the class, not a separate exchange group. It's a real opportunity." With only 220 students across all master's programs, it is a great way to get to know the entire cohort.

He quickly discovered the true meaning of German rigor. "It's not a myth. The courses are dense, the standards are high, and grading is often relative, much like in French prépa." Rather than discouraging him, this pressure became a driver. It culminates in a thesis written from May to September, supervised by WHU professors. "I chose my topic by discussing it with them. They even offer an optional course on how to write a thesis. It's genuine support."

In terms of highlights, the professional side dominates. "The school organizes a huge number of events with banks and companies. They present their processes, their culture, and how to apply. It's a golden opportunity for networking." The quality of teaching is another strong point: "We develop our knowledge in depth. It's likely linked to the local culture." Joining WHU also means joining a powerful network, recognized in both Germany and London. "It really sets you apart from a standard emlyon track."

However, there are some challenges. The campus is isolated. "Outside of classes, there is not much. No bustling student life, few events in town. It's much more about studying than socializing." Added to that is a harsh winter and a heavier workload than in France. "You have to be consistent and work almost every day. But you still find time to travel."

Then there are the anecdotes that define a year. Adam joined the "Ministry of Spirit" (the master's student association) but also the Vallendar Integration Program for exchange students. "I was a master's student, but I ended up as the treasurer for the exchange students!"

Along with his team, he organized a poker tournament in the school's cellar, managed stocks of yfood drinks, and turned a profit for the association. And then there's the story of the 400 yfood drinks: "With some friends, we collected leftovers from bachelor events where there were bottles with a deposit (Pfand). For three months, we stored entire bags of bottles in our gym lockers to claim the refund."

Beyond the anecdotes, this double degree is a profound transformation. "It's a second school, a second network. The job market in France is saturated, whereas in Germany, there are plenty of opportunities." Looking back, Adam is certain: "I would not have had the same career path if I had stayed in France."

"I wanted a completely different experience, more finance-oriented and truly international."

"I would not have had the same career path if I had stayed in France."



# Léo Balcon – Singapore Management University

A student at emlyon, Léo Balcon looks back on his choice of Singapore, a carefully considered decision driven by financial ambition, cultural immersion, and a few unexpected twists.

*"I chose Singapore Management University primarily for its strategic positioning."* Léo does not hide that his choice was driven by ambition. Singapore is now the world's fourth-largest financial center and one of Asia's most dynamic hubs, particularly in wealth management, a sector currently booming with a massive influx of family offices and capital, to the point of rivaling Switzerland. Having already completed two internships in corporate finance, moving toward a market finance stronghold was a natural step for his specialization.

## A tailor-made curriculum.

This semester at SMU allowed him to build a curriculum focused exclusively on finance and to upskill in areas he would not have been able to explore as deeply in France. His choice was also influenced by his first inter-campus exchange in Shanghai, which truly opened his eyes to the possibility of building a finance career in Asia. *"Singapore felt like the logical next step in that journey."*

What particularly convinced him, even before arriving, was the quality of the faculty. *"SMU primarily recruits professionals with significant 'on-the-ground' experience industry heavyweights."* In practice, this changes everything: the real-world insights shared in class are tangible, career advice is relevant and personalized, and post-class discussions are incredibly enriching. Furthermore, the professors' personal networks are a considerable asset for students.

For Léo, the highlight of his stay was without a doubt Singapore's cultural diversity. The city-state is a true melting pot. The resident population is approximately 75% Chinese, 15% Malay (the island's historical indigenous community), and nearly 8% Indian, not to mention a massive expatriate population from all over the world. *"I loved this human and gastronomic richness."*

The experience became even more interesting in the classroom. Since he chose rather demanding modules, he did not encounter a single other exchange student. He was surrounded only by local students, whose temperaments, work ethic, and communication styles were entirely different from what he had known in France or even Shanghai. *"This pushed me out of my comfort zone and encouraged me to build genuine bonds with locals; it is one of the things that helped me grow the most."*

If he had to mention one difficulty, it would clearly be the housing search. With a friend, they went through an agency operating in both China and Singapore. From France, everything seemed fluid. However, upon arrival, the first apartment provided looked nothing like the photos and was uninhabitable.

After two apartment changes and long negotiations, they finally reached an agreement. But the story does not end there. When it came time to recover their security deposit at the end of the stay, the agency went silent. *"I had to file a claim with the Small Claims Tribunal of Singapore, and after a three-and-a-half-month battle, I finally got my money back."* After speaking with a friend who studied at a different school in Singapore, it seems this kind of misfortune is unfortunately relatively common for international students. The moral of the story? If you are going on an exchange, try to consult an alumnus or a student currently on the ground before signing anything.

To end on a lighter note, Léo became such good friends with a Singaporean aunty working at a food court where he ate every day that she invited him to her grandson's wedding. *"That is also the spirit of Singapore..."*

Alongside his classes, he took his first steps into entrepreneurship by partnering with a classmate to develop Watchpoint Advisory, a project aimed at becoming a benchmark in watch investment. *"I learned an enormous amount, both about myself and about managing a team spread across multiple time zones."*

An unequivocal verdict. *"If I had to do it all over again, I would do it in a heartbeat. I have no regrets and would warmly recommend this exchange to any curious student eager to learn more about Southeast Asian culture."*



## Alessandro Mosca - One Month at McGill, between Fintech and North American Immersion

A student at emlyon, Alessandro Mosca looks back on his choice to go to McGill University for a one-month program, and what the experience brought him, far beyond the classroom.

"When I had to choose my exchange, I had three options: a one-week program in London, one month at Bocconi in Milan, or one month at McGill." For Alessandro, the decision quickly turned toward Montreal. The Milan program was interesting on paper, but he did not want to go back to Italy. Already doing his master's abroad, he wanted to reinforce the international dimension of his journey. "An exchange in Italy would not have added much on a personal level, even though Bocconi is a great university. I wanted to experience another culture, another environment."



The weight of reputation. McGill played a role: a globally recognized university, a guarantee of quality. But what truly convinced him was the content of the program. It focused on ESG investing and fintech, two subjects he is passionate about. "ESG investing has become essential, and I wanted to dive deeper. Fintech is something I've been interested in for a long time; I even wrote my previous thesis on fintech-related topics." The fact that Canada is a very dynamic ecosystem in that field only reinforced his choice.

Once there, the verdict was clear: the experience was very positive. What struck him first was discovering a different academic system. "The teaching approach was quite different from what I had experienced at emlyon. It allowed me to develop different skills and a different way of thinking."

But the program's strength lay in its connection with professionals. In the fintech course especially, the professor organized regular visits to companies, banks, and financial institutions. "We had the chance to meet professionals, ask questions, and better understand how things work in practice. If I remember correctly, there were about two visits per week. It was a great opportunity for networking and for learning directly from people in the field."

Added to that were guest speakers invited online, who shared their experience and answered students' questions. "That made the courses very practical and engaging."

Alessandro faced no major difficulties during his stay. The organization was smooth; everything went without a hitch.

His only suggestion concerns the length of the company visits. "They were actually one of the most interesting parts of the program, and we really enjoyed them. But sometimes the visits felt a bit short. In some cases, we only had time to see a small part of the company or briefly talk with a few professionals."

He imagines a longer format: "Spending a full day at a company and maybe rotating between different teams or departments could give students an even deeper understanding of how the organization works. I understand it is not always easy to organize, but it could make the experience even more valuable."

A very positive overall assessment. "It was a very enriching experience, both academically and personally. The program was very well managed, and overall it was a great adventure."







China’s cultural logic is often described as a subtle balance between two influential traditions:

Confucianism and Daoism. Although China does not have “religion” in the Western sense, these two mindsets quietly shape how people think, behave, and make decisions. They offer guidance in both high moments and low ones, forming an inner compass that most Chinese carry without explicitly naming it. Confucianism focuses on social order, responsibility, and harmonious relationships. It values respect, proper roles, and the ability to read context before acting. In daily life, Chinese people apply it through subtle communication, politeness, and maintaining balance in group dynamics. Rather than pursuing confrontation, they prioritize smooth cooperation—knowing when to step forward, when to hold back, and how to preserve long-term trust. This creates a culture where stability and thoughtful decision-making are deeply appreciated.

Daoism, by contrast, emphasizes natural flow, flexibility, and inner ease. It teaches people not to force outcomes but to adapt to circumstances. In practice, this appears in the Chinese instinct to “wait for the right moment,” avoid unnecessary stress, and find solutions that feel organic rather than rigid. It nourishes emotional resilience and the ability to stay calm when situations become uncertain. Together, these two traditions form the core of Chinese cultural intuition: structured on the outside, fluid on the inside. People act with respect and responsibility, yet internally navigate life with softness, adaptability, and a preference for balance over extremes.

- Major cities : Beijing, Shanghai, Shenzhen, Guangzhou
- Cost of living : Big city living is high (Beijing/Shanghai) but varies widely across regions
- Population : 1.41 billion
- Land area : 9.6 million km<sup>2</sup>
- GDP : USD 18 trillion

# China

*By Xinyi Yang*

### Personal anecdote:

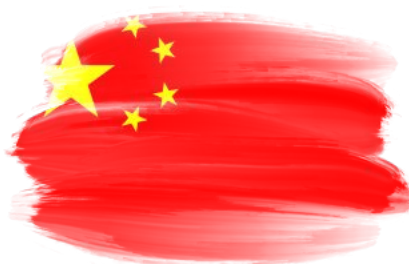
When I first worked on a group project after arriving in France, I experienced a moment that revealed something fundamental about my own cultural background. In China, we are used to a high-context, high-response environment: replying promptly is not just communication, but a way of showing respect and acknowledging the other person’s presence. So when a teammate read my message but did not reply for hours, I interpreted it as silent disagreement—almost a form of emotional distance. Later I learned that here, “seeing but not replying” simply means the person is busy, thinking, or does not feel the need to respond right away. It carries no negative intention at all. That small moment taught me how deeply Chinese communication relies on subtle signals and mutual attentiveness. It also reminded me that understanding another culture often begins with unlearning what you once believed was universal.

### Economic sectors

- Digital & Internet Ecosystem
- E-commerce & Smart Logistics
- Robotics & Advanced Manufacturing
- Green Tech & New Energy
- Financial & Urban Services

### Food and sports

- China is endlessly inclusive in its cuisine—every province tastes like a different world.
- China embraces global sports trends, turning dodgeball, frisbee, and skateboarding into our own new culture.





Saying India thrives on the community feeling is an understatement. Studying together, celebrating together, shopping together, sharing our worries; we are adept at “finding our people”, our support systems. All of this likely happens over a cup of chai (NOT chai tea latte!) or coffee. And if you are invited for a cup over at their place, then tighten your seatbelts, because you will now be subject to the gracious Indian hospitality. Don't forget to take some fruits or something sweet along, it's impolite to go empty-handed! Just like the French politely greet with Bonjour, a 'Namaste' or a sweet 'hello' takes you a long way in navigating day-to-day life. And if you are lost? Forget Google or ChatGPT, and turn to ask a local! Who knows, you might even discover some untold stories on your way. If you group your mannerisms into one big homogeneous culture, you will be gravely confused as you meet people from different corners of India. Celebrating Pongal the Tamilian way or Diwali the Punjabi way could never be compared. Just ask your Indian friend about the cultural do's and don'ts before stepping into any event. But hey! The way we welcome people into our community with open arms and warmth, well, that never changes. Insider tip: We Indians always need a reason to celebrate over good food — be it a birthday, Eid, Diwali, Christmas, or the innumerable festivities that sometimes feel like they are just made-up occasions to find an excuse to spend time together with our friends and family. Add our love for cricket, movies and music into the mix, then no meet-up is less than a party!

- 3rd-largest start-up globally with more than 100 unicorns.
- ISRO's Chandrayaan-3 was the first to land on moon's south pole.
- Population : 1.46 billion
- Land area : 3.3 million km<sup>2</sup>
- GDP : USD 3.9 trillion



# India

By Tanisha Parmar

Food and sports

## Personal anecdote:

If you put me under the microscope, you'll find the following as my molecular composition: 45% Indian music, 30% Bollywood & pop culture, 20% food, 10% travel and 5% organic matter. Growing up, I was often jealous of netizens who travelled across the globe, flaunting their passport strength and a YOLO life. As a girl growing up in a semi-modern, middle-class Indian family, I did not have the same luxuries as others. But what I did have was a country where all the wonders of the world were a scenic, fun-filled train ride away. From climbing the 4000-m high Chandrashila peak of the Himalayas in the north, to lazing around the black-sand Varkala beach in the south, all I needed was a new destination and some travel spirit. Despite travelling almost all of the western half of the country and seeing beauty beyond a picture-perfect still, my heart would seek comfort somewhere else. Just like back then, I still crave the feeling of walking alongside the Arabian Sea at Marine Drive in Mumbai, earphones playing my melodious curated playlist, and me taking in the coastal view of the city I call my home.

## Economic sectors

Key industries (Boosted by Make In India government initiatives)

- Services (more than 50% of GDP): IT & IT-enabled industry, Financial Services, Telecom & Digital Media, Tourism & Hospitality
- Manufacturing & industry: Automobiles & auto components, Textiles & garments, Pharmaceuticals & biotech, Steel, chemicals, electronics & mobile phone assembly.
- Agriculture & allied activities: Crops, Horticulture, Dairy, Poultry, Fisheries
- Emerging areas of growth: Renewable energy, Real estate and infrastructure, Retail and E-commerce.

- Asma Khan (chef, Darjeeling–Kolkata–London): “*Indian food is not just curry; it's a tapestry of breads, pickles, grills, street snacks and slow cooked love*”.
- Virat Kohli (cricketer, former Indian National team captain, nicknamed 'King Kohli'): “*The noise of an Indian stadium can scare you or make you fly—it depends on how much you believe*”.





### Cultural overview

Peruvian culture is described as a "tapestry woven with the threads of a complex history," where ancestral Inca heritage harmoniously bridges with Spanish colonial influences. Social life is deeply rooted in the concept of the extended family; relatives such as grandparents, aunts, and cousins are not just occasional guests but integral participants in daily decision-making and support systems. Socially, the "Peruvian warmth" is governed by a strict code of respect and etiquette. Good manners, or good manners, are the ultimate sign of education. This is manifested through the constant use of "por favor" and "gracias," and the unwritten rule of never arriving empty-handed when invited to a home. Two modern traditions stand out for their focus on human connection: "Yellow for Luck," the practice of wearing yellow on New Year's Eve to invite happiness, and the "sobremesa." The latter is the cherished tradition of lingering at the table long after a meal has ended, prioritizing shared conversation over any rigid schedule. It is a testament to a society that values time spent with others above all else.

- Inflation: Stabilized at a low 2.0%.
- Cost of Living: Minimum wage is ~1,025 PEN (\$275 USD), with moderate costs relative to South American neighbors.
- GDP Growth: Projected at 3.1% for 2026.
- Population: Approximately 34.2 million people.



# Peru

By Loretta Labrin

### Personal anecdote: The spirit of Miraflores

Living in the Miraflores district of Lima offers a unique perspective on the "Lima energy." The recent construction of the Bicentenario bridge has changed the urban landscape, connecting Miraflores and Barranco with a glass walkway that makes you feel suspended over the Pacific. One of the most evocative local experiences is the Sunday tradition of biking along the Malecón, a six-mile stretch of clifftop parks. It's a place where the natural beauty of the "Costa Verde" meets vibrant community life. You'll see surfers tackling the waves below while paragliders drift through the sky above. The parks, like the "Parque del Amor," become open-air hubs for yoga, picnics, and Tai Chi. Walking through the Bicentenario Park—a "garden of biodiversity" with over 160,000 plants—perfectly captures the balance between Peru's coastal desert environment and the modern effort to celebrate 200 years of independence through green, sustainable spaces.

### Economic sectors

- Peru remains a macroeconomic leader in South America, driven by four pillars:
- Mining: A global powerhouse in copper and gold production, maintaining a massive trade surplus.
- Logistics: The "Chancay Effect," fueled by Chinese investment, has transformed northern Lima into a global shipping hub.
- Agriculture: World leader in "superfoods" (quinoa, blueberries, grapes) and organic coffee.
- High-Value Tourism: A strategic pivot toward sustainable luxury in the Andes, the Amazon, and the Pacific coast.

### Food and sports

- Food: "Quinoa is not a trend; it's our heritage." (Biyo POS, 2024).
- Sports: "When our Peruvian team made it to the 2018 FIFA World Cup, thousands of Peruvian fans flew to Russia just to see the national team play."





Transitioning from a city like Toulouse to Tokyo, the world's largest metropolis, is a profound experience defined by scale and silence. Despite the overwhelming density, Japanese society functions through a unique "natural discipline." Social rules are paramount: loud conversations and phone calls are avoided on public transport, and pedestrians maintain order through perfect queuing and a taboo against eating while walking. While the Japanese are often perceived as reserved and the language barrier (including limited English proficiency) can be intimidating, integration is cushioned by "exemplary politeness." The characteristic kindness of the people ensures that help is always available, and the infrastructure is designed for extreme convenience. Services like konbinis operate **24/7**, and transportation is remarkably easy to navigate. This mutual respect and meticulous organization allow the city to thrive without chaos, creating a culture shock that feels both safe and welcoming.

- GDP: \$5.39 trillion (0.9% growth in 2026).
- Population: ~122.6 million (declining, median age ~50).
- Unemployment: 2.7% (finding jobs is aided by the arubaito policy).
- Inflation: Hovering around the 2% target.
- Cost of Living: Approx. \$2,000/month in Tokyo (rent is generally cheaper than in Paris).

# Japan

*By Hippolyte Moga*

## Personal anecdote

The Japanese sense of service is best illustrated by a pharmacy employee in Jimbocho who, upon realizing she did not have the medication I needed, left her post to personally guide me through the streets to a competitor. This level of dedication is matched by the country's honesty; after losing my wallet in the subway, I recovered it untouched at the station's information desk. However, Tokyo requires a discerning eye. While most are helpful, one should be cautious in the Shinjuku district. Some individuals are hired by "strange groups" to lure tourists into restaurants where they are significantly overcharged. Navigating Japan is a balance of embracing this incredible hospitality while remaining aware of the rare urban trap.



## Economic sectors

- Manufacturing & Automotive: Global leader in car production (Toyota, Honda) and precision machinery.
- Electronics & Robotics: Dominates the market for industrial robots and specialized electronic components.
- Services & Finance: The backbone of the economy, accounting for over **70%** of GDP.
- Health & AgeTech: A pioneer in pharmaceuticals and medical tech, driven by the needs of an aging population.

## Food and sports

- Food: "Tokyo has the most restaurants in the world: over 200,000... food is actually quite cheap."
- Sport: "They almost looked like robots, singing songs while standing up, then sitting down, and clapping in a specific rhythm."





Toronto is a city whose identity is defined by the absence of a single tradition. Instead, it is a mosaic built by global influences—ranging from South Korea and Japan to India and Europe. This multiculturalism is not just a background feature; it is the city's core identity, where diversity is actively celebrated in neighborhoods, languages, and daily life. While social norms largely align with the "Western world"—emphasizing individual freedom and informal interactions—Toronto possesses a distinct North American capitalist edge. Unlike the lingering "money taboos" often found in France, Toronto displays its wealth openly. There is no embarrassment in discussing high incomes or driving luxury cars; materialism is a visible part of the social fabric. This transparency around wealth, while liberating for some, serves to reinforce visible social inequalities across the city. Ultimately, the Toronto experience is one of constant evolution, blending the relaxed social codes of the West with an unapologetic, high-energy drive for material success and global cultural fusion.

- Average Rent in Toronto: ~CAD 2,200–2,800/month for a 1-bedroom downtown.
- Average Salary in Toronto: ~CAD 60,000–75,000/year.
- Unemployment Rate: ~6–7%.
- Population: 41 million
- GDP: USD 2.2 trillion
- Cost of Living: High; especially in big cities like Toronto

# Canada

By Baptiste Bonhomme

## Personal anecdote

I moved to Toronto during my gap year to face the Canadian winter and improve my English at ILAC. Starting from scratch in a city where no one knew me was empowering; it felt like "restarting" my life with total autonomy. Over three months, I formed deep friendships with people from Brazil, Japan, and Korea, discovering cultures I had never encountered before.

The most striking realization, however, was the speed of my linguistic progress. In just one quarter, my English improved more than it had in 18 years of French schooling. This immersion made me seriously question the effectiveness of the French education system regarding foreign languages. Beyond the classroom, the city taught me that being a stranger in a massive, multicultural metropolis isn't isolating—it's an invitation to reinvent yourself. It was an exceptional period of growth that proved that stepping out of one's comfort zone is the fastest way to learn.

## Economic sectors

- Finance: The dominant sector; Bay Street is the heart of Canadian banking, insurance, and private equity.
- Technology: A rapidly growing hub for AI, fintech, and startups. Media & Entertainment: Major center for film, television, and video game production.
- Real Estate & Construction: Driven by intense urban growth and a highly dynamic market.
- Healthcare & Life Sciences: World-class hospitals and biotech research.
- Manufacturing: Significant automotive and agrifood industries within the Ontario region.

## Food and sports

- Food: "Everything feels awful, and I choose that word carefully... supermarket products are far less appealing than in France, with mostly fatty and highly processed foods."
- Sport: "I had the chance to attend three games and really enjoyed the atmosphere... the energy in the stadiums is definitely there."





- Population: ~132 million people (2025)
- GDP: about \$1.86 trillion
- GDP per capita: about \$13,900
- Currency: Mexican peso (MXN)
- Capital city: Mexico City
- Cost of living: 20-50% lower than in France, depending on the cities.



# Mexico

*By Sixtine Lalau*

## Personal anecdote:

During the six months I spent in Cancún, I had the chance to discover the incredible richness and diversity of Mexico. Living in the state of Quintana Roo, I explored its turquoise beaches and beautiful natural reserves. My travels also took me to Mérida, where I experienced the vibrant celebrations of the Day of the Dead, and to Guanajuato, where the traditional callejoneadas filled the streets with music and history. In Oaxaca, I discovered festive traditions and an incredible atmosphere. Along the way, I also challenged myself by tasting some of the country's famously spicy chiles, an unforgettable part of the Mexican culinary experience.

Mexico is a large country with a rich and vibrant culture shaped by Indigenous civilizations such as the Maya civilization and the Aztec civilization, Spanish colonial history, and modern global influences. Because of its size, culture varies greatly from one state to another. Some areas are highly westernized, especially large cities like Mexico City or Cancún. Landscapes and climates also change dramatically across the country, from the turquoise beaches and tropical climate of Quintana Roo to the mountains and sometimes snow-covered volcanoes of Puebla. Despite these differences, Mexico has a strong and proudly expressed cultural identity, deeply influenced by Indigenous heritage and the Catholic religion. In some regions, Catholic traditions mix with Indigenous customs, like the Hanal Pixán celebrated in the Yucatán Peninsula, similar to the Day of the Dead but with local rituals. This deep-rooted cultural identity is also reflected in the central role of family, which forms the foundation of Mexican society and influences both personal and professional life. Many large businesses and economic empires are owned and managed by families, showing how family bonds shape the economy. Mexico's richness can also be seen in landmarks like Chichén Itzá, a world-famous Mayan pyramid, and in its food and drink traditions, from tacos and enchiladas to tequila. Sports and entertainment, especially Lucha Libre, further unite communities through lively, colorful spectacles. Together, family, landmarks, food, and entertainment illustrate how culture is woven into everyday life across Mexico.

## Economic sectors

- Manufacturing (especially automobiles, electronics, and aerospace) is a major part of the economy.
- Oil and energy production remains important.
- Agriculture produces corn, avocados, coffee, sugar, and citrus fruits.
- Tourism attracts millions of visitors to beaches, historic cities, and cultural sites.
- Mining is significant; Mexico is the world's largest producer of silver.
- Technology and electronics industries are growing rapidly.





Albania is a country defined by its Mediterranean coastline and a social climate that is as warm as its weather. Albanians are exceptionally open; they converse with strangers effortlessly, and the "getting to know you" phase is remarkably fast. It is not uncommon to meet someone in the morning and be invited to their home for a meal by the afternoon. This openness, however, is governed by strict social etiquette. In Albanian social circles, splitting the bill is non-existent. One person pays for the entire group, and others are expected to reciprocate in future rounds; failing to do so leads to being "blacklisted" socially. Furthermore, hospitality is a duty: refusing an offer of food or drink can be perceived as a serious offense. Traditions remain vibrant, especially during weddings where guests throw money on the dance floor. Even family meals are ritualized; grandmothers often hide a coin in the traditional Byrek (a pastry dish), and the child who finds it gets to keep it. From the omnipresent coffee culture to these deep-seated customs of reciprocity, Albanian life is built on a foundation of communal trust and rhythmic, traditional celebration.

- Cost of Living: Very affordable; a high-quality meal often costs less than \$10.
- Unemployment Rate: Around 10.5%, showing a gradual downward trend.
- Inflation: Stable at approximately 3.2% as of early 2026.
- GDP: Approximately \$25 billion (growing steadily due to tourism).
- Population: Approximately 2.8 million people (with a significant diaspora).

# Albania

By *Brendon Baçi*

## Personal anecdote

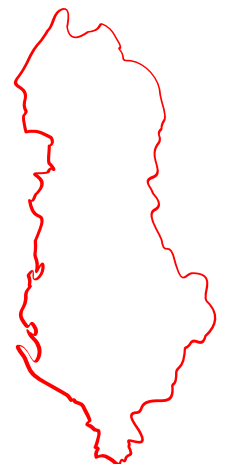
The speed of Albanian integration is truly unique. While in Western Europe building a friendship takes time, here, the transition from stranger to "guest of honor" happens in hours. I've seen how this hospitality operates as a social contract; when you are invited into a home, you are not just a visitor, you are a responsibility. The tradition of the Byrek coin is a perfect metaphor for the culture: it's about luck, family, and a bit of playful competition. However, you must be prepared for the "payment wars." Trying to pay your own way at a café is often met with a firm "no." You have to learn the dance of letting someone else be generous today, knowing you will carry the torch tomorrow. It's a society where your reputation is built on your willingness to give and receive without hesitation, creating a bond that feels much tighter than a simple friendship.

## Economic sectors

- Agriculture: A primary sector heavily favored by the warm Mediterranean climate and fertile land.
- Tourism: Has seen a massive surge over the last 10 years, becoming a vital economic pillar.
- Services: A growing sector as the country continues to modernize post-communism.
- Energy: Highly reliant on hydroelectric power, making it a unique player in regional renewable energy.

## Food and sports

- Food: "A lot of flour products with a fresh vegetables and a meat based diet."
- Sport: "Football is the most played sport."





### Cultural overview

Ivory Coast is a nation where the social fabric is woven through the legendary hospitality known as "Akwaba." Unlike more individualistic cultures, life here is a collective celebration that often unfolds in the "Maquis" open-air restaurants that serve as the beating heart of the community. The most striking social rule for any visitor is the sacred nature of the greeting. One never begins an interaction without inquiring at length about family, health, and well-being; skipping this is a serious breach of etiquette. Traditions are deeply plural, ranging from the buzzing, cosmopolitan metropolis of Abidjan to the solemn, ancestral chiefdoms of the interior. Despite this diversity, the universal constant is communal solidarity. While Spain has its Sobremesa, Ivory Coast has its own art of conversation where eloquence and humor are highly prized. In a professional context, this translates to an immense value placed on hierarchy and respect for elders. Success in business isn't just about technical expertise; it is about the "savoir-être" and the ability to "sit down" to build a genuine relationship of trust before talking numbers.

- GDP: ~\$86 Billion (one of the fastest-growing economies in Africa)
- Population: ~31 Million people
- Cost of Living: Moderate; roughly 45% lower than in Paris or Madrid (excluding high-end expat zones)
- Official Language: French (with over 60 indigenous languages)

# Ivory Coast

*By Aboubacar Dembele*

### Economic sectors

- Agriculture: The world's top producer of cocoa and a leading exporter of cashews, coffee, and palm oil.
- Energy & Mining: Significant offshore oil and gas reserves, along with gold and manganese mining.
- Infrastructure: A booming construction sector driven by major bridge and highway projects in Abidjan.
- Telecommunications: One of the most developed mobile banking and digital service markets in West Africa.

### Food and sports

- Food: Attiéké is the cement of the nation; we share it to never forget where we come from.
- Sports: In Ivory Coast, football is not just a game, it's a second religion that makes the hearts of the Elephants beat as one.

### Personal anecdote

In the Man region of western Côte d'Ivoire, local legend maintains that liana bridges are woven overnight by forest spirits rather than human hands. Following ancestral rituals, these supernatural entities are said to construct the sturdy vine structures in total secrecy, imposing a sacred taboo that forbids anyone from witnessing the process. This enduring belief highlights the powerful spiritual connection between the community and the natural world, where respect for the mystical is essential to maintaining these vital crossings.





## Cultural overview

Spain is a country where the social fabric is woven in public spaces. Unlike the more individualistic cultures of Northern Europe or North America, life here happens "en la calle" (in the street). The most striking social rule for any international student is the rhythm of the day. Lunch is a sacred two-hour event starting at 2:00 PM, and dinner rarely happens before 9:00 PM. This isn't laziness; it's a deliberate prioritization of social connection over rigid scheduling. Traditions are deeply regional. While the world sees Spain through the lens of Flamenco, a student in Barcelona will experience Castells (human towers), while one in Bilbao will find a fiercely proud Basque identity. However, the universal constant is the "Sobremesa"—the practice of staying at the table long after the meal is finished just to talk. In a professional context, this translates to a high value placed on "soft skills" and personal relationships. You don't just do business with a company; you do business with a person you've shared a coffee with.

- Unemployment: ~11.5% (notably higher among youth, which is a key social challenge).
- Language: Spanish (Castilian) is official, with co-official languages like Catalan, Galician, and Basque.
- GDP: ~\$1.6 Trillion (USD).
- Population: ~48 million people.
- Cost of Living: Moderate. A student can live comfortably on €900–€1,200/month (including rent in shared flats).

# Spain

By Mario Delgado

## Economic sectors

Spain is the world's 14th largest economy, driven by more than just sun and sand:

- Tourism & Hospitality: A global leader, contributing nearly 12% to the national GDP.
- Renewable Energy: A pioneer in wind and solar power (notably companies like Iberdrola).
- Automotive: The second-largest car producer in Europe.
- Infrastructure & Telecom: Home to giants like Telefónica and ACS (construction).
- Agribusiness: Often called the "Orchard of Europe" for its massive exports of olive oil and produce.

## Food and sports

- On Food: "Spanish cuisine is the landscape in a saucepan; it's about the quality of the ingredient, not the complexity of the sauce." — Common local culinary proverb.
- On Sports: "In Spain, football is not a matter of life and death; it is much more important than that." — Adapted from Bill Shankly (frequently cited by fans in Plaza de Cibeles).



## Personal anecdote

My first week in Madrid, I was stressed. I arrived at a group project meeting exactly at 4:00 PM, only to find the room empty. My Spanish teammates trickled in at 4:15 PM, unbothered, greeting me with double cheek kisses. I initially saw this as a lack of professionalism, but I soon realized I was wrong. Once the "real" work started, they were incredibly collaborative and creative. They did not view time as a series of boxes to check, but as a fluid resource. One evening, after a particularly long study session, my host mother insisted I stop working because "the sun was too beautiful to be looking at a screen." That "No pasa nada" (it's no big deal) attitude taught me a vital lesson in emotional intelligence: productivity is meaningless if you're too burnt out to enjoy the results.



## Cultural overview

Turkey is a vast nation, **44%** larger than mainland France, encompassing diverse climates and all four seasons. Despite this geographic breadth, the country is united by the pillar of *misafirperverlik* (hospitality). Visitors often find the generosity of locals overwhelming; it is common for hosts to be incredibly insistent that guests accept food or tea. Indeed, tea is the heartbeat of Turkish social life, with the country leading the world in per capita consumption—averaging over **3 kg** per person annually. Beyond the tea house, Turkish culture is marked by distinctive symbols and a unique relationship with nature. The *nazar boncuğu*, a cobalt blue "evil eye" amulet, is ubiquitous in homes and taxis to ward off misfortune. Furthermore, Turkey's urban landscape is defined by its stray animals. Cats, in particular, are almost universally beloved and meticulously cared for by the public, serving as an integral, charming part of city life. This blend of ancient protective superstitions, intense social warmth, and a communal respect for animals creates a rich, layered cultural fabric that distinguishes Turkey from its European neighbors.

- Cost of Living (Istanbul): Significantly higher, around €1,600/month.
- Tea Consumption: 3.16 kg per capita (world leader).
- GDP: \$1.57 trillion (\$18,200 per capita).
- Population: 86.1 million people.
- Cost of Living (Ankara): Approximately €1,200/month (rent included).

# Turkey

By Muhammed Baykal

## Personal anecdote

Being Turkish abroad is defined by a sense of culinary and linguistic nostalgia. While "kebab" is the famous export, the true depth of Turkish cuisine—a complex synthesis of Central Asian and Mediterranean influences—is often lost in international marketing. I frequently find that even the best diaspora restaurants cannot replicate the taste of original ingredients sourced from Turkish soil. There is also a quiet, profound loss associated with the language. Turkish possesses a rich literary and poetic tradition that feels increasingly distant when living abroad. It is a unique tongue; despite thousands of loanwords from French and Arabic, its grammatical structure remains entirely distinct. On a lighter note, the Turkish diaspora is so vast that you are likely to encounter a fellow Turk in the most remote corners of the globe. This creates a strange sense of being part of a "global village" where, no matter how far you travel, a shared language and a craving for specific home-cooked desserts are never too far away.

## Economic sectors

- Tourism: A global powerhouse and the 4th most visited country in 2024, centered on Istanbul and the Mediterranean coast.
- Textiles & Apparel: The world's 7th largest exporter, serving as a vital manufacturing hub for major European fashion brands.
- Automotive: Ranked 13th globally in production, hosting major plants for Ford, Fiat, Renault, and Toyota.
- Agriculture: A world leader in hazelnuts (60% of global supply), figs, and apricots; a key supplier for brands like Ferrero.

## Food and sports

- Food: "A synthesis of Central Asian, Mediterranean and Middle Eastern influences, with an emphasis on fresh, quality ingredients."
- Sport: "A country obsessed with football, with a respectable record in European basketball and an exceptional one in women's volleyball."





*De l'air*  
Dedix - Concours des baroudeurs

Let th'em  
talk





# THE INTERNATIONAL STARS OF THE WINTER OLYMPICS

## Von Allmen steals the spotlight from Odermatt

Switzerland was expected to shine in alpine skiing, with Odermatt leading the charge. But it was young Von Allmen who took over: three races, three gold medals (downhill, Super-G, team combined). He became the star of the first week and the most decorated Swiss athlete, even though Odermatt also secured three medals.

## Lucas Pinheiro Braathen brings samba to the snow

A historic first for Brazil at the Winter Olympics and what a win. The Brazilian-Norwegian skier dominated the giant slalom. As a clear favorite, he delivered and made history. Norway may regret losing such a talent.

## Frida Karlsson leads Sweden's dominance

Just like Norway in the men's events, Sweden dominated women's cross-country skiing. Leading the team, Frida Karlsson impressed with two gold medals and one silver. While Sweden largely controlled the events, a dramatic fall by a teammate added some unexpected twists.



From February 6 to 22, the Milan-Cortina Winter Olympics took place. Two years after Paris, the Games returned to Europe, in a neighboring country: Italy. And as with every Olympic edition, unforgettable and spectacular moments defined the competition.

## When Legends Rise

### Klæbo, the Norwegian machine

The favorite in every race he entered, he lived up to every expectation. Six races, six medals, all gold. Despite the strength of the Norwegian team and the great surprise Mathis Desloges (three silver medals, including one just seconds behind in the 10 km), Klæbo dominated everything. He broke records and further cemented his place among the greatest athletes of all time.

### Take a bow, Federica Brignone

A true comeback story. After a serious injury, Federica Brignone returned to the highest level and won multiple gold medals in alpine skiing. She was not the main favorite before the Games, but she proved everyone wrong with outstanding performances, showing resilience and experience at the highest level.

## Dutch skating supremacy continues

The Netherlands once again proved unbeatable in speed skating and short track. With 20 medals, including 10 gold, they confirmed their dominance. Dutch athletes were present in nearly every final, consistently delivering top performances.

## Eileen Gu, excellence everywhere

Stanford student, influencer, model, and Olympic medalist Eileen Gu does it all. At just 22, she adds two silver medals and one gold to her already impressive record. From the slopes to fashion week, her versatility is unmatched.

## When Dreams Fall Apart Dandjinou loses his wings

The World Cup leader in speed skating came in as a favorite, but the Olympics turned into a disappointment. Often leading during races, he was repeatedly overtaken at crucial moments. A frustrating outcome for an athlete who could not deliver when it mattered most.

## Malinin, a genius who fell on the big stage

One of the most anticipated stars, Ilia Malinin impressed in the short program. But in the free skate, he fell just like several others. Aiming for a historic performance, he instead lost the title to the surprising Kazakh Shaidorov. Still, he left a strong impression, especially during the closing ceremony.

## The Lindsey Vonn tragedy

Lindsey Vonn attempted the impossible: competing in the downhill despite a severe knee injury. Sadly, after just a few gates, she crashed heavily. Airlifted and facing multiple surgeries, she leaves without a medal and with serious consequences. A reminder that even legends have limits. We wish her a full recovery.

# FOOTBALL WORLD CUP: A MIRROR OF GEOPOLITICS AND A CATALYST FOR GLOBAL UNITY

By Raphaël Marengo



Every four years, the rotation of the earth seems to sync with the movement of a stitched leather ball. The FIFA World Cup is far more than a sporting tournament; it is a rare global phenomenon that commands the attention of billions. In an era defined by fragmentation, this event serves as a dual-edged sword: a powerful catalyst for human unity and a stark mirror reflecting the friction of international relations.

## Beyond the Scoreboard: A Language of Unity

Football possesses a unique "soft power" that transcends linguistic, religious, and social barriers. This unity manifests in two distinct dimensions.

First, the tournament acts as a temporary social glue for qualifying nations. Internal political rifts are often suspended as citizens reclaim national symbols, such as flags and anthems, in a festive rather than confrontational context. In France, for example, the World Cup remains one of the few moments where the national flag is displayed en masse without triggering immediate political debate.

Second, the tournament facilitates a unique, informal dialogue known as "stands diplomacy." When supporters of historically rival nations share a stadium, or when heads of state meet in the VIP boxes, the narrative shifts. It serves as a visceral reminder that on the pitch, the opponent is a partner in play, not a permanent enemy.

*"What I ultimately know about morality and the obligations of men, I owe to football."*  
Albert Camus



## The World Cup as a Geopolitical Laboratory

Beyond the fraternity, the World Cup is a high-stakes arena where the global order is both reflected and redefined.

## Soft Power and the Sportswashing Debate

For a host nation, the stakes are existential. Hosting the world is the ultimate branding exercise, a chance to showcase logistical might and modernity. However, as seen with Qatar in 2022, this visibility is a double-edged sword. The "shop window" effect often invites intense scrutiny of human rights and environmental policies, effectively transforming the stadium into a global political podium.

## The Shift Toward Multipolarity

The evolution of performance on the grass often mirrors shifts in global economic power. The rising prowess of teams from Africa, Asia, and the Middle East signals a transition away from traditional European and South American hegemony. The beautiful game is now a leading indicator of a multipolar world, where new, ambitious actors are no longer content with being spectators.

## The Final Whistle

Ultimately, the World Cup stands as a vivid metaphor for globalization. It provides a necessary "diplomatic pause," offering a common language for eight billion people. While it cannot solve deep-seated territorial or ideological conflicts, it remains a vital, paradoxical space. It is perhaps the only place where we celebrate peace through fierce competition, proving that the pitch is still the best classroom for learning how to coexist.



# The "Liberation Day" Defeat: SCOTUS Strikes Down Global Tariffs as Legal Battles Mount.

**BREAKING NEWS**

By Hugo HARMAND

The Trump administration's signature trade policy, the "Liberation Day" global tariffs, has hit a wall of judicial resistance. Following a landmark Supreme Court ruling in late February, the White House is now scrambling to maintain its protectionist agenda through administrative workarounds, while American businesses prepare for a massive legal fight to reclaim billions in paid duties.

## A Constitutional Rebuke

On February 20, 2026, the U.S. Supreme Court delivered a stinging 6-3 defeat to the executive branch. In an opinion led by Chief Justice John Roberts, the Court invoked the "Major Questions Doctrine" to rule that the President cannot use the International Emergency Economic Powers Act (IEEPA) of 1977 to impose sweeping, permanent changes to the nation's trade structure.

The Court ruled that the power to "lay and collect Taxes and Duties" rests firmly with Congress under Article I of the Constitution. By attempting to use emergency powers to address long-term trade deficits, the Court argued the administration had overstepped its statutory authority. President Trump immediately blasted the decision, labeling the majority justices "disloyal" and "lapdogs."



## The Section 122 Pivot

The administration's retreat was brief. Within hours of the ruling, the White House pivoted to a new legal justification: Section 122 of the Trade Act of 1974. This provision allows for a temporary 10% global tariff—limited to 150 days—to address "serious balance of payments deficits."

However, as reported by Politico on March 15, this "Plan B" is already under siege. A coalition of blue-state attorneys general and private companies, led by importers such as V.O.S. Selections, have filed suit in the Manhattan-based Court of International Trade. The plaintiffs argue that there is no genuine "balance of payments" crisis and that the administration is simply attempting to bypass the Supreme Court's ruling through a legal technicality.

## The \$175 Billion Refund Crisis

Beyond the legality of future taxes, a massive fiscal storm is brewing. Between the inception of the "Liberation Day" tariffs and the February court ruling, the government collected an estimated \$130 billion to \$175 billion in duties. Companies across the U.S. are now demanding their money back. While the Supreme Court did not explicitly order an immediate refund, lower courts—including the U.S. Court of Appeals for the Federal Circuit—have recently denied the government's request to freeze these refund proceedings.

## Economic Fallout and the 2026 Midterms

The legal chaos is beginning to bleed into the real economy. Data suggests that the trade uncertainty has contributed to the loss of nearly 100,000 manufacturing jobs over the last year, while inflation remains stubborn on imported consumer staples like clothing and electronics.

With the 2026 midterm elections fast approaching, the tariff controversy has become a central campaign issue. While the President's base remains supportive of "America First" trade policies, vulnerable Republican candidates in swing districts are facing increasing pressure. They must now defend a policy that has been ruled unconstitutional by a conservative-leaning Supreme Court and is currently blamed by critics for rising prices at the checkout counter.

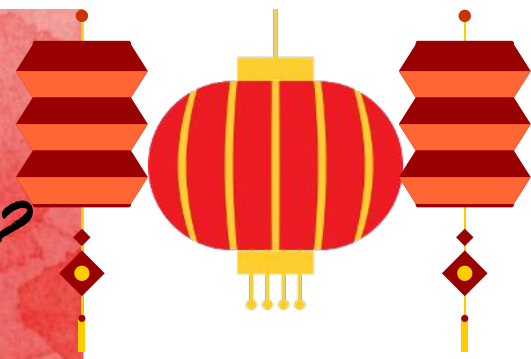
The coming months will determine whether the administration can successfully "re-legitimize" its trade war or if the "Liberation Day" tariffs will be remembered as a short-lived executive overreach that ended in a costly judicial and economic retreat.

# Looking east

## Is China Building the New American Dream?

You want to leave everything and begin a new adventure in China?

Here is what you need to know...



### A Luxury Job at the Top of Shanghai

We interviewed Alexis Horcholle, a former student at **emlyon** business school who worked at Gucci in Shanghai less than a year ago. His job was anything but ordinary: responsible for selling the brand's most expensive portfolio to the wealthiest Chinese clients. Custom-made shoes, high jewelry, pieces costing hundreds of thousands of euros. His direct clients were the top 100 Chinese customers by spending, while his team covered the top 5,000.

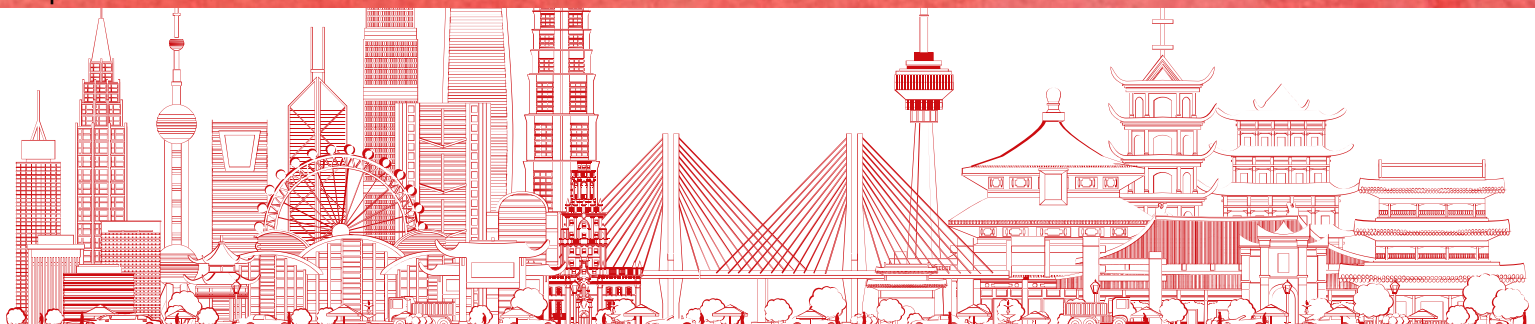
### Network Is Your Entry Ticket

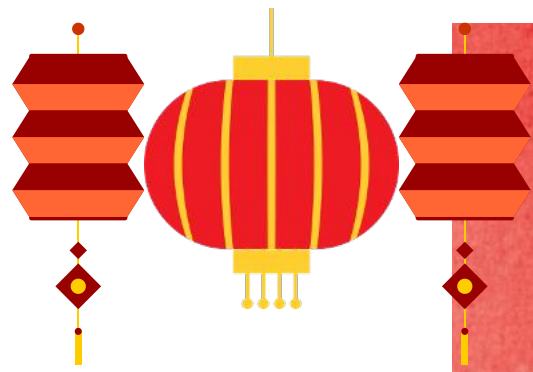
Yet what truly struck him was not the price tags, but the way things worked. In France, connections are a plus; in China, they are a basic requirement but “network” does not mean what it means back home. In China, networking is not about occasional LinkedIn posts or alumni events; to do business and earn your money, you need to know people and not just in your industry. You need to be on very good terms with key economic players, suppliers, partners, investors, and even political figures, such as the local Party secretary.

### Mandarin: A Must-Have?

If networks are that crucial, does it mean it is impossible to work in China without mastering Mandarin perfectly? Not exactly. According to our second interview with Yao Grenot-Chen, a Sino-French intercultural business expert teaching at emlyon business school, you can work and learn Chinese at the same time. In fact, many do. Chinese companies, she explains, value irreplaceability more than flawless pronunciation. What matters first is whether you bring something the team cannot easily replicate: a technical skill, access to European markets, or even better, a rare social skill. For instance, Mr. Horcholle emphasized that there is a genuine demand for creative talent in China. While Chinese professionals often display outstanding technical proficiency, creativity is generally less developed compared to Western educational and professional environments.

Still, the reality can be tough. As Mr. Horcholle points out, finding a qualified job in China without speaking Chinese remains challenging. Companies expect fast results. Hiring a European who will need a year to fully grasp the language, business culture, and informal codes can be seen as an unworthy investment. However, he knows foreign entrepreneurs running their own companies — including French nationals — who have been in China for five to ten years and still do not speak Mandarin. They operate in a legal and linguistic environment they do not fully master — yet their businesses are profitable.





Another important point to consider if you want to work in China is that, as Yao Grenot-Chen explains, targeting small and medium-sized enterprises in coastal cities should be your priority, as these companies tend to be more open and receptive to international profiles.

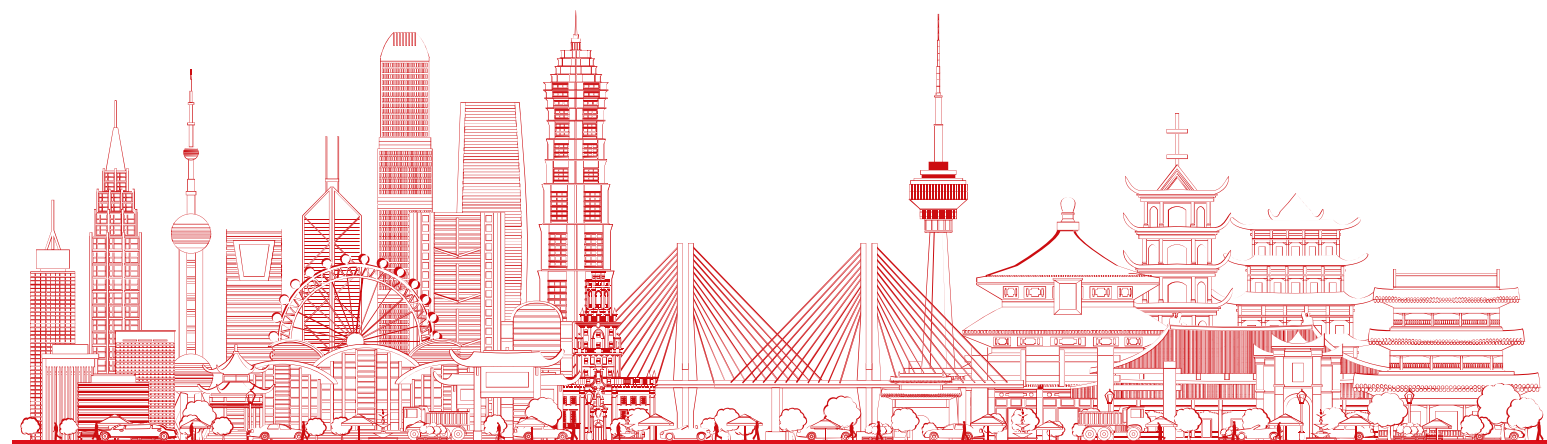
### What Will Your Chinese Dream Look Like?

Mr. Horcholle's answer is straightforward: with comparable education and skills, middle and senior managers in China earn at least 25% more net income than their French counterparts. Overall living costs are lower, and daily life is more convenient and comfortable. As for safety, contrary to France, a young woman walking home alone at night does not feel unsafe because of what she wears. And as far as surveillance and censorship are concerned, his experience diverges sharply from many media narratives — these broad topics have very limited impact on the everyday lives of ordinary people, according to him.



### You Do Not Have to Move East to Work with China

Here is the good news: you do not necessarily have to move to Shanghai or Shenzhen to build a China-focused career. China is increasingly coming to you. More and more Chinese companies are entering the French and European markets — not only through exports, but through direct investments, partnerships, and local subsidiaries. And they are not limited to low-cost manufacturing. China is now a global leader in several strategic sectors: pharmaceutical innovation, artificial intelligence, and the automotive industry are some of the many examples.



# Let's th'em talk - Diplo'Mates

Every year, thousands of students from around the world put on the suit to simulate major United Nations negotiations. At emlyon, Diplo'Mates carries that torch. And in 2026, we're treating you to something special: a night-time event on campus, and a delegation flying all the way to New York for the most prestigious MUN in the world.

## THE MUN'LIGHT: A NIGHT OF CRISIS ON CAMPUS AN ALL-NIGHTER TO SAVE THE WORLD



## THE CONCEPT: TWO SIDES, ZERO COMMUNICATION

At the heart of the event lies the **Crisis Committee**. Participants are not gathered in the same room: they are split into three separate committees (two in French, one in English for international students and English speakers), each representing a country and its interests in the face of the same geopolitical crisis. A concrete example: during the first edition, Russia was threatening to plunge the world into a **nuclear winter**. One committee defended NATO, the other supported Moscow.

Throughout the night, committees neither see nor speak to each other. One exception only: the diplomatic shuttle, where two representatives from each committee meet in a neutral room to try to move **negotiations forward**. Three negotiation rounds of one hour and a half each, with food and coffee breaks in between. And at dawn: a shared breakfast, awards ceremony, and a few well-deserved hours of sleep.

Format: 3 rounds of 1h30 + diplomatic shuttles  
Schedule: 22:00 → 5:30 Location: emlyon campus  
Open to: **Everyone** Dress code: Formal

Picture the hallways of **emlyon** transformed into UN corridors. Classrooms turned into diplomatic bunkers. Students becoming ministers, ambassadors, heads of state defending their nations. Welcome to **MUN'Light**, Diplo'Mates' signature event, created in 2023 and now a must-attend experience.

Here, no three-day marathon of endless debates: everything happens in one night, from 10 p.m. to 5 a.m. One **geopolitical crisis**, three committees... and zero direct communication between them. The only link? The diplomatic shuttle; two special envoys per committee, meeting in a neutral room to try to prevent disaster.



# NEW YORK MUN: AN EMLYON DELEGATION AT THE HEART OF THE UN

## THE MOST PRESTIGIOUS MUN IN THE WORLD

If MUN'Light is the gateway, the National Model United Nations in **New York** (NMUN-NY) is the summit. Created in 1927 (originally as a simulation of the League of Nations) this conference gathers nearly 6,000 students each year from more than 110 countries. In April 2026, Diplo'Mates is sending a delegation of 25 emlyon students.

This is **Diplo's third NY MUN**, after a first trip in 2024 that sparked unprecedented enthusiasm. The 2026 delegation will represent South Korea in New York, facing delegations from universities across the globe.

## 10 DAYS IN NEW YORK, 5 DAYS AT THE UN

The trip lasts about ten days. The five days of MUN take place in the conference rooms of the Hilton Midtown (the hotel mandated by the organization, transformed into a full-scale diplomatic headquarters). Delegates participate in eight debate sessions, assigned to one of the 16 official committees: Security Council, HRC, UNESCO, IAEA... all modeled after real **UN bodies**.

The highlight? The closing ceremony, held in the General Assembly Hall at the United Nations Headquarters.

## YEAR-LONG PREPARATION

You don't just improvise your way into **NMUN-NY**. Since January, the 25 delegates have been attending training workshops: MUN procedures, position papers, simulations, conferences with the Consul of South Korea...

## NEW YORK: MORE THAN NEGOTIATIONS

Between debate sessions, participants will also get to explore the city. Central Park, Chinatown, Brooklyn, an NBA game or a Broadway show, a day trip to **Washington, D.C.**, and above all, an afterwork with emlyon alumni based in New York. A reminder that diplomacy often starts, and thrives, over a drink.



# The Future French Aircraft Carrier: *France Libre* by Arthur Falvey



The future France Libre aircraft carrier represents one of the most ambitious military projects ever launched by France. Its cost is estimated at around 10 billion euros, and it is expected to enter service around 2038, when the Charles de Gaulle is scheduled to be retired. The ship will also be the largest warship ever built in Europe: it is expected to measure about 310 meters in length with a displacement of approximately 80,000 tons, nearly twice that of its predecessor. Like the Charles de Gaulle, it will be powered by nuclear propulsion, allowing it to remain operational for long periods without refueling—an important strategic advantage for long-duration missions.

The aircraft carrier is expected to embark around thirty combat aircraft, including Dassault Rafale in their naval version, as well as drones and surveillance aircraft. These capabilities will allow France to continue projecting its military power far from its territory and to intervene rapidly in strategic regions such as the Mediterranean, the Middle East, or the Indo-Pacific.

Aircraft carriers indeed play a central role in the military strategy of major powers. They provide the ability to deploy a mobile air force across the world's oceans and to conduct military operations far from national bases. In this field, France occupies a unique position in Europe. It is currently the only country on the continent operating a nuclear-powered aircraft carrier. With the France Libre program, Paris aims to maintain this strategic capability and continue playing an important role in international military operations. According to the French government, this project responds to an international environment marked by the return of great-power competition and the multiplication of regional crises.

This month, French President Emmanuel Macron announced that the future French nuclear-powered aircraft carrier will be named “France Libre.” The vessel is intended to replace the current aircraft carrier Charles de Gaulle, which has been in service since 2001. This announcement comes at a time of growing geopolitical tensions and increased pressure from the United States for its European allies to strengthen their defense capabilities.

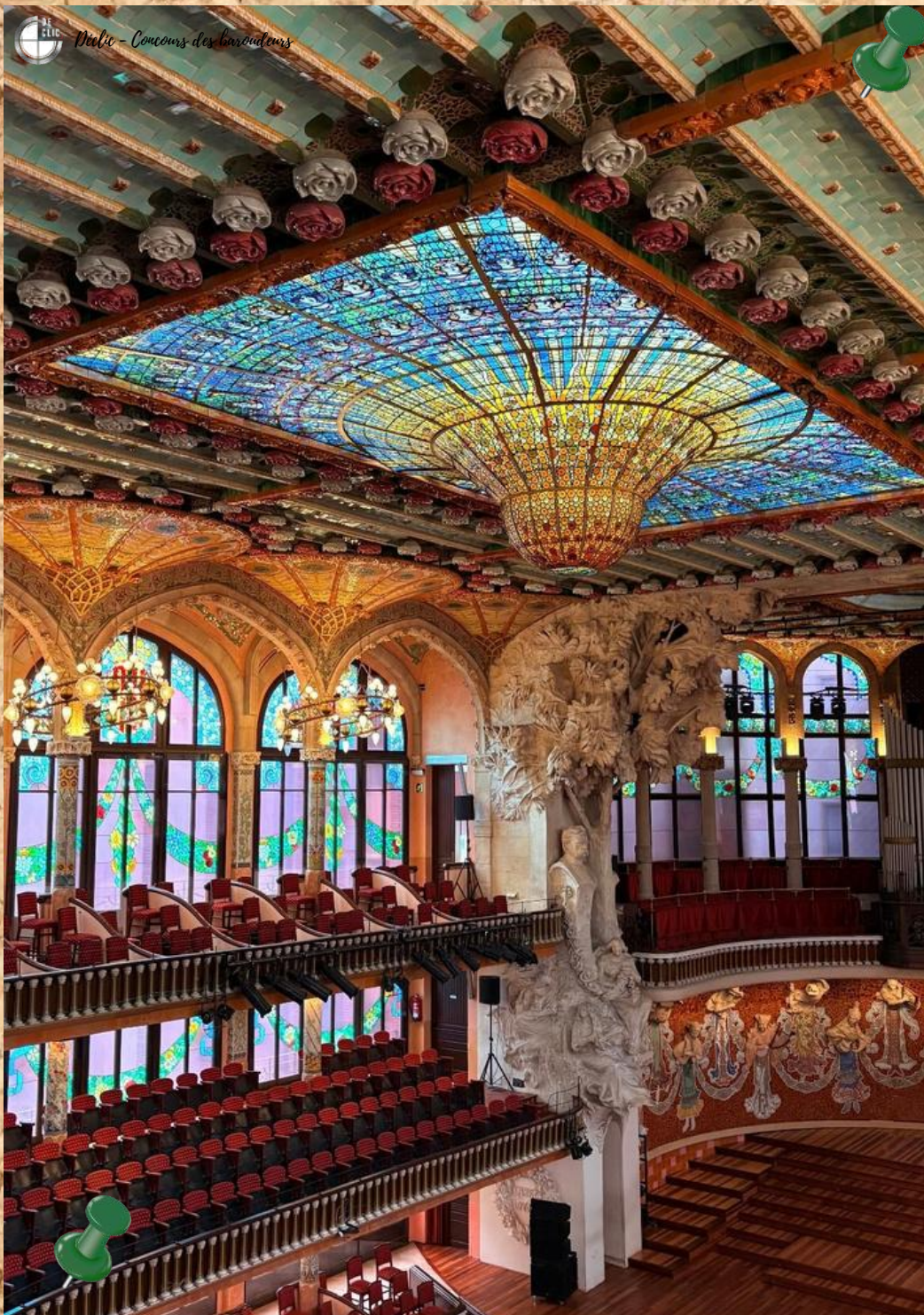
Beyond its military dimension, the program also represents a major industrial and economic challenge. The construction of the vessel is expected to involve several hundred French companies in the naval, aerospace, and nuclear sectors. Groups such as Naval Group, Chantiers de l'Atlantique, and TechnicAtome are expected to participate in the project, potentially generating thousands of jobs in the defense industry.

Finally, the construction of the France Libre takes place within a particular transatlantic strategic context. Since the election of Donald Trump in 2024, the United States has encouraged European countries to increase their military spending and strengthen their defense capabilities within NATO. In this context, France aims to further develop its strategic autonomy while remaining a central partner within the Western alliance.

To follow more news about relations between France and the United States, feel free to follow **The Franco American** on all platforms. Analyses, insights, and content on Franco-American relations: find all the links in my **Linktree**:

<https://linktr.ee/the francoamerican>





By Wenwen Zhang (MS08), Partner at PwC France

# PwC emlyon



## Working in France as an International: Perspectives and Lessons Learned

I arrived in France with a simple dream: to read French literature in its original form. From Hangzhou to Shanghai, then from Paris Dauphine to emlyon, my journey has been shaped by encounters, by opportunities seized, and by one conviction: to integrate, you must deeply understand the culture in which you are evolving. Today, as a partner at PwC, I look back with clarity and gratitude at what France has taught me — and at what it truly means to build a successful career as an international profile.

### The Unique Strengths of French Professional Culture

**Deep relationships:** the famous “coconut culture”  
The French are sometimes described as reserved at first — a polished yet distant shell. But once trust is earned, the relationship becomes sincere, loyal, almost familial. This depth contrasts with American culture, warmer and more immediate on the surface, yet often protected by a core that is hard to penetrate. In France, friendship must be earned — but it lasts.

### A hierarchy flatter than it seems

One of the most refreshing aspects for me has been the freedom given to young talent: here, a junior can express disagreement, suggest new ideas, debate — as long as it is done respectfully. This culture of argumentation accelerates exposure and responsibility. It stands in sharp contrast to China, where vertical hierarchy limits public individual expression.

### And the French art of time off

Paid leave, RTT, public holidays... these make every international smile. But beyond the cliché, they provide genuine balance — especially when, like me, you live within a multigenerational household.



### The Real Challenges of Successful Integration

**Language:** a mandatory step, even in an international environment

At PwC, many speak English, but strategic discussions, client meetings, and relational nuances are still largely in French.

It's a demanding challenge — one that requires time, humility, and a lot of perseverance.

**Networking:** a core element of the French model

France operates with strong school-based and family-based networks. When you arrive from abroad with no local alumni or ties, you have to build everything yourself. This takes boldness, patience, and consistency.

**Adapting cultural reflexes:** “unlearning your training”

In China, the collective is valued before the individual. I naturally said “we” instead of “I.” In France, this was sometimes perceived as a lack of assertiveness or personal visibility. I had to find a balance between my cultural roots and French expectations.

### What Helped Me Succeed: Three Principles That Change Everything

#### 1. Bet on your strengths

A mentor once told me: “Even with all your efforts, you will never speak French like a native. That's not where your differentiating value will be.” That advice was a turning point. We grow faster by amplifying what makes us unique than by trying to fill gaps that will never fully disappear.

#### 2. Dare to create your own opportunities

Without a network, you must reach out, ask, propose, make yourself visible. Luck truly favors the bold — even more so when you come from elsewhere.

#### 3. Map out your allies

Identifying early the people who support you, open doors for you, challenge you, or inspire you is essential.

Success is never solitary; it is always an ecosystem.

### Conclusion

Working in France as an international means entering a rich and subtle culture, at times demanding but deeply human. Between Chinese rigor, American energy, and French sensitivity, I learned to turn my differences into strengths and to find my place.

And perhaps that is, ultimately, the very essence of an international journey: navigating between cultures — and transforming them into a source of power.

# PwC emlyon

## What is the PwC x emlyon ambassador network, and what does it aim to achieve?

PwC counts nearly 200 emlyon alumni and has always supported the school's academic reputation through trust in the degree, contributions to teaching, and guidance for students and recent graduates. On October 9, the firm chose to take this commitment further by launching the PwC x emlyon "corporate ambassador" network, a first-of-its-kind initiative in the audit and consulting sector in France.

### Its goals include:

- Bringing together emlyon graduates at PwC several times a year to build unity, spark collaboration, and animate a strong internal community.
- Making information about the school easier to share: updates, strategic plans, and initiatives that could support alumni in their careers.
- Deepening alumni engagement with students through mentoring, talks, experience sharing, and better understanding what graduates expect from the school in their professional lives.



## How does this network reflect PwC's culture in line with emlyon's values?

This network highlights a key value shared by both PwC and emlyon: an entrepreneurial mindset.

At PwC, innovation shapes everyday life. People build tomorrow's solutions, create strong connections, and receive encouragement to take initiative. The launch of the "corporate ambassador network" is a perfect example—an idea imagined in the field, transformed into a concrete project that benefits an entire community.

PwC also celebrates the diversity of backgrounds, another value dear to emlyon. Whatever the profile, everyone can find their place and rely on the natural support of alumni to learn, share, and give back to the next generation what the school once offered them.

## A message for future graduates wishing to join PwC?

Go for it! PwC is a place where everyone can express themselves, contribute to varied projects, and grow every day. You will have the chance to develop quickly, take on responsibility, and build a rich career, both in France and internationally.

## How can this network make a real difference for an emlyon student or recent graduate? What kinds of opportunities can it create?

Ambassadors act as key connectors for emlyon within PwC. They show the tangible impact that the emlyon x PwC alumni network can have on a career: understanding the company culture, spotting development opportunities, and navigating internal or international mobility. This network highlights a wide range of support available to alumni: mentoring, career coaching, training, cross-functional projects, and guidance during geographic or sector transitions. Joining PwC as an emlyon alum means stepping into an environment with structured and evolving support, where many growth opportunities open up from the very first years.





We'll help you grow your skills

so you can



go further  
Join us

Nous vous aidons à développer vos compétences  
pour que vous puissiez aller plus loin  
Rejoignez-nous