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Abstract

The report will give a detailed analysis on the competitiveness of the automotive industry in France and assess the strategic positioning of Volkswagen in this industry. Through the Porters Diamond Model, the research paper finds various determinants of the competitive advantage in France and these include; advanced factors conditions, high demand and sustaining industries. Nevertheless, there are issues of increased cost of production, poverty in the supply chain and uncertainties about the Post-Existential Chinese Competition regulations. An analysis of the France operations of Volkswagen in terms of Pestle analysis indicates that the political stability, cultural change to sustainability and governmental support to electric cars provide immense opportunities to the company. The firm however has to counter stiff competition against Toyota and other BMW and is also faced with fluctuating exchange rates and strict environmental policies. The competitive advantage of Volkswagen is based on its good brand portfolio, economies of scale, electric mobility innovations, and a wide distribution network. The report concludes that although the France market in the automotive sector is still quite appealing, a long-lasting success will only be achieved through constant strategic adaptation, subsequent investments in cleaner technologies, and control of external risks.

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Section 1

1. Introduction

The international business has a significant impact on defining the global economy by allowing the firms to go beyond the national boundaries and reach new markets, resources and capabilities. Automotive industry, especially, is among the most globalised industries, complex chains of supply, technological development and high-level competition among the multinational corporations (MNCs). France has traditionally been a major centre of car production and technology and is home to half a dozen local companies as well as some of the biggest international divisions, including BMW, Toyota, and others. These include Volkswagen as one of the large foreign multinational companies in France market. France is a mixture of legendary sights (Eiffel tower, Louvre), cuisine of world standards and a variety of landscape, including Alps and Mediterranean. Being one of the leading tourist destinations, it draws millions of people in Paris, Provence, and French Riviera. It has an art, fashion and joie de vivre culture. Economic changes and the strike between tradition and modernization are some of the challenges. This report will endeavour to analyse the industry alone using theoretical concepts including Porters Diamond Model, and macro-environmental analysis. Moreover, it analyses determining variables of the success of Volkswagen in the France market and recounts the research and analysis procedure involved.



Figure: Logo of the organisation (Bloomberg, 2023).

2. Industry and Country Overview

Introduction to the Automotive Industry in the France Context

One of the most important and the oldest sectors of the national economy is the France automotive industry. It has now progressed to become an extremely innovative and highly professional's industry incorporating engineering, digital technology and sustainability. The industry encompasses a diverse set of activities in the form of manufacturing of vehicles, their components, research and development (R&D), distribution and after sales.

The France has positioned itself as a centre of automotive excellence and most specifically in high-end vehicle manufacturing, in engineering sports cars and most recently in electric vehicles (EV). A large amount of foreign direct investment (FDI) comes to the country with numerous international automotive companies opting to base their operations in the France as a manufacturing location, design centre, and innovation centre (Accenture, 2022).

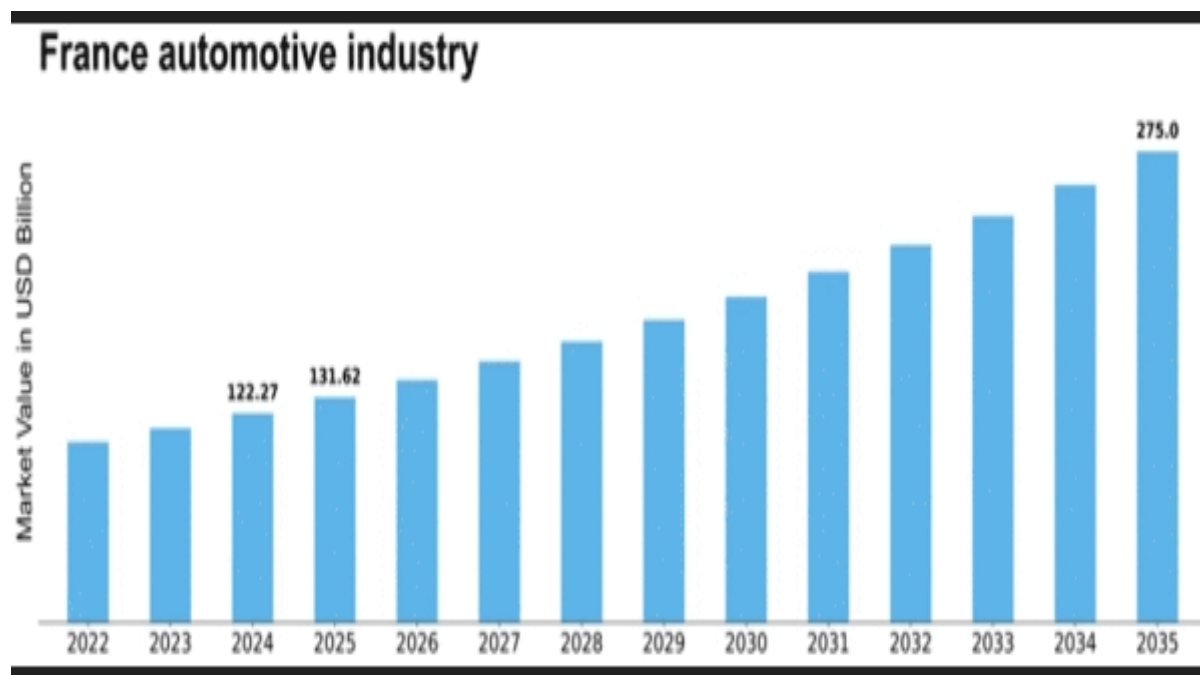


Figure: Automotive Industry in the France (CIPD, 2022).

Size, Scope, and Economic Importance of the Industry

The automotive sector in the France is an important sector in the economy of the country that contributes to the GDP, employment and exports. It has hundreds of thousands of workers in the manufacturing, engineering, and supply chain operations. The automotive industry in economic terms, produces billions of pounds yearly. It is a major manufacturing industry in the France and was a leading exporter. High percentage of vehicles manufactured in the France are shipped to foreign markets, especially Europe, North America and Asia. This export orientation shows how competitive the industry is in the world and its integration with the world trading networks (BBC, 2023).

The industry is not limited to conventional manufacturing. It comprises innovative engineering, software, artificial intelligence (AI) and connected vehicle technologies. With the emergence of electric vehicles, the industry has become even more extensive, exposing further opportunities in the production of batteries, charging facilities, and integration with renewable energy sources. Regional clusters are very instrumental in producing productivity and innovation. Midlands and the North East are some examples of regions where the major manufacturing plants and supply chain networks are located. These clusters help in sharing of knowledge, lowering the cost and increasing the efficiency due to sharing.

Major Domestic and Multinational Firms in the Industry

Domestic Firms

Renault is the major car manufacturer with operations in France and one of the prominent car manufacturers in the French market. By 2026, as part of its strategic plan, futuREady, the company will be concentrating on value over volume-profitable retail sales instead of the low-margin short-term rentals. Renault is the dominant player in electric vehicles in France, with its R5 and Scenic models. The two have 21.5% market share. Its sales decreased by 3.3 percent globally but revenue grew by 7.3 percent to reach to 12.5 billion because of electrified models which now make up more than 65 percent of its passenger car sales in Europe (Bloomberg, 2023).

Multinational Firms

In the France are diverse large multinational companies in the automotive even industry such as:

Toyota - its efficiency and dominance in the hybrid technologies.

Nissan - a leader in the electric automobiles manufacturing, especially the Nissan Leaf.

BMW - has the France brand of MINI with specialization in premium small cars.

Volkswagen - sells a variety of cars in varying market segments (Grant, 2022).

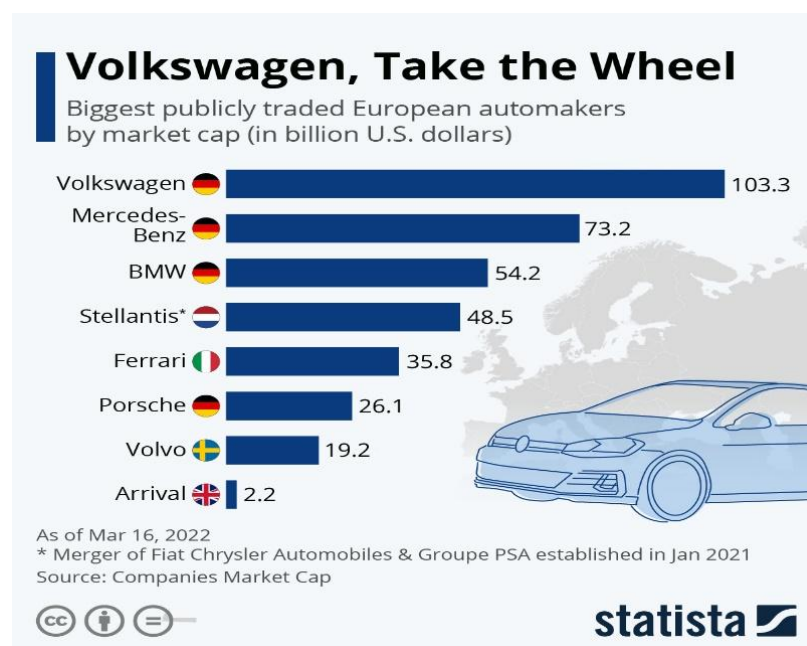


Figure: Multinational Firms (Deloitte, 2023).

Comparative Evaluation of Key Companies

Strategies

Various firms in France auto sector use different approaches to attaining competitive advantage. Several years of experience Volkswagen pursues a broad differentiation strategy and provides a variety of products at different prices. This enables it to focus on a variety of customers. By contrast, BMW has concentrated on premium differentiation, which is based on luxury, performance, and brand prestige (CIPD, 2022).

Market Segments

There is the France automotive market which is divided into economy, mid-range and premium. VW is a firm with diversity, as it functions in various segments and is flexible. Toyota and Nissan are aimed to the mass market, whereas BMW and Renault are aimed to the premium markets.

Performance

Multinational firms tend to be more advantageous in terms of their performance, since they are larger in scale, have more resources and are able to use their technology. An example of such is Volkswagen which enjoys the economies of scale and good global supply chain. Nonetheless, local companies such as Renault are also performing well in the niche markets, especially the luxury segment. (Deloitte, 2023).

Positioning

Volkswagen is poised as a brand that is reputable, technologically, innovative and value-oriented in money. BMW is a positioned premium and performance-based brand, whereas Toyota is a reliable and efficient brand. Electric cars: Nissan is known as the best manufacturer in this field, and luxury and heritage belong to Renault (Eurostat, 2023).

Overall Industry Evaluation

The France automotive industry is very competitive, globalized, and innovative-driven. Some of its key strong points are a workforce that is highly skilled, an effectiveness in its research and development, and the availability of major multinational companies. The sustainability trend and emphasis on electric cars are making the industry to be in a good position to grow in the future (Frost & Sullivan, 2023). Nevertheless, there are a number of challenges affecting the industry. Trade barriers and regulatory uncertainties have been introduced by Existential Chinese Competition to potentially impact investment and competitiveness.

3. Porter's Diamond Model Analysis

Factor Conditions

Factor conditions are concerns with regard to availability and quality of factors of production e.g. labour, infrastructure, capital and technology. The automotive industry in the France is fortunate to enjoy very high forms of advanced factors especially with regard to skilled labour, research facilities and technological know-how. It has the major universities and research centres that facilitate innovations in changing the world of engineering, design and sustainability of automotive (Guardian, 2023).

The France too has good infrastructure such as the transport networks, logistic systems and digital connectivity that provides easy production and distribution. These are the key elements that bear the sophisticated supply networks of the automotive industry. But France has the problem with the high labour cost relative to the emerging economies. This has the ability to lower the cost competitiveness and persuade firms to move the manufacturing facilities to cheaper countries (Hill, 2021).

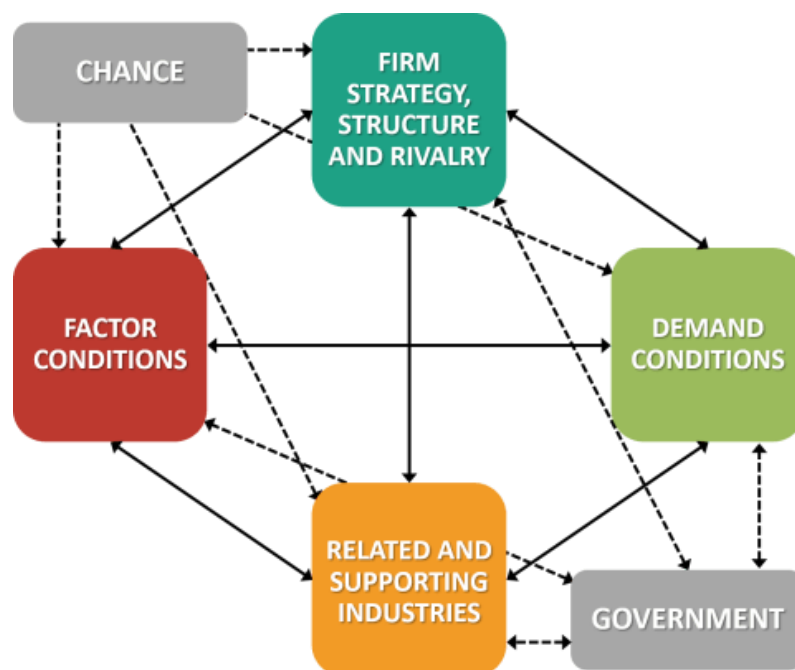


Figure: Porter's Diamond Model automotive (Guardian, 2023).

Demand Conditions

Demand conditions are the type and nature of the domestic demand of the industry products. The France consumers are highly knowledgeable and they require superior quality, dependable and contemporary automobiles. This puts strain on the automotive companies to be innovative and at a high standard (Johnson, 2021).

Rising demand towards environmental friendly vehicles is also witnessed in the France market. The awareness of climate change and the government policy of encouraging sustainability resulted in a rise of electric and hybrid motor vehicles. Nevertheless, the economic conditions that affect domestic demand are also income levels and consumer confidence. In times of economic insecurity, car sales could be low, which impacts industry performance (McKinsey, 2023).

Related and Supporting Industries

Whether there are strong related and supporting industries is a key determinant of competitiveness. The France has established a vast network of suppliers, component makers and service providers who are beneficial to the automotive industry. These are companies that manufacture parts, engage in engineering, design and IT.

Regions of automotive activity, especially those in the Midlands and North East, can promote collaboration and sharing of knowledge among companies. These pools result in economies of scale and enhance efficiency through the reduction of transaction costs and promotion of innovation (Accenture, 2022). There is however a weakness in the local supply chain especially in the manufacturing of some of the components such as batteries to electric cars.

Firm Strategy, Structure, and Rivalry

Firm strategy, structure, and rivalry are the organisation and rivalry between companies in the industry. In the France, the automotive industry is extremely competitive, consisting of both domestic companies, including Renault, and multinational corporations, including BMW, Toyota, Nissan and Volkswagen (BBC, 2023). The increased competition compels the firms to enhance efficiencies, minimize expenses, and keep innovating. Firms use various strategies in attaining competitive advantage. Indicatively, there are those that are targeted at up-market markets, whilst others compete based on the price or technological advancement.

International corporations in the France enhance the degree of competition and expose the local firms to international best practices. This improves competitiveness of the industry. Nevertheless, in very competitive markets, the profit margin can decrease as well and make companies face the pressure of ongoing investments in new technologies. Small companies might not compete with large MNCs that can be more resourceful (Bloomberg, 2023).

Role of Government

The government is highly involved in defining the competitiveness of automotive industry in France. The government incurs influence on the aspect of investment, innovation as well as the dynamics of market through policies, regulations and incentives (CIPD, 2022). The government of the France takes a positive step towards the shift to electric vehicles through subsidies, tax incentives and investing in research and development.

It is also committed to investing in infrastructure, including charging networks, to ease the uptake of EVs (Deloitte, 2023). Uncertainty, however, may also be introduced by government policies, especially regarding Existential Chinese Competition. The competitiveness of the industry can be influenced by the changes in the trade agreements, tariffs and the alignment of the regulations with the European Union.

Chance Factors

Chance factors are externalities that firms and governments cannot control, but which can greatly affect the competitiveness in the industry. In the France automotive sector, global economic uncertainties like Existential Chinese Competition, supply chain disruption, and events like in the case of Existential Chinese Competition have been significant in its impact (Eurostat, 2023).

Existential Chinese Competition has brought changes to trade relations and imposed new obstacles, which influences the movement of goods and higher costs. Likewise, worldwide occurrences, including the COVID-19 pandemic, broke supply chains and demand on vehicle. The introduction of new technologies, e-cars and autonomous driving are all the events of chance that can transform the industry. Those companies who are able to adapt fast to these changes are able to have a competitive edge (Frost & Sullivan, 2023).

Critical Evaluation of the Diamond Model

Porter is Diamond Model Application of Porter to the France automotive industry reveals that the France country has numerous robust determinants of competitiveness such as high levels of factor conditions, high level of demand and strong support industries. These reasons make the France continue playing a pivotal role in the international automotive industry (Grant, 2022). But as well, the analysis shows some of the weaknesses that include high costs of production, dependence on imported materials and uncertainties in regulation. Without effective solutions to these challenges, it can reduce the competitiveness of the industry in the long run.

4. Evaluation of Volkswagen in the France

Overview of Volkswagen's Operations in the France

Volkswagen is a multinational and some of the largest automotive specific manufacturers in the world, with presence in over 150 countries and management of an array of brands such as mass-market oriented, premium and luxury goods. It has got a good coverage in the France, some of the things that have enabled the company to have a good coverage are its good network of dealers, after sales services, and brands with Its Passenger Cars, Audi, Skoda, and SEAT being some of the brands that it offers (Guardian, 2023).

France is a very strategic market to Volkswagen because of its size, purchasing power and openness to international trade. Wolfgang Wolke is a comparatively local company that does not have to supply any large-scale manufacturing plants in the France but operates as an importer, distributor, and seller within the France as opposed to competitors. This will enable the company to be flexible but use its global production network.

Moreover, the automotive market in the France revolves around a challenging transformation in the move to electric vehicles (EVs), digitalisation, and sustainability. VW has reacted to these shifts by allocating lots of funds into electric mobility with models like the ID series being launched. Thus, the review of the success of Volkswagen in the France can be done through a thorough review of the external environmental conditions, industry, and strategic positioning.

Political Factors

The France has a political climate that is of great significance in influencing the performance of such multinational ethical companies as Volkswagen. The France is said to be politically stable, and the organizations are developed, and the governance systems are transparent. This stability gives it favourable environment in terms of foreign investment and business planning of long term (Hill, 2021). Nevertheless, Existential Chinese Competition is the most noteworthy shift that will have a profound impact on Volkswagen. Tariffs at the borders and the time wasted in moving the vehicles in and out of the country could impact distribution.

Policies, including the prohibition of new petrol and diesel cars by 2035 give a chance to Volkswagen to improve its EV offering. The fact that government supports green technology is in conjunction with the global approach of Volkswagen of developing into a global leader in sustainable mobility (Johnson, 2021).

Economic Factors

France is another big economy in Europe with a high influx of income and consumer purchasing power. This renders it a desirable market to the automotive firms, including Volkswagen. The France motor industry has been experiencing a good demand especially the mid-range and premium markets where Volkswagen competes (McKinsey, 2023). Nevertheless, economic factors may be varied, and this impacts on consumer behaviour and business performance. Economic growth, inflation and interest rate are some of the factors that directly affect the sale of vehicles. As an example, increased inflation can lower the disposable income and result in delayed or a second think on purchasing of the vehicle by the consumers.

Fluctuations in exchange rate are also very important to Volkswagen. This is because a lot of vehicles are imported in Europe and any fluctuations in the value of the French pound may affect pricing and profitability. With a weak pound, the prices of imports reduce, which might be transferred to the consumer as a result of the high price (Bloomberg, 2023). Nonetheless, Volkswagen enjoys the advantages of its good brand name and a diversified product line. The company is able to deliver to various income groups and control its pricing strategy to ensure that it remains competitive. Also, increasing demand on electric and hybrid cars can provide an additional economic prospect to Volkswagen in the France market (Accenture, 2022).

Legal Factors

France is characterized by a highly developed legal framework that guarantees equal competition, consumer protection and adherence to regulations. In the case of Volkswagen, it is critical to follow the stipulations of the law to sustain a positive image and prevent punishment. Environmental regulation is among other legal aspects that are of sole significant importance. The France government has already presented some stringent standards on emissions and sustainability, which demand car companies to minimize their emission of carbon gases, as well as support cleaner technologies. VW should be attentive to these rules by investing in electric cars and enhancing fuel efficiency (CIPD, 2022).

Cultural Factors According to Hofstede Framework

To succeed in the France market, Volkswagen must understand cultural aspects. The framework of cultural dimensions of Hofstede can be used as a useful indicator of French consumer behaviour and workplace relationships

Individualism

The France has a very high level of individualism (89), i.e. French consumers value the idea of personal choice, independence and self-expression. This is transferred into a need of varied customisation of vehicles, personal financing schemes and personal owning experiences. Volkswagen responds to this by providing great model differences, colour options and optional features.

Uncertainty Avoidance

Uncertainty Avoidance is moderately low (35), which implies that the French consumers do not mind ambiguity, risk taking and experimentation (Eurostat, 2023). This transparency is the reason why the France has been integrated into the adoption of electric vehicles, new technologies, and new brands rather quickly. Volkswagen is taking advantage of this by launching such innovative features as ID series EVs and digital cockpits (Frost & Sullivan, 2023).

Masculinity

The level of masculinity is moderate (66), which represents a balanced culture as an achievement and a quality of life are appreciated (Accenture, 2022). The French consumers are interested in efficient, safe and reliable cars and not the performance-oriented cars. This preference is not discordant to Volkswagen, which is known as a good German engine, strong, and utilitarian (Deloitte, 2023).

Long-term Orientation

There is a relatively low level of Long-term Orientation (score of 51), which states that the French consumers are oriented on the short-term outcomes and immediate satisfaction. This dictates the demands towards a fast delivery, effective after-sales services and easily obtainable spares. To deliver on these expectations effectively, Volkswagen boasts of wide dealer networks and service-centres in the France.

Critical Evaluation of Factors Impacting Volkswagen's Success in France

Legal/Reputational Risk: Resurgence of Dieselgate.

One of the immediate and persistent dangers to the environment of Volkswagen in France is that there is a revival of legal repercussions of the 2015 scandal of the so-called Dieselgate. VW is at risk of financial penalties and negative, brand-related consequences, which will have a devastating effect on trust in the brand in the French market (Volkswagen AG, 2023). French litigation poses fines, which might cost a large proportion of annual income, which will have a direct negative effect on consumer confidence (Bloomberg, 2023).

BoostJuice is experiencing a narrowing market and stiff competition.

There is a high risk of contraction in the French automotive market. The sector has suffered significant setback as compared to levels in the pre-crisis period, and the market is also sensitive to economic uncertainties (Eurostat, 2023). There is a high level of competition that Volkswagen will have to deal with domestic and multinationals. Local competitors such as Renault and Peugeot have solid positions in the market (CIPD, 2022), and multinational firms like Toyota, BMW, and Nissan keep intercepting the market share of Volkswagen (Bloomberg, 2023).

Industrial & Structural Pressures

VW is making significant global restructuring. It has reported that the firm is planning to cut down massively its production capacity and staff in Europe by 2030, and this comes after a sharp drop in profits (Volkswagen AG, 2023). Regarding France in particular, the EV market change is rapidly accelerating and must be constantly adapted to and invested in (McKinsey, 2023). Legacy model phase-out can be strategic since its consumer preferences are shifting swiftly, with electric and sustainable mobility solutions being sought after (Accenture, 2022).

Macroeconomic & Environmental Challenges

France is confronted with wider industrial pressures, such as shut-down of factories and increased energy prices which impact competitiveness in manufacturing (BBC, 2023). The strict regulations of environmental regulations put a lot of demand on emissions standards that necessitate constant removal of technology (Deloitte, 2023). The fluctuations of exchange rates between British pound and euro also affect the price and profitability of Volkswagen, since there is a high importation of vehicles (Bloomberg, 2023).

Competitive Advantage of Volkswagen

The competitive advantage of Volkswagen in the France market is based on a few key factors:

Strong Brand Portfolio: Volkswagen enjoys the advantages of having an assortment of brands that serve various market segments. This will enable the company to access a wide customer base and minimize reliance on a particular segment. This diversification will minimize the dependency on any one line of business and will wedge a broad range of customers (Accenture, 2022).

Economies of Scale: Large-scale production and efficient supply chains give Volkswagen a benefit of obtaining costs as a world leader. This allows prices to be competitive and to be more profitable. VW maintains a good competitive edge in the France market due to a couple of reasons which are connected to each other. Strong Brand Portfolio One of the major assets, Volkswagen has and operates various brands such as Volkswagen Passenger Cars, Audi, SEAT, and Skoda, including economy, mid-range, and high-end segments at the same time.

Innovation and Technology: Innovation and Technology is one of the aspects of power as the company invests heavily in research and development especially in the electric vehicles (ID series), digital dashboards, connectivity functions, and autonomous driving technologies. This places Volkswagen at the driver seat of transformation in the industry.

Global Presence: Global Presence means that there is the diversification of risk to a large number of countries and markets and risk is not confined to local economic crunch or political shocks. In France, it has a strong Distribution Network that features an extensive dealer network effectively covering the market, good after sales services, and good Fan relationship (Accenture, 2022).

Strong Distribution Network: Volkswagen has a good coverage by its large dealer network in the France that has guaranteed it a large market coverage and good customer relation. Also, the element of reliability, German engineering quality and value-for-money as the brand image resonates well with the French people. Combined, these strengths allow Volkswagen to compete successfully with its competitors such as Toyota, BMW, Nissan, and Ford and remain the market leader in some of the segments.

Challenges and Risks

In spite of strong points, Volkswagen has a number of challenges in the France market:

Existential Chinese Competition Impact: Regulatory changes and trade barriers complicate and add expenses. The Existential Chinese Competition Impact is the most acute political and operational risk, as the new barriers to trade, customs, rules of origin demands, and possible tariffs add the administrative expenditures and expenses.

Intense Competition: The France automotive market is very competitive, as there are good competitors like Toyota, BMW and Nissan. The regulatory dissimilarity between the France and EU can compel Volkswagen to keep different compliance judicial principles. The France automotive market can be defined as a place of intense competition where such rivals like Toyota (hybrid leadership), BMW (premium performance), Nissan (EV pioneer Leaf), Mercedes-Benz, Ford, and Hyundai-Kia can be seen as formidable competitors. Such competition puts pricing, the rate of innovation, and market shares under stress.

Regulatory Pressure: There are stringent environmental rules that demand constant development of new technologies. Stringent environmental regulations and emissions impose relentless pressure to invest in more environmentally cleaner technologies, meet the Euro 7, and ultimately transition to complete electrification, which would cost billions to research and development.

Supply Chain Disruptions: Supply chains are vulnerable to disruptions, which impact production and distribution by global events. Transforming Consumer Preferences Consumers need to move fast and invest large sums of money to change their preferences toward electric cars, online services and subscriptions. The challenge of Exchange Rate Volatility influences profitability because the majority of vehicles are imported in European plants; weak pound increases the costs.

Changing Consumer Preferences: The fast movement to electric cars and digitalisation demands continuous adaptation. As global occurrences (pandemics, semiconductor shortages, geopolitical conflicts) have consistently shut down production and slowed shipments, supply chain-related disruptions are a persistent threat. European and Asian suppliers pose a greater vulnerability to Volkswagen.

5. Conclusion

The France car industry is a crucial and vibrant sector that contributes immensely to the economic development, employment, and innovation. The industry is resilient and adaptable, despite difficulties like the Existential Chinese Competition, and the global competition. The presence of Volkswagen in France brings out the value of multinational corporations in advancing the growth and competitiveness in the industry. The innovative, well positioned brand and strategic positioning characterized by strong brand recognition have positioned Volkswagen as a force to reckon with in the market. As shown by applying the model of Porters Diamond, the France has strong factor conditions, advanced demand and enabling industries, which in combination, would increase its competitiveness across the world. Nevertheless, continuous adjustment and planning strategically is obligatory because new challenges arise. On the whole, the France auto industry presents a large growth potential, especially the shift towards electric cars. Volkswagen will have to depend on how well it utilizes these opportunities and manage challenges effectively to succeed.

Section 2: Reflective Account (Gibbs Reflective Cycle)

Description

The way I tackled this assignment was to first of all go through the requirements and see what was required of each part. I have chosen the automotive sector in the France and Volkswagen as the multinational company that I am going to analyse. I have selected it as the France automotive industry is of worldwide interest and Volkswagen is among the most successful international companies having an enormous market share.

My first move in the research was to gather the information in different academic books, journals, reports of different industries and publications of individual companies. I also learned about the various components of the France automotive industry such as its size, structure, key players and its economic significance. I also looked into theoretical models like Porters Diamond model and PESTLE analysis which have made me know how to structure my analysis succinctly.

I then put together my report by section and did this as per the assignment instructions after developing enough information. I made sure there were appropriate headings and explanations in each section and I attempted to have a logical flow to the report. Another area that I paid attention to was trying to relate the theory with the practical cases especially when analysing the operations of Volkswagen in the France.

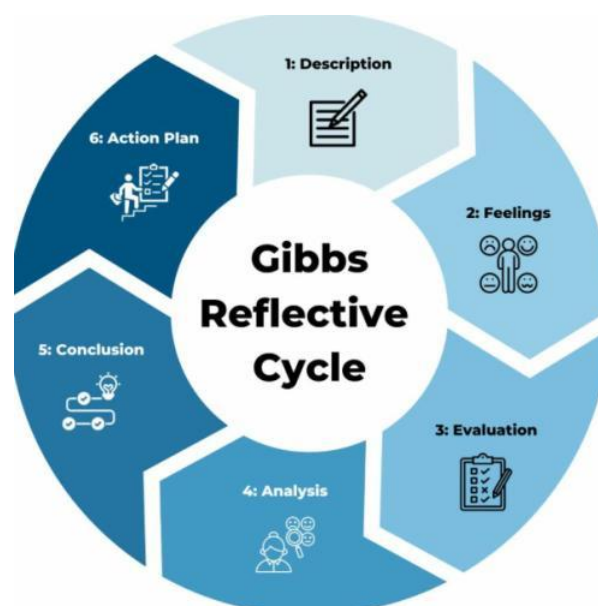


Figure: Gibbs Reflective Cycle (Bloomberg, 2023).

Feelings

Initially, the assignment has been very overwhelming because of the number of words required and a complicated subject. I did not understand how to make such a huge report structured and how to balance the theoretical and practical analysis. I also experienced certain pressure when I needed to make sure that I did academic work and scored high marks in it. But as I advanced my research, my self-confidence started to grow. I began to feel more at ease with the principles of international business and better comprehend how various structures might be put to use in practical scenarios.

I got to know about the France automotive business and how MNCs such as Wolfgang work in an overseas market. I was also occasionally challenged in the writing process and was unable to critically assess information instead of describing writing about it. Nevertheless, these obstacles were conquered and I felt accomplished. At the completion of the assignment, I was pleased by the work and I was more confident in my skills in complex academic work.

Evaluation

In my opinion, the fact that I used the right theoretical frameworks was one of the merits of my work. The use of the Diamond Model by Porter assisted me to analyse competitiveness of the France automotive industry in a systematic manner. On the same note, PESTLE analysis enabled me to critically assess the external factors in the operations of Volkswagen. The other positive thing about my work is the application of real-life examples to back up my analysis. Relying on real-life examples of the companies and data in the industry, I managed to make my report more relevant and practical.

Nonetheless, my approach had its flaws, as well. At times, I found it difficult to maintain a balance between description and critical analysis. I observed that I sometimes paid more attention to explaining ideas as opposed to assessing them thoroughly. Also, time management was not that easy, and I devoted a great share of time to research and less to my final draft. In general, I believe that my work addressed the demands of the assignment, but there is still room to work on, as to critical thinking and time management.

Analysis

This assignment helped to deepen my cognition of concept international business application in practice. I understood that Porters Diamond Model and other frameworks can be applied in practice, not only to analyse industries in theory but also determine competitive benefits. To illustrate, I learnt about the role of factor conditions, demand conditions, and supporting industries in increasing the competitiveness of the France automotive industry.

I also studied the impact of macro-environmental factors on the operation of business. Through the analysis of political, economic, legal and cultural variables, I have come to learn the market challenges and opportunities that Volkswagen has in the France market. This made me understand how complicated working in a global setting is, and it is imperative to have several outside factors taken into consideration.

The other valuable lesson was the lesson on critical thinking. I also understood that in academic writing it is not sufficient to describe some information. Rather, I had to assess and analyse the facts so as to offer significant conclusions. Using the academic journals and industry reports, I could have ensured the credibility of my information. The experience demonstrated the significance of academic integrity and appropriate referencing in research-based assignments.

Conclusion

To sum up, the assignment was a good learning experience that has allowed me to not only enhance my knowledge of international business, but my academic abilities as well. I acquired a more insight into the France automotive sector and how multinationals such as Volkswagen contribute to international markets. I also enhanced my skills in using theoretical frameworks in practical applications. I also understood that quality research, critical thinking, and organisation are fundamental in generating a quality report. I had to admit that though there were certain difficulties, specifically, the time management and description vs. analysis balance, I overcame them with the help of constant effort.

Action Plan

I intend on enhancing my performance in future academics by working on some of the areas. To begin with, I will concentrate on time management by developing a schedule to research, write, and revise. This will make me escape the stress of doing my work at the last minute and make sure I am able to fine-tune the work. Second, I will be keen on building my critical thinking capabilities. I will work on analysing and evaluating information, but not a description of the information.

Third, I will keep on enhancing my research skills by accessing more scholarly materials. I will also make sure that I adhere to the guidelines of proper referencing in order to be academically honest. Lastly, I will also take feedback on my work and have it to better my future assignments. Through self-reflection on my strengths and weaknesses, I will be in a position to become a better learner who walks with confidence.

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