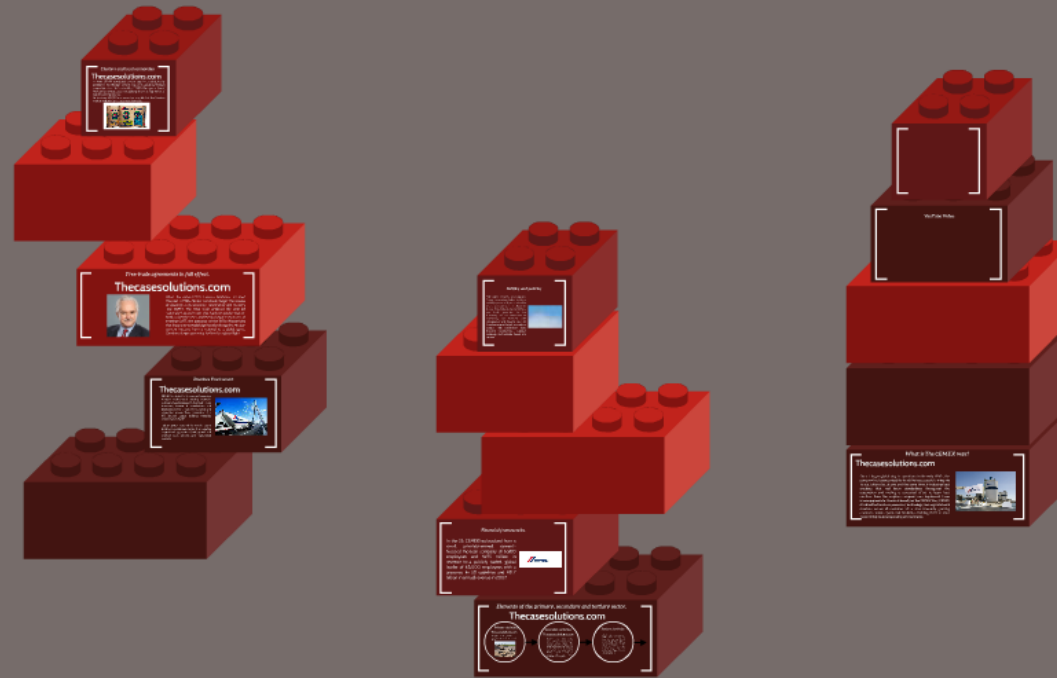


Taking a Mexican Company Global-The CEMEX Way

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What is The CEMEX way?

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Since it began globalizing its operations in the early 1990s, the company had been praised for its ability to successfully integrate its acquisitions by, at one and the same time, introducing best practices that had been standardized throughout the corporation and making a concerted effort to learn best practices from the acquired company and implement them where appropriate. Known internally as the CEMEX Way, CEMEX standardized business processes, technology, and organizational structure across all countries while simultaneously granting countries certain operational flexibility, enabling them to react more nimbly to local operating environments.



Bussines Enviroment

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CEMEX S.A.B. de C.V., known as Cemex, is a Mexican multinational building materials company headquartered in San Pedro, near Monterrey, Mexico. It manufactures and distributes cement, ready-mix concrete and aggregates in more than 50 countries. It is the second largest building materials company worldwide.

Today CEMEX is one of the world's largest building materials companies. It is a leading supplier of aggregates (sand, gravel and crushed rock), cement and readymixed concrete.



Free-trade agreements in full effect.

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When the current CEO, Lorenzo Zambrano, assumed this post in 1985, Mexico had already begun the process of opening up its economy, culminating with its entry into NAFTA. The 1982 crash undercut the state-led nationally-focused model that had been predominant in Mexico over the years, and Mexico began the process of entering GATT, the precursor of the WTO. Recognizing that these events would significantly change the Mexican cement industry from a national to a global game, Zambrano began preparing the firm for a global fight.

Clusters and local economies.

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In 1989, CEMEX completed a major step in consolidating its position in the Mexican cement market by acquiring Mexican cement producer Tolteca, making CEMEX the second largest Mexican cement producer and putting it on the Top 10 list of world cement producers.

At the time, CEMEX accounted for only 33% of the Mexican market while 91% of its sales were domestic.



0 countries and \$21.7
revenue in 2007.

Elements of the primary, secondary and tertiary sector.

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Primary Activities

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In its primary activities, CEMEX extracts raw materials from the land or at sea



Secondary Activities

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CEMEX has three plants making cement. Heating clay and chalk fuses the raw materials together. The resulting materials are ground to powder as cement. The cement plants need permits from the industry regulator, the Environment Agency. CEMEX also produces readymixed concrete, asphalt and concrete products in specialist plants.

Tertiary Activities

CEMEX makes more than four million deliveries each year by road, rail, sea and inland waterways. CEMEX distributes raw materials and finished goods to customers for the construction of houses, schools, hospitals, bridges, offices and transport links. Culture, diversity, and demographics.

Primary Activities


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Secondary Activities

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