

Preliminary research (with ChatGPT):

Primark isn't just relying on "cheap labour + physical stores" — they are using tech in a number of concrete ways. Some of those involve AI or related automation / decision-support tools. Key areas:

Area	What Primark is doing / deploying	What benefits / efficiencies this gives them
Warehouse / depot automation	In their depot in Roosendaal (Netherlands), they use automated cranes instead of manual forklift trucks. This gives big gains in labour efficiency and capacity.	They estimate 80% boost in efficiency at that site, plus savings in having to lease fewer additional warehouses.
Automated / robotic assistance in storage & transport inside depots	They use autonomous guided vehicles (AGVs) for pallet replenishment; 'double-deep' crane storage; "hanging garment automation" (UK).	Reduces reliance on manual labour, improves speed & accuracy in moving stock, helps with throughput as volume grows.
Transport & fleet optimisation tools	Use of a Transport Management System (TMS) to ensure good vehicle fill, telematics in contractor fleets.	Better utilisation of vehicles, less wasted travel, more predictable delivery schedules, possibly lower emissions.
Safety / Dock & Bay Management	They use Traka DockSafe solution in their Goods Out bays of distribution centres. This includes intelligent management of door dock use and data about usage and driver activity.	Helps avoid delays, improve throughput of loading/unloading. Also improves safety (less premature driving etc.). Also gives data that lets managers spot bottlenecks or inefficiencies.
IT / Systems / Agile operating model	They have an expanded partnership with Tata Consultancy Services (TCS) to modernize and make their tech operations more resilient, efficient, and agile. This includes "intelligent automation", DevOps processes, more rapid deployment of changes.	Enables faster response to market demands, more reliability, potential to scale more efficiently, more automation of repetitive tasks.
Cloud infrastructure & digital twins	They have a cloud-first strategy, consolidating/optimizing data centres, using private/public cloud flexibly. Also, they have done "digital twins" / virtual store mapping: 3D mapping of store layouts to aid remote planning, contractor site visits etc.	Provides agility & cost savings: less need to send people physically, faster planning, better coordination. The cloud approach improves scalability, data availability.

<p>Sustainability through packaging & supply chain visibility</p>	<p>Primark ran a packaging optimisation program that reduces empty space in shipping, better packaging design, reducing waste-transport etc.</p> <p>They also partner with ADEC Innovations (CleanChain) to improve data management related to ESG / environmental sustainability throughout the supply chain.</p>	<p>Lower packaging/transport cost, lower carbon emissions, better public reputation, possibly regulatory compliance, less waste etc.</p>
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