

GRUPO CIFRA

Grupo Cifra is one of Mexico's most advanced and most successful retailers. Since 1992, it has worked in partnership with the Wal-Mart chain, recognized as one of the world's great retailers. This joint venture has worked particularly well for *Grupo Cifra* and together they plan to open 35 new stores in Mexico every year for the next five years.

Grupo Cifra operates the following stores:

- 34 *Aurrera* stores;
- 50 *Bodegas Aurrera* stores;
- 38 *Superama* stores (which sell only food);
- 20 *Sam's Club* stores; and
- 13 Wal-Mart stores including 4 *Gran Bazar* stores that were recently incorporated into the group.

The *Grupo Cifra* also owns 78 restaurants.

GIGANTE

Gigante is a full-line supermarket selling clothing, food and household items. *Gigante* has 156 stores and is run by Angel Losada Gómez, its chief executive officer and founder. Revenues in 1992 were US \$2.1 billion. *Gigante* operates in 20 cities throughout Mexico, unlike its competitors which have tended to concentrate in and around Mexico City. The chain has been built through acquisitions starting from a base of 21 stores in 1979. In subsequent years it bought 8 *Hermuda* stores, 27 *Astra* outlets, and 8 *Sardinero* stores. *Gigante* recently acquired 89 *Blanco* stores that are located in the less developed areas of Mexico. It also operates *Bodegas Gigante*, a discount full-line store, and *Super G*, which sells only food.

Gigante has been slower than its competitors to introduce new inventory control technology and in response, *Gigante* formed a joint venture with Fleming Companies of Oklahoma City which has the necessary expertise. They will open *Price Impact* supermarkets in mid-sized and large Mexican cities. The two partners hope to open a total of 50 *Price Impact* stores and to have sales approaching US \$1 billion by 1997.