

SEARS DE MÉXICO

Sears has been in Mexico since 1948 and is well-positioned in the market, with 42 stores. Its 1992 sales were US \$389 million. Apparel makes up about 40 percent of sales. *Sears* is a more "up-market" store in Mexico than in either Canada or the U.S., and it carries a large proportion of brand-name merchandise. For example, about half of the goods in its children's department are brand names such as Lee, Osh Kosh B'Gosh, Healthtex, and Carters. It offers women's labels such as JH Collectibles, Evan Picone, and Emanuel Ungaro. In the men's department, the consumer can find brand names such as Levis and Dockers. *Sears de México* differentiates itself from its competition by offering strong after-sales service, including warranties.

EL PUERTO DE LIVERPOOL

El Puerto de Liverpool has 17 stores including *Fábricas de Francia* stores, six of which are located in Mexico City. Sales for 1992 were US \$916 million. It recently formed a partnership with K mart to open discount stores under the K mart name. It currently has two K mart stores and was expected to open two more in late 1994. In 1993, it claimed one-third of the department store market. *El Puerto de Liverpool* imports about 30 percent of its clothing. The U.S. was the largest supplier, followed by Spain, Hong Kong, Taiwan and Korea. Exclusivity is an important consideration, especially in the higher-end lines. The chain also looks for a strong fashion component, good design and quality, and attractive price points. *El Puerto de Liverpool* is represented by the Atkins Group, a buying group based in New York City.

SUBURBIA

Suburbia is a chain of 31 stores owned by *Grupo Cifra*. It caters to the mid-market consumer. It imports about 30 percent of its apparel, split about evenly between suppliers in the U.S. and Asia. Good quality, at price points appropriate to their middle-income consumers, are the key buying criteria.

EL PALACIO DE HIERRO

El Palacio de Hierro is Mexico's most exclusive department store. It caters to the upper segments of the market. It has five stores in the Mexico City region, including one in Mexico's largest mall, *Centro Santa Fe*. In 1993, it had about 14 percent of the department store market. About 30 percent of its women's wear and 45 percent of its children's wear are imported with about half coming from U.S. suppliers. The remaining imports come primarily from Europe, including France, Italy, Great Britain and Spain.