



EXPATRIATION

INTERNSHIP

REPORT

**BUSINESS DEVELOPMENT &
GROWTH STRATEGIES INTERN**

Carrefour Management

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Bachelor in Management

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Audencia Business School



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Acknowledgment

I would like to first off express my sincere gratitude to Mr. Jeremie Ben Belgacem Strek for his invaluable guidance and support throughout my internship at Carrefour. As my manager, Mr. Jeremie showed exceptional patience in assisting me to integrate into the company and the department. He always ensured that I felt welcomed in the Diverting department, treating me as an essential member of the team. He trusted my abilities and gave me opportunities to tackle challenging tasks, and his willingness to explain complicated concepts contributed to my overall understanding of the retail market.

I would also like to thank Mr. Boris Cuvillier who granted me the wonderful experience of being part of his team. In addition, I would like to thank Mr. Manuel Mathias, the team's director, who considered me an essential part of the department and always pushed me to my limits. Moreover, I appreciate Mr. Leo Etienne, Mael Le Ray, and Chaima Chamaa for their ongoing support and guidance, which helped me dive through unfamiliar tasks and responsibilities.

1. Introduction

Ever since the start of the process of trying to find an internship, I have been searching for a French company of high importance. Despite my difficulties with the French language, I still took on this challenge because I knew that it would force me to improve my vocabulary and that it would take me out of “my comfort zone”. Initially, I had in mind that I would most likely go into a sector affiliated with finance; but I always believed that it would benefit me to be exposed to other sectors to know if the finance sector would be my only future option. I believe that it was an excellent choice because I got to work in the retail industry, which could be a future option.

Carrefour is a French multinational retail and wholesaling corporation headquartered in Massy, France. It was founded in 1959 in Annecy, France by Marcel Fournier, Denis Defforey, and Jaques Defforey. Today, Carrefour Group comprises 13,894 stores in over 30 countries.

As mentioned before, I wanted to get out of “my comfort zone” and try to face new challenges. When I got the opportunity to be at Carrefour, I knew that it would help me improve on a personal and professional level. I expected to gain experience through practical work. This includes communication, marketing, sales, and computer skills. I expected to be involved in my department’s operations to visualize how companies function. I also anticipated boosting my self-confidence by communicating with professional people and developing my public speaking skills. Moreover, I was looking forward to using what I’ve learned during the first semester at Audencia in my work. Additionally, I wanted to take my computer skills to the next level (PowerPoint, Excel, Word, Canva).

Carrefour is a company that is made up of many departments. The diverting department has 3 main functions: Substitution, Availability, and Opportunity. My work was mainly directed toward the “Opportunity” part with my manager Jeremie Ben Belgacem Strek. This part is linked to trying to acquire new products that are not common in the French market that will attract customers. My job was to present products to the representatives of the Carrefour hypermarkets, try to find new interesting products, and visit competitors’ hypermarkets such as “Action, Leclerc, Lidl, Auchan, Stockomani...”



2. Company Presentation & Retail Market

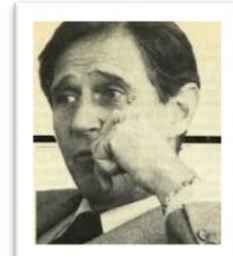
Carrefour Presentation



Dennis Defforey

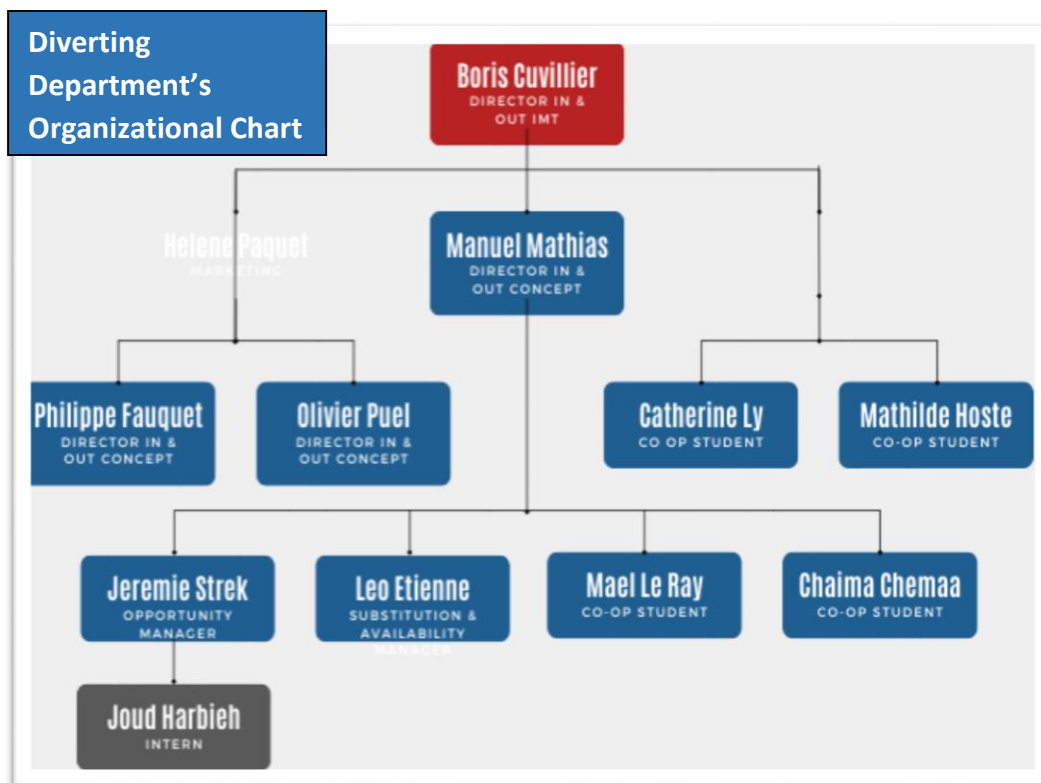


Marcel Fournier



Jacques Defforey

Carrefour was founded in 1958 by Marcel Fournier, Jacques Defforey, and Dennis Defforey. Then, in 1963, Carrefour implemented the American-driven concept of hypermarkets and opened France's first hypermarket. The retail giant then went on an international expansion and penetrated European, South American, Asian, and Middle Eastern markets in the 1970s. Ever since, Carrefour successfully became the 7th largest retailer in the world by revenue.



Services & Customers

Category	Products
Groceries	Meat, seafood, dairy products, bakery items, canned goods, snacks, beverages, bakery items,
Electronics	Smartphones, tablets, laptops, cameras, accessories
Household Goods	Cleaning supplies, detergents, paper products, kitchenware, home organization products
Personal Care	Toiletries, skincare products, hair care products, oral care products, deodorants, cosmetics
Home and Furniture	Furniture, beds, curtains, rugs, decorative items
Clothing	Men's, women's, and children's clothing
Sports and Outdoors	Sports equipment, camping gear, bicycles
Services	Banking, photo printing, pharmacy
Pet Supplies	Pet food, grooming products, pet supplies
Recreational items for children	Toys, Games

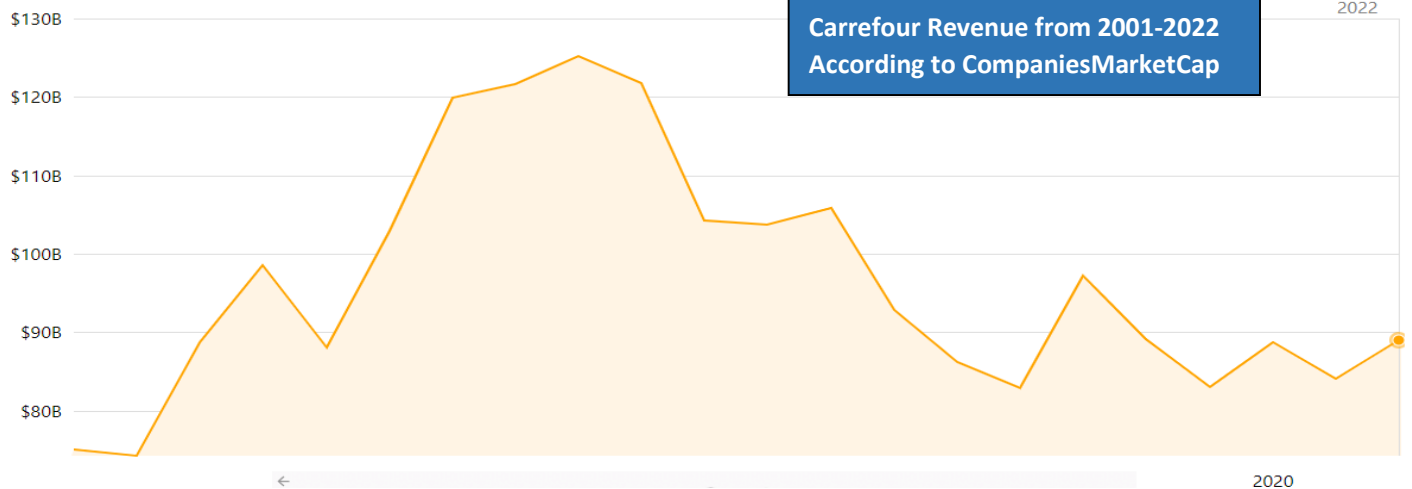
Customer Type	Description
General Shoppers	Carrefour offers a one-stop shopping solution for general needs, offering affordable prices for a wide range of products
Bulk Shoppers	Carrefour's hypermarkets attract bulk suppliers by offering bargain deals for most of the products mentioned in the table above.
Health Conscious Buyers	Carrefour offers natural, organic, and healthy products that attract this type of customers
Online Shoppers	Carrefour has diversified its services by implementing online shopping
Convenience Seekers	Carrefour strategically places its "Express" stores in crowded and busy areas, providing quick access to a variety of instant-use products.

CSR Approach

Carrefour's CSR policies aim to achieve sustainable development and overall community engagement. Carrefour aims to reduce its carbon footprint by 40% in 2025 compared to 2010. The retail giant has already reached 35% of carbon reduction. For the benefit of the environment, they have installed over 7000 solar panels to generate renewable energy. When it comes to community engagement, Carrefour has donated over 60,000 tons of food in 2020. In addition, the company provides employment opportunities to disadvantaged groups. Carrefour established a foundation in 2000 that supports nutritional, educational, and environmental projects. The Carrefour Foundation has spent over 100 million euros on these projects. Moreover, Carrefour has donated millions of euros in response to the COVID-19 pandemic in 2020. All these initiatives show the importance of CSR at Carrefour.



Finance



Carrefour reported sales of EUR 83,270 million for the entire year, up from EUR 81,385 million in the previous year. Revenue increased to EUR 84,908 million from EUR 83,089 million in the previous year. Compared to EUR 1,348 million a year earlier, net income increased to EUR 1,659 million. From continuing operations, basic earnings per share were EUR 1.83 as opposed to EUR 1.63 in the previous year.

The Diverting Department

The Diverting department is a term specific to Carrefour and is associated with parallel purchasing. It is interpreted in different ways, but it is often associated with the practice of purchasing products directly from alternative sources rather than through traditional distribution channels. This can sometimes be done to obtain cheaper prices or to access specific products that are not available through conventional channels. The department has 3 main functions: Opportunities, Substitution, and Availability. The opportunities consist of acquiring new and unpublished products on the French market by exploring unconventional sources or innovative suppliers. The objective is to captivate consumers with the novelty and originality of the products introduced. Substitution is the process of purchasing in place of permanent products. The objective is to make a profit on the purchase. Availability is the purchasing process in case of stock shortage. The absence of products is generally caused by difficulties in negotiation and logistics.

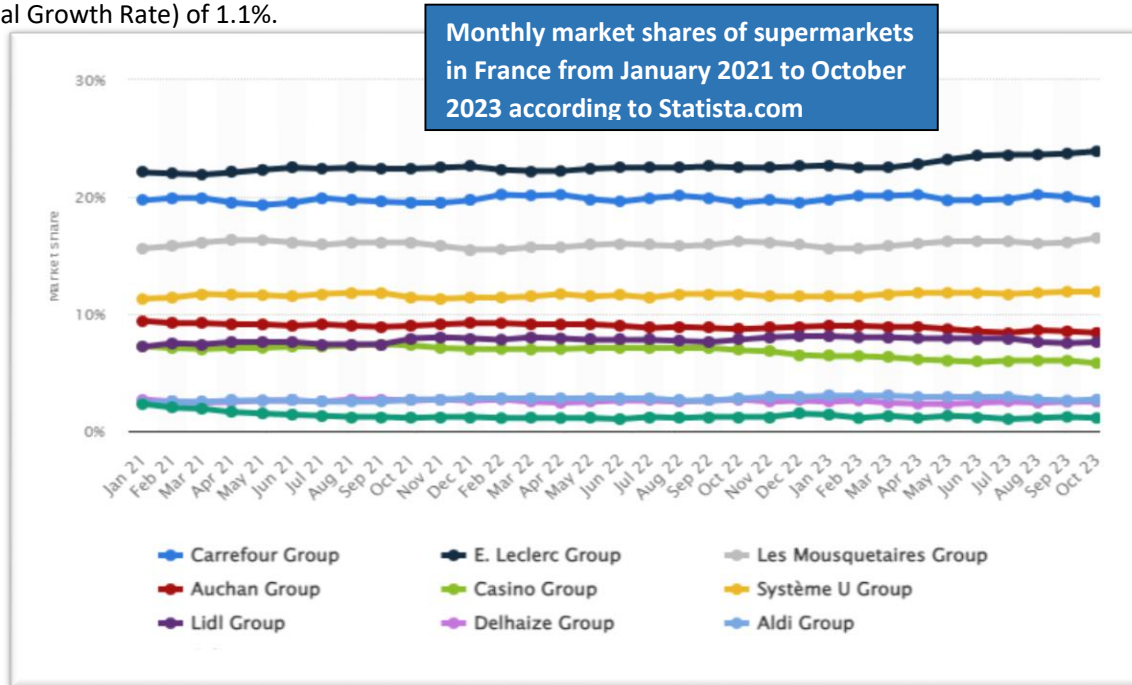
FMCG purchase 2023 for each part of the Diverting department: Opportunities 8.20 Million Euros, Substitutions 21.63 Million Euros, Availability 3.27 Million Euros.



In January 2024, Carrefour announced that PepsiCo's products would no longer be sold because of an unacceptable increase in price. When the news broke out, the Diverting department rushed to find an alternative supplier for popular products such as Lays Chips, Lipton Iced Tea, and many more. For instance, the Diverting department successfully found a Polish supplier that sold them Lipton Iced Tea for a cheaper price than PepsiCo's.

The Retail Market in France

The French retail market in France has shown great resilience despite all the economic setbacks. The market, valued at €546.7 billion in 2022, is expected to grow to €559.1 billion by 2024, thanks to a CAGR (Compound Annual Growth Rate) of 1.1%.



Market Trends

Trend Type	Description
Political	France's trade laws and stable trade relations with foreign countries benefit the retail market.
Economical	Employment rate, per capita income, and the country's GDP directly influence the market. In addition, higher inflation can decrease an individual's overall spending rate, which may negatively impact overall growth.
Social	The health consciousness among people is gradually increasing, and they tend to follow healthy food habits. Organic products are becoming more popular among people who value their health.
Environmental	Businesses are concentrating on using more renewable energy sources, substituting the non-renewable ones. They must also take care of the laws concerning energy consumption.

Carrefour SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Strong brand reputation globally over the years	Dependence on the European market	Investing in E-commerce expansion	Threat of E-commerce on traditional retailers
Extremely wide range of products	Complex Management Structure	Experimenting with new store formats	Changes in trade policies, taxation, and regulatory compliance
Economies of scale due to Carrefour's large-scale operations	Intense competition (Leclerc, Auchan, Monoprix...)	Sustainability and organic products	Economic downturns that decrease consumer purchasing power

3. Assignments & Methodology

Assignments

As a Business Development & Communication intern at the Diverting department, my main focus was to come up with strategies and ideas that would optimize the department's operations and expand its growth. The Diverting department suggests new products to Carrefour's hypermarket managers. I had to find products that were unattainable on the French market and trendy (A prime example would be the Taxis Fuego chips). I had to analyze these products' prices by visiting competitors' stores. This allowed me to gather data and transmit them to my manager who negotiated with suppliers. I also wrote argumentation documents that were sent to hypermarket managers to persuade them to buy the products we proposed. In addition, I had to fill out the details (buying and selling price, margin rate, volume, and delivery date) about new products coming in on a Google Slides document that was shared with the whole team. Additionally, I went on 2 Carrefour hypermarket visits with my team to ensure the correct display of our products. Moreover, because the Diverting department is not very well known internally, I prepared a presentation that illustrates the department's number, team members, goals... In addition, I also created a logo that is now being used for the Diverting department. One of the key projects I worked on during my internship was the Holeshot energy and hydration drink. My manager thought that I was ready to directly communicate with Holeshot's supplier Mr. Mohamad Gareche. We discussed the product's details and agreed on all terms. I also asked Mr. Mohamed to send my team and I Holeshot samples but I unfortunately left before the arrival of these samples. This assignment was a combination of all that I've learned in this internship. I analyzed the prices of energy and hydration drinks on the whole French market, negotiated with Mr. Mohamed the details of his product, transmitted these details to my team members through the Google Slides document, and then presented the Holeshot products to hypermarket managers. This assignment demanded negotiation skills, sales skills, and good market analysis.

OFFRE Holeshot Hydro 50CL

OFFRE Holeshot Canettes 25CL

CARACTERISTIQUES OFFRE :

PA HT :	PV TTC:	MARGE:
0.74€	0.99€	21,1%

PCB : ? COLIS/PAL :

UVC/PAL : MOQ/ENT :

DÉLAI DE LIVRAISON :
EAN:
INFORMATIONS : Fait en Auvergne



CARACTERISTIQUES OFFRE :

PA HT :	PV TTC:	MARGE:
0.69€	0.99€	26,5%

PCB : COLIS/PAL :

UVC/PAL : MOQ/ENT :

DÉLAI DE LIVRAISON :
EAN:
INFORMATIONS : Fait en Auvergne



Quantitative & Qualitative Objectives

For my Holeshot assignment, I set some objectives before starting the negotiation process. Please note that I worked on this assignment with my manager's assistance.

Quantitative objectives for the Holeshot operation:

- Sales Revenue: The revenue objective was more than 20,000€.
- Profit Margin: The profit margin rate objective was a minimum of 20%



- **Competitive Price:** The objective was to keep the buying price of Holeshot drinks below 0.70€ to ensure a relatively low price with a good profit margin rate.

Qualitative objectives for the Holeshot operation:

- **Supplier Relationship Building:** I set the objective of creating a healthy relationship between Mr. Mohamed and Carrefour for future business opportunities.
- **Market Differentiation:** I set the objective of finding an extremely rare product on the market that has the potential to become successful.
- **Customer Satisfaction:** I set the objective of buying a product that satisfies Carrefour's customers.

Methodology

To achieve this assignment, I had to follow a certain strategy that I discussed with my manager.

- **Market Research:** To identify the type of product that I want to try to buy, I investigated thoroughly the products already found at Carrefour. I figured that energy and hydration drinks are expensive and not trendy anymore. So, I shared this information with my manager and we found the Holeshot drink.
- **Financial Analysis:** After identifying the product, I analyzed the financial side of the operation that should meet my quantitative objectives (profit margin rate, revenue, cost). I used the skills that I acquired during my financial accounting courses for my calculations.
- **Negotiating:** After identifying the product and the financial aspects, I got into contact with the supplier before referring back to my manager to finalize the deal. I used the skills that I acquired during my sales courses to optimize the negotiations.

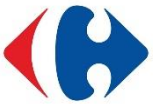
4. Results & Analysis

Quantitative & Qualitative Results

Quantitative results for the Holeshot operation: The objective was to generate a revenue of above 20,000€. We ordered a volume of 26,100 units, that produced a revenue of 25,839€ when sold at 0.99€. In addition, we had to meet a profit margin rate of 20%. We attained a margin rate of 21.1% on the hydration drink and 26.5% on the energy drink. Moreover, I had to ensure a competitive selling price for the benefit of Carrefour's customers. At a selling price of 0.99€, the Holeshot energy drink is the 3rd cheapest drink at Carrefour.

Qualitative results for the Holeshot operation: I, unfortunately, couldn't experience the aftermath of my assignment because I finalized the deal the week of my departure. However, I am sure that Mr. Mohamad Gareche and Carrefour will work together in the future. In addition, I achieved my objective of finding a rare product on the market since Holeshot drinks are not found in stores other than Carrefour's. This is the whole point of the Diverting department.

Looking back, I think that I successfully completed my assignment. I met all of my objectives and my manager was extremely satisfied with what I had delivered. I think that the methodology that my manager and I constructed was very helpful and was the key to my success. However, I believe that I should've finalized the deal earlier and faster. I took my time in the negotiation phase because it was my first time. I had to always refer back to my manager to make sure that everything that I was doing was positive. I still need to build more confidence to become a better overall businessman.



Suggestion

The Diverting department's products are only temporarily available. These products are not found on Carrefour's online site and are not well advertised on social media platforms. This does not allow the Diverting Department's products to reach their full potential. I would suggest that the Diverting department collaborates more with the Marketing department to ensure that customers are more aware of these trendy products. This collaboration would attract more consumers and boost sales.

In terms of self-development, I worked on my public speaking skills which boosted my self-confidence tremendously. I also learned to manage my time more optimally. In addition, I truly felt like I was committed to this team in a short time. This shows that I integrated quickly and that I can now easily adapt to new environments. The obstacle that I faced during my internship was that I was not a fluent French speaker. I had to always prepare beforehand to make sure that everything would be under control when I had to speak in French. For instance, to overcome this obstacle, I wrote down on a piece of paper what I told Mr. Mohamed before calling him. This allowed me to communicate with him comfortably.

5. Conclusion

My internship at Carrefour's Diverting department significantly exceeded my expectations. I had the opportunity to gain an experience like no other. I worked with an extremely professional team that gave me the chance to operate in their field on a daily basis. I developed my communication and marketing skills by editing the department's products on Canva and then presenting them to team members and hypermarket managers. In addition, I used my negotiation skills to discuss certain deals with suppliers. I also developed my Excel and PowerPoint skills during my internship at the Diverting Department. Most importantly, I attended meetings, gatherings, and business discussions that helped me become more familiar with all these essential parts of work. I had the opportunity and the pleasure to observe how my manager Mr. Jeremie operates in a strategic, energetic, and dedicated way.

One notable aspect of Carrefour's culture is that even though there is a clear respect for authority, there also exists an openness to ideas from interns and co-op students. For instance, after 1 week of working at Carrefour, I suggested that the Takis Fuego would be a great opportunity. My manager considered that and proceeded to acquire 42,768 units of Takis. Managers use a supportive and empowering leadership style that creates unmatched chemistry between team members. In addition, these observations allowed me to reflect on the importance of establishing positive workplace environments and nurturing a supportive organizational structure. It also shows the importance of maintaining my personal qualities in professional workplaces.

In conclusion, my internship at Carrefour allowed me to consider the retail industry as a future career option. I admire what my managers work and operate in, and I aspire to become in their positions one day. For my next internship, I will first contact Carrefour again and try to do my 2nd internship at their offices as well. If this does not happen, I will still try to find an internship at one of the retail giants.

Appendices

OFFRE TAKIS (100gr)

CARACTERISTIQUES OFFRE :

PA HT :	PV TTC:	MARGE:
1,65€	2,49€	30%

PCB : 18	COLIS/PAL : 72
UVC/PAL : 1296	MOQ/ENT : 33 mixés

DÉLAI DE LIVRAISON : 4 semaines



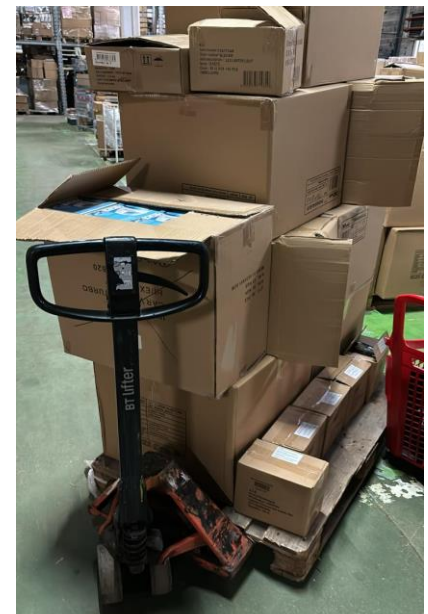
The Takis product offer that I proposed



The Diverting department logo that I created



The Diverting department presentation that I prepared



Carrefour hypermarket visits to ensure a good display of Diverting Department's products

Some pictures that I edited to present them to Carrefour hypermarket managers:





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