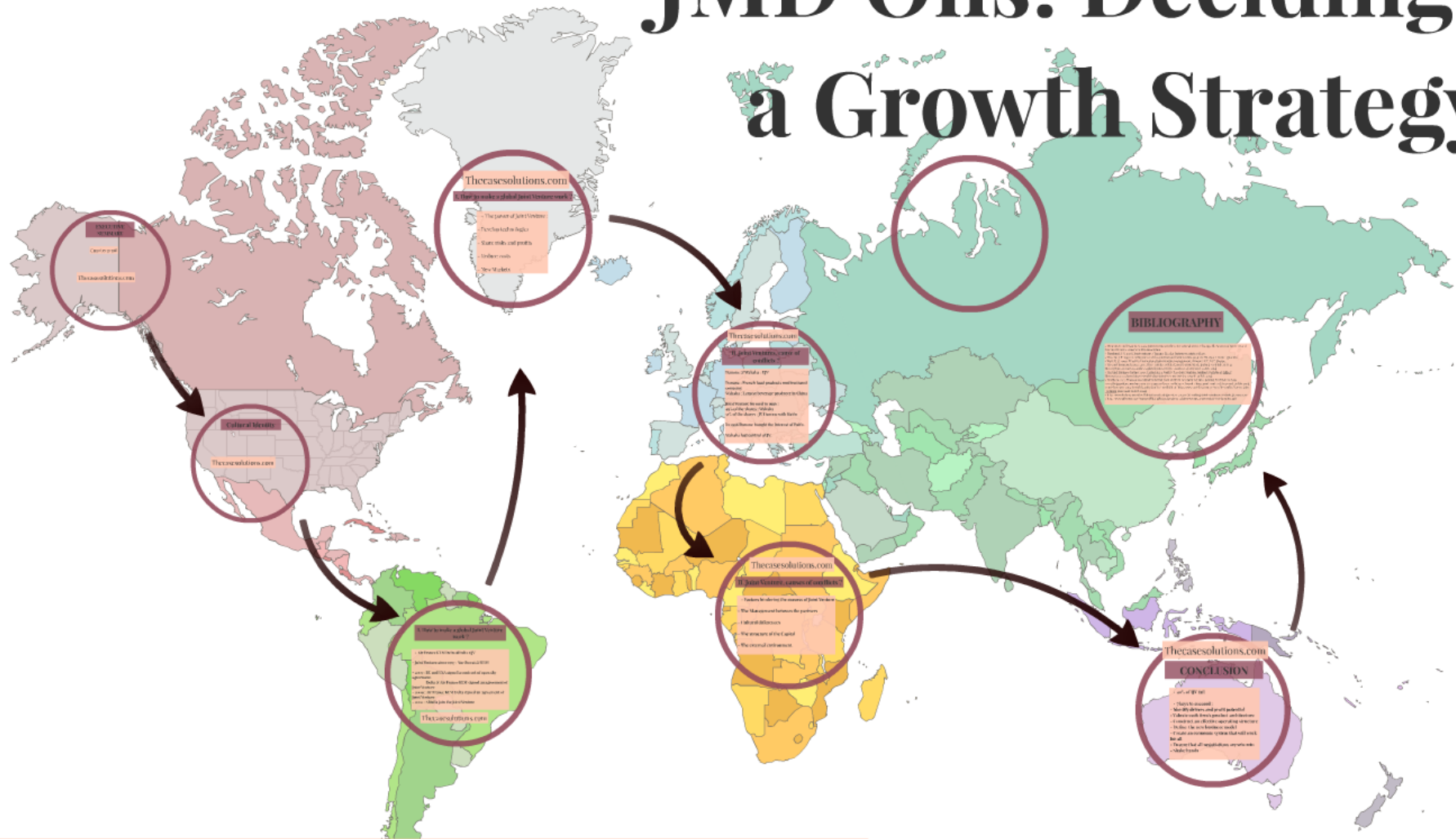
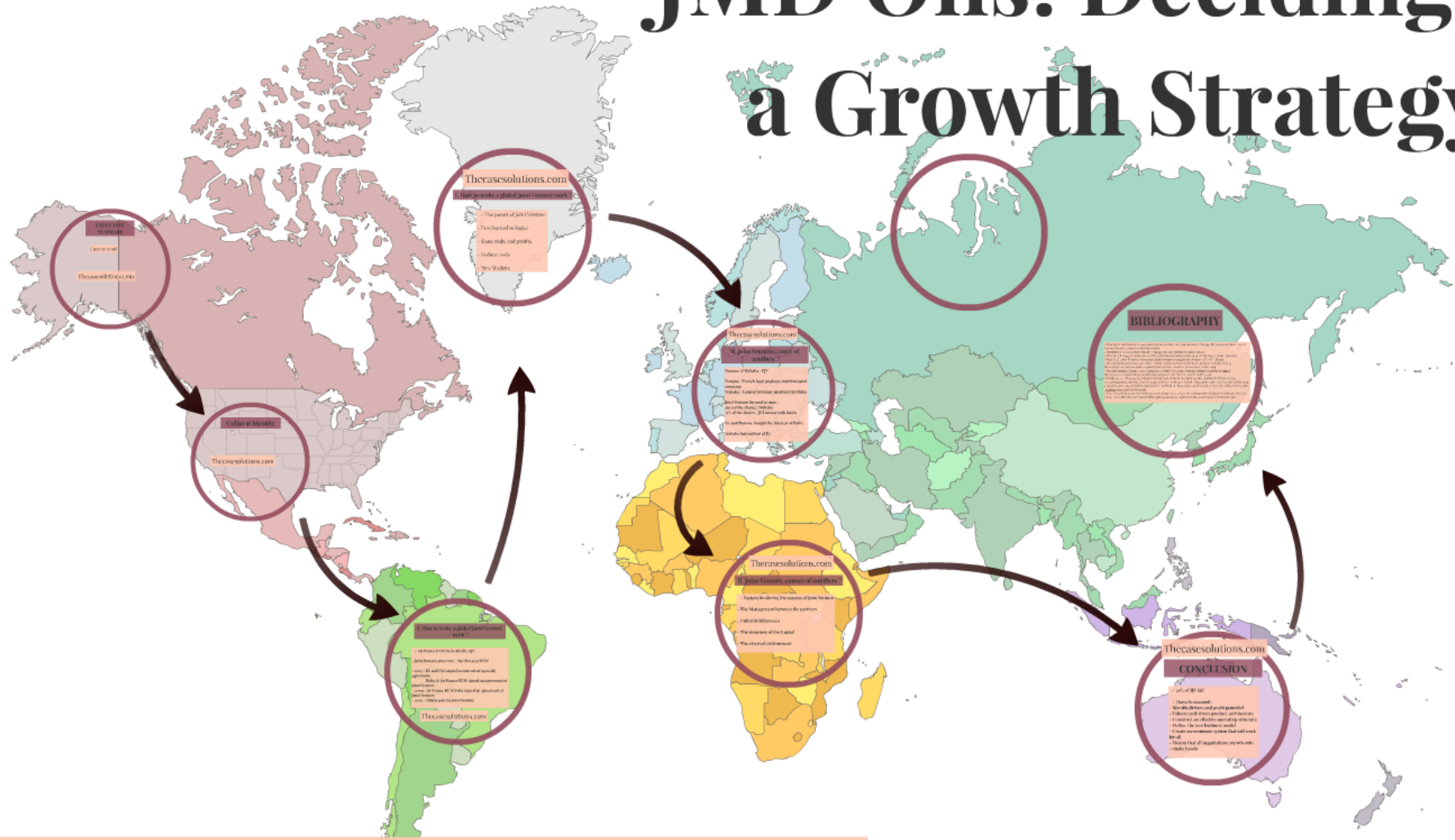


JMD Oils: Deciding on a Growth Strategy



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**EXECUTIVE
SUMMARY**

Country profil

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Cultural Identity

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I. How to make a global Joint Venture work ?

- Air France KLM Delta Alitalia CJV
- Joint Venture since 1997 : Northwest & KLM
- 2007 : EU and USA signed a contract of open sky agreement.
 - Delta & Air France KLM signed an agreement of Joint Venture
- 2009 : Air France KLM Delta signed an agreement of Joint Venture
- 2010 : Alitalia join the Joint Venture

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I. How to make a global Joint Venture work ?

- The power of Joint Venture :
 - Develop technologies
 - Share risks and profits
 - Reduce costs
 - New Markets



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II. Joint Ventures, cause of conflicts ?

Danone & Wahaha : EJV

Danone : French food products multinational company

Wahaha : Largest beverage producer in China

Joint Venture formed in 1996 :

49% of the shares : Wahaha

51% of the shares : JV Danone with Baifu

In 1998 Danone bought the interest of Baifu.

Wahaha lost control of JV.



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II. Joint Venture, causes of conflicts ?

- **Factors hindering the success of Joint Venture**
 - **The Management between the partners**
 - **Cultural differences**
 - **The structure of the Capital**
 - **The external environment**



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CONCLUSION

- **40% of IJV fail**

- **7 keys to succeed :**

- **Identify drivers and profit potential**
- **Valuate each firm's product architecture**
- **Construct an effective operating structure**
- **Define the new business model**
- **Create an economic system that will work for all**
- **Ensure that all negotiations are win-win**
- **Shake hands**