

INDITEX

A unique model

Deliveries to over 4,000 stores in 73 countries, at least twice per week, and a range of services that constantly adapts to its customers' needs - all of this provides the basis for the economic model implemented by the Spanish textile group Inditex. Its import-export and transport director Abel Lopez Cernadas reveals the secret of its commercial and logistic success.

“Our priority is to listen to the customer and anticipate his needs. This requires close proximity with the stores in order to evaluate supply and restocking requirements as accurately as possible. This highly pragmatic approach forms the basis of the Inditex logistics model,” explains import-export and transport director Abel Lopez Cernadas.

Innovation and flexibility

Zara, Massimo Dutti, Pull and Bear, Bershka, Stradivarius, Oysho, Zara Home and Uterqüe are the eight brands of the Spanish group Inditex. “Founded by

Amancio Ortega Gaona in 1963 and listed on the stock exchange since 2001, the group is characterised by an original management model, based on innovation and flexibility. It promotes a concept based on the current trend for creativity, quality design, competitive rates and high reactivity as opposed to the demands of the marketplace,” continues Abel Lopez. This concept has enabled the group to develop rapidly at international level, since the first Zara store was opened in La Coruña (North-East Spain) in 1975. Inditex is established in 73 countries and currently numbers 4,280 stores, all of which are situated in prime shopping areas in the major capitals. The group is spearheaded by its stores, which repre-



sent a highly sophisticated design space, while aiming to fulfil the desires of the customer and adapt their product ranges as rapidly as possible.

Reverse logistics

The vertical structure of the group - creation, production, logistics and distribution - makes it possible to reduce delivery times and keep stocks to a minimum.

63% of products come from Europe and all products are transported to the Spanish logistics centres devoted to the various brands, from which they are distributed to stores throughout the world, twice per week. New designs - with over 30,000 references in 2008 - are systematically included in each consignment in order to enable pro-

deposits the goods before 8 o'clock. This means that, when the store manager arrives, he only has to place the products on the shelves.

“Our partner adapts very well to our requirements and we work together in an integrated way,” stresses Abel Lopez. “The staff at our warehouses prepare consignments on pallets for specific destinations. The products are labelled and loaded onto our loading bay by our partner and dispatched directly to the relevant cross-docking centre. This integration makes it possible to reduce transport time and keep product handling to a minimum.”



ducts to be continuously replenished in the stores. *“The timescale for deliveries to stores is the same throughout the world. Restocking never takes longer than 48 hours - even in remote countries. Our objective is that the customer finds what he is looking for on the shelves of our stores.”*

Secure night delivery to unmanned sites

The Norbert Dentressangle Group supplies 2,000 points of sale for Inditex in Spain, France and Great Britain from central warehouses devoted to each brand (see below). The Group takes care of planning, loading and delivery within the required deadline, as well as controlling warehouse stocks and preparing goods for sale, including product labelling. Deliveries are made to unmanned sites where the driver



The Inditex model - flexible management, continuous product innovation and distribution, twice per week, to 4,280 stores in 73 countries!

A logistics platform for each brand

- **Zara** in Arteixo, La Coruña (Zara Logistics), Saragossa (European Platform) and Madrid (Meco).
- **Pull and Bear** in Narón, La Coruña.
- **Massimo Dutti, Bershka and Oysho** in Tordera, Barcelona.
- **Stradivarius** in Sallent de Llobregat, Barcelona.
- **Zara Home and Uterqüe** in Madrid (Meco).
- **Tempe** (shoe division) in Elche, Alicante.