# **CONFERENCE & RECEPTION**

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Projects and Success in Today's Tower Market

CREATED AND ORGANIZED BY



PARTNER ASSOCIATION



# Déjà vu All Over Again?

- Tower Crane industry is experiencing strong momentum
- Utilization is at pre-2008 levels
- Rental Rates are beginning to increase
- Back-log is strong
- Technology has improved
- Safety is leading the way
- Fleet ages are better than ever



# **SUNNY SKIES?\***

- Let's read the Headline's
  - CAPCO/AMQUIP PARTNER WITH TOWERS IN NEW ENGLAND
  - BIGGE EXPANDS UPWARD WITH TOWER CRANE DIVISION
  - OXFORD ORDERS NEW PEINER TOWERS
  - NEW WILBERT TOWER CRANES ON PROJECT
  - MORROW ADDING TO RENTAL FLEET
  - SPANISH TOWER CRANE MANUFACTURER EXPANDING TO NORTH AMERICA
  - GENERAL CRANE ORDERS 60 COMANSA TOWER CRANES
  - LJ EXPANDING TOWER FLEET
  - VERTICON/LEWIS FINALIZE DEAL
    \*^ OT Magazina May 7 000

\*ACT Magazine, May 7,2008



# **Great Headlines, Right?**

- All of these headlines took place in early 2008!!!!
- The tower crane industry was at all time high's
- Every existing tower crane rental company placed large orders
- Manufacturers ramped up production
- Rates and utilization were at peak levels
- Small fleet owners and some that were never in the space entered the segment and flooded the markets
- Anyone who had a tower could put it on rent



# Fast Forward to 2018

- Maxim Places Tower Crane Order
- Bigge Orders Towers
- ALL adds Towers
- Beyel Adding Fleet of Towers
- Sims Enters Tower Crane Market
- United Adds Towers
- ALE Adds Towers for Wind
- Morrow Expands Fleet
- NACR Renting Towers



#### **Time to Review**

- What is "Normalized" utilization and ROI for the Tower Crane rental industry?
- How do we determine when to add new cranes and sell others?
- What should the OEM consider?
- How do we stay safe?
- Where do we find qualified operators?
- Are there enough qualified technicians?
- Do the OEM's provide enough product support?
- Do busy times make everyone an expert?



# Let's Look at Some Numbers

- Cost of new tower cranes nearly doubled since 2006
- Rental rates are same as 2006
- Labor COSTS have nearly doubled since 2006
- Rental companies passing labor through at near cost
- Contractors continue to push risk for any downtime, delays, etc., onto the rental company
- Freight has doubled since 2006 and become a "pass-through" or loss leader
- Legal fees and GL Claims continue to rise



# **CRANE BANK USA! How to Finance** your Project without a line of credit

- Free Interest
- No late fees
- 30/60/90/120 day payment terms
- We pay for your operators and you can pay us later (if you feel like it)
- We finance your building and you build it free until you feel like paying. "Pay if/when paid" WOW!
- Short pay us if you are not happy or you just feel like it
- SIGN ME UP! This is how it seems to operate on many projects around North America

# What do we need to consider before buying and quoting?

- Short term ROI on Towers is a FALSE POSITIVE
- When everyone see's the Tower Crane as the "State Bird", they see \$\$\$\$ sign's and think it's time to jump in
- Short term (3-5 years of cycle) the towers seem to generate higher returns
- Over a 20 year period, the actual utilization and ROI is approximately HALF of what it appears when all the "new" players jump in
- We want 4% minimum ROI per month to justify new purchase



# **Changing the Paradigm**

- Look at a 10 year cycle to decide what to buy
- Look at future expected cost of new cranes to determine how to quote rental rates (not off of your 10 year old OEC)
- Factor in repair and maintenance AFTER the warranty period
- Understand that peak time utilization is about 50% of the current trend over life of machine
- Get paid for FREIGHT, ERECTION, LABOR, FINANCE costs and RISK!
- Eliminate "back charges" and "downtime" exposure (Do we get paid more when job is done faster?)



# What's More Valuable: Operators or Dog Groomers???

- Crane operator's are highly skilled and:
  - Require years of training
  - Invest in tools and equipment
  - Perform dangerous activities
  - Must ensure the safety of everyone on the project
  - Have different working conditions on a daily basis
  - Never have two lifts that are exactly the same
  - Must take every environmental and jobsite condition into consideration
  - Constantly adjust to multiple customer and equipment situations



#### **A Picture is Worth a Thousand Words**



### Let's Compare

- Dog Groomers need a bucket of water and soap
- Hair stylist need scissors
- Massage therapist need a table
- Lawn mower repair people need tools
- Jet ski repair shops need tools and water
- Auto mechanics need shop tools



# **Risk vs. Reward**

- Crane rental companies and customers need to recognize the need to properly compensate the people we want to trust with our equipment and our people
- You get what you pay for, so let's be sure we are motivating our people to train and choose crane operations as a career
- There may be times and areas that need to focus on cost reductions, but cutting prices on labor is not the way to improve the industry and focus needed on safety
- Now is the time to get rates in line with the skills



# Major Project Concerns

- Many projects today require multiple cranes, climbs, and coordination with multiple contractors and crane types
- Contracts are very onerous
- Engineering, planning and sequencing require major preplanning efforts
- Frequent delays and re-scheduling of start dates, climbs, dismantlement plans require rental companies to be very flexible and ultra responsive
- Rarely any recourse from rental company to customer for delays, schedule changes, etc.
- Payment terms are challenging



# **Challenges at Brickell**



- 11 tower cranes, 5 buildings, 3 city blocks
- Over-swing issues on every crane with 2-5 adjacent cranes
- Freestanding heights and Cantilever above tieins/allowable jump heights all limited due to wind zone.
- Luffers and Hammerheads with overlapping swing required more detailed comparison due to out of service angle required to clear adjacent structures vs. that required to avoid adjacent cranes.
- Coordination of scheduling with separate PMs for each block and 5 different building schedules.



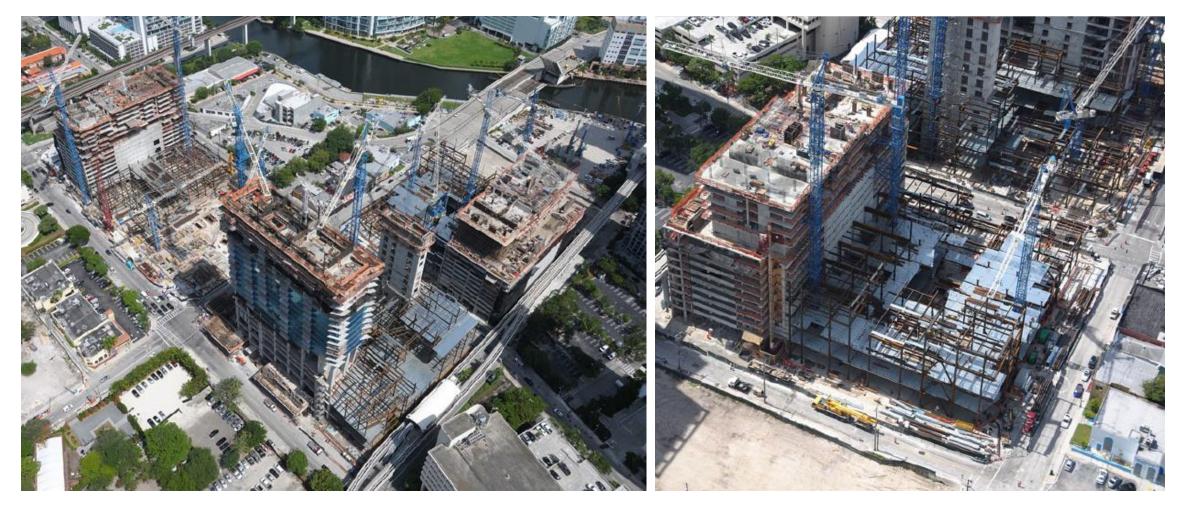
#### Key's to Success at Brickell



- Planning, planning, and more planning. (Final Revision Num. = 30)
- Detailed review of the construction schedule to confirm where each building would be weekly through project duration.
- Months of pre-planning and coordination with PMs for each block.
- 4 sets of drawings, 35-45 sheets per set. One set per block plus one overall coordination set.
- Full time, on-site project manager to ensure real time updates of changing schedules and conditions.



#### Key's to Success at Brickell





# **THANK YOU**

• Questions?

