



Container Terminal
Automation Conference
Americas

Digital maturity is not about tools — it's about readiness, governance and sequencing

Benchmarking where you stand before deciding what to build.

Many terminals believe they are behind.
But in reality, most are simply in transition.



THE REALITY IN LATIN AMERICA

Many terminals are digitising - but not necessarily progressing

- Tools adopted in isolation
- Limited data integration
- Automation without process clarity
- High expectations, unclear roadmap

In Latin America, the challenge is not lack of ambition - it's lack of structured sequencing

What Digital Transformation Really Means?

- Organisational transformation
- Data-driven decision making
- Reconfiguration of processes
- Institutional and governance alignment
- Long-term capability building

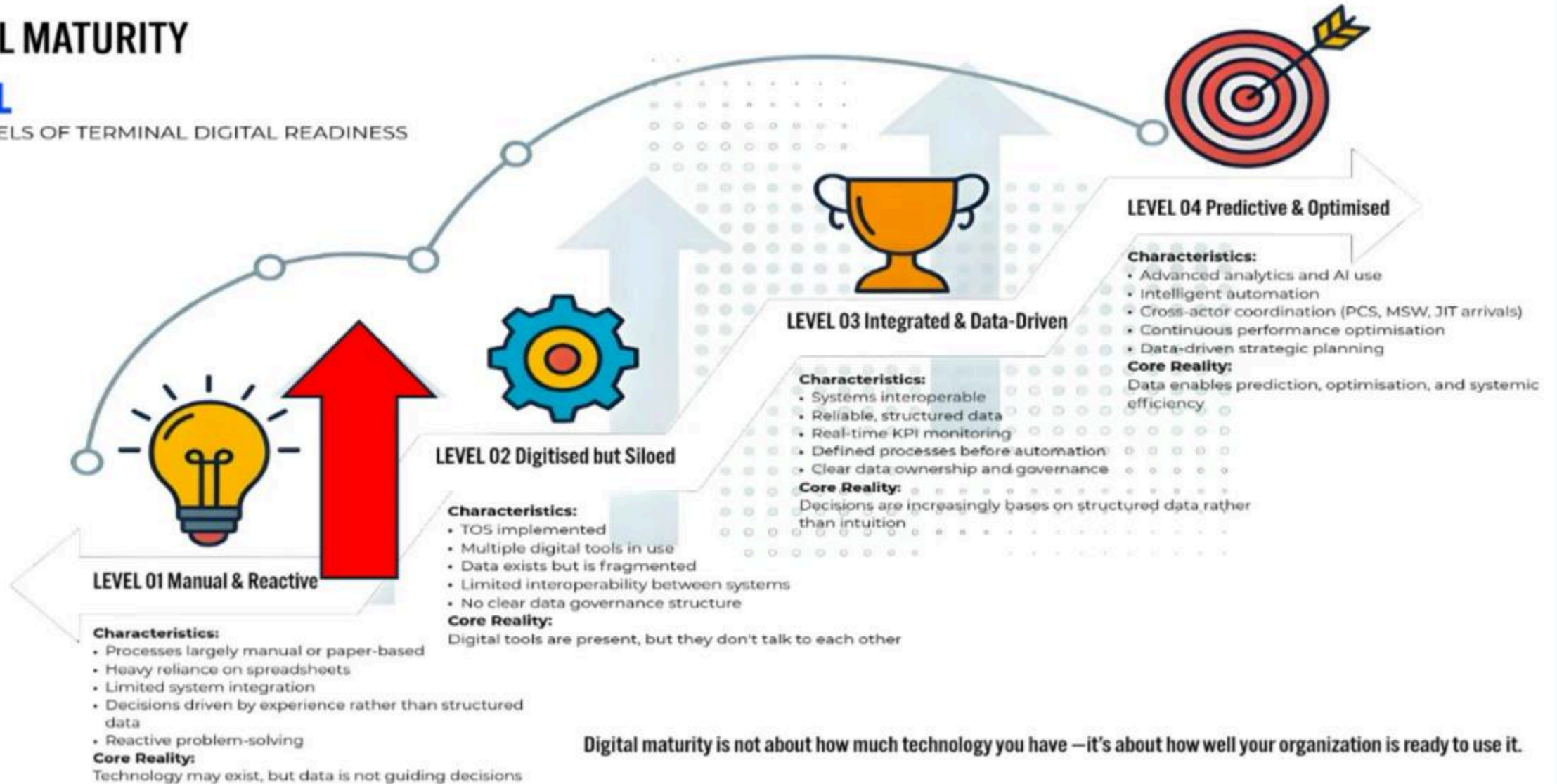


Digital Maturity ≠ Automation Level

DIGITAL MATURITY

MODEL

FOUR LEVELS OF TERMINAL DIGITAL READINESS



Many terminals believe they are behind - but most are simply in transition between level 2 and 3



The Real Barriers Are Organizational



Data from IDB transformation diagnostic





Why Connectivity Matters

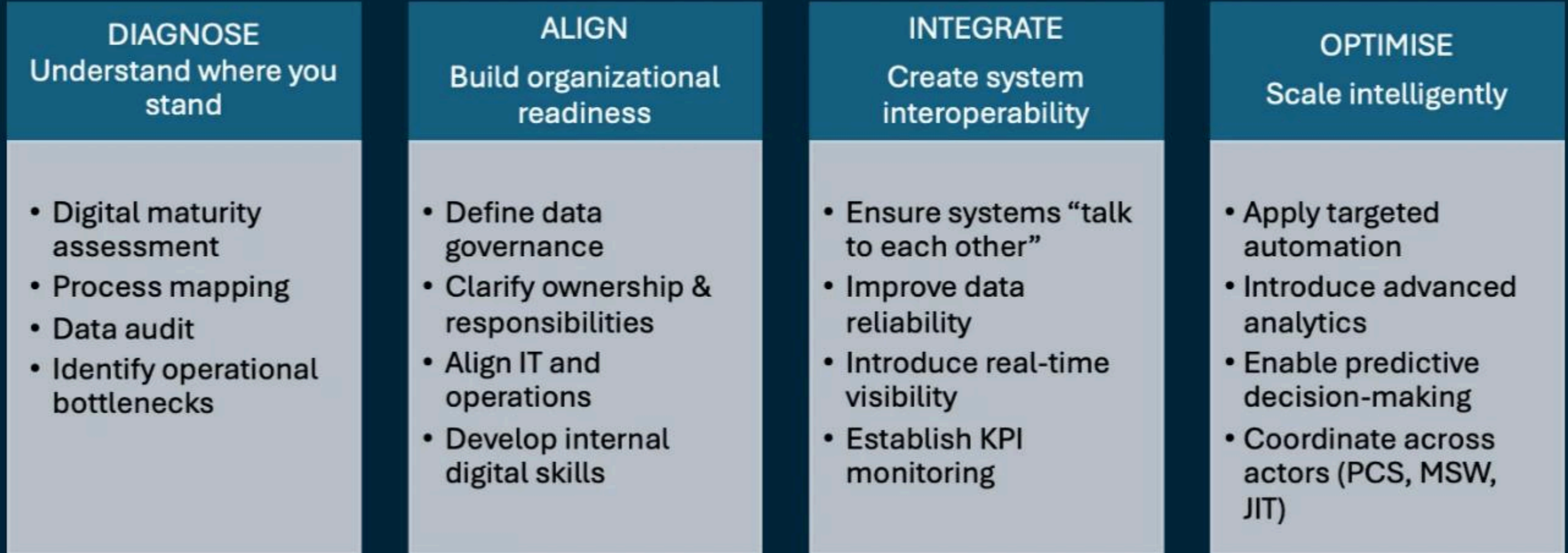
Digital maturity requires end-to-end connectivity

Two pillars:

- Information systems connectivity
- Physical connectivity



A PRACTICAL FRAMEWORK TO GUIDE TECHNOLOGY DECISION



Digital transformation is a managed transition - not a technology purchase





The Global Perspective - IAPH

What We See Through IAPH's Global Network

- Maritime Single Window implementation
- Just-in-Time arrivals
- Cybersecurity awareness standards
- Data governance frameworks
- Capacity building and change management





The Risk of Jumping Levels

- Discussion:
- Investing beyond organizational readiness
 - Vendor - driven strategies
 - Fragmented digital projects
 - Underutilized systems

Technology without readiness increases complexity — not competitiveness.



Digital maturity is clarity. Technology is the consequence.

Our role is not to sell technology.
It is to help terminals understand where they stand, what to
prioritize, and how to sequence their journey.

Thanks

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