

requested by the parent company are viewed as useful decision tools directly related to operational needs.

The extent of state Intervention was a surprise. Although Bombardier knew this industrial sector well in North America, the company was surprised by how different business practices are in France in the same sector. Above all, the intervention of the French state concerns numerous aspects of the business that are considered strategic. For example:

- to sell ANF to Bombardier, approbation from the Ministry of Finance had to be obtained;
- the transport infrastructure in France is state-owned, especially the railways; and
- redundancies must be approved by the state.

France has a protectionist business climate. The business climate in France is generally protectionist and foreign companies must tread carefully. The public bid system also has different rules compared with the practice in North America.