

■ **Refreshments.** *Coca-Cola Femsa* is one of the largest Coca-Cola franchises in the world. It serves the Mexico Valley region and the southwest. *Cadena de Tiendas de Conveniencia Oxxo* operates more than 600 convenience stores in 20 cities. *Oxxo* is reportedly in negotiations with American-based oil company, Amoco, to open as many as 100 gas-convenience outlets in the Monterrey area.

■ **Packaging.** *Femsa* affiliates manufacture a variety of packaging materials, including those made from metal, glass, cardboard and plastic.

Femsa has developed many links outside Mexico. It recently bought a Coca-Cola franchise in Argentina. And it has a joint venture with Labatt Breweries of Canada, which will co-market the two companies' products and enter the American market with joint products.

GRUPO GRUMA

Grupo Gruma is the leading producer of tortillas in the world. The *grupo* has 13 plants in the US and also has operations in Costa Rica, Guatemala, Honduras and Venezuela. It also maintains distribution centres in these markets. *Tecnomatz*, a *Gruma* subsidiary, manufactures high-performance tortilla production equipment for both wheat and corn varieties, for sale around the world. The *grupo* has recently formed an alliance with Archer Daniels Midland Co.

GRUPO IMSA

Grupo IMSA is mainly concentrated in the metal industries. It manufactures steel, aluminum products, construction materials and automotive parts, including batteries. The group is controlled by the Clariond family. *IMSA* has several established relationships with Canadian companies. It is reportedly exploring a joint venture with a Canadian company to manufacture steel construction components. Major *IMSA* subsidiaries include:

■ **Battery division.** *Acumuladores Mexicanos*, *Aislantes León*, *ESB de México*, and *Acumuladores Monterrey* are producers of automotive and industrial batteries as well as solar systems. Other subsidiaries distribute batteries and the *grupo* has battery subsidiaries in several Latin American countries.

■ **Aluminum division.** *Cuprum* consists of several units which manufacture aluminum extrusions, ladders, doors and windows as well as a variety of automotive and industrial components of aluminum and plastic.