ROYAL AHO LD/ AHO LD USA
Vertical Integration, Horizontal Integration and Globalization:

Processor: Suiza Foods Co.

Retailer: Ahold USA

Subsidiaries:
- Stop & Shop
- Giant Foods
- Bi-Lo
- Tops Markets

Royal Ahold

Operations in --
- Netherlands (#1)*
- Brazil
- Argentina
- Chile
- Peru
- Paraguay
- Ecuador
- Portugal
- United States (#5)*
- Spain
- Poland
- Czech Republic

Joint Ventures in --
- Norway (#2)*
- Sweden (#1)*
- China (#1)*

*rank in country

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KROGER

Vertical Integration and Horizontal Integration:

Processor:
Cargill/Monsanto

Subsidiaries:
Fred Meyer (1998)
  Quality Food Centers
  Hughes Markets, Inc.
  Keith Uddenberg, Inc.
  Ralph’s/Food 4 Less
  Smith’s
Dillions
Gerbes
King Soopers
Jay C Food Stores
Foods Co.
Cala Foods/Bell Markets
Owen’s
Hilander
Fry’s
City Market
PriceRite
Kessel
Payless

Retailer:
Kroger Co.

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WAL-MART
Vertical Integration and Globalization:

Processors:
Tyson Foods
IBP, Inc.
Farmland Foods
Smithfield

Operations in --
United Kingdom (#3)*
Asda
Germany
Spar Handels
Wertkauf
Argentina
Brazil
Canada
Mexico
China
Korea
United States (#2)*
*rank in country

Retailer:
Wal-Mart

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