



VIII CONGRESO LEAN

"LEAN & DIGITALIZACION"

Escuela Superior de Ingeniería – Puerto Real



APM Terminals Algeciras SA
"Our Way of Working"



8/11/2019

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



Connecting people, making business flow

North America

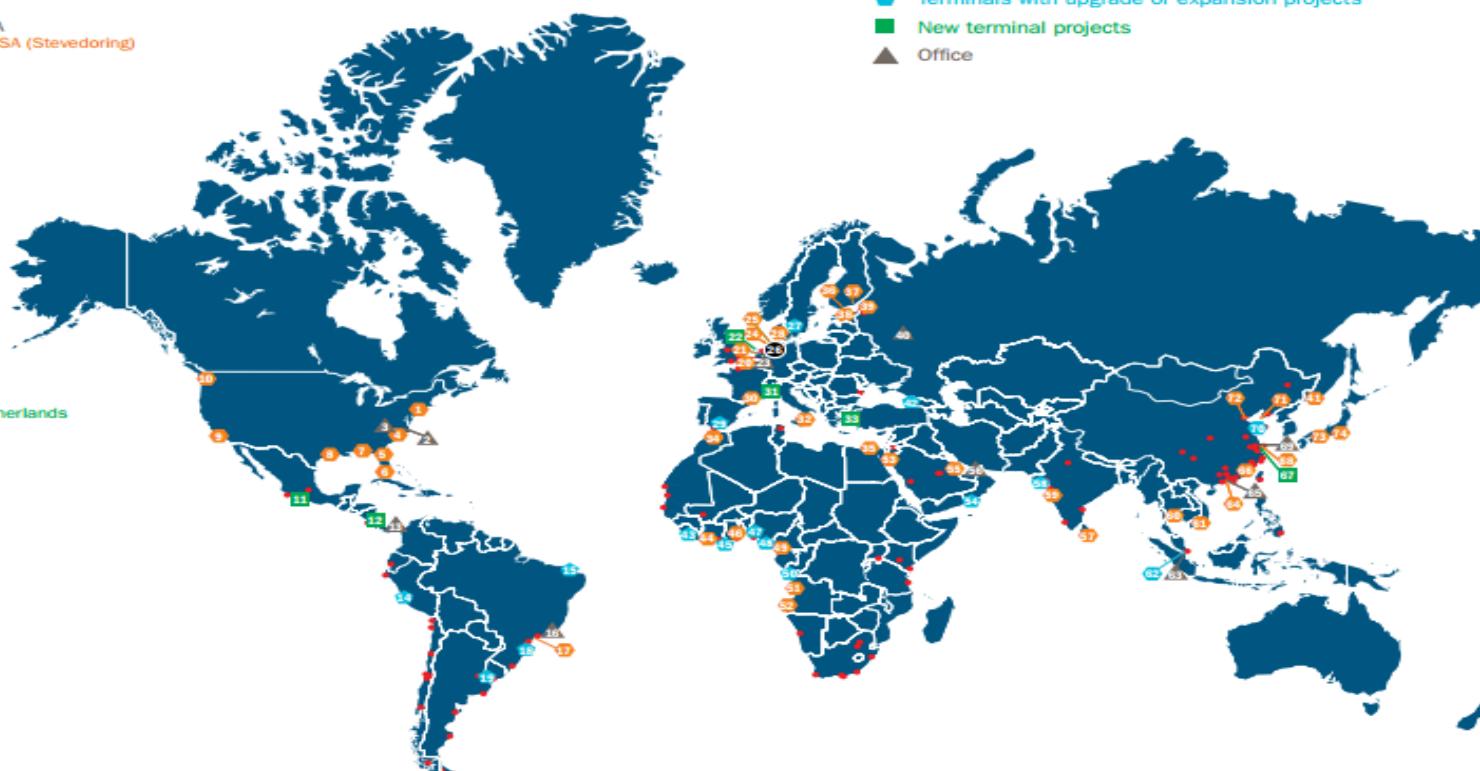
- 1 Port Elizabeth, New Jersey, USA
- 2 Portsmouth, Virginia, USA
- 3 Charlotte, North Carolina, USA
- 4 Charleston, South Carolina, USA (Stevedoring)
- 5 Jacksonville, Florida, USA
- 6 Miami, Florida, USA
- 7 Mobile, Alabama, USA
- 8 Houston, Texas, USA
- 9 Los Angeles, California, USA
- 10 Tacoma, Washington, USA

Latin America

- 11 Lazaro Cardenas, Mexico
- 12 Moin, Costa Rica
- 13 Panama City, Panama
- 14 Callao, Peru
- 15 Pecem, Brazil
- 16 Rio de Janeiro, Brazil
- 17 Santos, Brazil
- 18 Itajai, Brazil
- 19 Buenos Aires, Argentina

Europe

- 20 Zeebrugge, Belgium
- 21 Rotterdam, Netherlands
- 22 Rotterdam Maasvlakte II, Netherlands
- 23 Rotterdam, Netherlands
- 24 Bremerhaven, Germany
- 25 Wilhelmshaven, Germany
- 26 World Headquarters, The Hague, Netherlands
- 27 Gothenburg, Sweden
- 28 Aarhus, Denmark
- 29 Algeciras, Spain
- 30 Marseille-Fos, France
- 31 Vado, Italy
- 32 Gioia Tauro, Italy
- 33 Izmir, Turkey
- 34 Tangier, Morocco
- 35 Port Said (SCCT), Egypt



Key colors

- Head Office
- Operational terminals
- Terminals with upgrade or expansion projects
- New terminal projects
- ▲ Office

Russia-Baltics

- 36 Helsinki, Finland
- 37 Kotka, Finland
- 38 Tallinn, Estonia
- 39 St. Petersburg, Russia
(4 Terminals: Petrolesport, First Container Terminal, Moby Dik Container Terminal and Ust-Luga Container Terminal)
- 40 Moscow, Russia
- 41 Vostochny, Russia

Africa-Middle East

- 42 Poti, Georgia
- 43 Monrovia, Liberia
- 44 Abidjan, Ivory Coast
(2 Terminals: Abidjan Terminal, and TC2 under construction)
- 45 Tema, Ghana
- 46 Cotonou, Benin
- 47 Apapa, Nigeria
- 48 Onne, Nigeria
- 49 Douala, Cameroon
- 50 Pointe Noire, Rep. of Congo
- 51 Luanda, Angola
- 52 Namibe, Angola
- 53 Aqaba, Jordan
- 54 Salalah, Oman
- 55 Bahrain, Bahrain
- 56 Dubai, UAE
- 57 Colombo, Sri Lanka

Asia-Pacific

- 58 Pipavav, India
- 59 Mumbai, India
- 60 Laem Chabang, Thailand
(2 terminals: LCB1 and LCMT)
- 61 Cai Mep, Vietnam
- 62 Tanjung Pelepas, Malaysia
- 63 Singapore
- 64 Guangzhou, China
- 65 Hong Kong
- 66 Xiamen, China
- 67 Ningbo, China
- 68 Shanghai, China
- 69 Shanghai, China
- 70 Qingdao, China
(3 terminals: QQCT, QQCTU and QQCTUA
QQCTN undergoing expansion)
- 71 Dalian, China
- 72 Tianjin, China
(2 terminals: TECT and TACT)
- 73 Kobe, Japan
- 74 Yokohama, Japan

Lifting Global Trade.

APM TERMINALS

APM Terminals Global en cifras:

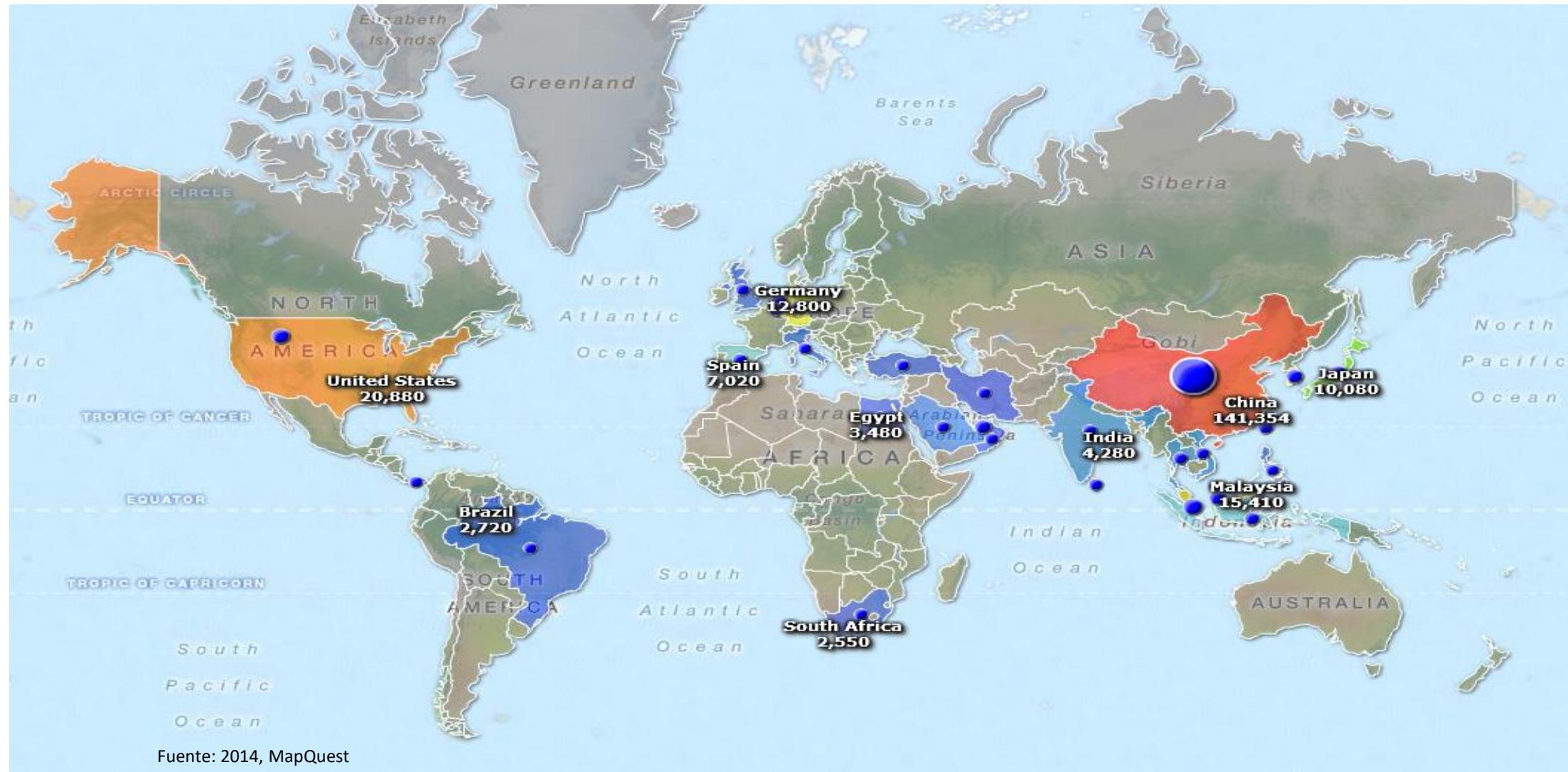


- Países: 58
- Empleados: 22,000
- Terminales y servicios interiores: 78 + 100
- TEUs movidos 2018: 40 millones
- Numero de Buques / día : 250
- Sede Central : Holanda (Rotterdam)
- Sede Central -Grupo Maersk : Dinamarca

Porque ALGECIRAS



Centros Logísticos a nivel mundial:



Que tenemos en ALGECIRAS



Bahía de Algeciras - Cádiz

Longitud total de muelle: 1.846 metros
Espacio : 67 Hectáreas

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



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



De que trata nuestro Sistema Operativo?

- Los 5 Elementos son :



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.

A vertical column of five circular icons, each with a white figure inside. From top to bottom: a person standing, a person climbing stairs, a thumbs-up, a lightbulb, and a puzzle piece.

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

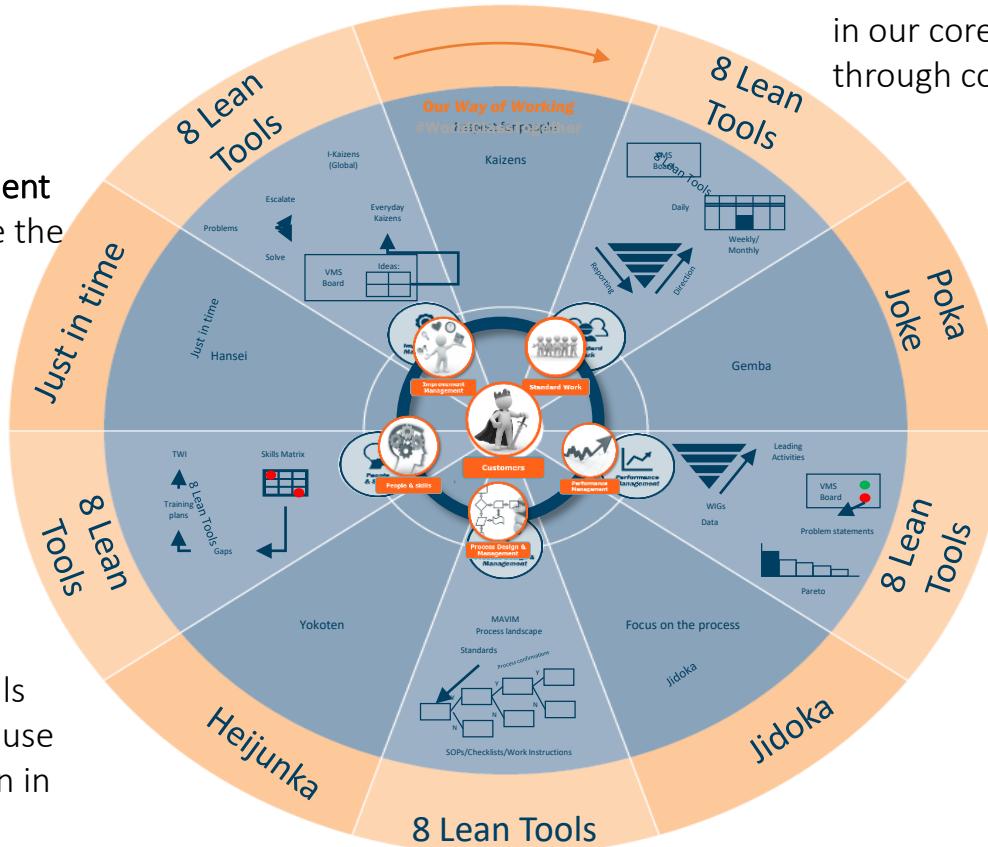
Como se Relacionan?



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

5. Improvement Management

We challenge and improve the way we work, together.



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.

1. Standard Work

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

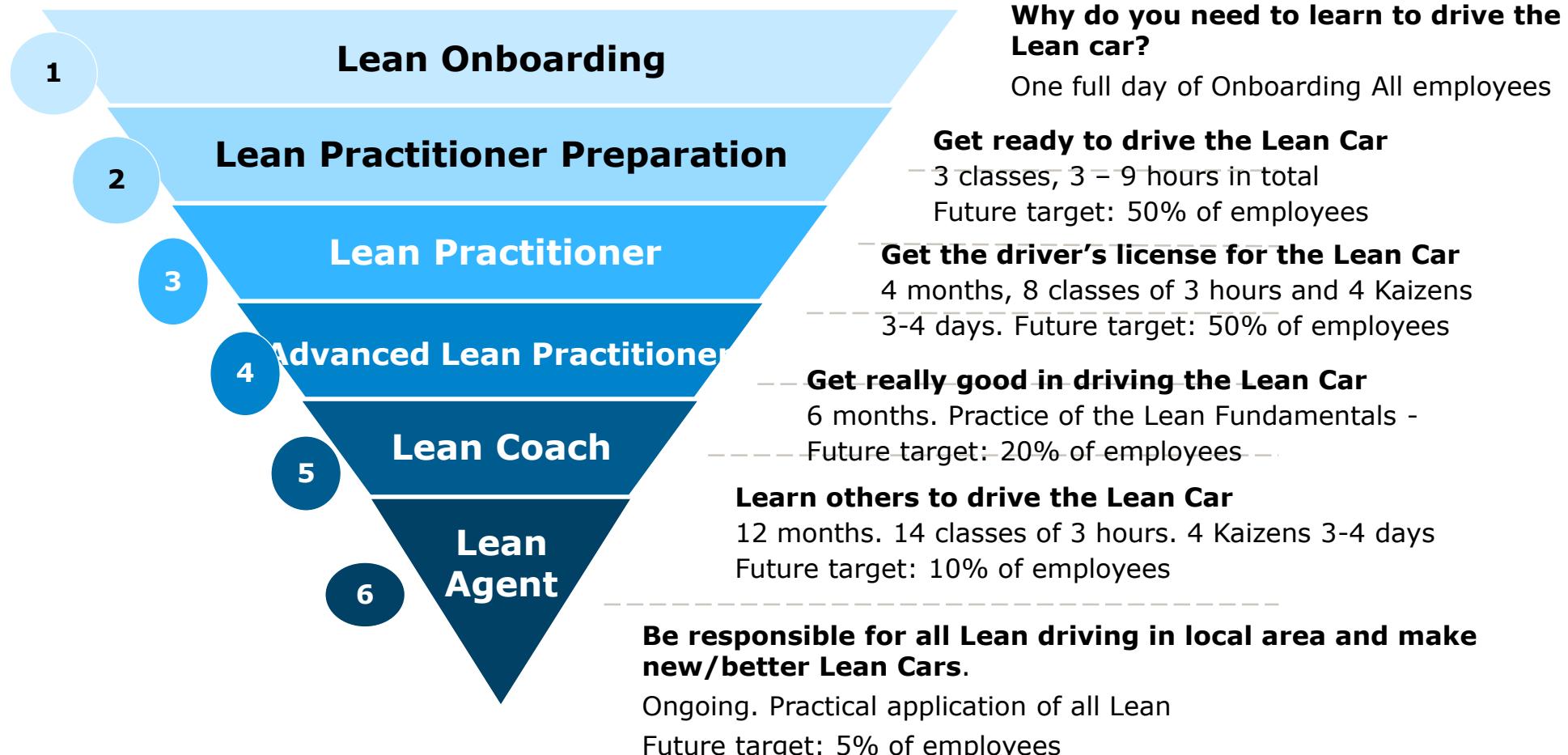
2. Performance Management

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

El programa LEAN consta de 6 niveles:



Lean for All Program:



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



<http://10.212.12.148:3333/Dashboard/>

APM TERMINALS HUB EXCELLENCE VISUAL MANAGEMENT SYSTEM

Daily X-Functional OPS Daily Functional TEC Daily M&R Functional OPS Weekly Functional Weekly X-Functional Daily SMT

MEETING SPECIFICATION

Daily Performance Review

Meeting Attendance

| | Mon | Tue | Wed | Thu | Fri |
|-------------|-----|-----|-----|-----|-----|
| Execution | Yes | Yes | Yes | Yes | Yes |
| Engineering | Yes | Yes | Yes | Yes | Yes |
| Planning | Yes | Yes | Yes | Yes | Yes |
| Res Pln | Yes | Yes | Yes | Yes | Yes |
| Safety | Yes | Yes | Yes | Yes | Yes |
| Warehouse | Yes | No | Yes | Yes | Yes |
| IT | Yes | No | Yes | No | No |

Information

LAST 24 HOURS

Safety

| Nbr of incidents | Injury | Asset | Enviro |
|------------------|--------|-------|--------|
| Minor | 0 | 0 | 0 |
| Signif. | 0 | 0 | 0 |
| Major | 0 | 0 | 0 |

Nbr of Near Miss

| Nbr of Near Miss | Injury | Asset | Enviro |
|------------------|--------|-------|--------|
| Minor | 0 | 0 | 0 |
| Signif. | 0 | 0 | 0 |
| Major | 0 | 0 | 0 |

LTI

| Days Free | LTI | 1 | H.S.I | 0 | H.I.P.C | 0 |
|-----------|-----|---|-------|---|---------|---|
|-----------|-----|---|-------|---|---------|---|

Hub Partnership

Equipment & Resources Requirement

| SHIFT | AFTERNOON | NIGHT | MORNING |
|-------|---|--------|---------|
| Pos | R.Av EQ.N EQ.Av R.Av EQ.N EQ.Av R.Av EQ.N EQ.Av | | |
| TT | 48 TBC | 48 TBC | 49 TBC |
| RTG | 18 TBC | 17 TBC | 17 TBC |
| QC | 8 TBC | 8 TBC | 8 TBC |
| QCC | 7.5 TBC | 8 TBC | 6 TBC |
| RG/EH | 4 TBC | 4 TBC | 4 TBC |

Performance

Support

RESULT MEASURES

MPH trend

MPH Trend

OPS Delay Vs CWR

TEC Delay Vs CWR

DED Delay Vs CWR

Targets

| | Weekly | Monthly | Yearly | | | |
|---------|--------|---------|--------|--------|-------------|-------|
| Moves | MPH | PMPH | Moves | MPH | PMPH | |
| Targets | 24000 | 33.00 | 91.20 | 113125 | 33.00 | 91.20 |
| Current | 24055 | 28.80 | 70.95 | 96401 | 27.00/27.77 | 76.45 |
| % to Tr | 100% | 87% | 78% | 85% | 82% | 84% |

Action Plan

| Item | Owner | Concern... | Responsible... | Initial D.Date | Status | Customer Conf. | Comments |
|--------------------|--------------------|--------------------|------------------|----------------|--------|----------------|----------------|
| HC Handling Pro... | None respect of... | Nearmiss invest... | Safety/Micham... | 01/29/2018 | 50 | OK | Update the SOP |
| Confusion based... | reporting based... | Check and align... | safety | 01/26/2018 | 25 | OK | |



MUCHAS GRACIAS

AIM HIGH. LIFT HIGHER.
We win together

Classification: Internal

Lifting Global Trade.
APM TERMINALS