Javier Lancha is Managing Director at APM Terminals Callao (Peru) since December 2017. Previously, he was CEO at APM Terminals Algeciras and Managing Director at APM Terminals West Med, Algeciras & Tangier.

He has extensive experience in managerial positions of multinational corporations such as Alcatel, Thales and Galileo Industries. It should be noted that the latter was the main contractor that developed the gas infrastructure for the European Space Agency.

Javier Lancha holds an Advanced Management Program from Iese Business School - Universi- ty of Navarra, and a degree in Business Admin- istration (B.B.A.) from the University College of Financial Studies.

What are the key factors to your success? The success of an industry is related to its people. Although human capital is not the only factor, I consider it the most important one, as it allows you to mark the difference with re- spect to others.

All companies have equipment, they can have the latest technology, but if they do not know how to connect and communicate with their co-workers, how to thank them for their day-to-day work, they will find it hard to be successful. It is a fact that the big companies of the world constantly recognize the work and achievements of their people, whilst promot- ing the performance of their personnel; and that is our slogan in APM Terminals Callao. In addition, it is not only about individual achievements, but also collective ones, be- cause it is about teamwork.

About your experience in the industry, how have the years at APM Terminals Algeciras helped you in your current role? My first experience in the port sector was when I was appointed Finance Director in Al- geciras, later I was promoted to take on the position of Director of that terminal, and then take on the Management of West Med of Algeciras & Tangier. As this was my first position in the port sector, joining Algeciras represented a very important professional challenge, the starting point of my training in the business; and what better start than working in the hub of the Mediterrane- an region, the most important terminal in Spain, and a strategic point in a complex and challenging environment.

What is your Management Model at the terminal? APM Terminals Callao is more a country port, contrary to Algeciras, which is a transshipment port; the North Pier of the Port of Callao is the main gateway into Peru, which has an im- portant impact on the economy of the country, as well as an institutional and commercial impact.

How is APM Terminals Callao different from the competition? The unique differentiator of APM Terminals Callao is its multipurpose port nature; provid- ing container and general cargo services, the latter including break bulk, solid bulk, rolling cargo, liquids, as well as any other type of cargo such as cruise ships.

Technology in the port sector is key. How does your terminal optimise resources? Technology in the port sector, as in all sectors, is a challenge today. We ask ourselves every day how to adapt to new technologies, pro- cesses and concepts that revolutionise the design and development of ports in terms of productivity, sustainability, with the sole pur- pose of meeting the demands of our custom- ers. In that sense, APM Terminals aims to auto- mate its processes globally.

At APM Terminals Callao we are moving for- ward in terms of modernisation, we aim to, in the 40 years that we have left in our conces- sion, turn the Port of Callao into a world class operation. Since 2011, APM Terminals is in- charge of the modernisation project of the terminal, guaranteeing the necessary infra- structure and equipment that allows to in- crease the operational efficiency and its stand- ards to an international level.

After six years in the concession, APM Termi- nals has invested more than USD 460 million and has completed stages 1 and 2 of the modernisation project. In terms of automation, USD 104 million has been invested to take on the functions of the Optical Character Recognition (OCR) system, unique in Peru, which serves to capture information and digital images from all sides of the container and the truck. In this way, the number plate data and container number are recorded quickly and accurately.

Technology in the port sector is key. How does your terminal optimise resources? Technology in the port sector, as in all sectors, is a challenge today. We ask ourselves every day how to adapt to new technologies, processes and concepts that revolutionise the design and development of ports in terms of productivity, sustainability, with the sole purpose of meeting the demands of our customers. In that sense, APM Terminals aims to automate its processes globally.

At APM Terminals Callao we are moving forward in terms of modernisation, we aim to, in the 40 years that we have left in our concession, turn the Port of Callao into a world class operation. Since 2011, APM Terminals is in charge of the modernisation project of the terminal, guaranteeing the necessary infrastructure and equipment that allows to increase the operational efficiency and its standards to an international level.

After six years in the concession, APM Terminals has invested more than USD 460 million and has completed stages 1 and 2 of the modernisation project. In terms of automation, USD 104 million has been invested to take on the functions of the Optical Character Recognition (OCR) system, unique in Peru, which serves to capture information and digital images from all sides of the container and the truck. In this way, the number plate data and container number are recorded quickly and accurately.

Please tell us about your favourite ship: I could not define which one is my favourite vessel, as there are a variety of types and mod- els with a range of different features; they are all really impressive. But what I can highlight is that I have been lucky enough to live and see the transformation of mega ships.

We are currently living this process in which the consumer seeks to have accessibility, conne- ction, immediacy, and in that sense this is where our focus is. Likewise, we are experiencing changes in infrastructure, modernisation of facilities, new commercial routes, and economies of scale. This transformation will take us from the infrastructure manager to the service manager in an integrated manner.

Today, we see how warehouses, terminals, railroads, cold chains, customs services, moor- ing, tugboats, are efficiently integrated for sea and for land, with the customer at the centre. At APM Terminals, our clients are at the heart of our strategy, so we always think about get- ting ahead of their needs, integrating their logistics chain and adding value to their initial proposal.

Please talk to us about your memorable shipping experience. For me, being part of APM Terminals has been a pleasant experience in my life because it has allowed me to get closer to the ocean from another perspective. A few years ago I was facing the coasts of the Mediterranean, when I was heading Algeciras; it was the first time I had daily contact with the maritime sector, and now I am facing the Pacific coast in Callao.

Since then I am connected to the sea on a daily basis, and this represents a very valuable experience in my life.

I would like to highlight that I have been lucky enough to live and see the transformation of mega ships.

At APM Terminals, our clients are at the heart of our strategy, so we always think about getting ahead of their needs, integrating their logistics chain and adding value to their initial proposal.

Additionally, we have technologically ad- vanced equipment and personnel with interna- tional experience to meet these various types of cargo.

What are your growth prospects in the short, medium and long term? The growth forecast for the following years is good and aligned with the growth of the Peru- can Gross Domestic Product (4%), and with international markets where we export and import products, reason for which an increase is expected in both, container and general cargo volumes.

Technology in the port sector is key. How does your terminal optimise resources? Technology in the port sector, as in all sectors, is a challenge today. We ask ourselves every day how to adapt to new technologies, processes and concepts that revolutionise the design and development of ports in terms of productivity, sustainability, with the sole pur- pose of meeting the demands of our custom- ers. In that sense, APM Terminals aims to auto- mate its processes globally.

At APM Terminals Callao we are moving for- ward in terms of modernisation, we aim to, in the 40 years that we have left in our conces- sion, turn the Port of Callao into a world class operation. Since 2011, APM Terminals is in charge of the modernisation project of the terminal, guaranteeing the necessary infra- structure and equipment that allows to in-