**L1 - InterAndina - 2-7-2022**

**Firstly, introduce yourself.**

I am [name]. I am an industrial engineer from the Technological University of Pereira, and I have a master's degree in economic and financial administration from the Technological University. I have been working in the logistics sector for 15 years, in transport. I am currently a logistics coordinator for InterAndina de Carga. InterAndina de Carga is a company dedicated to the transportation of massive cargo. It is not consolidated into packages, but bulk cargo, especially to and from ports. And offices nationwide.

**For me, bulk cargo is something new. What is that?**

It's like... They give me a full load and I take it to the destination. I mean, they don't give me, for example, this painting. They deliver a large load to me. More or less, from a ton upwards. Or a full container or a load of ten containers or ten pallets, we do not do packages. That's it.

**Do you transport it to the ports?**

Yes, from the ports to the interior and from the interior to the ports. Import and export, which also national loads, which load, for example, in the warehouse of a client and I go and deliver to different points of them.

**How many people work in the company?**

InterAndina has 110 employees, approximately, nationwide. InterAndina has offices in Santa Marta, Cartagena, Medellín, Pereira, Cali, Buenaventura, Tocancipá and Bogotá. And we have *inhouse* in Tocancipá, in Cajicá and in Puerto Tejada and in Barbosa. And here in Pereira there are around 50 employees.

**In the office?**

In the office.

**The workers who are...**

We have our own vehicles within InterAndina and there are twenty... There are 12 of our own and 13 of partners. There are 25 own cars, owned by InterAndina. And others that are loyal third parties. In other words, they are people who recurrently or always load at a specific point and arrive at the destination, come back and load with us, and so on.

**Can you explain how the system is? How is it organized here?**

We have some clients, mainly Kimberly. Kimberly is a customer who handles consumer products. Toilet paper, diapers, wipes, tampons, different types of personal care products. I have other clients that are Family products, DSV, Multidimensionales, and some clients like Johnson & Johnson, and other clients in the region. The procedure is that clients make a request, it can be a merchandise import that arrives from the ports, or an export, that goes... The client makes a request, we coordinate a vehicle to do the loading of the goods. Or, for example, if it were a national office because they sometimes ask us to load their supplier… Well, for instance, here we would have to load some material here in Pereira. It may be technological material because I need to take it to my plant in Cali. We coordinate the vehicle. It can be a vehicle of ours, it can be a private vehicle, it can be a vehicle of those who are not our own, but they are always carrying with us. And then we take it to the destination. We do all the tracking during transit; that the gentleman loads, that there is no problem during the route, the security issue, all the way until you reach the final destination. When it arrives at the destination, it is verified that it unloaded, and that it obviously unloads on the site that it is and that's it. Well, it really is done like the whole billing issue, administrative issues, accounting issues, and the entire process. And parallel to that, transversally, customer service is done, which is support, support, new ideas, new processes... That's what we do.

**Do you have contracts with clients?**

Yes, with most of the clients there are established contracts. In other words, periods of time. It can be one, two, three years. Signed and stipulated security policies, merchandise policies, contract policies, salaries, liability to them, rates, penalties, benefits. With some clients, there are no contracts, but through email, a service agreement is made. But, for example, with important clients such as DSV, Kimberly, Johnson, Santander, contracts have been signed with them.

**What are the largest challenges in this sector?**

Well, more than anything, it is innovating. How can I generate efficiencies for my client? So, you need to lower, flex, how can I do it. Well then, let's consolidate loads; there are two containers, so bring them to me together. We have the reuse of containers, that is, I do not deliver a container inside, but I turn it over and use it for export. ¿How can I be more friendly to the environment, what vehicles can I use so that we are... reduce our carbon footprint? Therefore, Euro 5 technologies, and other customers say, “we need you to use gas vehicles”. Thus, they are like challenges that you have. Regarding certifications, they demand a lot from us in management systems. So, we have BASC, we have ISO, and we meet some requirements that are from the OAS. Thus, people are always asking us to look for new certifications that they demand. And service is something that, at least, characterizes us a lot. So, we have traffic 24/7. The coordinators are permanently available, not only in the office, but also when we go out. That is our advantage. You can call me today, a Saturday, at 10 at night. My client: “I need you to load a container for me tomorrow, Sunday”, I do everything possible to comply with my client as it is something that he requires. That is the plus that we have. So, there is always someone who is going to answer the customer's call, regardless of when it is, to be able to solve what he requires.

**How is the infrastructure? Are there challenges on the roads?**

The infrastructure on the road? Currently, there has been a lot of inconvenience because of the winter issue, since I do not know… Since February. We are in winter, and it has brought many challenges because from Buenaventura to Medellín there is a route in a sector called Santa Bárbara. It is a path... That path must lead to another path. What generates that? Longer travel time, higher costs, and obviously this causes the merchandise to be kept in the ports because people are taking much longer to return to the port or to reach their destination. From Buenaventura to Bogotá, the same. There are problems in a sector that is between Cajamarca and Ibagué, in the same way. Well, time increases again. Therefore, the time in which the vehicles will reach their destination increases. And many times, we have to see what alternative route we can use to reach the destination. It is like starting to search. It is not only the route, but the safety issue. That route is not there, but if I take another way, what risks could there be for the operation by taking another route that is not very common? It reaches the point where I collect the merchandise in bins because then, at a certain point, it is not going to work, a tractor-trailer, a large vehicle, will not arrive. I have to use a *turbo*. So, clearly, a means of transportation like a tractor-trailer is much more cost-efficient if I carry 25 tons, than a small vehicle like a turbo. So, well. But surely, I can reach the destination with a vehicle in which I can take 3-4 tons, get there with the turbo to be able to take the product to a certain point, I do not know, a warehouse, or a distribution center. Then from there, send a truck to the Buenaventura port.

**They have said that they are also working on the issue of sustainability. Can you tell a little more about this? Targets.**

InterAndina acquired Euro 5-type vehicles, which are vehicles that have, for example, reduced gas emissions. That is what we are implementing to do the... And other clients would already say, “Well, I need you to implement gas vehicles”. Here, in Colombia, the issue of gas vehicles is a bit difficult because of the issue of exchanging vehicles. However, there are things that have been studied to see how these vehicles can be used for loading. Now, they are not just our own vehicles. We sometimes look for gas vehicles to load with us. So, in that way, we use them too.

**Do you have specific goals regarding sustainability?**

We have the reduction of the carbon footprint.

**But not as a fixed percentage?**

I think so, but it would be […]

**Do you have experience with biomass transport?**

No, we do not. No. The only thing is that we previously transported was coffee.

**Coffee, yes**

Yes. Some time ago, we moved and transported coffee, but in beans.

**In beans here?**

From here to the port of Buenaventura, or Cartagena, or national here. Coffee was loaded from Pereira to Bogotá or Medellín.

**Do you have specific biomass transport data?**

We do not know them. But surely, it will have its characteristics.

**I am going to show you the concept that we work with. It is called BioHub. It is like a cluster. The idea is to organize a value chain in a way that is beneficial for the end user, but also for the region that offers the biomass. The idea is that there are many communities that produce biomass that is not used now. So, there are problems with agricultural, forestry waste, and this waste can be transported to a biorefinery, where it can be converted into different products. We work in a biorefinery that uses a lot of pressure and heat, to produce four different sources. One is a biocrude, biofuel, biochar, biogas, and water. And the gas and water can be used in the plant, and the biochar can be used again in the area where the biomass is produced as fertilizer, water purification, for example. And crude oil can be converted into different products. It can serve as plastic, cosmetics, but it can also be a biofuel for the maritime sector.**

The waste, you say.

**Yes. And what we want to understand in this case study is whether it is possible to organize such a system here in Colombia and with what waste. And how can it be organized, and what benefits are there going to be. We want to identify opportunities, but also challenges that we may encounter. And one challenge that we have encountered is the logistics from those farms to the biorefinery. So, we want to understand a little more from the point of view of logistics companies how it can be organized.**

From my point of view, I would say that the ideal way would be to have a storage center in certain cities. I do not know, I think so. Here in Pereira, we are going to use a biomass storage center. I collect in small vehicles, from one-ton trucks to four-ton *turbos*, in such a way that that truck, that turbo goes, depending on the logistical conditions of each of the suppliers, picks up the merchandise and I store it, or select it. I do not know if suddenly I should have them separated according to the type that I am collecting. Therefore, I collect depending on where the supplier is, and I take it to the biorefinery, right? If it is close, or at this point here. I pick it up here, and I take it here. I pick it up here, and I take it here. And now I am here, and I can make a more complex process and use a larger capacity vehicle to generate cost efficiency that will take me to the biorefinery. That could be an option that I could... Because I cannot get to many places that I am going to find around here, due to what you have identified, I cannot get there with a very large vehicle. Either I cannot get there, or I have to get there with people to unload because the man is alone and has no one to help him. So, I have to come with him, to do the transportation to that place that is bigger and can generate efficiency at least. And it can give a model of vehicles that are fixed, already established for a month, that loads every day to collect what is coming out so that it is more efficient. But it is a huge challenge because, clearly, each of these sites has its particular characteristics and conditions. And where would that be? Or do they not know?

**We do not know yet. We want to identify it. Likewise, we are also investigating the option of having these different small-scale biorefineries. We are investigating that.**

And what presentation do these products come in? I mean, how are they packaged? In bundles? bags?

**We don't know yet, but from a logistical point of view, what is the method?**

That the waste found here is in packages of, I do not know, 25-50 kilos each. So that it is obviously easier to handle and therefore easier to transport. For instance, that is not in grain. Because the grain is very difficult, and it already has to be another type of specialized vehicle. I do not know. There are other trailers, that are where loose things can be loaded, but they have characteristics that often do not have that type of resources to focus on that collection because they are very specific. Therefore, one option would be for them to be in bags of certain kilograms to make them easy to handle.

**What opportunities do you see in it?**

I would believe that these types of residues that we find here are currently wasted. Clearly, being able to use them, taking them to a biorefinery, and generating biofuels for this maritime case is a great opportunity. Well, if we manage to organize and bring together all these suppliers, with the associations, we can establish a distribution center for all that waste that is being collected and be able to have the necessary raw material there to be able to make biofuel. So, many opportunities and many challenges are identified in the logistics sector.

**Do you see more challenges in the logistics sector in this model?**

I think it is very important that people are very aligned with the project. Let them know that it is something that will create an economic and environmental benefit, and that it can have very good results in the future. Thus, it is like creating a culture of people so that they obviously have all those raw materials to be able to generate biofuel. It would also be a part of making people aware of this new model.

**Is it easy to find people who work in the logistics sector to produce?**

Yes, in fact, many people start out like... I imagine it as a very urban, very close transportation issue. That I pick up in Chinchiná and leave it in Pereira. I pick up in Pereira and bring it to Armenia, to be able to group all those small suppliers and have them in one place because the rest would be like many points of dispersion in different parts, and it is very difficult to try to group them all. You see many vehicles that are available in those cities, to make those collections. Therefore, it is a challenge, but it is not that difficult. It is possible to get a fleet that is directly in charge of that, of going to certain points, collecting, and taking them, to a storage point, and return to collect again. Now, it would be to determine how much product comes out or how frequently it will be collected at each of the sites. I do not know, that's Mr. Don Joaquín, he is going to deliver product every eight days. In other words, that gentleman is going to come here every eight days, on Mondays. From Tuesday, it will be here until the following Tuesday. Then an efficient route can be established, in each of the sites in such a way that I can have one, two or three vehicles, depending on the volume, that someone collects and takes it to the point where... Taking into account also the type of road, which may require a vehicle of, I do not know, one ton, two tons, four tons, or even a simple one, which is called a simple truck, which is of 8, 9 or even 10 tons. Thus, depending on the characteristics of each collection point, then the vehicle that I use to be able to collect will differ.

**Do you know companies that do this work?**

Picking up? Yes, there are a lot. In fact, I know a company that is in charge of going to pick up from each of the suppliers, not biomass, but their product, which is cocoa or coffee, and they go directly to their point, pick it up, and they take them to their production plants. They do that and, in fact, they have a specialized fleet for that. To pick each one of them up. And they have the model established from the smallest vehicle, to tractor-trailers, depending on the quantity of products that the supplier delivers and the road conditions, the route from where it is being delivered.

**Do you think your company can play a role in this system?**

Yes, as long as a model is made of how to do the collection in each of the sites, we could have something like this. I do not know. It may happen that, there is a company that makes a storage point, of collection, and we, as a transport company, collect at each of the sites. Obviously, as I was saying, having clearly defined routes, frequencies, and vehicle conditions or restrictions. That is, when I collect, how much I collect, how often. In this way, one can organize a logistics model, which is obviously efficient to reduce costs, and can meet all the needs that the suppliers, the producers, have at that time.

**Therefore, you can always play a role here, collecting biomass from the property.**

Exactly, but taking […] because from my point of view, it is not very far.

**And what is not far away?**

I don't know. I amgoing to have one... This one is Manizales, this is Armenia, and this is Pereira. If I am going to collect in these three cities. Then, Pereira is more or less at an equal distance from Armenia and Pereira. I can have a storage center here. Therefore, I go and pick them up in Manizales and take them here to Pereira and store them. And I go and pick up in Armenia and come here, and it is stored. Here in this part, I can make a kind of storage center for all the products that are being collected here. Now, Manizales could be Chinchiná, Chinchiná. Near Pereira is Belén. These are points that are very close to be able to pick up between cities. If I bring small trucks here… Well, let’s say that the biorefinery is going to be in Cali. Cali is over here. Well, for me, it is more efficient that I pick up in small cars and get here, get here and get here and store here, and now in just one large vehicle, which does not accumulate and just one, I do not know, one week, two weeks a month, depending on how often it is collected, I take it in a larger vehicle that generates efficiency for me and I take it here, to that point. Why? Because if I arrive and take a small truck, I take it from here to here, and I take this other one and take it from here to here. So, the costs are going to increase. Thus, an option would be to collect in small vehicles, store it here, and take a large vehicle and transport it. How can we participate? We can collect in each of these places and then transport to that side. We are transportation. It would be the entire transportation part. But already that part of logistics, of storing, that is like another... Another actor in the chain would do it. But that transport, yes.

**Because you say that, you have to plan it very well.**

Of course.

**Is that also your expertise?**

Yes. Yes. In fact, as I mentioned at the beginning, our service intersection. Hence, we do not just do that: "Oh well, go and take the truck" and that is all, no. We go further; “Go there and pick up where the property is”, and the man says: “but why should I go there if I already picked up”. Oh, you are right. Because if I have already collected, it will not have a product because I do not know, you got confused. So, that surplus. We go beyond that. Because if I already collected yesterday, well, we are not going to go today because surely, there will be no product. Therefore, it is a way to obviously generate synergies with the client and avoid those costs that can be generated. If I tell a man “Go to that place”, and the man says “No, but I don't have anything here”, he is going to give a cost of a trip that is not... So, obviously inefficient in that case. That is our plus that we have.

**And in this part of planning everything. What is needed to make this plan?**

Actually, the plan is how much each of the producers can give me, according to certain frequencies. That man gives me a ton every week; that one gives me 500 kilos every two days. Now, not only the car can go one day and come back and that's it, and only pick up and leave with a room full of the vehicle, but it can go and pick up this one, that one nearby, make a single trip and return it to the center. In that way, how can I organize it? It is about communication with the supplier or producer of how much product they can deliver to me, how often, and in any case, planning each one of the revenues and designing a route. It can be a very manual issue because there may not be many, but one can create software since it allows me to identify which is the best route so that I can collect from each one of the producers and take it to the site that needs it.

**Are they small collectors, and then you have to interact with many of them?**

About eight years ago, we used to have a similar model, but it was not on farms. It was here in Pereira. What were we doing? We used to take a small vehicle and go around the city and collect recycled paper, paper.... I used to go and collect. I went and weighed the product using scales, and then I said: “Alright, we collected so many kilograms from one supplier”. If we went to the other, we collected so many kilograms from the other supplier. Previously, it had been coordinated who had the product to collect. Once the entire route was designed, efficiently, optimally, I returned to the storage center and unloaded. And again, in the afternoon, I followed another route, arrived at that place, unloaded, and that was the route I made. Or I could do just one in a day, depending on the distances from the site to the collection center. That is what we used to do. Later, our client changed the model. And what did he do? Previously it was like this, we came from different places and stored here, but he already made a change and that is that sir was here because he no longer delivered 500 kilograms, but instead delivered 30,000 kilograms. Therefore, a vehicle with greater capacity could not enter that site. So, to avoid him to take from Cairo until here, I take it directly from the site to the biorefinery. It might happen that, you have an alliance with an association, and that this association has different producers or suppliers that are in charge of the storage. Regarding me working for you, I do not have to pick anything up because that association already did it, and now they do the production in a single place and then transport it to the biorefinery in this case.

**Therefore, it is necessary to work with associations.**

Of course, because you can... An organization that can help you to establish, that will make producers... It is very difficult to reach a man who is very far away. Thus, they can establish it so that they have access to more producers in this case. I am only going to do business with the association and through this I will be allowed to bring 30 producers who are behind that association. And there, it is important that exists an alliance with different associations to be able to have a...

**Then, in the association, it connects information about the amount of biomass that a producer generates, and what day it can be collected. And the association has to do that job and then well...**

I already take care of transport. That can be my goal, to be able to create an efficient route where I am going to collect.

And currently, how much do you estimate that can be collected in the coffee region? Or is it not known?

**The amount? I do not know because we are also investigating not only coffee, cocoa, but we have also seen that there are many bananas, a lot of cane. Therefore, we are also investigating whether all these biomass residues can be combined to reach a volume which is economically viable. So, yes, we are investigating everything. What is, for example, the minimum scale needed to be feasible. Well, we do not have the numbers right now, but...**

And what has been defined, this biorefinery, where would it be efficient to locate it? Where? Here or somewhere else?

**We are also investigating it, but perhaps I think it makes a lot of sense to locate it in Pereira because it is the coffee center, but I do not know... I do not know if you have ideas...**

Of course. That's why. If I tell you... If I am going to build the biorefinery here, well, it is clear that I am just going to have it and I am going to save/avoid that transportation, which is a huge advantage that differs from everything because there are a lot of coffee producers here. Thus, here it is an advantage on that side. But not only is Pereira a coffee center, but there is also an area, which is the city of Neiva, which is also producing a lot of coffee. There is also another collection point that can be created, like the collections in that sector and, as I was saying, design a kind of collection process there so that they can bring it here. It is an option. Now, I do not know. If I place it here in Pereira, and you decide that the biorefinery can be in another country, in Spain, for instance. Well, it can be done here, start storing here, and exporting there to be able to produce biofuel in the sector. Because I do not know, but in Spain there is more boost for alternative energies, and it may be more attractive... I do not know.

**What are the types of contracts that, from the board, the logistics must have? With the associations, what is done? With the producers, for example, how does it work?**

I would think that the first time I have a contract with them, that they are going to guarantee giving biomass to us, I can have something like a contract so that I can have exclusivity in that product. In that way, I can make sure that I will have the raw material available for that. Because it may be the case that they use it for another purpose, and I may be left without raw materials. So, I can create agreements or contracts, in such a way that they ensure for me the quantity required in each collection. For instance, each month, depending on the salary that they give me. Therefore, it would be important in that part. It would be us because in a medium-sized company... Our clients are large-scale companies. Obviously, with them there are a series of contracts where there are many conditions, policies, agreements, rates, and so on. It is a very broad contract, very extensive. But with each one, it can be a contract that is not so extensive, but something that enables me to have the product when I need it.

**Do you have short-term contract preferences over long-term contracts?**

The truth is that, with the contracts, for us as it is sometimes... Since with the producer, we stick to what our client tells us. I have clients with whom I sign one-year contracts, and then I have clients with whom I sign three-year contracts. It depends on the conditions. I would think that since we are the ones who are going to buy, I am going to acquire the product, I can say, I am going to create a contract with this supplier for one year, or two years, depending on the need that I have with the product that I need.

**Transport from the farms to the storage point and to the biorefinery, and from the biorefinery to the port. You can also have a role in these spaces.**

But from here to there, what form is it? In which presentation?

**This is a liquid.**

We do not transport liquids. We are only dry cargo. That is why it would be from here to the storage center and to the biorefinery. But from here, it would already be, it is already a load that is different, has different characteristics, and we do not work on that anymore. I imagine that it could be with vehicles, since I am going to release a high volume, it would already be with tank vehicles. But there are companies that are involved in this type of transport, that are specialized in it and have their corresponding vehicles. And I am telling you, it is with those.

**We want to understand the dynamics of the different actors in a new value chain. And we prepared a graph, only about the coffee sector. We want to use coffee residues, and we want to understand which actors can play a role in our system and what their position is like in terms of the power they have in the chain, whether it is high or low, and in terms of interest, whether it has a lot of interest, or low interest. And I would like to ask you how you see the actors and their position in this painting. If it is correct, if maybe we have to change it...**

It seems to me that it is consistent. However, why cannot the academy be a little more around here? I do not know.

**Why**?

Since I was at university, we have talked a lot. In fact, we did... The undergraduate thesis was with the regional government, with the academy, and with the producers. In this case, it was about textiles. And we, obviously, when talking about technology, when talking about the university, one can arrive and say: “I go to university, I have a certain power in the sector”. And it is what we have always talked about, and I have always liked, that there is a connection between companies, government, and academia. Therefore, I would think that academia could be a little higher, towards here. Or to the other. There are different organizations, such as Fedecafé, Coffee Growers Association, which obviously have a very high power and a very high interest because to be able to have a common sector… Well, I would say that it is well-placed. It seems to me that transport may have a greater interest because it is clearly a sector, and an opportunity that it may have. Although it does not have much power because I can be talking about the organizations, about these parts, but I can have a very high interest in the project as it is a transport company because it is a business opportunity for us.

**And also, for biomass collectors.**

Of course. I can have a higher interest. Even if you do not have much power, then have a higher interest for power.

**And how do you see the position of governments at different levels?**

It seems to me that it is correct that it is in a high power, and I saw this week that, for example, the national government was particularly involved in the issue of 2030, and then in this way it can have a very high interest in seeing renewable energies for the industry. I could move it a little more to this side.

**More interest.**

Yes.

**And the regional government?**

One has always interacted more with the regional government in these projects. For example, the government. We have connected the government in alliance with the Technological University. I see that it is fine, that it is well located in terms of common interests.

**And the municipalities?**

Same. They have to be very even. On the power and interest side, they are well organized.

**Are there missing actors? Those who must have a role, but they are not here.**

No, I think it is complete. Suddenly, no, it seems to me that they are all here. Now, the transportation, and how it is as the transport company as such in this case. But the transporter as such, the man who drives the little truck, all that. He is a very important actor in this part. And I believe that he is a man who may have a very high interest because he is going to benefit from it, although he does not have much power. It can be like the transporters as such, the vehicles can be around here.

**Because they have their own vehicles…**

Yes.

**And short-term projects?**

Yes. If the first time I owned a vehicle, I see a huge opportunity… If I can have more transportation and the same opportunities, then there will be a high interest. I already have a vehicle to collect, but then I can buy to have another vehicle because for me, it is profitable and that is my business. Therefore, they have a very high interest in the project, even if it does not have a lot of power.

**How are these people found for the vehicles?**

Through a transport company.

**It is connected to...**

Exactly. The creator of the project, the owner of the project, which can be, for example, the academia, to say something. It hires the transport company and the transport company, at the same time, hires its vehicles, so that this coordinates the process, combines all the needs of each of these gentlemen, tries to prevent the transporter from being a loose piece out there. Someone must connect those needs.

**Last question. Do you also see that this new value chain might disrupt something that already exists or can have negative impacts?**

No. I believe that, given that, positive impacts for the region. From the creation of employment, from transport, from promoting the issue of alternative energies... I think that beforehand, it adds value to the entire chain. And there is also something that attracts a lot of attention. The first time that we… That the region was… That it is shown that these types of projects are being carried out, it is a good advertisement for the region.

**Because he does not know projects that do things like that.**

No. I know of some that collect part of the Cabrera, but it is not to produce maritime biofuel. It is for composting.

**Oh okay. But they do transport...**

However, it is organic waste. I think it is like that.

**Therefore, there are already some projects, but no...**

But it is organic, and it is not for that, it is for fertilizers.

**Alright. Those were my questions. I do not know if there is anything you would like to tell more about this topic.**

No. Logistics is very profitable in Colombia. For different reasons, the villages, the people, the vehicles. Sometimes people are very reluctant to change, to have new ideas. Therefore, it is also the change of the culture, the change that people know that these are projects that are innovative. Then also start from that part. And in general, the logistics issue, the road issue is more difficult. The producers are in very distant sectors. Thus, many times, it is difficult to bring all these products from there to here, and it is complex, but surely if he takes his coffee from his producing property, then clearly, he will have a way to move his residues in order to produce biofuel. So, surely, there is a way. How? Well, that is the challenge that one has, of how to reach those suppliers to be able to acquire product. It is challenging, but at the same time, what I am saying, if everything worked perfectly, we would not be here. That is the challenge we have.

**But it is also an opportunity.**

Obviously. And they are, if you compare for any transport, any. Because what I was saying, here there is a lack of a transporter that also communicates with the producer.

**Do you think it is possible?**

Yes, of course. It is possible and it is feasible. Today, in the logistics part, it is viable, it is possible, and it is like very... it is not complex. It is simply organizing and having a good planning of how I am going to do all the collection logistics. But that. It is feasible, and it is possible.

**Thank you very much.**