VIII CONGRESO LEAN
"LEAN & DIGITALIZACION"

Escuela Superior de Ingeniería – Puerto Real

UCA Universidad de Cádiz

APM Terminals Algeciras SA
"Our Way of Working"

8/11/2019

Lifting Global Trade
APM TERMINALS

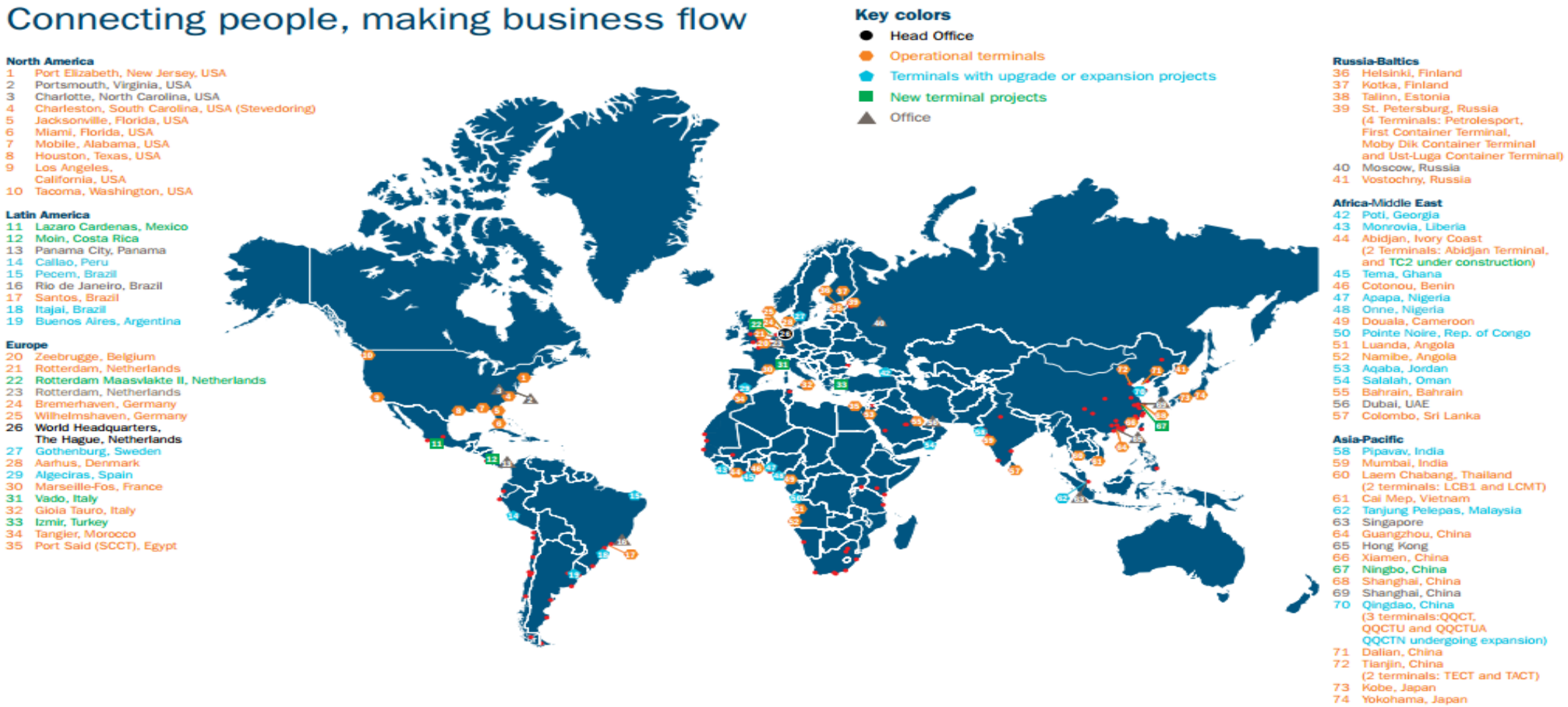
Classification: Internal

Nuestros Pilares:

✓***La Prevención,***
✓***La Eficiencia,***
✓***La Fiabilidad***
✓***y las Personas***

APM Terminals Algeciras *focaliza sus objetivos en las necesidades de sus* ***Clientes****; "con la excelencia operativa y los más altos estandares de seguridad, para ayudarles en su éxito, en un* ***Mercado Global*** *".*

Nuestras instalaciones portuarias: Una red mundial equilibrada al servicio de los principales mercados



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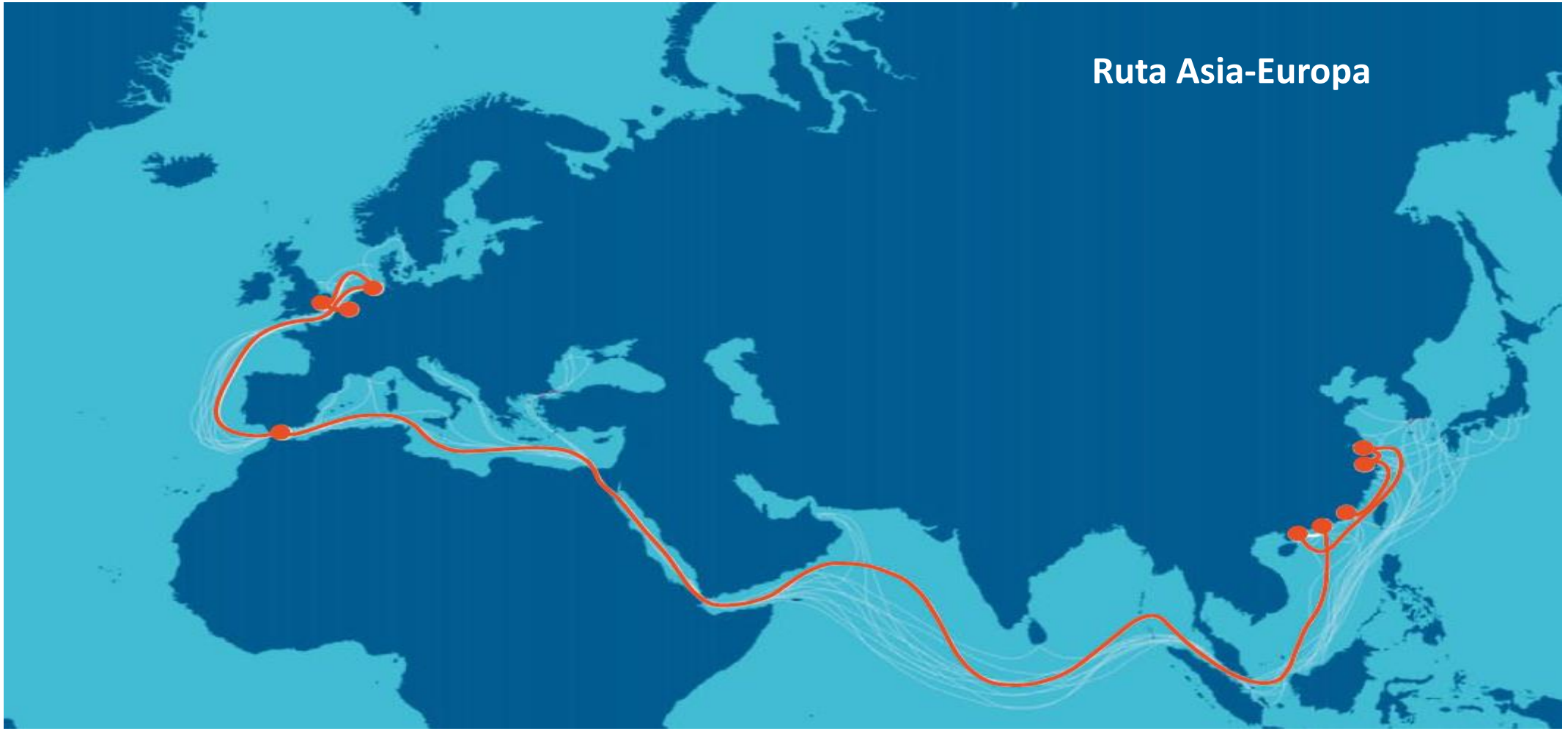
APM Terminals Global en cifras:

- Países: 58
- Empleados: 22,000
- Terminales y servicios interiores: 78 + 100
- TEUs movidos 2018: 40 millones
- Numero de Buques / día : 250
- Sede Central : Holanda (Rotterdam)
- Sede Central -Grupo Maersk : Dinamarca

Classification: Internal

Porque ALGECIRAS



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Centros Logísticos a nivel mundial:

Fuente: 2014, MapQuest

Classification: Internal

Que tenemos en ALGECIRAS

Longitud total de muelle: 1.846 metros
Espacio : 67 Hectáreas

Grúas de muelle STS: 19
Grúas Patio RTGs: 59
Cabezas Tractoras: 102

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En pocas palabras, de que trata nuestra forma de trabajar?

Becoming world class together with our *Way of Working*

*With our Way of Working we strengthen our business while developing **our people.***
*This enables all of us to create more value for **our customers** and become world-class together*

Classification: Internal

De que trata nuestro Sistema Operativo?

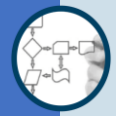
- **Los 5 Elementos son :**

OUR OPERATING SYSTEM

We **structure** how we run and improve our business, based on **global standardisation**, best practice and relentless **customer focus**

Standard Work
Every day, week, month we take timely decisions in our core meetings through collaboration.

Performance Management
We use one set of numbers to understand if we are winning or losing towards our customer.



Process Design & Management
We implement great standardized processes to be able to deliver a consistent world-class service every day.

People & Skills
We develop the skills of our people, because we need every brain in the game.

Improvement Management
We challenge and improve the way we work, together.

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De que se trata nuestra academia LEAN?

- **Los Principales Componentes son :**

Personal Development
Lean Academy is as much about personal as it is professional development, because your success is our success.

6 Step Programme
Lean journey in 6 steps depending on your learning objective.

Mindset & Behaviour
In a lean environment we are all winners through team work and team focus.

Kaizen
Kaizen mindset to drive constant and sustainable improvement.

8 Lean Tools
Fundamental tools to improve individual skills.

OUR LEAN ACADEMY

We **develop** our people to become their best selves and true value creators through lean mindset and tools for everyday problem solving

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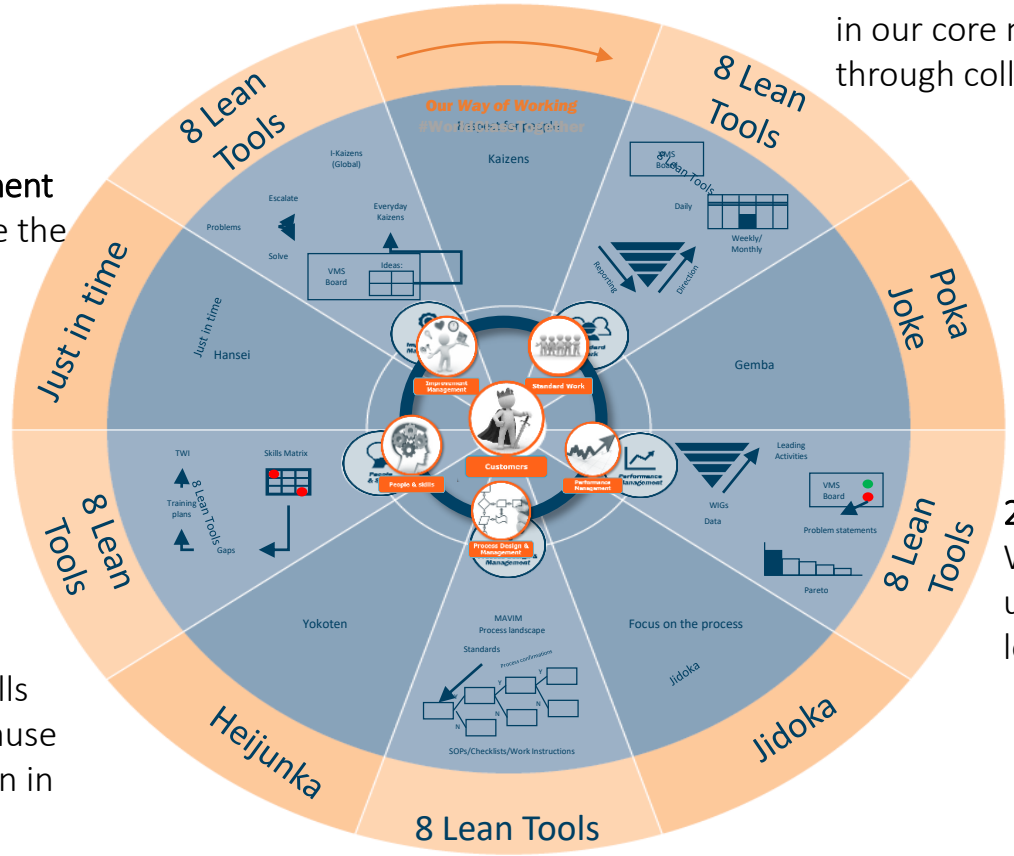
Como se Relacionan?

- OS Elements, concepts and tools
- Lean Leadership behaviour
- Lean Academy tools and mindset

1. Standard Work
Every day, week, month we take timely decisions in our core meetings through collaboration.

5. Improvement Management
We challenge and improve the way we work, together.



2. Performance Management
We use one set of numbers to understand if we are winning or losing towards our customer.

4. People & Skills
We develop the skills of our people, because we need every brain in the game.

3. Process Design & Management
We implement great standardised processes to be able to deliver a consistent world-class service every day.

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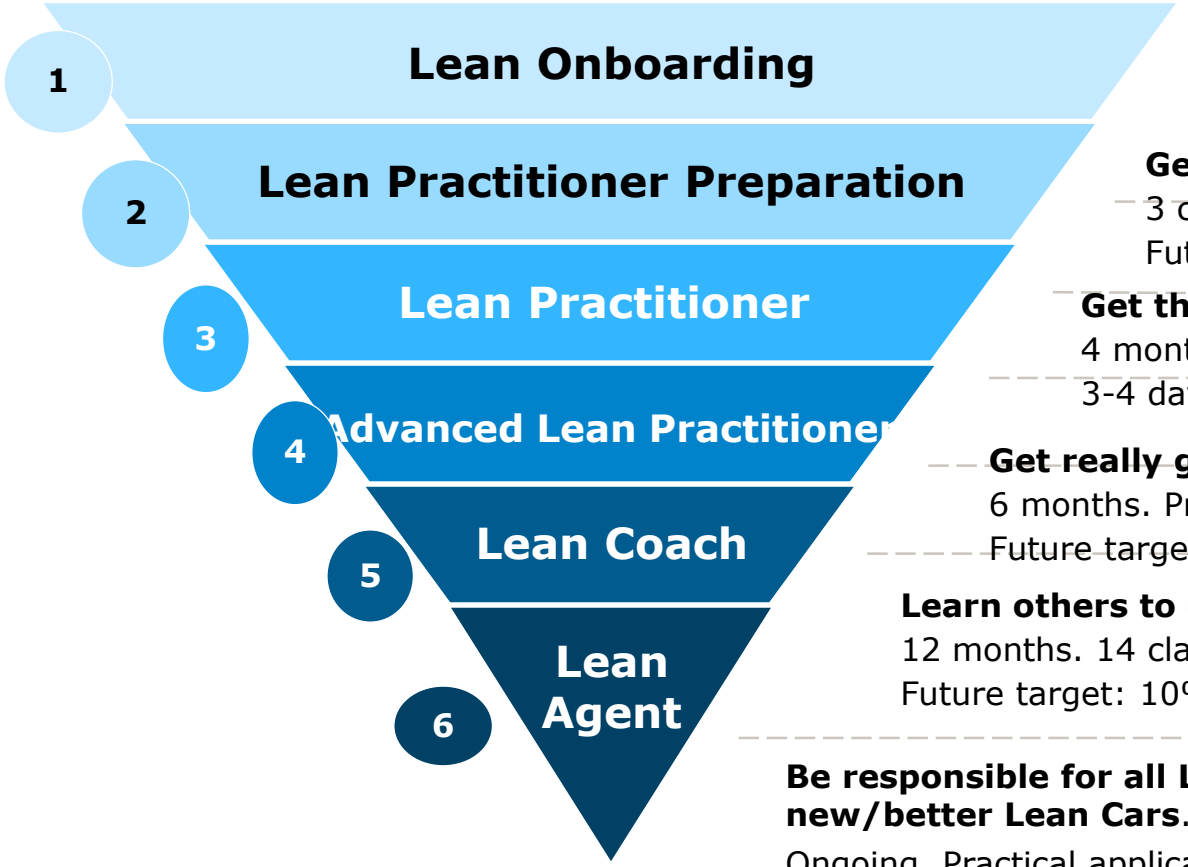
El programa LEAN consta de 6 niveles:

Lean for All Program:



Why do you need to learn to drive the Lean car?

One full day of Onboarding All employees

Get ready to drive the Lean Car

3 classes, 3 – 9 hours in total

Future target: 50% of employees

Get the driver's license for the Lean Car

4 months, 8 classes of 3 hours and 4 Kaizens

3-4 days. Future target: 50% of employees

Get really good in driving the Lean Car

6 months. Practice of the Lean Fundamentals -

Future target: 20% of employees

Learn others to drive the Lean Car

12 months. 14 classes of 3 hours. 4 Kaizens 3-4 days

Future target: 10% of employees

Be responsible for all Lean driving in local area and make new/better Lean Cars.

Ongoing. Practical application of all Lean

Future target: 5% of employees

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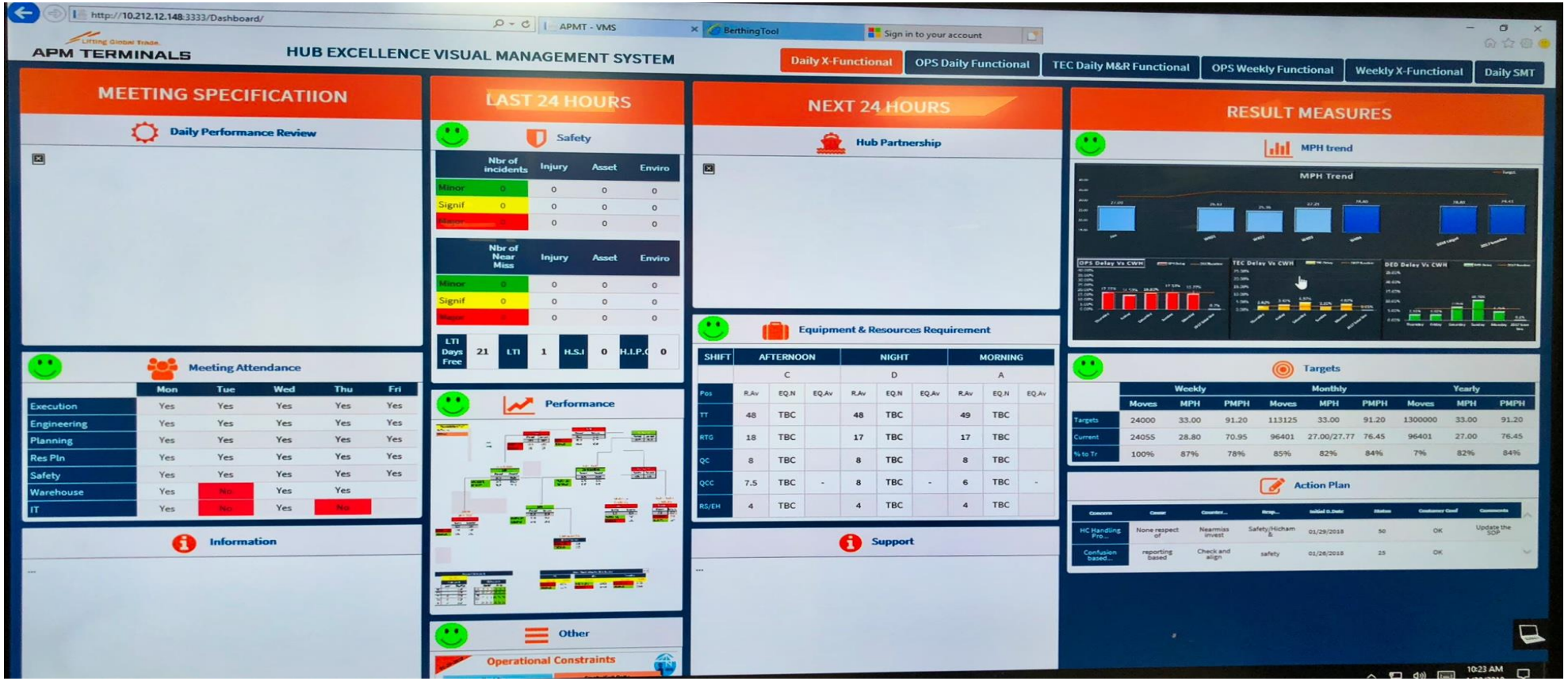
La gestion diaria es VISUAL, para garantizar las mejoras y solventar problemas .



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MUCHAS GRACIAS

AIM HIGH. LIFT HIGHER.
We win together

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