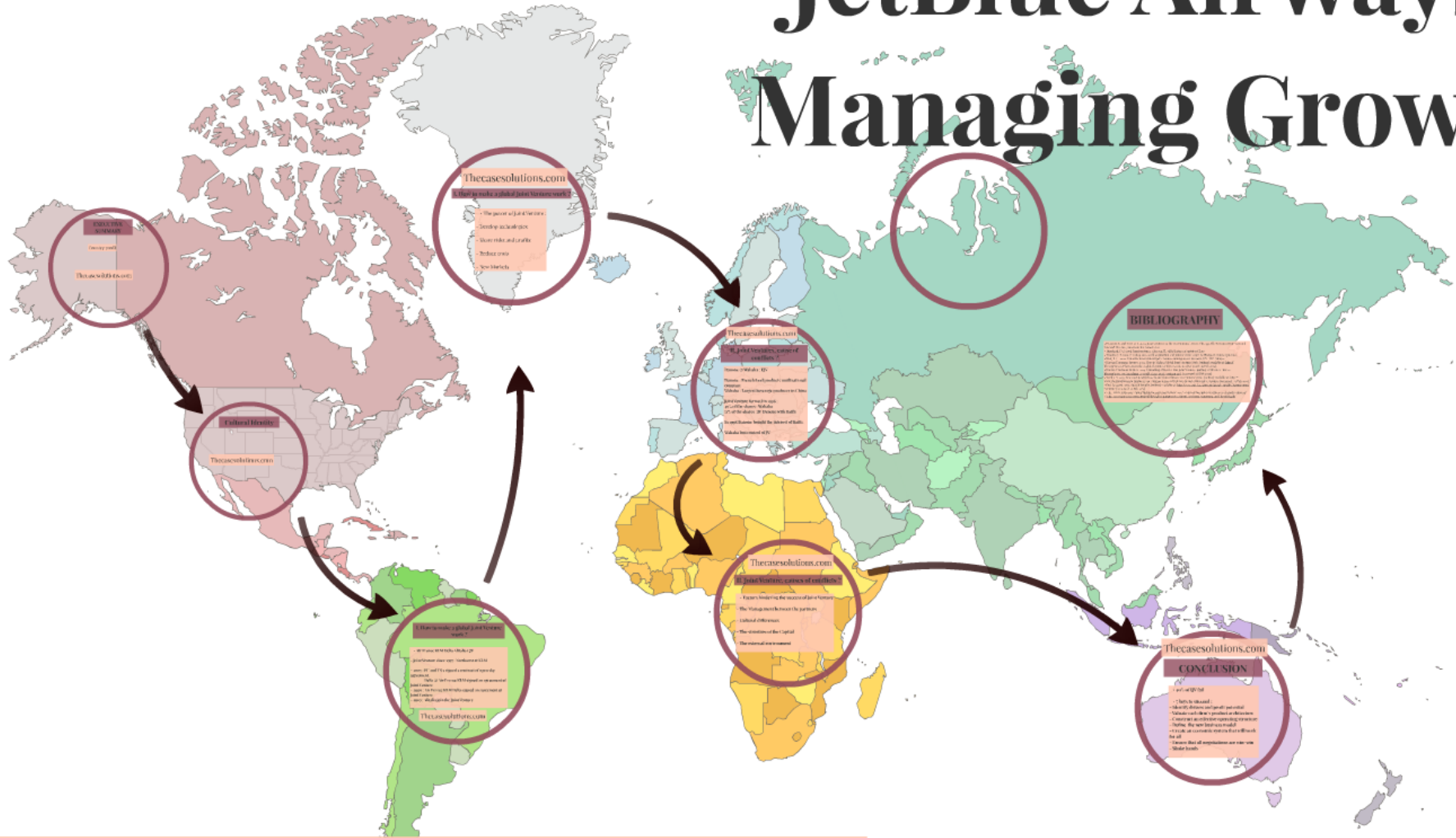


# JetBlue Airways: Managing Growth



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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**