

# ザラ 流通最適化システム採用

米国の大学教授チームの開発した流通システムの最適化モデルを採用し、スペインのSPA（製造小売業）ザラが今年上半期の売りの上げを、ほぼノーコストで約1億円引き上げることになった。

同モデルを開発したのは米マサチューセッツ工科大学のジエレミ・ガリアン教授とカリフォルニア大学のフレリア・キヤロ教授。制約のある流通環境と顧客のニーズを考慮した、最適な数量とサイズの商品を最適な時期に最適な店舗へ配置する理論を論文で発表し、一サンプルに採り上げたザラ本社へそれを実践、実証させてほしいと持ち込んだところ、ザラも興味を示し、さっそくテストを開始した」（キヤロ

## ノーコストで1億利益増

教授）という。

テストは昨年の秋冬シーズンの7～11月に実施。ザラの欧州全体の約6割の店で15モデルを対象に、従来の手法と同モデルを並行して実施したところ、同モデルで「3～4%の売りの上げ増」となった。「システム上の改良で実行できるため、在庫切れと運送コストの発生がなく、売りの上げの伸びはほぼ全額利益となる」（同）と指摘する。

この結果を受け、教授チームとザラは、今年上半期、全世界のザラ店で同モデルを採用。正確な利益の押し上げ額はまだ明らかになっていないが、推定で約1億円になるといふ。

キヤロ教授は「垂直な組織で全店舗のデータに直接アクセスできる企業

## 米教授チーム開発、実証

であれば、基本的にこのモデルの採用が可能」とした上で、「Mサイズが欠品した時点で、その商品すべてを売の場から撤収するザラのポリシーにも特殊性があった」と付け加えた。

現在、同チームはザラと「いつどのアイテムを、どのくらいの値下げ率で、どの店舗に何点配置し、値下げをどう加速するかというセールの最適化モデルの構築」に取り組んでいる。

昨年度のザラの売りの上げは53億5200万円。

今年度の売りの上げ見込みが予想通りとなり、同モデルの採用がうまく功を奏せば約2億円の利益が、ほぼノーコストで新たに生み出されることになる。（パトリック世留美子通信員）

## **Zara Adopts Distribution Optimization System**

Senken Shimbun—December 25<sup>th</sup>, 2007

By adopting the distribution optimization system developed by a team of American college professors, Spain's SPA (Specialty Store Retailer of Private Label Apparel), Zara, successfully increased its sales by approximately €100 million in the first half of the year with almost no incremental costs.

The developers of this model are Professor Jeremie Gallien of MIT and Professor Felipe Caro of UCLA. They published their theory on a system that delivers the optimum quantity of optimally sized products at the optimal times to outlets, taking the restrictions facing distribution as well as customer needs into consideration. "Following our proposal to implement and prove our system's worth, Zara, which we had used as our example, showed interest and agreed to launch a pilot test immediately," says Professor Caro.

The pilot test was conducted last during the last fall, winter season from July to November, in approximately 60% of all Zara outlets in Europe. The model in question was implemented in parallel with 15 other conventional models, with the model resulting in a 3-4% increase in sales. Professor Caro points out that, "Since the improvements are made within the system, there is no shortage of inventory or incurrence of delivery costs, and thus the increase in sales translates almost entirely into profit."

With these results, the team of professors and Zara implemented the model at all Zara outlets globally during the first half of this year. The exact increase in profit is not yet clear, but is approximated to be €100 million.

Professor Caro added that, "This model can be used for any organization that is vertically integrated and has direct access to the data of all outlets," and that "Zara was unique in the sense that its policy was to pull off the remaining quantity of a product when the size M of that product went out of stock."

Currently, the team of professors and Zara are working on, "building a sales optimization model that estimates when and how which items at what percentage of discount should be distributed to which outlets, and at what speed the price cut should be implemented."

Zara's sales last year totaled €5,352 million. If this year's sales are as forecasted, and the model is successful, approximately €200 million in profit will be generated at almost no cost.