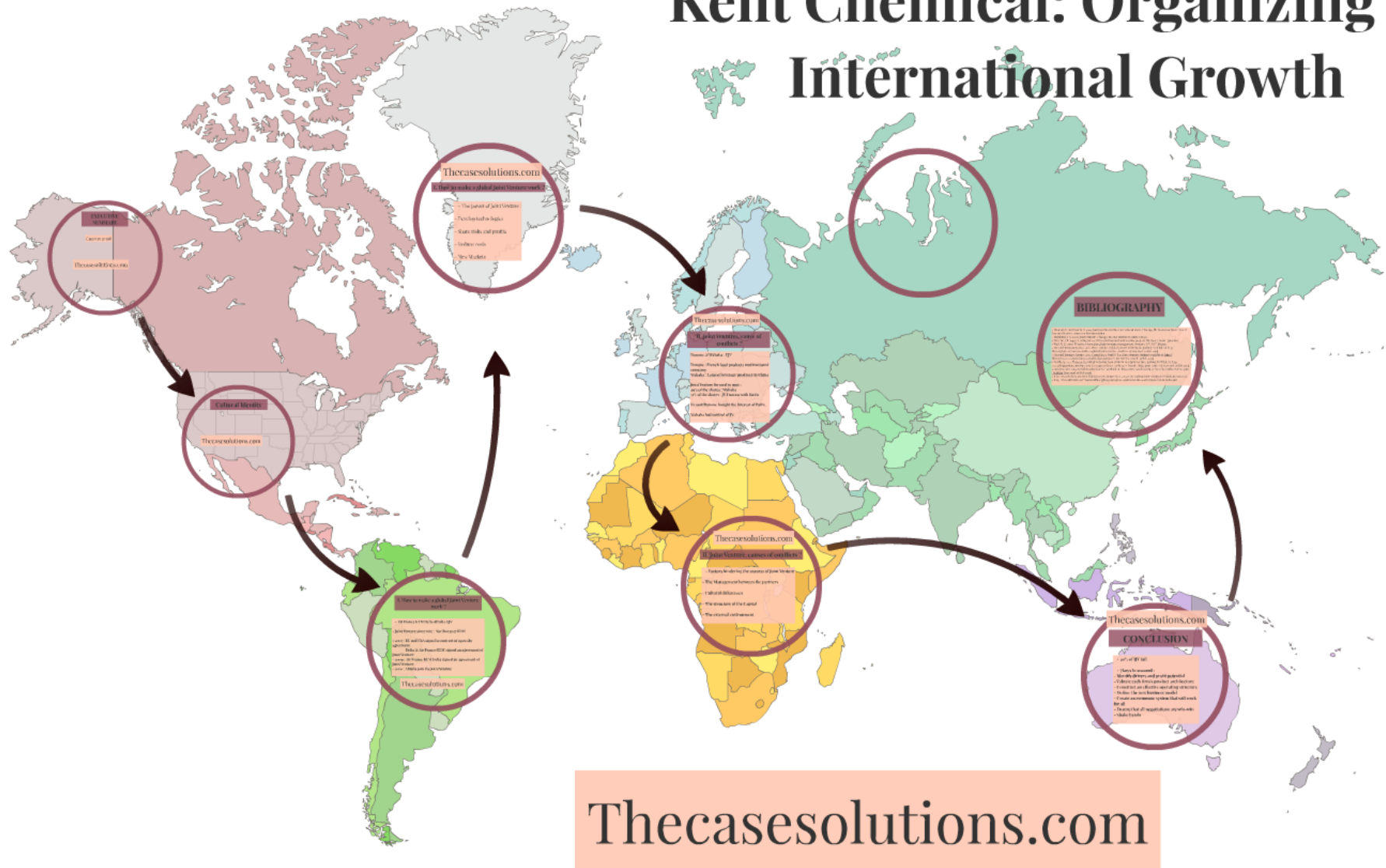
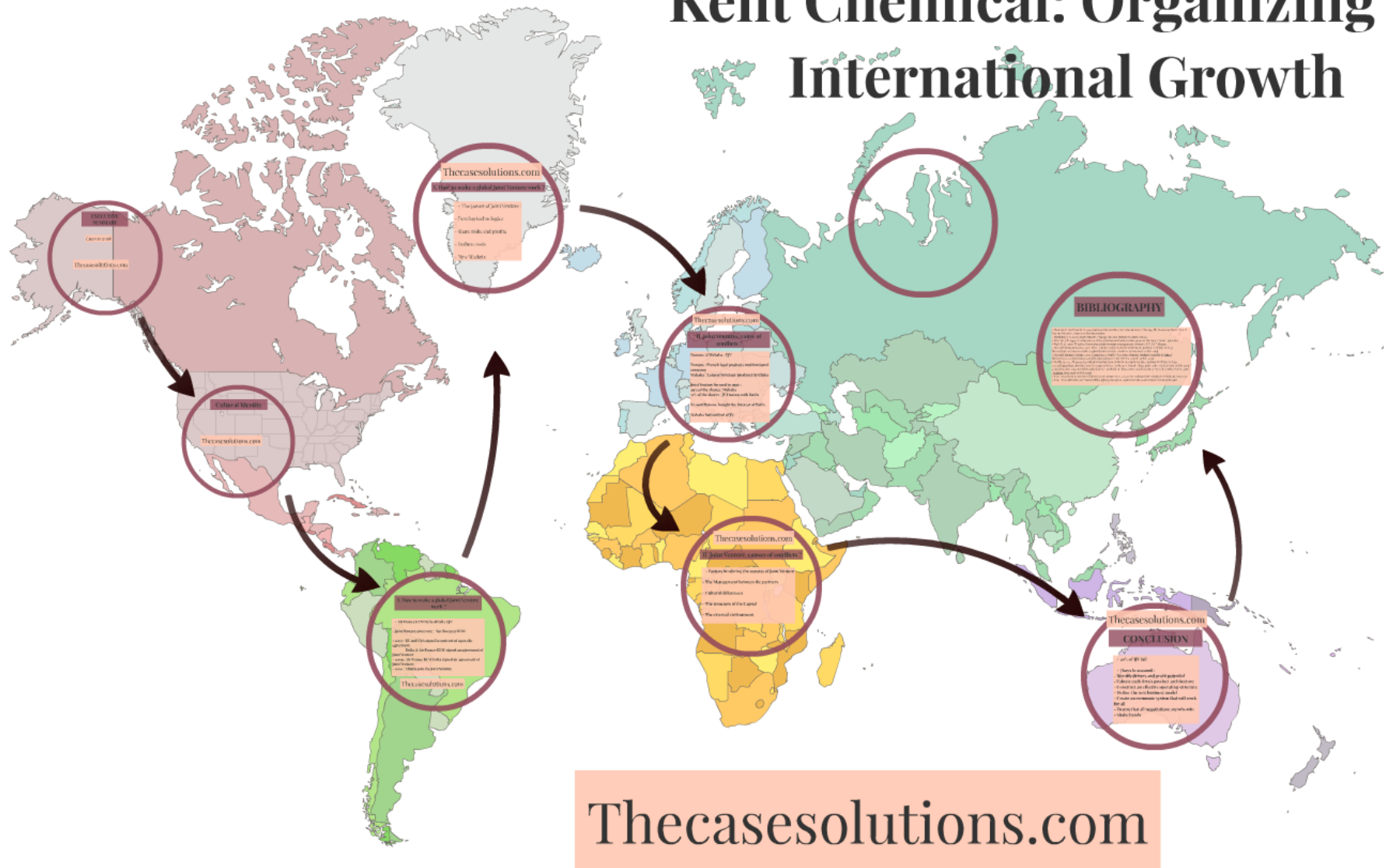
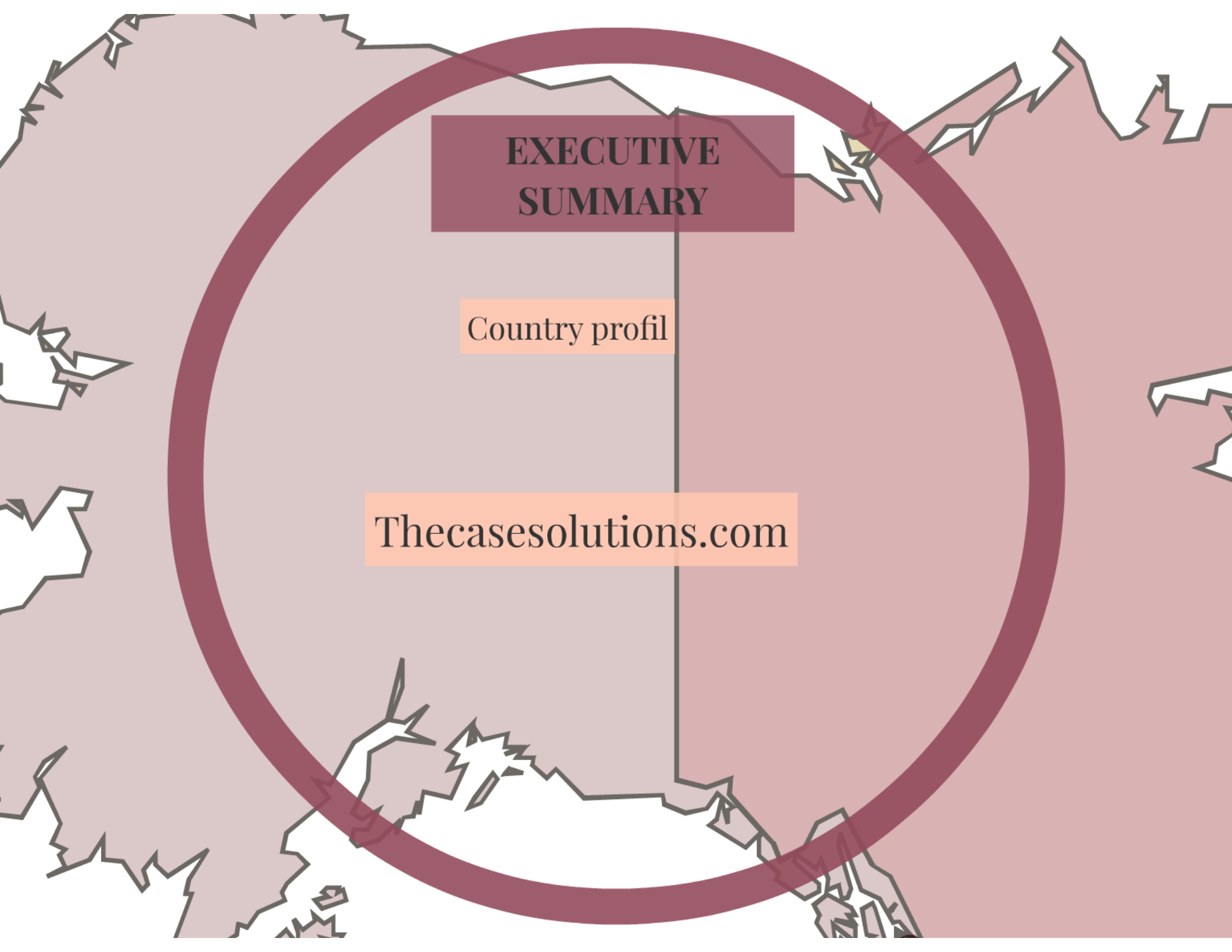


Kent Chemical: Organizing for International Growth



Kent Chemical: Organizing for International Growth

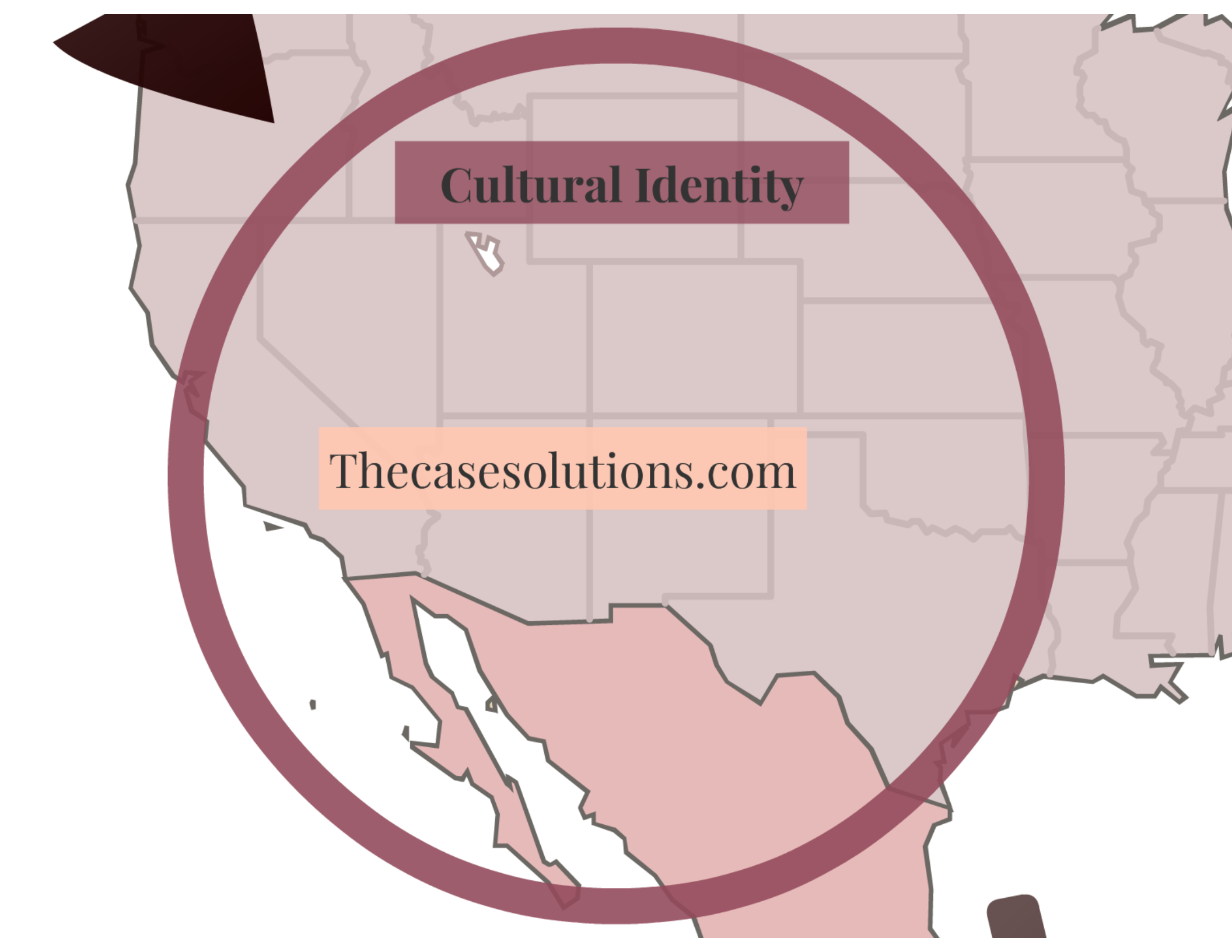




EXECUTIVE SUMMARY

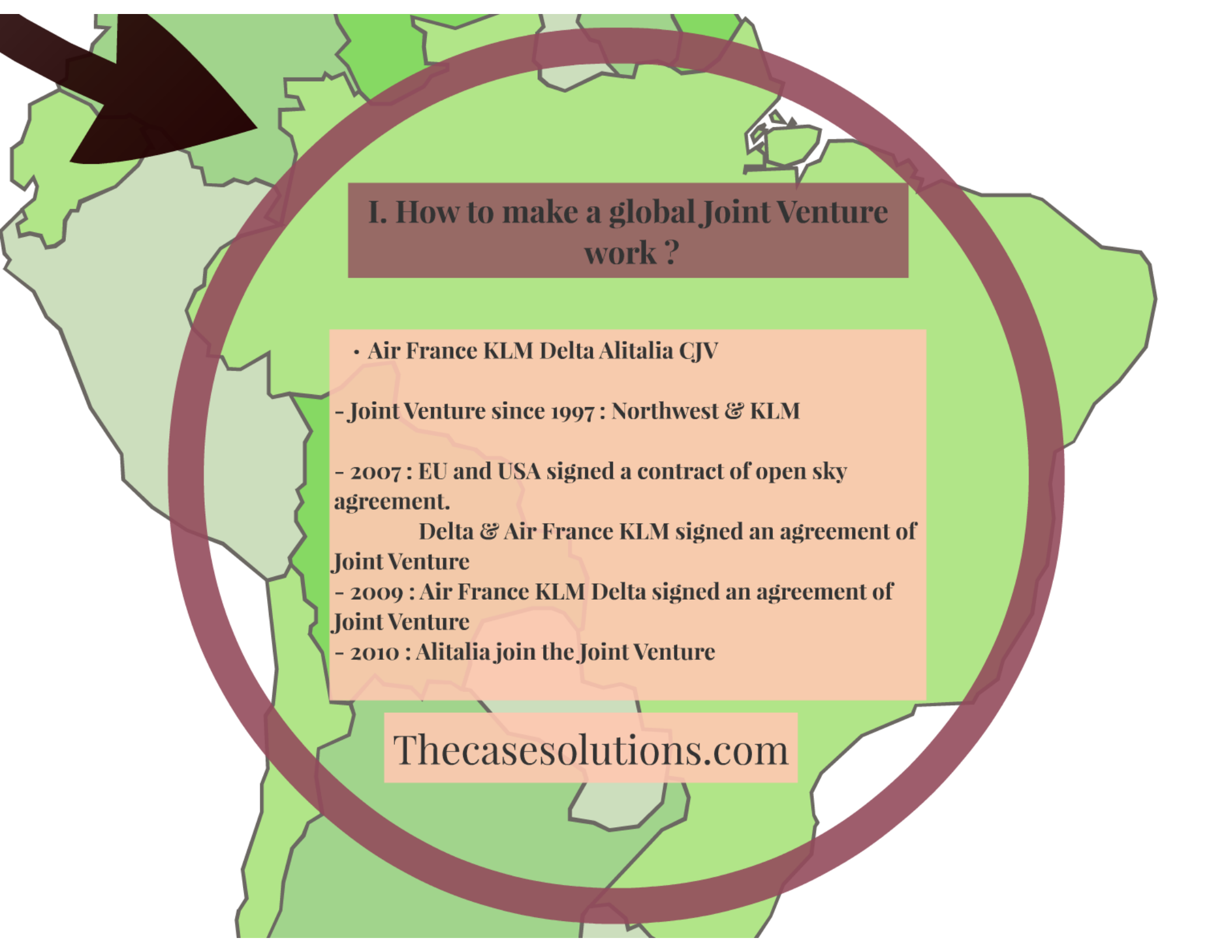
Country profil

Thecasesolutions.com



Cultural Identity

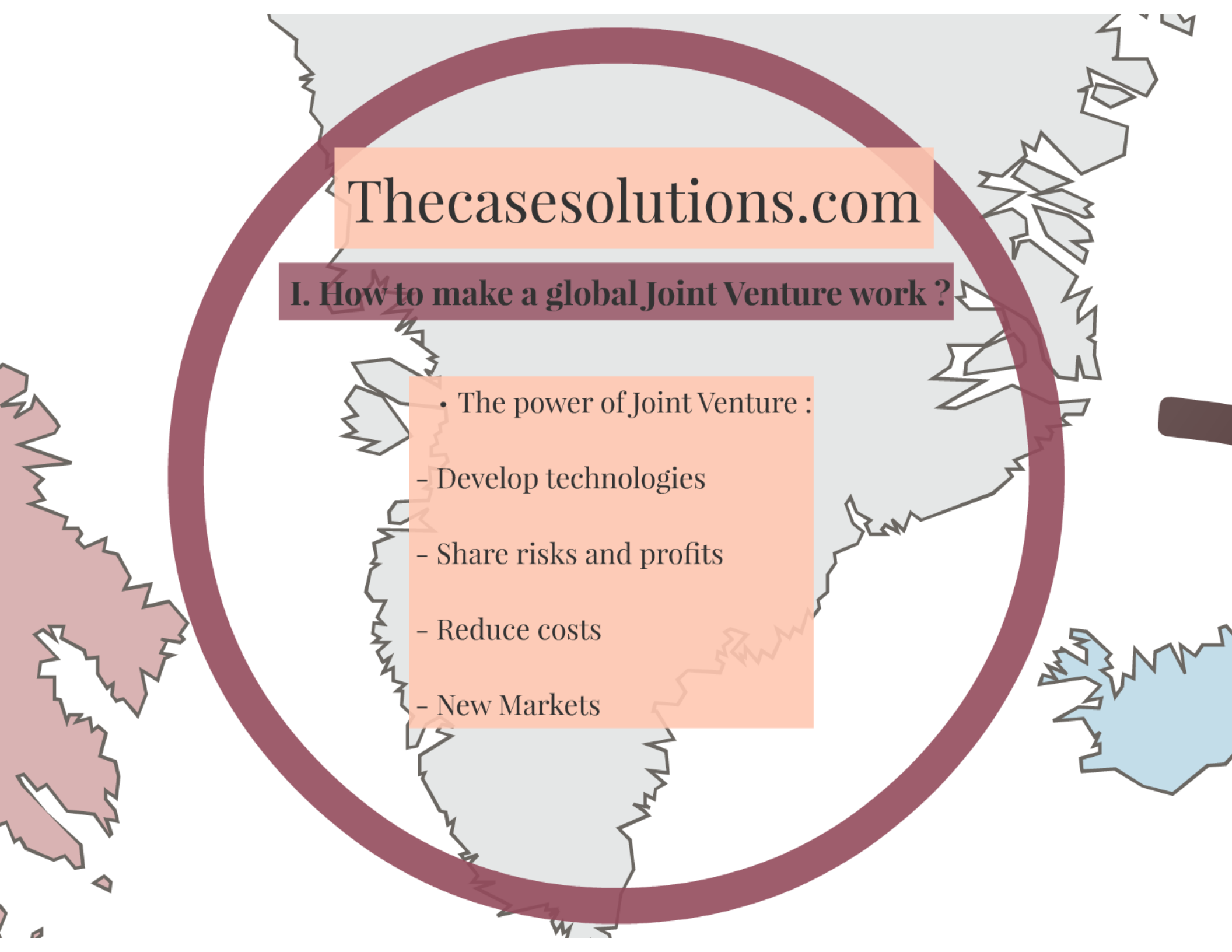
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I. How to make a global Joint Venture work ?

- **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**

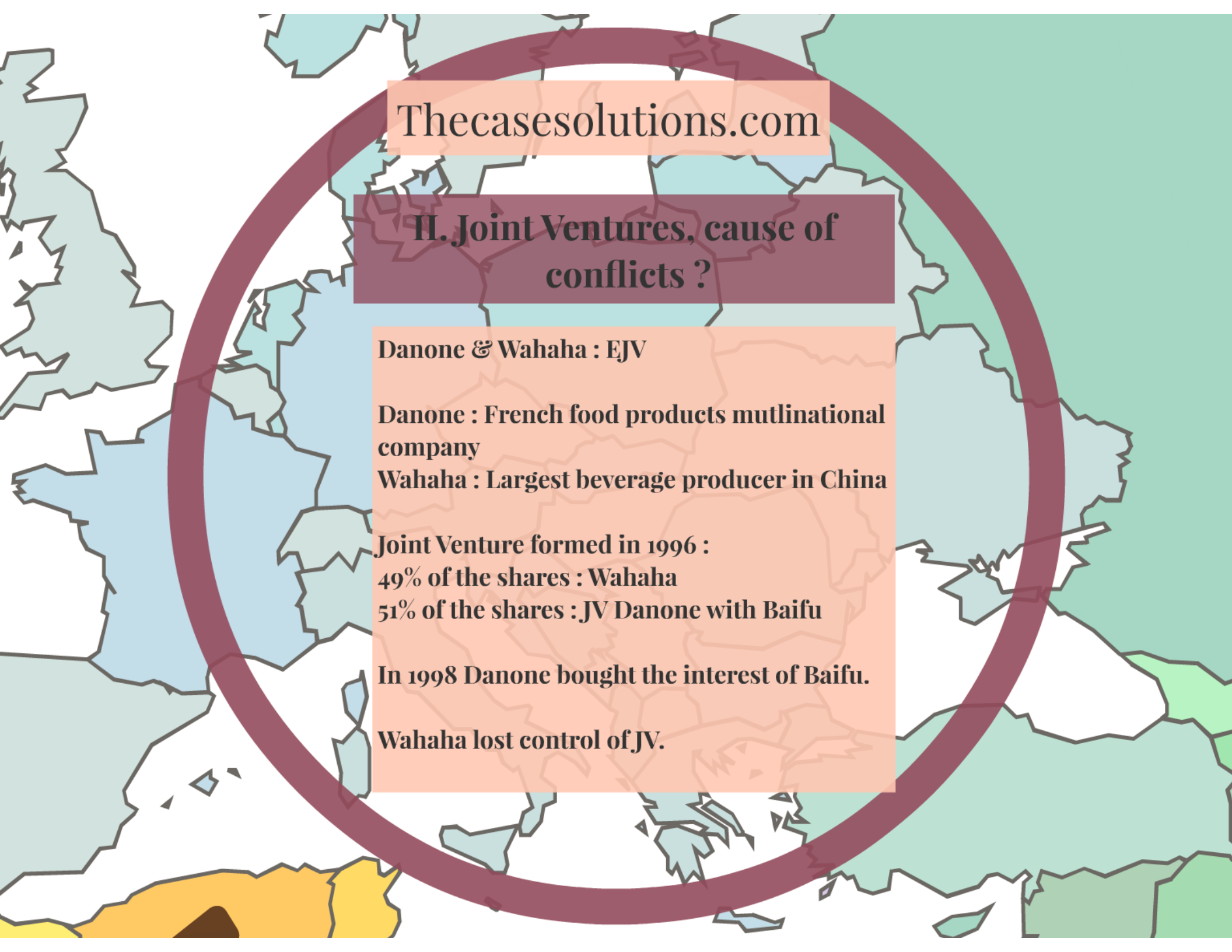
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I. How to make a global Joint Venture work ?

- 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

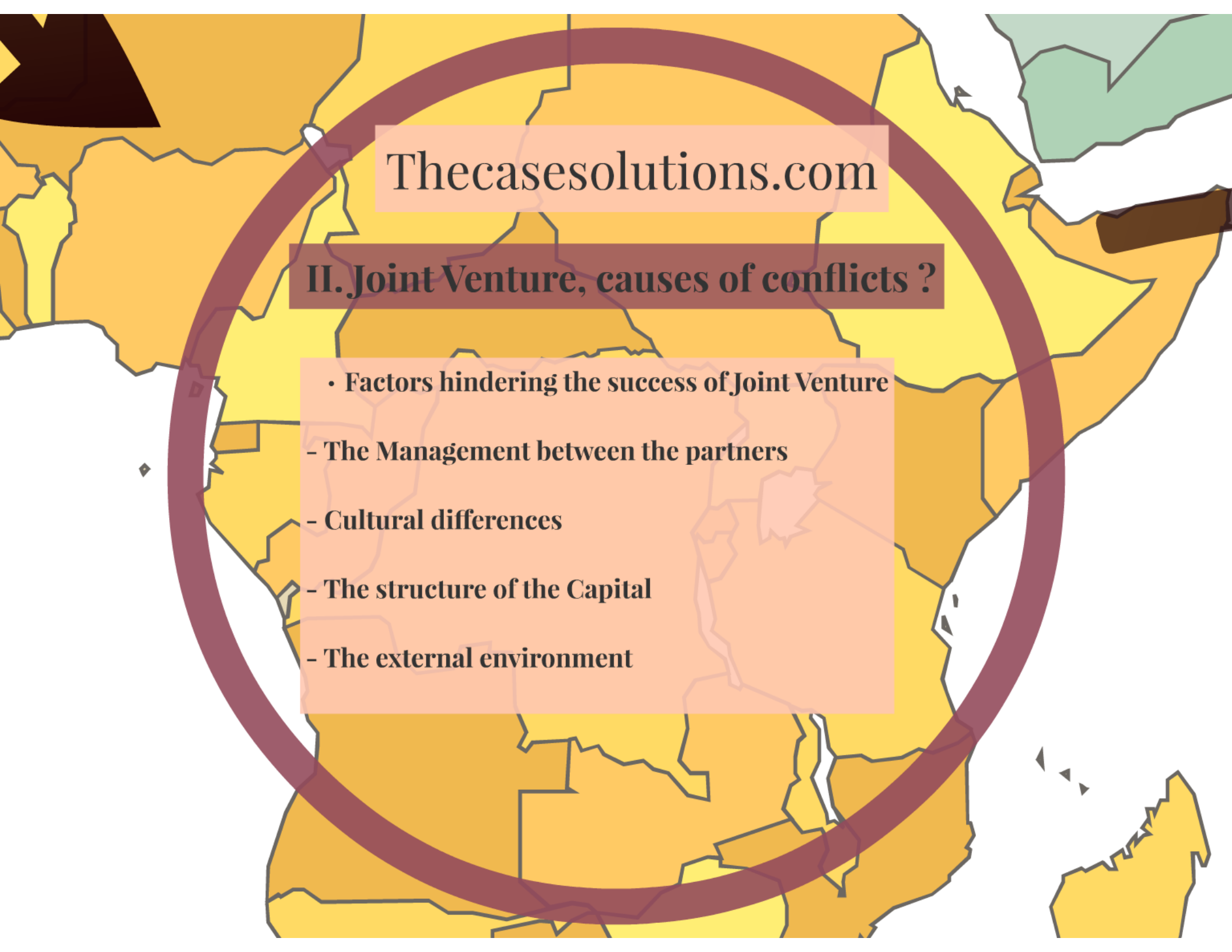
Joint Venture formed in 1996 :

49% of the shares : Wahaha

51% of the shares : JV Danone with Baifu

In 1998 Danone bought the interest of Baifu.

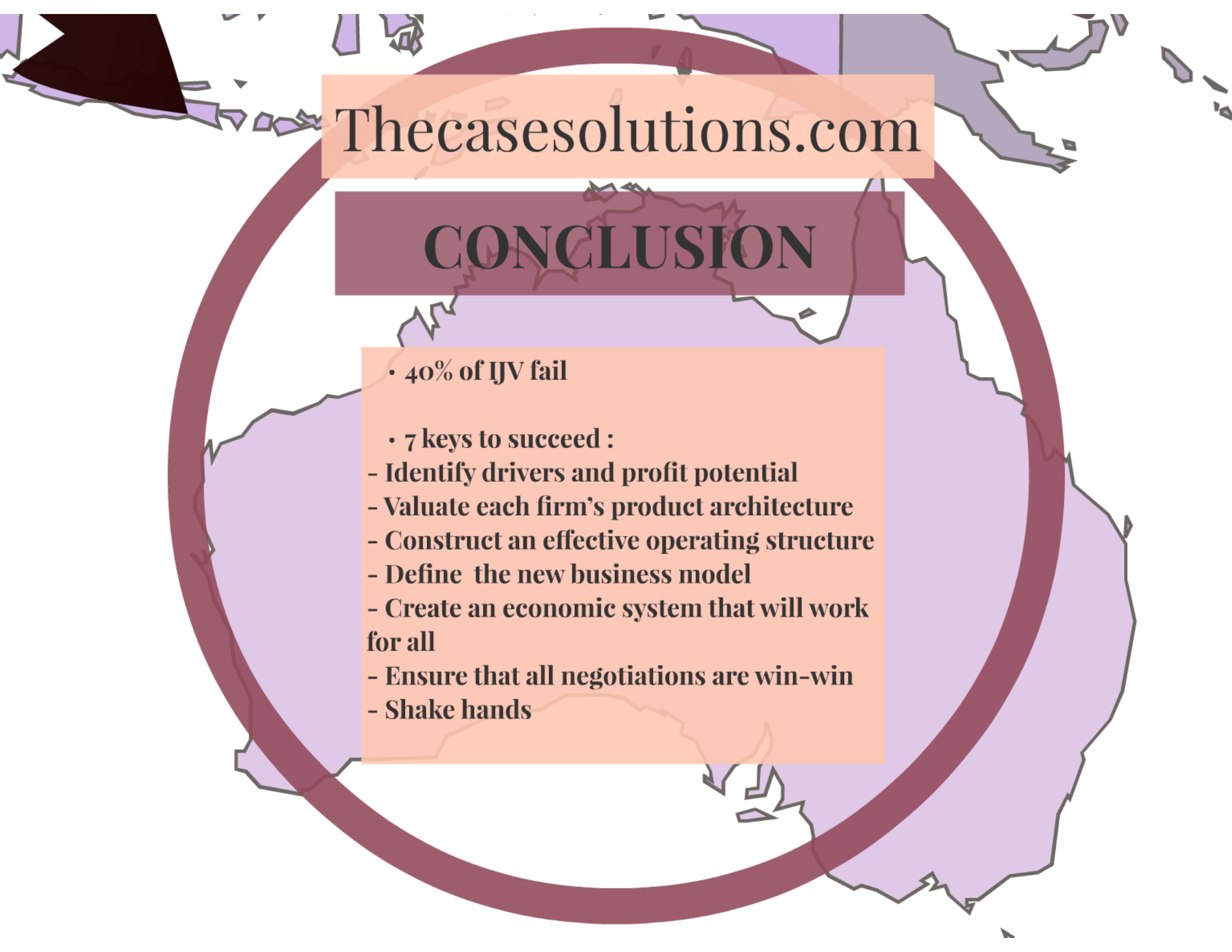
Wahaha lost control of JV.



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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
 - Value 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