

## **Interview with the Mango operations manager**

**As can be read on webpage of Mango, the keys to success of the company are summarized as follows: Concept, the team and the logistics system.**

Indeed, as you have seen the logistics system it's personalized, it is no better or worse than another; it is suitable for the type of business model. Yes it is true that Isaac as a founder team achieved since the beginning and from there, the spirit of team. I've been with him 32 years, since the beginning when it was nothing. And he has managed to convey very well the team philosophy. You feel like home, as it is part of you or your own business, although now it isn't very usual. He is the one who gets the benefit (jajajaja) but others are very good and at ease.

The main thing is to find a place where you do what you like and go happy because if not you have a problem; if above work that nobody likes, you come pissed better not go. Besides if you have motivation and enthusiasm and your boss that he is above, takes care motivates you and respects you it is even better. He is a person who has had smell, I've seen making decisions about drawing a new collection and I've blown away, he put and say this, this and this is ok and the rest is not worth. This determination is not acquired, you born with it, it is a gift. He has also managed to adapt itself to the times, it has been changing. We started garment dyed, we did everything in crude and then you send to some laundry and put the color to the clothes, this tube had its time. Now the tissues are more quality, better finishes, with other compositions and before the tissues were sportier, now combine sport and other things. He has known how to adapt itself.

### **How would you define the logistics of Mango?**

It is the logistics of Mango, and it does not apply to others. It could be if they had the same kind of shops, distributor and franchisee-owned stores. It is neither better nor worse than others; our mission has been to go adapting to give the best service in the shortest time and with the lowest cost to our customers, i.e. our stores.

### **What role does innovation in this department?**

It is continuous we are constantly mulling over how and in what way we can do it to spend less, to touch less to spend as little money as possible. We do direct shipments from countries with stores in these important countries such as the Shanghai, the Turkey. Then on the part of e-commerce, we have stores in others countries like Russia, Germany, New Jersey (USA), in Turkey, in Shanghai, we will adapt to markets that is opening the business side. Innovation is permanent and continuous always trying to invent and optimize.

### **What strengths and weaknesses have over the competition?**

Commenting on the strong and weak points we cannot compare with others because mine is one thing and the other is something else. My strengths to them are not worth them, it is different. As I say, even selling rags we are different. (jajajaj).

**Why has it created these new facilities? What advantages does it represent?**

They have been created with the purpose of increasing automation to try to reduce costs, in the textile business the prices are not set by the brand but by the market, the people. So if a jumper is selling at 19.90 I cannot put 23 because I'm not taking anything out of the ordinary, I can give more quality but people do not appreciate.

Then people are who decide in the same price range which are those with better quality, they compare with the clothes they already have. For example if you have a jumper that after four washes it's in a bad condition you are not going to buy this brand more or you will prefer others. Although sometimes it happens that they also bought a tissue and therefore do not react like it's expected so you can return the garment. But like we cannot set the prices, from there start what I can do to be cheaper in my operations according the appropriate margin of the company.

With this new center we try to consolidate, because having hanged and folding garment in different sites makes me be more expensive and less efficient. So, to have everything together with less staff and with pus faster machines do things faster. For example here we have seen machines that move two boxes, there will also be the same machine but are 20 times faster than these. In so now I took 8 h, and then I'll miss 1h. So we increase the speed and capacity.

**What modes of transport are used for the distribution?**

The means of transport that are used for input generally is the boat or from Morocco the truck. For the output we don't use the boat because of the expiration date, so we have to fly to arrive on time or slower the truck. We use the truck within 7 days, if it takes more we use the plain. To bring with time I can come by boat if you do not come with time we use the plane or truck depends on time. The train is not used; there is no infrastructure in the country.

**What role does the demand in production planning?**

How do you plan? Looking at what is sold. At the end, we always have garments that are the wardrobe (fondo de armario) and then fashion garments. The wardrobe is always the same, basic, straight trousers, 5 pockets, it changes some details in terms of trends but they are similar. For these basic products we based on historical facts and between countries and the stores already we have an orientation. Then what is coming, for example comes the Neck or skirts with a type of cut, as this is dealt and then wait if you have luck jejejej. If you see that such skirts are sold we tried to make more in proximity. If it has been manufactured in Asia, we tried in Morocco that is closer and it is produced in less than a month and I don't have to fly because in 7 days from Morocco by truck I have in Barcelona, we try to make more depending on how it is being sold to try to keep selling. Although I have to look time, because if I get the goods when sales start I'm fucked. There are also people who are traveling around the world looking to trends and seeing what is the most order.

**What are your sources of innovation?**

Suppliers and especially visiting, you can go to fairs and see things but at the fairs you see a machine and you see nothing more. I learned what I know traveling; I was given the opportunity and visit worldwide. Visiting companies around the world, no matter pharmaceutical, waste, textile, food and so you see and then apply it to yours. A picture is worth a thousand words and you have checked; I could have explained better but if you don't

see you cannot understand. We learned based on travel and seeing neither with masters, nor studies but now you have to do. If I had a master it would be "la ostia" jajajaj. But the master of life is the best, the experience.

**In terms of logistics which has been the most important innovation?**

There have been many things but the most entrenched because it emerged from the logistics was to be able to ship directly from source not to warehouse but to end shops. It was "la ostia" because the goods did not pass through here, but it did not get along with the business case. These packages were the assortment that now stops here, but before they even don't stop here. He went from factory to a transitional and from the transitional to stores, because the cost of distribution was virtually 0, it had a cost but compared to the normal one is nothing. But when we put into practice problems arose with the business side, now we achieved to do it again but the merchandise must stop in Barcelona. So we are saving something in the cost. This has been the most relevant because when we started, the known brands didn't do it, in other sectors yes but no in the textile.

**Logistics in the future**

I don't really know what is going to happen. I hope and I always think it should be easier. But that will not happen until other things get standardize like format stores. What we have seen is a la carte restaurant, it would be Ferrán Adrià, it would be like 2800 persons coming to eat at the same time, each one with a different menu because each store has sold something different but we all want the food hot and that is prepared on time. Imagine the kitchen and the chefs have to be. My dream would be to have 10 or 15 menus, it would be easier and we could have all more semi-prepared.

**Would you add some more information that you think is interesting?**

The company has 32 years; I do bear in the house. We've been through it all, we have done everything. There were five members and I am the fifth and from there we have grown. That spirit of company, that loyalty is more usually in our generation. Now is more common be changing between companies and it is neither better nor worse is different. If you stay in one place you only see what you do here but in our case we had the opportunity to travel extensively without leaving the company what has been a great opportunity. Working in different places enriches you but the loyalty point must exist because then you have a commitment and you get more involved. This relation has to be mutual with the company, as a relationship both sides have to give something. I think this has been the basis of our success as in the competence, Amancio in that sense is equal and Isaac has known to take care of it, he knows how to make us feel comfortable and this is appreciated.