



ETSII-UPM Research Team



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CALIDAD PASCUAL CASE STUDY

“CREATING VALUE THROUGH COLLABORATION”

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Basic Data – Madrid

	Inhabitants	Density (Inh/Km ²)
Madrid City	3,233,527	5337.86
Community of Madrid (State)	6,498,560	809.52
Spain	47,265,321	93.42

- Almost 7M inhabitants develop their activities in Madrid City every day
- The city
 - 21 Districts
 - 3 Rings: M-30, M-40, M-50



Basic Data – Company General

□ 100% Spanish Company

- Founded in 1969 by Tomas Pascual
- Family based company

□ 25 product family

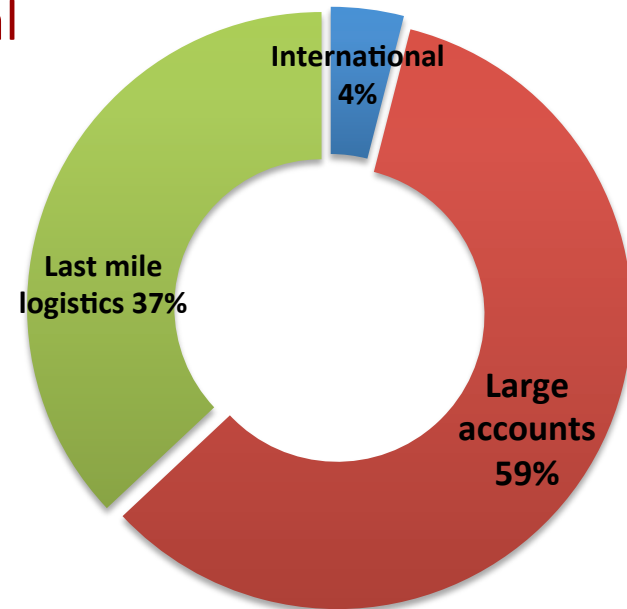
- 500 SKUs

□ Employees

- 2,651 direct jobs
- 7,000 indirect jobs

□ Sales

- 796M Euros



Leader in food quality and innovation!



Basic Data – Logistics System

- ❑ Multichannel: 150,000 point of sales.
- ❑ 27 distribution centers
- ❑ 8 monoprodukt centers y 1 multiprodukt center



Production and Distribution Centers



Basic Data – Logistics System

- ❑ Multichannel: 150,000 point of sales.
- ❑ 27 distribution centers
- ❑ 8 monoprodukt centers y 1 multiprodukt center
- ❑ Daily milk collection with 100 tanks
- ❑ 3.4 millions of pallets every year
- ❑ 530 vans for last mile logistics
- ❑ 350 long distance trucks
- ❑ 600 commercial vehicles



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How to reach consumers in the center of Madrid...

Basic Data –Madrid Distribution Center

□ Location

- Logistics Park AMB-Barajas
- 12 Km from Madrid
- 500 m from Madrid Airport

□ Size

- 9.652 m²

□ N° of employees

- 150 employees (staff)



Last mile logistics in Madrid

□ Cumulative average number of deliveries

- 37,022 month

□ Deliveries in the center of Madrid (inside M30)

- 16,700 month (45%)

□ Truck numbers: 83 trucks.

- Room temperature transportation: 79 trucks.
- Refrigerated transportation: 4 trucks.

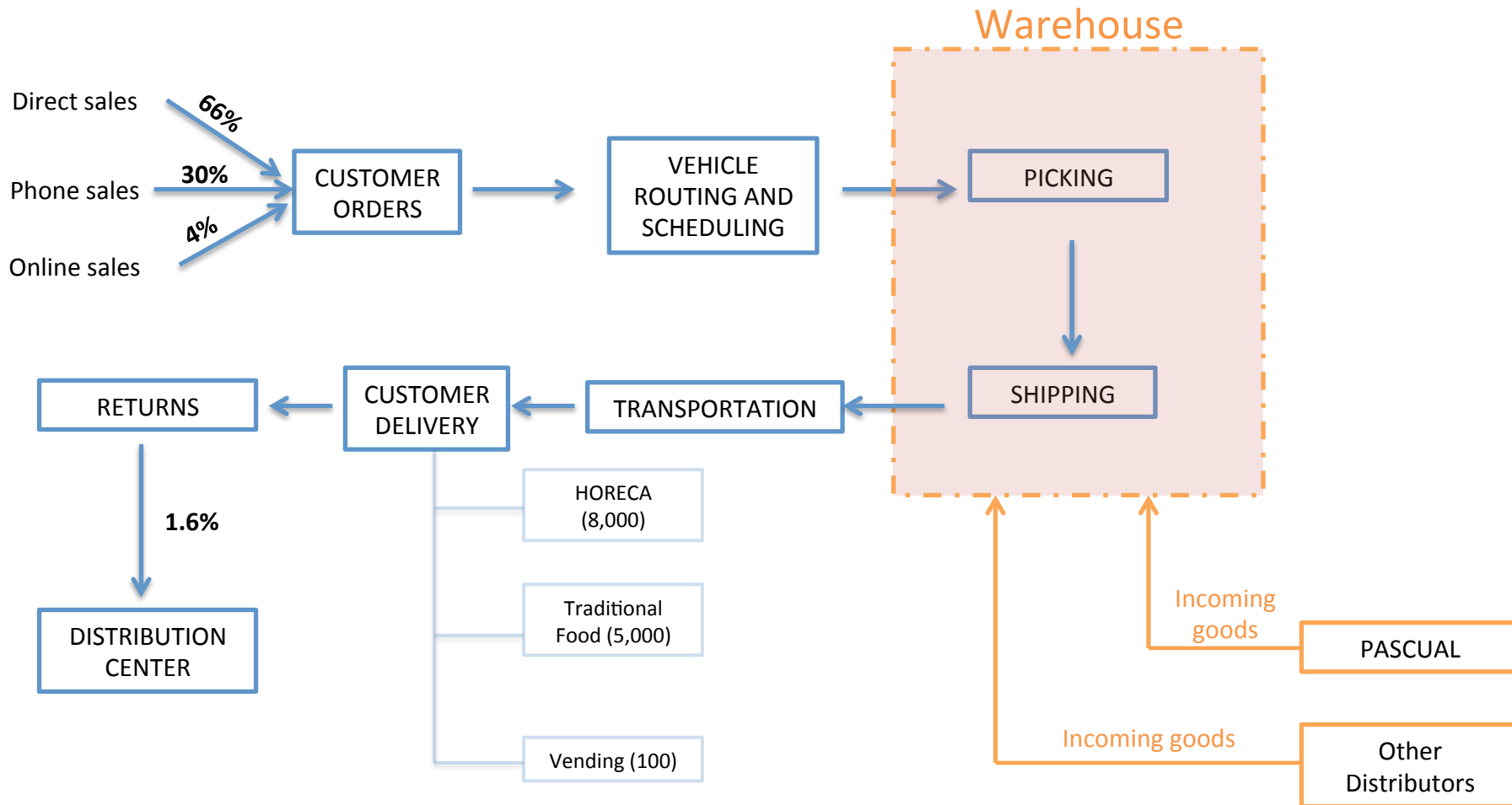
CUSTOMERS	Total	Inside M30
Food	23%	14%
Hotels and restaurants	68%	67%
Vending	7%	
Other channels	2%	



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Order to Cash Process

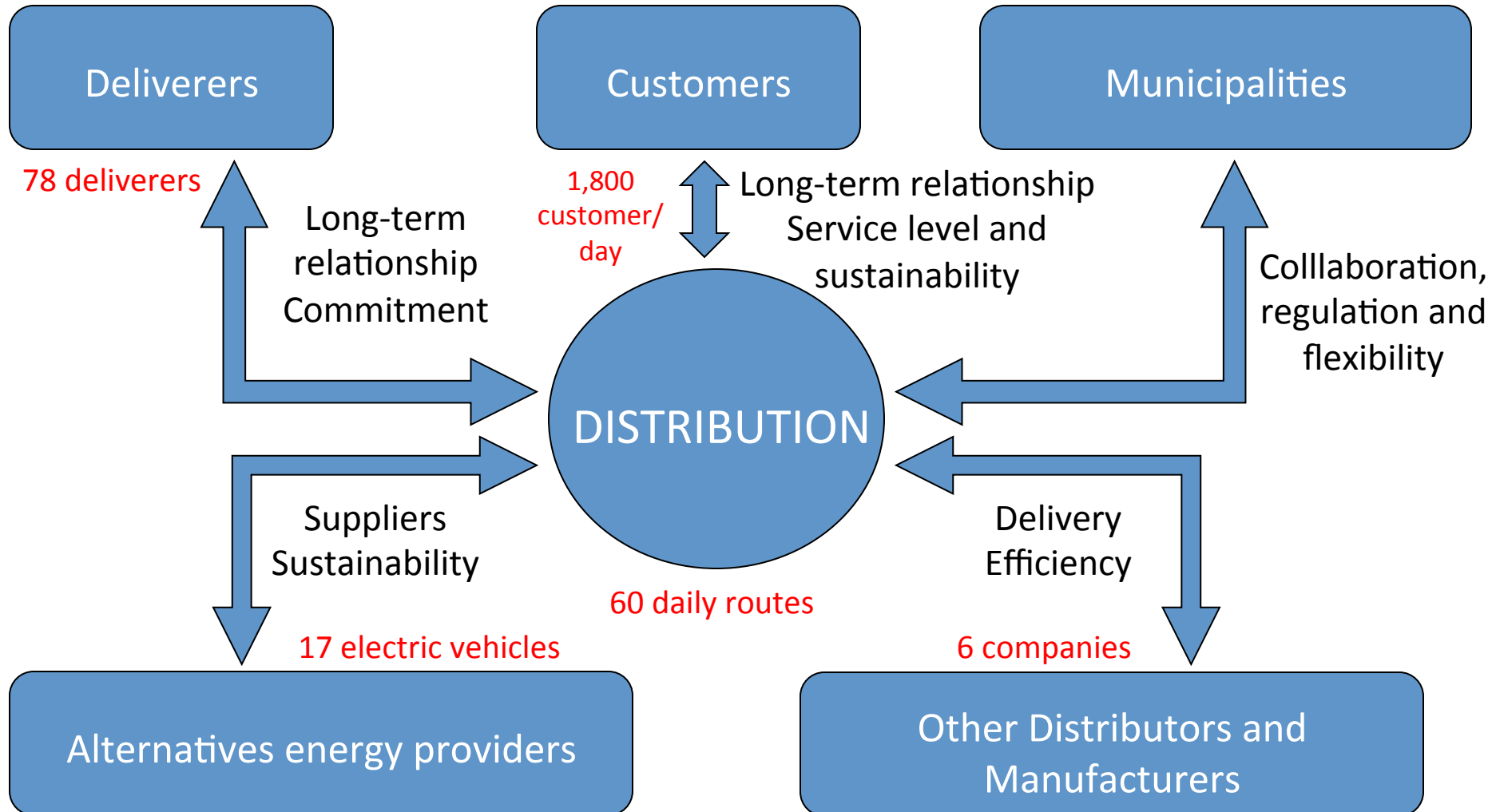
ORDER TO CASH PROCESS



Key Issues

Actors and collaboration in distribution

PARTNERSHIPS WITH OTHER ACTORS



PARTNERSHIP WITH OTHER DISTRIBUTORS

❑ What does Calidad Pascual offer to other distributors?

- A reliable logistics solution for last-mile logistics
- Information systems for an integral management of each category
- Promotional analysis
- Assortment planning in each point of sale and inventory control

❑ What does Calidad Pascual gain?

- Higher efficiency in logistics distribution
- Cost reduction and decrease greenhouse gas emissions
- Income for logistics services

PARTNERSHIP WITH MUNICIPALITIES

□ City benefits

- Less traffic congestion levels
- Better air quality
- Better traffic mobility, specially in the city center
- Pascual's sustainability distribution model helps other companies to implement it in Madrid

□ Calidad Pascual benefits

- Better prices and conditions in loading and unloading areas
- Access authorization in restricted areas with vehicles of a particular load
- Better level of services than the competitors, specially in restricted areas
- Access to city infrastructures for consolidation and load fragmentation

Future Challenges

Conclusions and Future Challenges

- Quality, innovation and healthy products are the pillars of the company... only strategic agreements with partners that includes these values
- Strategic collaboration allows company:
 - To grow
 - To diversify
 - Take advantage of their distribution model offering this service to other brands...
- Future challenge:
 - Become a reference company for last mile distribution in Spain!!

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THANKS!

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