



SEAT



II Workshop on Transport Economics – Fedea/IEB

The Development of Competition in Spanish Railway Markets

Madrid, March 12th, 2012

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Crisis !!!

Global Environment on Crisis

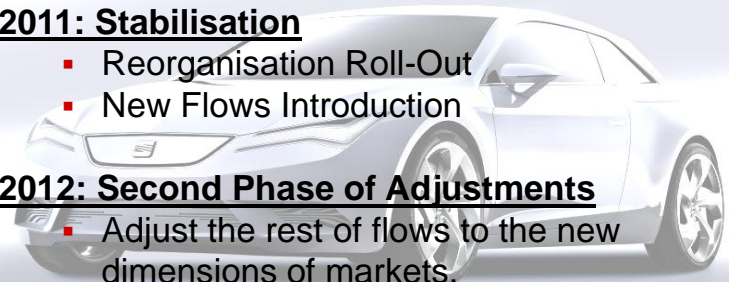
Changes on Global flows

- Fail of Imports
- Transport Imbalance
- Growth of Exports
- Worsening of Transport Imbalance
- Lack of alternatives
- Impact on prices/costs



Flows Reorganisation

- 2008, Last Quarter
 - First symptoms in transport
- 2009: Suffering
 - Be Patient !!: Soon it will be over
- 2010: Reorganisation
 - It takes time !!: Decision of change
 - Critical Flows First
- 2011: Stabilisation
 - Reorganisation Roll-Out
 - New Flows Introduction
- 2012: Second Phase of Adjustments
 - Adjust the rest of flows to the new dimensions of markets.
 - Global Focus: Cost Reductions.



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Crisis !!!

Adapting Logistics to the Crisis

Recent Past

- One Supplier per Flow
- Each single market has its own logistics consideration
- Service Measurement: Cost, Time, Quality
- Transhipments are rejected
- Intensive use of rail transport

Strategic Changes

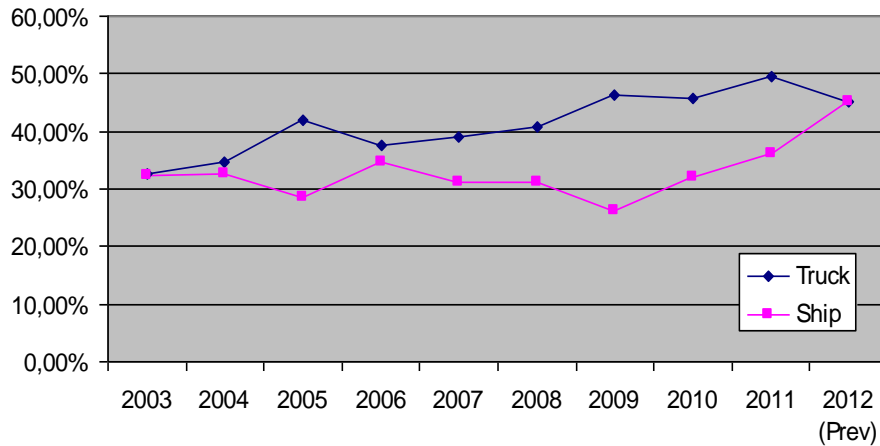
- Creation of Groups of Countries, based on Geographic Areas
- More than one supplier per flow
 - One supplier can serve to all countries of each group.
- To achieve Costs Reductions, Lead-Time enlargements are accepted. Quality requirements are strongly maintained.
- Because Lead-Time enlargements, reliability is strongly required.
- Transshipment is accepted if improves cost
- Increase of transport quota on truck and ship. Important reduction on rail.

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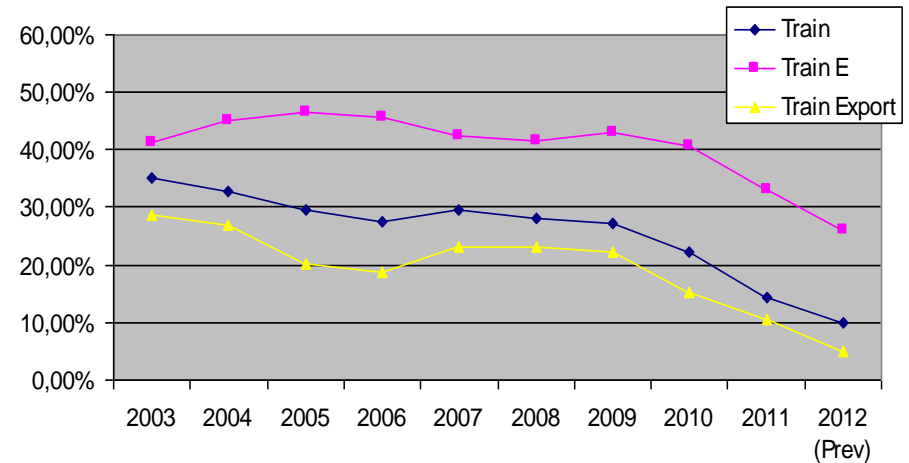
Rail Shuttle to Bcn Port Not Included

Way of Transport - Current Situation

Evolucio us Vaixell + Camió



Evolucio us del Ferrocarril (enviament a destinacio)



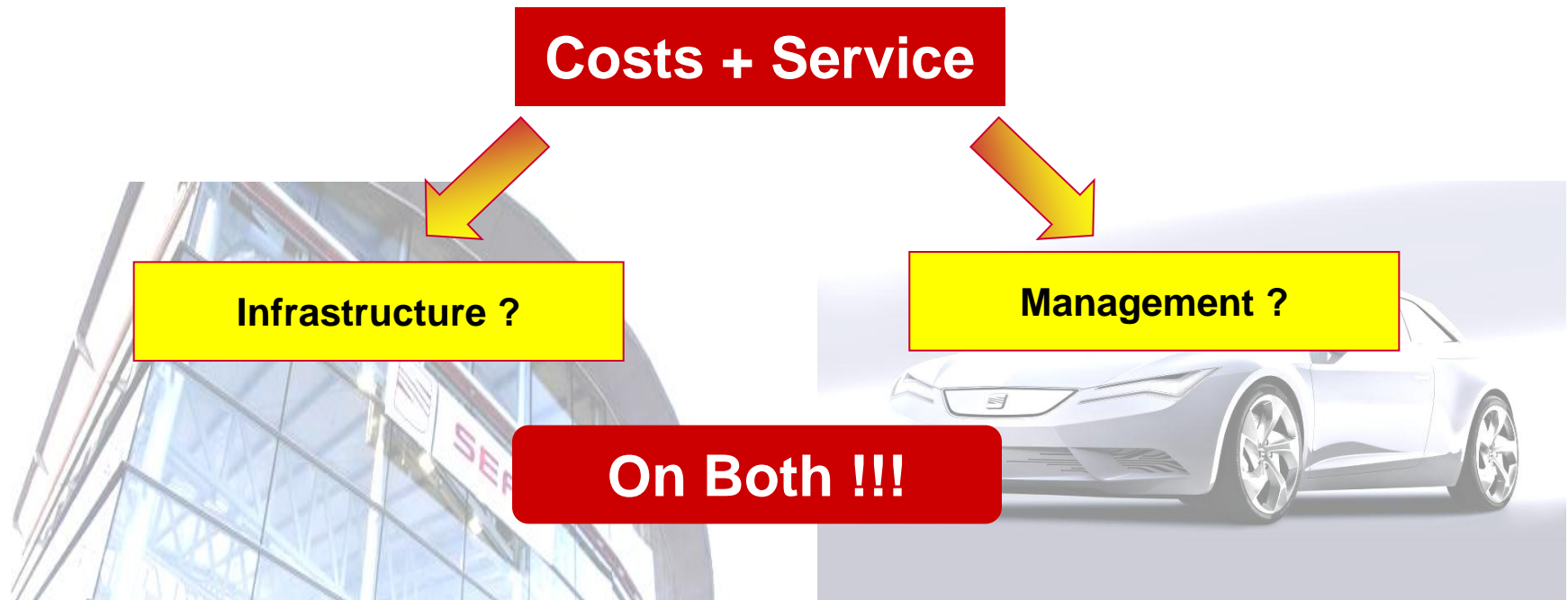
Year/Month	Base	Truck	Ship	Train
2003	453.279	32,60%	32,40%	35,00%
2004	450.982	34,70%	32,50%	32,80%
2005	396.779	41,80%	28,50%	29,70%
2006	416.096	37,60%	34,80%	27,60%
2007	419.812	39,10%	31,20%	29,60%
2008	383.261	40,70%	31,20%	28,10%
2009	313.814	46,30%	26,30%	27,10%
2010	345.591	45,70%	32,00%	22,30%
2011	368.261	49,60%	36,00%	14,40%
2012 (Prev)	480.000	45,00%	45,00%	10,00%

Train E	Train Export
41,40%	28,70%
45,00%	26,90%
46,60%	20,20%
45,60%	18,60%
42,40%	23,20%
41,50%	23,10%
43,10%	22,10%
40,80%	15,30%
33,00%	10,40%
26,00%	5,00%

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When we are talking about train.....

..... about that we are exactly talking ???



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Thanks for
your attention

