



Innovation Research Seminar

Dr. **Annika Lorenz**

The fine line between success and failure:
Joint venture management at Nestea and Lipton Ice Tea



Summary: Joint ventures are a popular mode of inter-firm cooperation to achieve various objectives. However, joint ventures can be a challenge to manage, which may explain their high failure rates. As these failures leave companies with high costs, researchers have devoted their attention to studying the factors leading to joint venture success/failure in the past years. Comparing two competing joint ventures in the ready-to-drink tea industry we disentangle the factors explaining their success or failure. Although both joint ventures have very similar histories and starting conditions, the joint venture between Nestlé and The Coca-Cola Company collapsed in 2012 whereas the joint venture between Unilever and PepsiCo continues to prosper. Our research examines the fine line between success and failure when it comes to managing joint ventures. Based on the results, we provide a step-by-step guideline for managers to effectively and successfully manage joint ventures.

Speaker Bio: Dr. Annika Lorenz is Post-doctoral Research Fellow in Strategy and Innovation Management at Hasselt University and a Guest Researcher at the Technical University (TU) Berlin. She obtained her PhD in Applied Economic Sciences in March 2014 from Technical University Berlin and has joined the research group at Hasselt University in August 2014. She also holds a Bachelor degree from Humboldt-University of Berlin (2008) and a Master degree from Free University Berlin (2010). During her PhD, she was a visiting scholar at the University of Illinois at Urbana-Champaign (2012) and at Utrecht University (2013). Her research interests span the interrelationship among high-technology strategy, intellectual property strategy, Open Innovation, and interfirm collaboration. In her PhD thesis she has particularly focused on quantitative investigations of the paradox between Open Innovation and IP.

Conference Format: Seminar participants are invited to discuss the presented research and contribute positive ideas.

When and where:

26 April 2016

10am to 12pm

TIM Social Area

Kackertstraße 7

3rd Floor



Find Annika
Lorenz online