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Improving transport productivity in equipment rental business

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Master's Thesis

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Abstract

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Abstract

The goal of this project was to find ways to improve the functionality and profitability of Ramirent Finland Oy's rental equipment transports. Other goals of the project were to define the transportation process and to find best practices that could then be implemented also in other countries where Ramirent works.

In the theoretical part of this thesis, different transport optimization methods, purchasing strategies and pricing methods were studied. The actual project which took place in the company was executed in less than one year. The reason why the project was started was the losses what Ramirent made with transports sales in year 2010. The project resulted to major changes in the company's logistics organization and also in the working methods of transport coordinators.

The result of the project was that transport profitability was improved, and also the information flow of the transports was improved. This thesis will not include the sales processes of equipment rentals, but there is a short description of the transport selling process and also the selling arguments of transport sales. The rental processes are described as technical process flows were the different phases between starting the rental and returning the equipment are explained. Some of the information related to this project is confidential, and this information is not included in the thesis report.

Keywords
Transport, Logistics, Equipment rental

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APPENDICES

1 INTRODUCTION

Due to Ramirent's large rental equipment fleet and customer needs, Ramirent is a significant transporter and buyer of transports in Finland. The most part of corporate customers don't have the time or the resources to transport the equipment to their worksites and for that reason they want the equipment delivered to them. In the past, Ramirent had a lot of own trucks and almost every depot had its own driver and truck. This was not a very efficient way of doing business, because the utilization of the own transport fleet was very bad. In worst cases the truck was only used two hours a day. The way of transporting changed a lot in the beginning of the new millennium and the majority of transports were outsourced to transport companies. This was also the case with Ramirent, but still Ramirent had a lot of own trucks and pick-up vans. The reason why Ramirent kept a large amount of own trucks was, that Ramirent wanted to ensure that all critical deliveries could be done immediately when the customer ordered the equipment. Also the transformation of the rental equipment fleet has made transports more challenging to do by Ramirent's standard truck fleet, because large equipment needs large and heavy duty trucks and special transports.

As the international financial crisis hit the European construction industry, it also affected the construction equipment rental market; the demand sunk rapidly and also the price levels went down in all of the market areas and product groups. Because the margins in the rental prices decreased, Ramirent had to look into the operating costs of all areas of its business. This also included transportation costs. The management of Ramirent noticed, that the company was doing major losses in selling transports. Something had to be done and for this reason the renewal of Ramirent's transport operations was started.

The project started in the autumn of 2010 and the project group was formed of employees working in different organizations of the company. The project started with analyzing the current state of Ramirent's transportation operations. The project team also studied how the transports were executed in other Ramirent countries. The major concern that the project team noticed was that the profitability (in transports) was very poor in all of Ramirent's operational areas in Finland.

2 EQUIPMENT RENTAL MARKET

2.1 The European equipment rental market

The size of the European equipment rental market was in 2010 approximately 20 billion Euros. The demand for rental equipment declined rapidly after the financial crisis, but the market has been rising since. The strongest rental markets at the moment are Sweden, Finland, Poland and Germany. The drop in the demand did not affect the business so much as in other parts of Europe.

The rental penetration rate is used as an indicator, that what is the share-% of rental equipment of all equipment that is used on a market. For example in Central and North Europe the penetration rate is higher than in East Europe, because the market is not so mature in the east and a lot of companies still own the equipment that they use. There is a lot of potential in the eastern markets, but the unstable financial situation in Europe slows down the speed of growth.

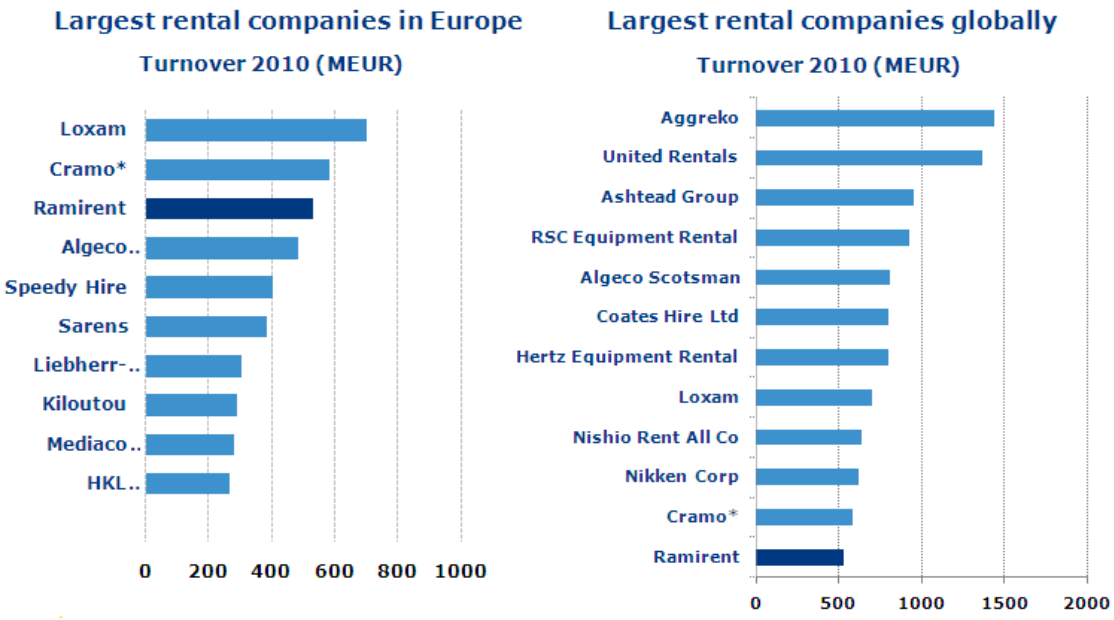

FIGURE 1. The largest rental companies in Europe and globally. (Ramirent Plc, interim report Q3 2011)

2.2 Ramirent group

Ramirent is Europe's third largest construction machine and equipment rental company and its net sales were 649,9 million Euros in 2011. The company operates in 13 countries in North and East Europe (Finland, Sweden, Norway, Denmark, Estonia, Latvia, Lithuania, Russia, Ukraine, Czech Republic, Slovakia, Hungary and Poland.) Ramirent's headquarters are located in Vantaa, Finland. Ramirent plc. is a public limited liability company and is listed on the NASDAQ OMX Helsinki.

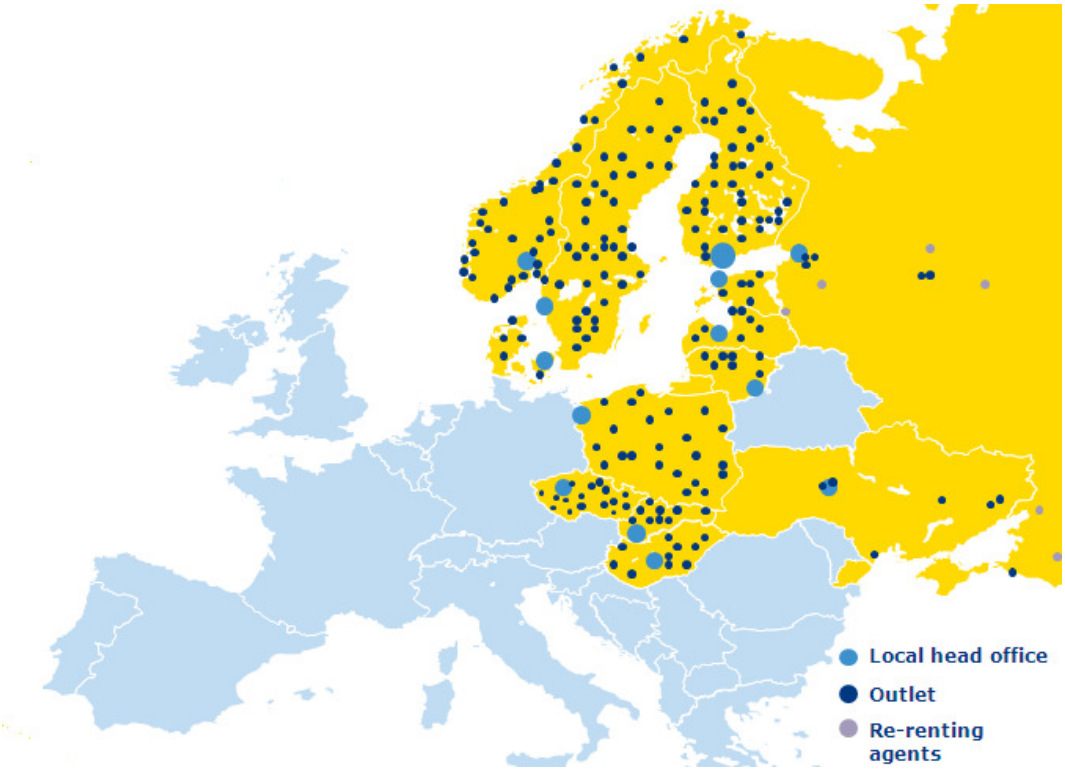

FIGURE 2. Ramirent has 382 depots in 13 countries (Ramirent Plc, interim report Q3 2011)

2.3 Ramirent Finland Oy

Ramirent Finland Oy as a part of the Ramirent group. It is the market leader in Finland and has a long history in operating on the Finnish market. The biggest competitor of Ramirent Finland is the second largest company on the Finnish market, Cramo. Ramirent's business idea is to provide a wide range of rental equipment and services to the construction industry, installation companies, industrial plants, shipyards, national and local authorities, and private households. In Finland, Ramirent has over 80 depots and the total amount of personnel is over 600 employees.

3 EQUIPMENT RENTAL BUSINESS

The basic idea of rental business is, that the customer can reduce the amount of capital needed for investments on its own equipment. The fixed costs become variable and the costs depend on the volume and the rental time period of the equipment. The modern trend of outsourcing and the companies concentrating in their core businesses has given the rental companies a possibility to grow fast and spread their business to almost all parts of the western world. If the use of the equipment is temporary and there is no need to own the equipment, renting is a good option. It reduces financial and technical- related risks and the customer has only to pay for the usage of the equipment. For example if you purchase a machine, you have to service it from time to time, some machines have to be inspected every year and if the machine is a capital assets, its value decreases every year because of deprecations. If the machine is not an essential part of a production process, its utilization rate is usually bad.

3.1 The differences in renting and leasing equipment

The basic idea of renting and leasing is the same; you do not invest, but you pay a regular fee for the right to use the object of renting or leasing. There are two main differences in renting and leasing; renting is usually more short term than leasing and renting also usually includes more services than leasing. There are a lot of different variations of leasing and rental agreements, for example sometimes the leasing contract does not include maintenance and the customer has to pay extra for it. In the shorter rentals the agreement usually includes all maintenances and inspections in the rental price. Things that are not included in rental agreements can for example be fuel, transports, insurances and cleaning. Machine breakdowns that are caused by the customer are usually always charged after the rental or during the rental period.

3.2 Starting the rental

There are two ways of starting the rental process. The most common way is that the customer orders the equipment, and it will be delivered to the customers site. The other way is that the customer picks up the equipment from a rental depot and the rental agreement is signed there. The common denominator in both ways is that the agreement starts when the equipment is released to the customer and/or the agreement is signed. After the release, the customer is responsible of the equipment until the return and inspection after the rental.

3.3 Rental contract

Of all rentals there is made an agreement on paper what is signed by the customer. The rental contract contains the information of the equipment, price, estimate of rental period, additional services and prices, rental terms and customer information; delivery address, company name and contact persons. Two copies are always made from the contract, one for the renter and one for the customer. Today, all rental contracts are made by computer with special rental software, but in the past rental companies used manual contracts which were manually invoiced from the customer after the rental. The rental contract is a juridical binding agreement that gives some rights and responsibilities for both renter and customer.

3.4 Rental depot

Rental depot is the general term given to the physical location where the equipment is stored and from where it is rented out to the customer. Ramirent Finland Oy has five different types of rental depots: Service Center, Hub, Outlet, Dealer Outlet and Project Depot. The official group level definitions of the different depot types are at the moment under work, but in this thesis the before mentioned definitions are used. Outlet is the basic type of depot; it has a limited amount of rental equipment stored and also some sales products. The outlet is the most common type of rental depots and the majority of Ramirent Finland’s depots are outlets. A Service Center is a larger depot, which usually has equipment of all product lines. Service Centers are cost centers and there are not any sales revenues targeted to them and the transport planning is also concentrated to Service Centers. A hub is large depot and it has only products from one product line and some transports planning is also done at hubs.

Hubs are cost centers and there is no income targeted to them. Ramirent Finland has three hubs: Vantaa (modules), Orivesi (Heavy equipment) and Hyvinkää (Safety & Formwork). Project depot is usually a temporary depot which is located in the close proximity of a customer project site.

3.4.1 Service Centers and Hubs

Because the majority of transport planning and logistical operations are centralized to Service Centers and Hubs, this thesis will mostly concentrate to the different operations which are executed in these depot types. The basic idea of a Service Center and a hub is to act as a logistical center, which serves the internal and external customers of Ramirent Finland. Service Centers and Hubs are responsible of delivering equipment to customers and to all other depot types and this is their basic function. Other important functions are:

- repair and maintenance of equipment
- to receive and to distribute newly acquired equipment
- to receive, fix and sell old equipment
- transport ordering and transport planning
- to ensure the availability of rental equipment and services.

Service Centers and Hubs a cost budget and they have no sales income. All of the sales income is targeted to outlets which are a part of the sales organization of Ramirent Finland. The costs of Hubs and Service Center are unrolled to the sales areas outlet network depending of the sales revenue what the outlet has made.

3.4.2 Organization and operations of Hubs and Service Centers

The most common task of the Service Centers and Hubs are taking orders from internal customers (outlets, salesmen) and delivering the equipment to the customers work site. The internal customer fills in the order information to the internal order form and sends the order to the SC/Hub. When the order is received, SC/Hub staff checks the availability of the equipment needed and confirms it to the internal customer. The next phase is to start a rental contract and this is done by the SC/Hub

Because SC's and Hubs have no income, the rental contract will be targeted on a sales depot which means that all variable costs (transports and other services) and incomes will be targeted on the sales depot which had received the actual order from the external customer. The order/availability process is described in appendix no.1 The sizes of the SC's and Hubs vary a lot and it depends of the sales volume of the particular sales area in which the SC/Hub is physically located. The smallest SC/hub (Kouvola) has about 5 employees and the largest SC (Helsinki) has over 50 employees.

The other important task of a SC/Hub is the maintenance and repair of the rental equipment. In every SC and Hub there are personnel who are responsible of these M&R operations; in the larger SC's there usually is a foreman and a service team who take care of the repairs. The rental outlets do only the most basic repairs themselves and if a M&R- task takes more than two hours, the equipment will be sent to a SC/Hub.

4 TRANSPORTS IN THE SERVICE INDUSTRY

Transportation has always played a critical role in industrial processes. Transporting the raw materials to the plant and transporting the products from the plant to the customer has to be done in the right way and time to ensure the continuity of the business. The biggest change and challenge in modern logistics is, that in the past, logistics was mostly driven by long term forecast based on customer demand. Today the long term forecasts have changed to short term, just on demand- type of logistical needs which especially demand more value from transportation services. In the service industry, this has been the case for a longer time, because services cannot be stored to a warehouse and so the need for transport service is usually very time critical (Bryson & Daniels 2007, 216)

4.1 Purchasing transports

When speaking of transport purchasing, most companies want to form a long-term relationship with the transport company. The companies usually also want to decrease the amount of transport suppliers and for these reasons, it is critical to find the most efficient transport suppliers to keep the performance of the supply chain as high as possible. Most companies also appreciate, that the transport company is able to integrate to the company's processes and information systems as flexible as possible, to keep the information flow and service level as high as possible.

A United States- based chemical company; Ashland inc. has created a transport company (carrier) selection process, which the company always uses when it is seeking for new carriers. The selection process is almost completely based on safety and liability matters and does not cover at all economical or service criteria-based issues. This is a fairly unusual way of selecting transport partners, because especially in European countries, the most dominant factor in the selection processes are the price related questions. Ashland's carrier selection process analyzes the potential carriers in seven different categories and most of the categories are related to safety matters. (Carr, Green & Leong 1998, 9-11)

Purchasing transports services and selecting the best transport companies can be challenging, especially if the purchasing company has a need for complex logistical processes and/or different forms of transport need. This is the case for example if a company has a vast product range, which demands different types of trucks or other forms of transport. The key success factor in keeping the customer satisfaction at a high level is to reduce the amount of transports companies and to make long term relationships with the chosen transport partners.

4.2 Transport optimization

The basic idea of transport optimization is to get the maximum economical value out of the given (minimum) transport resources. The ideal situation in road transports would be that a truck would be loaded all the time as truck is moving and that the utilization of truck would be maximized. A typical way how transport companies follow their transports efficiency is that how many tons per kilometre per year their trans-port fleet does handle. The inefficiency of the truck fleet can be monitored by follow-ing the underutilization of the vehicles, this is usually done by following the truck fleets empty running (= how many kilometres are annually driven without any load).

Many different methods exist when talking of optimizing transports. The most classical methods are based on complex mathematical models and today these models can be easily simulated with optimizing software. On a practical level, transport companies usually serve many different customers and the transport route planning is based on a very short term. A typical problem is that the transport company has no return loads after the company has delivered its customer orders. The return load-problem has created development towards centralized load matching agencies, which may sell and buy transports, but they don’t necessarily own any transport fleet themselves. Load matching agencies can be useful especially for small or midsize transports companies, who don’t have the transport planning resources themselves. (Waters 2007, 274-280)

4.3 Transport pricing

Transport pricing is mostly based on the transports costs; both variable costs and fixed costs. The variable costs change depending on the volume of the transports, but the fixed costs are usually more stable. A lot of small transport companies calculate their expenses manually although there are a lot of different excel based calculation programs available which could also be very useful in determining the right price levels for the company's transports. The most typical way of pricing transports is pricing them by kilometre and hour- based prices. In pallet cargo, especially larger transport companies use loadmeter and kilogram- based pricing.

When a company uses outsourced transports and then sells them to the end customer, the fixed costs for the company which orders the service from the actual carrier are very low. Most end customers want the transports costs charged by fixed rates, because then the transports costs are known before the actual transport has taken place. If the company who buys and re-sells the transports has a transport planner, who is able to organize return loads, it is always better to buy the transports based on km/hourly- rates and re-sell the transports with a fixed price. When the company does not have any resources to plan the transports, the transports should be bought and sold by fixed rates. Large equipment rental companies, which buy and re-sell a large amount of transport services, typically use the methods that were mentioned before (buying based on amount of kilometers or hours, selling with fixed prices).

5 TRANSPORTS IN THE EQUIPMENT RENTAL BUSINESS

An equipment rental company can have several different types of transports, depending on the company's size, rental fleet, customers and geographical locations. The most common form of transport is road transports, but depending of the company's needs, also other forms of transports can be used. The transport types mostly depend on the size of the rental company. A small company with only on rental depot usually only has customer deliveries, return transports and transports related to purchasing or selling equipment. Larger companies can have in addition to those transfers between depots, strategic equipment transfers and international transports between country organisations.

5.1 Customer deliveries and pick ups

he most important transport type of Ramirent Finland is the customer delivery. These transports are usually also the most time critical, because the customer needs to have the equipment on his site at the right time as he has ordered the equipment. The customer usually orders the transport at the same time as he orders the equipment. The equipment is then loaded on a truck at Ramirent's depot and the driver takes the waybill with him. As the equipment is unloaded at the customer site, the customer writes his signature on the waybill and the equipment is then considered as received by the customer. The customer delivery (and pick up) is the only transport type where Ramirent gets income from. Ramirent transports only its own equipment, otherwise Ramirent would be considered as a transport company and would then need a official permit for domestic road transports.

5.2 Internal transfers

Internal transfers are equipment transports from a rental depot to another rental depot. This means, that these transports can usually not be charged from the customer. Internal transfers are done for two reasons: transfer of broken equipment for repair/maintenance or lack of equipment in the depot. The smaller equipment are usually picked up by the customer so every depot needs some equipment in its stock to avoid a shortage of equipment, when a customer visits the depot. Internal transfers can also be seen as strategic transfers. For example a rental company assumes or knows, that a large customer project will start in the near future. The company can prepare for this, by transferring more equipment to the closest depot of the customer's site.

5.3 Equipment replacement transports

If the equipment breaks down during the rental period and the customer still needs the equipment, the broken equipment needs to be replaced by new working equipment. Sometimes the customers schedule can be so flexible, that the equipment can be repaired on site, but usually replacing the equipment is a better option, because the repairing conditions on the site are often not nearly so good as in a rental depot or workshop. If the breakage is not the caused by misuse of the equipment, customer is not charged of the transport or replacement.

5.4 International transports

The international rental equipment transport types can be divided into three different subtypes:

- equipment transfers between Ramirent countries
- purchasing new equipment from abroad
- selling old equipment abroad.

5.4.1 Equipment transfers between operating countries

There is a lot of capital invested in the rental equipment and so it is very important, that the utilization of the rental fleet is constantly monitored. If in some operating country the utilization goes down, the company seeks for new markets for the equipment first internally from other Ramirent countries. This means, that the equipment has to be transferred from a country to another. If there is not a customer order for the equipment, the transport costs are paid by Ramirent.

5.4.2 Purchasing new equipment from abroad

The majority of Ramirent Finland's equipment is purchased from international suppliers and their plants are almost always located outside of Finland. In these transports the most critical success factors are the delivery time and the price of the transport. Sometimes the transport is organized by the supplier, but usually Ramirent Finland organizes the transport. In this transport type the transports costs are added to the capital value of the equipment and not included in the normal variable transport costs.

5.4.3 Selling used equipment abroad

When the economical life cycle of the rental equipment has come to its end, the equipment needs to be scrapped or sold. In the case of selling, the equipment is usually sold outside of Ramirent's market area. This is done so because Ramirent does not want to fill its market areas with used rental equipment, which could affect the on market demand and supply of rental equipment. The used equipment is mostly sold in large batches on big international equipment auctions.

6 TRANSPORT PROJECT

Before the restructuring of Ramirent Finland's transport management, Ramirent Finland had no centralized transport management or organization. This meant that nobody one was solely responsible of possible losses or profits in transport business. Transport profitability was not actively followed, and it was not held as an important part of the business. Sometimes it was even thought, that transportation costs are included in the rental price and, thus it was considered to be a non-issue. The problem in this thinking was that if the transport costs were included in the rental price, how could one then define what is the correct rental price for the equipment was if you didn't know the exact costs of the rental? In good times the rental prices were high because of the growing demand and thus the transport cost does not play a significant role in the total cost structure. It was also thought, that cheap and fast transports were just good service and the customers were not willing to pay extra for these things, and these costs were included in the rental price.

When the financial situation in Finland went downward and the rental price levels sunk, the company started to pay more attention to the cost structure of the variable costs of the rentals. This meant, that all additional operating costs were taken into observation, and it was soon noticed, that transportation was a major part of these costs.

6.1 Competitive bidding

An essential part of the transport project was the competitive bidding. The project team prepared three different types of tenders and sent them to all current transport subcontractors and also to new companies, who's services Ramirent had not used before. The things that were asked in the tenders were the prices, the company's transport equipment, quality assurance, ERP & transport planning software, transports order methods, training and qualifications of the drivers and the geographical area in which the company operates. The three different types of tenders were: tender for local transports, tender for Service Center area transports and long haul tender. The major difference between the three different tender types was the way of asking the prices; fixed (kilograms and distance from depot) and hourly prices for the local transports, and kilometer/hour- based prices for long haul.

6.2 Selecting the transport companies

As a result of the competitive bidding, a group of transport companies were selected to further negotiations with Ramirent. In these negotiations, the important discussion topics were the prices and the levels of services that the transport companies had to offer. The most important factors in the service level discussions were the transport capacity, and the response time to transports orders. In long haul the service level was weighted more important than in the local (short) transports. Because of Ramirent's vast geographical presence, a large transport network was essential. The price comparisons were done by putting the prices in an Excel-sheet (appendix no. 2, Transport price comparison).

6.3 Transport contracts

After the selection process, contracts were done with the chosen transport companies. In the selection process, Ramirent divided the selected transport companies into two different groups: A suppliers and B suppliers. The majority of all transports were given to A suppliers and B suppliers are used if necessary (special transports or lack of A suppliers transport capacity). The content of the transport contract templates is identical, except for the first chapter in which the different types of transports are defined and, that is the transport company a A or B supplier (appendix no. 3, transport contract template). The prices are not included in the transport contracts, but they are separate attachments which can be updated without changing the actual contract.

6.3.1 Contract appendices

As described in the previous chapter, all new transport contracts were made identical, except for the suppliers information and appendices. The appendices which were used were price appendices, contractors liability appendix, and a list of subcontractors that the supplier was going to use. Also the contractors liability documents were attached to the Ramirent's copy of the contract. This however is problematic, because if the financial situation of the supplier changes, the contractors liability documents are outdated (the documents only show the suppliers state at the moment when the documents are printed out).

6.3.2 Contractor's liability

The goal of the Finnish government is to eliminate grey economy from the construction industry. For this reason, the Ministry of Employment and Economy and the Finnish Tax Administration have increased the monitoring of the companies, which work in, or indirectly in, the construction industry. The key component of this is the act on the contractor's obligations and liability when work is contracted out. In practice this means, that the company which purchases the services from a contractor, has to check, that the contractor has fulfilled all of its obligations and these things have to be constantly monitored. The most common way to achieve this (when talking of the construction industry) is, that all of the contractors are obligated to join a web-portal, which checks all the necessary documents automatically every three months. The most popular web-portal that the Finnish construction sector uses, is the Tilaajavastuu.fi- portal. The tilaajavastuu.fi- portal provides updated information from all the companies which have joined the service and many large construction companies are not willing to co-operate with companies that have not joined this portal.

6.4 Service model

The basic idea of Ramirent's transport service model is, that the customer does not have to order transports separately, but the customer gets the transportation from Ramirent. This means, that all the transport responsibilities (for example in case of transports damages) has Ramirent. This usually also supports the customer's purchasing strategy, because the majority of larger companies want to centralize their purchases of services and goods to fewer suppliers. This way of working means, that the transport cost will be charged on the same invoice as the rental costs, and the whole invoice is then easier to target to a sub-project or project phase.

The internal service model has the same basic idea as the service model with the external customers; the sales people do not have to organize the transports by themselves, but they simply order the transports at the same time as they order the equipment from a SC or a Hub. This means that they have more time for their actual work, which is selling services and interacting with customers.

6.4.1 Transport manual and implementation

When a new process or way of working is in the implementation phase, the biggest challenge is that how can it be spread out through the whole organization as smoothly as possible. This is especially a major challenge in a spread out service industry organization which depends largely on human capital. The processes of the machine rental industry cannot be automated like a production line of a factory; the whole process is in fact mainly driven through by people who work in the companies. Services are difficult to automate.

The way that the project team started to think through the implementation was, that first of all, the new ways of working needed to be written down in simple instruction booklet, which could be easily distributed throughout the organization. The instruction booklet was named Transport Manual and it was printed out and given to all the people who work at Ramirent Finland in outlets, depots, hubs or sales. In addition to this, the project team visited all of the outlets and explained personally the meaning of the manual and the new way of working with transports. The basic idea was to keep the things as simple as possible for the people who work with sales.

6.4.2 Transport team

The new processes are based on “internal outsourcing”, which means that the people who work with sales, order the transports internally from a SC. This lays down a challenge for the logistics organization, the company has to have people who have above average knowledge of transportations and logistics. Construction rental equipment companies have traditionally good competences in the customer’s processes (construction), but the current challenges demanded more insight in logistical issues.

For this reason the project team started to search and to pick the personnel who would organize and to order the transports. Some new transport coordinators were recruited and also some current employees were offered a new career in logistics and transports. In every SC and Hub there is at least one transports coordinator who takes internal orders and organizes the transports for customers. Because of the current lack of transport optimization software, the actual coordination work is mostly done by email and phone. This will however change in the near future, because the new ERP- system which Ramirent is currently implementing will include transports optimization and coordination functions.

6.4.3 Transport pricing

The project team laid down two important features for transport pricing: the pricelists should be as simple as possible and the same prices should be used everywhere in Finland. In the past Ramirent used different pricelists in different areas and this caused puzzlement among customers. Also to keep the prices simple, it was decided that the majority of the prices should be fixed. When charging by hourly rates, the customer can never be sure, that how much the actual price will be. By using a fixed price (both in purchasing and selling), all parties know in beforehand what the price will be. In case of deviations caused by the customer, extra fees are possible to charge, but the basic transport price is always fixed (appendix no. 6 pricelist for local transports)

6.5 Optimization of own transport fleet

In the past, Ramirent did almost all of the transports by using its own transport fleet. Due to the challenges in cost reduction and the transformation of the rental equipment fleet, more transports had to be outsourced to specialized transport companies. This development started the process of reducing and optimizing Ramirent's own transport fleet. To find out what the actual utilization rate and incomes of the fleet was, these things needed to be observed on a vehicle level. This was done by a filling up a driver's report of every truck and van (appendix no. 7 drivers report). The report is filled up every day and all of the transports are written down in the report. The local manager collects the information to an excel- sheet and then compares the vehicles income to the costs. The country-level incomes and costs are monitored by the logistics manager and in case of deviations, the logistics manager can also check the vehicle level incomes and costs from the driver's reports (income) and reporting system (costs). By monitoring the costs and income this way, it showed what vehicles are un-profitable and needed to be sold or transferred to a different depot. The overall result of the optimization was, that the majority of Ramirent's own trucks were sold.

6.6 Transport Sales

The basic selling argument for selling transportations is, that it reduces customer responsibilities and the workload of the customer. Because Ramirent uses trained drivers, the driver has also the basic knowledge in how rental equipment works and hence, is able to give the customer instruction how to use the equipment. This is also a essential part of Ramirent's service model; even if the driver comes from a transport company, the driver has to give the customer basic user instructions if needed. Transports are sold almost always with fixed prices to the customer. Sometimes hourly rates can be used if the transport includes waiting hours or installation work; for example lifting modules to the worksite or installing a tower crane or mast climber.

7 RESULTS

The first results of the project were already seen after two months from the project start. The transport profitability turned from negative to positive and the transports margin started to increase towards the target level on the third quarter of 2011. The transport margin is being followed systematically, both on a country level and also on depot and area level. The functionality of the transport services has also improved, because of the professionals who are now organizing the transports. A major result from the project is that the buying and selling of transports had been separated. The purchasing of transport services is done in a centralized way and this keeps the price levels easier to control. The selling of transport services has also become more systematic. The sales personnel do not have to decide what the right margin for the transports is, but they offer the transports based on prepared pricelists.

This project also created a new way of thinking and doing things in a more systematic way. A good example of this new way of thinking is the transport manual. It is the only instructional booklet in which all transport issues are covered. Previously the company had several rules and instructions which were not in the same place. This off course resulted problems especially when processes needed to be updated. When you have all information in the same place, it is easier to control.

The biggest impact of this project was the financial improvements, which were noticeably better than expected. The income and costs are now under control and the improved profitability gives more room to operate for example with strategic fleet transfers. The project also resulted major cut downs in the company's own truck fleet which in addition to costs savings, also reduced the amount of administrational work that the company had when owning a large vehicle fleet.

8 CONCLUSIONS

During the course of the project it came clear, that in this kind of business development projects which have a clear scope, things need to be kept as simple as possible. Rather than laying down an extensive business plan, one should rather try different solutions and ideas in practice. A key success factor also was, that the project team had a high level mandate to change things. If the company's top management is not committed to the project, it probably will not succeed. In this case however the CEO of the company, and the strong commitment of the Fleet Manager, ensured the local compliance. In projects like these, there will always be a certain amount of internal resistance, because it changes the way of how people work. There are several ways of how to deal with internal resistance, in this project the project team "sold" the new ideas to the personnel by the idea, that this increases profitability and makes their work easier. Successful depots were made public and through this, the organization saw the benefits of the new processes.

The project's success was also noticed by the company's group management and the project was made into a best practice case, which results can be also used in other Ramirent countries. At the moment there are similar ongoing projects in other countries that use the findings of the Finnish project. The way that the project was conducted, is at the moment also used in other business development projects at Ramirent Finland.

REFERENCES

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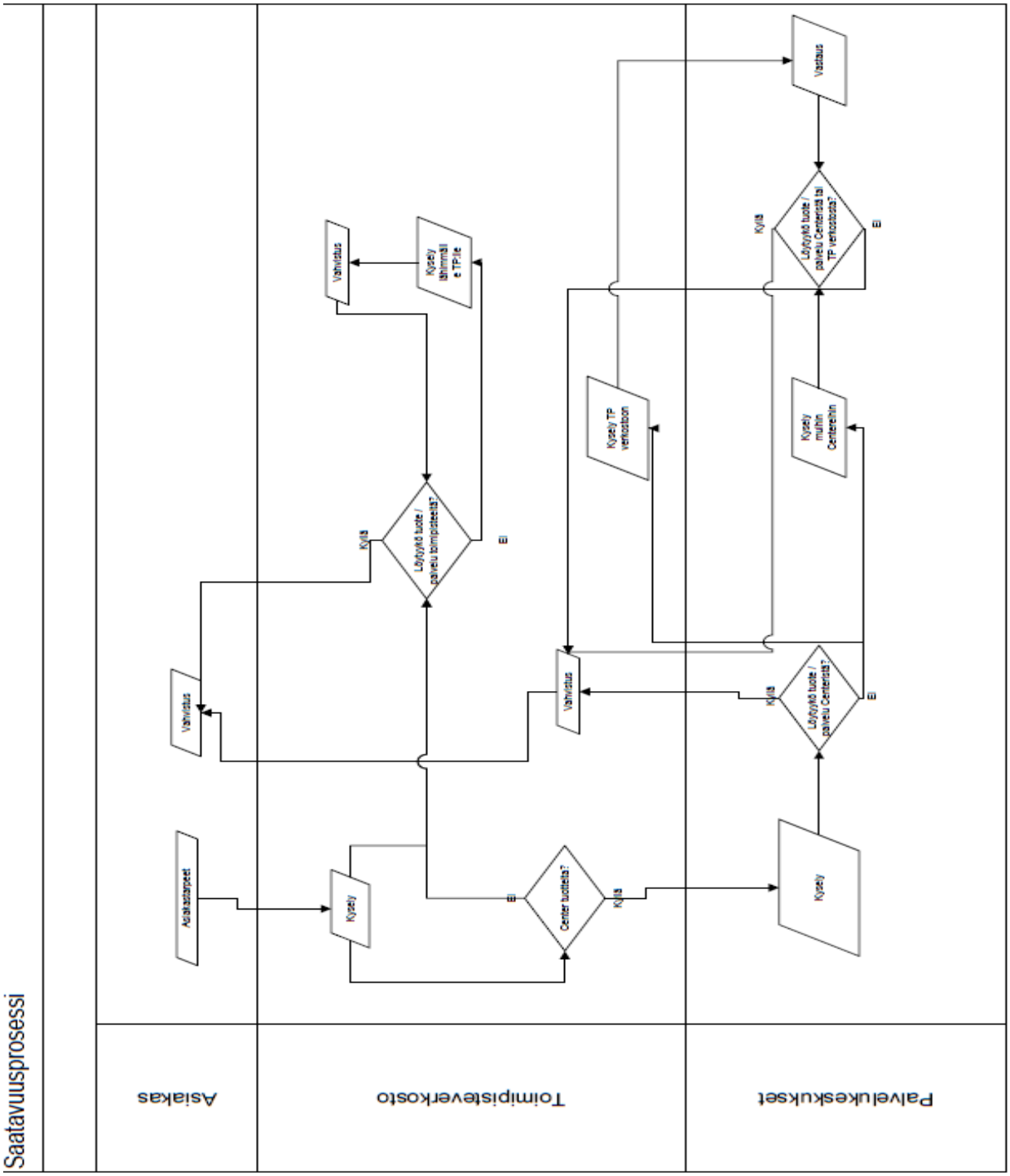
Carr, Green & Leong 1998, Decision Line- magazine September / October 1998. Atlanta: Decision Sciences Institute.

Donald Waters 2007, Global Logistics: New Directions in Supply Chain Management. London: Kogan Page Limited

APPENDIX 1 AVAILABILITY PROCESS CHART **1 (1)**



APPENDIX 2 TRANSPORT PRICE COMPARISON 1(1)

ITSELIIKKUVAT PUOMILAVAT	Pituus	Paino	km	HÄMEENLINNA LAHTI 100				TAMPERE 175				TURKU 170				KOTKA KOUVOLA 145				LAPPEENRANTA 210				OLKILUOTO PORI 250				JYVÄSKYLÄ 260			
				hinta	hinta	hinta		hinta	hinta	hinta		hinta	hinta	hinta		hinta	hinta	hinta		hinta	hinta	hinta		hinta	hinta	hinta		hinta	hinta	hinta	
				Yritys 1	Yritys 2	Yritys 3	Yritys 4	Yritys 1	Yritys 2	Yritys 3	Yritys 4	Yritys 1	Yritys 2	Yritys 3	Yritys 4	Yritys 1	Yritys 2	Yritys 3	Yritys 4	Yritys 1	Yritys 2	Yritys 3	Yritys 4	Yritys 1	Yritys 2	Yritys 3	Yritys 4	Yritys 1	Yritys 2	Yritys 3	Yritys 4
Genie Z-30 / Genie Z-34 / JLG E 300 AJP	5,7	5,9	HELSINKI VANTAA																												
JLG E 400 AJPN	6,6	7,1																													
JLG E 400 AJPN	6,7	6,5																													
JLG 450 AJ / Genie Z-45	6,7	6,5																													
JLG 510 AJ / Genie Z-51	7,6	7,9																													
JLG 600 AJ / Genie Z-60	8,8	10,1																													
JLG 600 AJ / Genie Z-60	8,6	13,0																													
JLG 660SJ / Genie S-65	10,2	13,8																													
Genie S-85 / JLG 860 SJ	12,9	13,9																													
Genie Z-80 / JLG 800AJ	12,0	16,0																													
JLG 860SJ / Genie S-85	12,2	17,2																													
Haulotte H32 / 41PX / Genie vst.Z-135/70	11,2	22,0																													
JLG 1250sjp /1350sj	11,8	21,0																													
HINATTAVAT PUOMILAVAT																															
Dino 125T / Omme 1050 E	6,8	1,4	HELSINKI VANTAA																												
Dino 150T / Omme 1550 EBZX	6,4	1,6																													
Dino 180 T ja 180 XT / Omme 1830 tai 1850	7,4	n.2,0																													
Dino 210XT / Omme 2100	7,6	2,3																													
Denka DK25 / Omme 2500 EZ / Dino 260 XT	9,0	2,4																													
Denka DL25 / Omme 2500 EBZ / Dino 260 XT	8,1	3,2																													
Omme 2900 EBZ	8,9	3,4																													
Omme 2900 EBZ	8,9	3,5																													

APPENDIX 3 TRANSPORT CONTRACT TEMPLATE **1(6)**

RAMIRENT FINLAND OY
Tapulikaupungintie 37
FI-00750 Helsinki, Finland
Phone +358 20 750 200
Fax +358 20 750 2882
www.ramirent.fi
Vat id No: VAT: FI20779568. Reg office: Helsinki

KULJETUSSOPIMUS

1. Sopijaosapuolet:

Urakoitsija: Yritys Oy (myöhemmin urakoitsija)
Katuosoite 1 / PL x
xx xxx Kaupunki
y-tunnus: xxxxxx-x
yhteyshenkilö:

Tilaaja: Ramirent Finland Oy (myöhemmin tilaaja)
Tapulikaupungintie 37
00 750 Helsinki
yhteyshenkilö:

laskutusosoite:
OVT 003720779568, verkkolaskuoperaattori: Basware Oyj

Ramirent Finland Oy
PL 5196

70701 KUOPIO

2. Sopimuksen tarkoitus ja laajuus

- Sopimuksen kattamat kuljetustyypit: Maantiekuljetukset
- Sopimuksen kattama maantieteellinen alue: Valtakunnallinen (tai määritelty alue)
- Urakoitsija tuottaa kuljetuspalveluita tilaajalle ja sen tytäryhtiöille

3. Palvelutaso

Urakoitsija sitoutuu resurssiensa puitteissa huolehtimaan siitä, että tilaaja saa jatkuvasti sopimuksen mukaista palvelua sopimuksessa mainittuun hintaan. Lisäksi urakoitsijan tulee edistää em. yhtiön tuotteiden markkinointia.

Urakoitsija vastaa siitä, että urakoitsijan työntekijöillä sekä urakoitsijan käyttämillä aliurakoitsijoilla on riittävä koulutus koneiden ja laitteiden käyttöön sekä asiakkaille annettavaan käytönopastukseen.

4. Kilpailu

Tämä sopimus ei sulje pois muiden autoilijoiden ja urakoitsijoiden käyttöä tilaajan em. toiminnassa.

5. Aliurakoitsijat

Urakoitsijalla on oikeus käyttää aliurakoitsijoita tämän sopimuksen palvelun tuottamiseksi. Käytettävät aliurakoitsijat tulee hyväksyttää etukäteen tilaajan yhteyshenkilöllä. Aliurakoitsijoiden tulee täyttää kaikki tämän sopimuksen ehdot ja urakoitsija vastaa aliurakoitsijoittensa tuottamista palveluista.

6. Kalusto

Urakoitsija vastaa siitä, että kuhunkin kuljetukseen käytetään aina lastaus-, purku-, ja kuljetusominaisuuksiltaan tarkoituksenmukaisinta kalustoa. Tilaaja vastaa siitä, että urakoitsijalla on viimeistään kuljetustilauksen yhteydessä käytettävissään riittävät tiedot kuljetettavasta tavarasta.

Urakoitsija vastaa siitä, että sen kuljetuskalusto on tilaajan asiakaspalvelu- sekä turvallisuusvaatimusten mukainen. Urakoitsija vastaa kuljetuskalustostaan ja kaikista siihen liittyvistä kustannuksista.

Tarkempi kuvaus tilaajan vaatimasta kalustosta voidaan tarvittaessa laittaa liitteeksi tähän sopimukseen.

7. Tavaran kuormaaminen, kiinnittäminen ja purkaminen

Tavaran kuljetuksella tarkoitetaan kuljetukseen luovuttamisen ja tavaran vastaanottamisen välistä aikaa. Tavara katsotaan luovutetuksi kuljetettavaksi, kun tavaran kuormaaminen on käynnistynyt. Tavaran kuormaamisesta vastaa urakoitsija, ellei toisin ole kirjallisesti erikseen sovittu. Tavaran kiinnittämisestä vastaa urakoitsija. Tavaran purkamisesta vastaa urakoitsija, ellei toisin ole kirjallisesti erikseen sovittu. Kuorma katsotaan puretuksi, kun kuorma on purettu kokonaisuudessaan ja kuorma on kuormakirjan allekirjoituksella kuitattu vastaanotetuksi.

Urakoitsija vastaa kaikista tilaajan tavaralle tapahtuneista vahingoista kuljetuksen aikana.

8. Vakuutukset ja muut velvoitteet

Urakoitsijan on oman toimintansa suhteen täytettävä kaikki lakisääteiset vastuut, velvoitteet ja määräykset, mukaan lukien laatu-, ympäristö- ja turvallisuusvaatimukset ja määräykset. Urakoitsija vastaa kaikkien urakoitsijan tehtävien suorittamista varten mahdollisesti tarvittavien lupien ja todistuksien hankkimisesta omalla kustannuksellaan. Tilaaja ei vakuuta urakoitsijan omistuksessa olevaa omaisuutta vahingon tai varkauksien varalta eikä vastaa urakoitsijan omaisuudelle tapahtuneista vahingoista. Tilaaja ei vastaa urakoitsijalle mahdollisesti aiheutuneista välillisistä vahingoista.

Urakoitsijan tulee vakuuttaa henkilöstönsä omalla kustannuksellaan. Tämän lisäksi urakoitsijalla tulee olla vastuuvahinkovakuutus 500 000 € saakka. Urakoitsijan tulee huolehtia siitä, että kaikki urakoitsijaa sitovat lakisääteiset maksut TEL/LEL yms. (liitteen 1:) mukaan on maksettu ja niistä on voimassa olevat dokumentit tilaajalla koko sopimuksen voimassaoloajan. Urakoitsijalla tulee olla voimassaoleva sopimus työterveyshuollosta työntekijöilleen. Mikäli urakoitsija laiminlyö edellä mainitut velvollisuutensa, on Ramirent oikeutettu purkamaan sopimus välittömästi. Lisäksi Ramirent on oikeutettu xx.xxx euron sopimussakkoon. (Jos ei tule sakkoa, tämä lause poistetaan)

9. Hinnat

Sopimuksen alaisten palveluiden hinnat on määritetty liitteissä 2. , 3. ja 4. Mahdolliset muutokset hintoihin sopimuksen voimassaoloaikana vahvistetaan molemminpuolisin allekirjoituksin.

Sopimuksen hinnat ovat kiinteitä. Urakoitsija ei laskuta polttoainelisiä tai muita vastaavanlaisia lisiä. Odotustunnit laskutetaan liitteessä 4. olevalla odotustuntihinnalla.
Kuljetuksen tilaaja määrittelee suoritteen tilauksen yhteydessä, sovelletaanko ko. tilanteessa suorite- vai kilometri/tuntiperusteista hinnoittelua.

Urakoitsija laskuttaa vain tehdyt ja tilaajan edustajan allekirjoittamien ajopäiväkirjojen ja/tai rahtikirjojen mukaiset kuljetukset.

10. Laskutus ja maksuehto

Urakoitsija laskuttaa toteutuneet kuljetukset viikoittain. Laskun liitteenä toimitetaan kopiot rahtikirjoista / ajoraporteista. Urakoitsija ei laskuta pientoimitus-, laskutus- yms. lisiä. Ensisijainen laskutustapa on e-lasku.

Maksuehto on 30 päivää netto.

11. Sopimuksen voimassaoloaika

Sopimus on voimassa x.x.xxxx- y.y.yyyy ja jatkuu sen jälkeen toistaiseksi voimassaolevana 2 kk:n molemminpuolisin irtisanomisajoin. Sopimusneuvottelut seuraavalle sopimusjaksolle on aloitettava n. 1 kk ennen sopimuskauden päättymistä, mikäli sopimukseen halutaan muutoksia. Sopimuksen irtisanominen tai purkaminen on tehtävä kirjallisesti. Irtisanomisen tai purkamisen katsotaan tapahtuneen kolmantena (3.) päivänä sen jälkeen, kun kirjattu kirje on lähetetty toiselle osapuolelle hänen tavanmukaiseen postiosoitteeseensa.

Sopimuksen päättyminen mistä tahansa syystä ei vaikuta Urakoitsijan velvollisuuteen suorittaa loppuun kesken olevat toimitukset.

12. Työturvallisuus

Urakoitsijalle tai hänen määrittämälle vastuuhenkilölle on kerrottu sopimushetkellä tiedossa olevat työkohteeseen liittyvät laatu-, ympäristö- sekä työturvallisuusvaatimukset ja määräykset. Tiedot kuitataan vastaanotetuksi tämän sopimuksen allekirjoituksella.

Urakoitsija on velvollinen pitämään itsensä tietoisena ja ajan tasalla työkohteeseen liittyvistä laatu-, ympäristö- ja työturvallisuusvaatimuksista ja määräyksistä. Urakoitsija on velvollinen huolehtimaan siitä, että työntekijöillä, jotka työskentelevät työkohteessa on voimassa olevat kuvalliset henkilökortit. Lisäksi urakoitsija on velvollinen kouluttamaan työntekijöille työkohteen liittyvät laatu-, ympäristö- ja turvallisuusvaatimukset ja määräykset. Tilaajan pyytäessä, edustajan on esitettävä näyttö koulutuksen suorittamisesta. Urakoitsijan on viiveettä tiedotettava Tilaajalle havaitsemistaan puutteista työturvallisuudessa, Tilaajaan työjärjestelyissä, mukaan lukien puutteet Tilaajan kalustossa.

13. Ylivoimainen este

Jos tilaajan velvollisuuksien täyttäminen estyy tai viivästyy ylivoimaisesta tapahtumasta tai muista sellaisista olosuhteista, joihin tilaaja ei ole pystynyt vaikuttamaan, ei tilaaja ole vastuussa näin mahdollisesti aiheutuneista vahingoista tai kustannuksista.

14. Sopimusvelvoitteiden laiminlyönti

Jos jompikumpi osapuolista tämän sopimuksen mukaan olennaisesti laiminlyö velvollisuuksiaan, eikä oikaisua tapahdu viikon kuluessa siitä vaatimuksen saatuaan, tai jos jompikumpi osapuoli lakkauttaa maksunsa, asetetaan konkurssiin tai joutuu selvitystilaan tai on hakenut yrityssaneerausmenettelylain mukaista yrityssaneerausta, on toisella osapuolella oikeus purkaa tämä sopimus päättymään välittömästi. Urakoitsijan omistuksen tai merkittävän henkilömuutoksen tapahtuessa on tilaajalla oikeus purkaa sopimus päättymään välittömästi.

15. Erimielisyyksien ratkaisu

Tästä sopimuksesta mahdollisesti aiheutuvat erimielisyydet pyritään ratkaisemaan sopijaosapuolten välisin neuvotteluin. Mikäli näin ei päästä yksimielisyyteen, ratkaistaan erimielisyydet tilaajan kotipaikan alioikeudessa. Tähän sopimukseen sovelletaan Suomen lakia.

16. Päiväys ja allekirjoitukset

Tätä sopimusta on tehty kaksi samansanaista kappaletta, yksi molemmille osapuolille

Helsingissä, ____ päivänä 2011-xx- xx

Ramirent Finland Oy	yritys Oy
n.n	n.n

Liitteet:

Liite 1: MO 0400.L01

Liite 2: Hinnastoliite, täydet kuormat - hintataulukko

Liite 3: Hinnastoliite, tuotehinnat - hintataulukko

Liite 4: Hinnastoliite, yksikköhinnat

APPENDIX 4 REQUEST FOR PROPOSALS **1(3)**

RAMIRENT FINLAND OY
Tapulikaupungintie 37
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www.ramirent.fi
Vat id No: VAT: FI20779568. Reg office: Helsinki

Hyvä kuljetuskumppani

Ramirent Finland Oy on käynnistänyt mittavan kuljetustoiminnan uudelleen organisoinnin. Kuljetuskehitysprojektissa määritellään Ramirentin erilaiset kuljetussuoritteet ja kuljetustarpeet, selvitetään oman toiminnan ja ulkoisen toiminnan yhteensovittaminen, sekä kartoitetaan kuljetuskumppanien halukkuus osallistua kuljetuspalvelun yhteiseen kehittämiseen.
Osana tätä uudistusta haluamme valittujen kumppanien sopimukset uudistaa ja yhdenmukaistaa.

Ramirent Finlandin kuljetuspalvelu voidaan jakaa karkeasti kolmeen kategoriaan

1. Toimipisteen paikalliskuljetus
2. Palvelukeskusohjattu kuljetus palvelukeskuksen lähialueella
3. Valtakunnallinen ”pitkän matkan” kuljetus

Tämä yhteydenotto liittyy ensisijaisesti kategoriaan 2. Tämä tarjouspyyntö koskee ensisijaisesti Ramirent Finland Oy:n XXXXX- palvelukeskuksen lähialueita (max. n.150 km säteellä palvelukeskuksesta)

Tavoitteemme on, että tämän selvityksen myötä löydämme kuljetuskumppanit, jotka kehittävät ja haluavat kehittää toimintaansa yhdessä kanssamme. Meidän halumme on keskittää kuljetusostot valituille kumppaneille.

Pyydämme Teiltä ystävällisesti selvityksiä seuraaviin asioihin

1. Sähköinen laskutusjärjestelmä
   Käytättääkö yrityksenne sähköistä laskustusjärjestelmää? Mahdollistaako järjestelmänne laskujen räätälöinnin tilaajan toiveiden mukaiseksi?

2. Tietojärjestelmät
   Hallitaanko yrityksenne kuljetuksia jollakin ajojärjestelyohjelmalla? Onko autoissanne esim. paikannusta, jonka avulla tilaaja voisi seurata autojen liikkeitä reaaliajassa? Onko autoissanne käytössä ajoneuvopäätteitä, joihin tilaaja voi lähettää kuljetustoimeksiantoja?

3. Kuljetuskalusto
   Selvitys yrityksenne kuljetuskalustosta: kuljetusajoneuvotyypit, kokoluokat sekä ajoneuvomäärät. Kykeneekö yrityksenne hoitamaan ADR- kuljetuksia?

4. Kuljettajien ammattitaito
   Selvitys yrityksennne kuljettajien ammattitaidosta ja kyvykkyydestä käsitellä tilaajan erikoiskalustoa sekä kuljettajan mahdollisuus antaa vastaanottajalle tuotteen käytön opastusta.
5. Turvallisuus
   Selvitys kuljettajienne turvallisuuskoulutuksesta. Kuinka monta kuljettajaa on käynyt nostinkoulun ja saanut nostinkortin. Onko kaikilla kuljettajilla trukinajokortit?
6. Toiminta-alue
   Määritelmä alueesta tai alueista, mille haluatte tarjota kuljetuspalvelua ja millä näkemyksenne mukaan palvelunne on kustannustehokkainta?
7. Hinnoittelu
   Pyydämme hintatarjoustanne seuraavanlaisilla tavoilla; Suoritepohjaisesti (paikalliskuljetushintataulukko) sekä kilometri ja tuntiperusteisesti.

   Liite 1. Paikalliskuljetushintataulukko

   Tilaajalla (Ramirent Finland Oy) tai sen edustajalla on oikeus päättää mitä hinnoittelutapaa kulloinkin käytetään.

   Kykeneekö yrityksenne tarjoamaan jotakin lisäarvopalveluita (esim. työmatilojen asennukset tai mastolavojen/hissien asennukset)? Kuinka nämä palvelut on hinnoiteltu?

Maksuehto: vaihtoehdot 30 pv / /45 pv / 60pv / muu yli 60 pv

Vastaukset ja tarjouksenne pyydämme 7.3.2011 mennessä osoitteella

RAMIRENT FINLAND OY

PL 31

Tapulikaupungintie 37

FI-00751 HELSINKI, FINLAND

KULJETUSPALVELUT

Kuljetustoiminnan käytännöt ja ohjeet

Ramirent Finland Oy
Tapio Christiansen

1.7.2011. Versio 1.1

RAMIRENT
LET'S SOLVE IT

Sisällys

Sivu

RAMIRENT LET'S SOLVE IT

1. Kuljetustyypit

- Toimipisteen paikalliskuljetukset
- Center-ohjatut kuljetukset
- Lavarahti

1.1 Kuljetusten hinnoittelu

- Kuljetukset hinnoitellaan voimassa olevien kuljetushinnastojen mukaan.
- Paikalliskuljetukset hinnoitellaan paikalliskuljetushinnaston mukaan.
- Pitkän matkan kuljetukset hinnoitellaan pitkän matkan kuljetus-hinnastojen mukaan. Mikäli et löydä oikeita paikkakuntia hintataulukoista, kysy oikea myyntihinta lähimmästä Centeristä tai käytä lavametrihinnastoa. Voit myös valita jonkun toisen paikkakuntavälin, jossa on sama matka ja hinnoitella kuljetuksesi sen mukaan.
- Pitkän matkan kuljetushinnastoja on kolme:

  1. Työmaatilat ja kontit

  2. Muotit, turvatekniikka ja telineet

  3. Nostimet, maanrakennuskoneet, rakennuskoneet
- Lavarahtia sekä lavametrihinnoittelua varten on omat hinnastot. Otathan huomioon lavametrihinnastoa käyttäessäsi, että hinnasto ei sisällä nosturi- tai ajoramppipurkua. Lisää tarvittaessa nosturi- tai odotustunteja.
- Kaikki edellä mainitut hinnastot löytyvät liitteinä tämän oppaan lopusta ja hinnastoja päivitetään säännöllisesti kuljetuskustannusten muuttuessa.
- Mikäli sinulle tulee kysyttävää hinnastoista tai niiden käytöstä, ota yhteyttä lähimpään Centeriin.

2. Toimipisteen paikalliskuljetukset

- Toimipisteen paikalliskuljetukset ovat sellaisia kuljetuksia, jotka toimipiste hoitaa itsenäisesti toimipisteen lähialueilla (0-60km).
- Mikäli toimipiste sijaitsee Centerin läheisyydessä, paikalliskuljetukset tilataan Centeristä.
- Kuljetukset hinnoitellaan kulloinkin voimassaolevan paikalliskuljetus-hinnaston mukaisesti.
- Mikäli toimipisteellä ei ole omaa kuljetuskalustoa; kuljetukset ostetaan yhteistyökumppanilta, jonka kanssa Ramirentillä on sopimus. Muita kuljetusalihankkijoita ei saa käyttää.
- Varastosiirrot tilataan lähimmästä Centeristä

3. Center-ohjatut kuljetukset

- Centereissä työskentelee ajojärjestelystä vastaavia henkilöitä. Heidän tehtävänään on järjestää kilpailukykyisiä sekä laadukkaita kuljetuksia. Ajojärjestelystä vastaavat henkilöt saavat jatkuvaa koulutusta tehtäviinsä ja heidän tietonsa ja taitonsa pysyvät aina ajan tasalla.
- Centeristä tilattujen tuotteiden kuljetukset järjestää Center, ja ovat näin ollen Center-ohjattuja kuljetuksia.
- Kaikki pitkän matkan kuljetukset (yli 60km), ovat Center-ohjattuja kuljetuksia.
- Ulkomaan kuljetukset ovat Center-ohjattuja kuljetuksia.
- Kuljetukset tilataan toimipistettä lähimpänä olevasta Centeristä.
- Erikoiskalustokeskukset (Hyvinkää, Orivesi, Hakkila) hoitavat kuljetukset yhteistyössä Centereiden kanssa.

Kuljetusjärjestelijät ja kuljetustilausosoitteet

Centerit

Center Oulu
center.oulu@ramirent.fi

Center Kuopio
center.kuopio@ramirent.fi

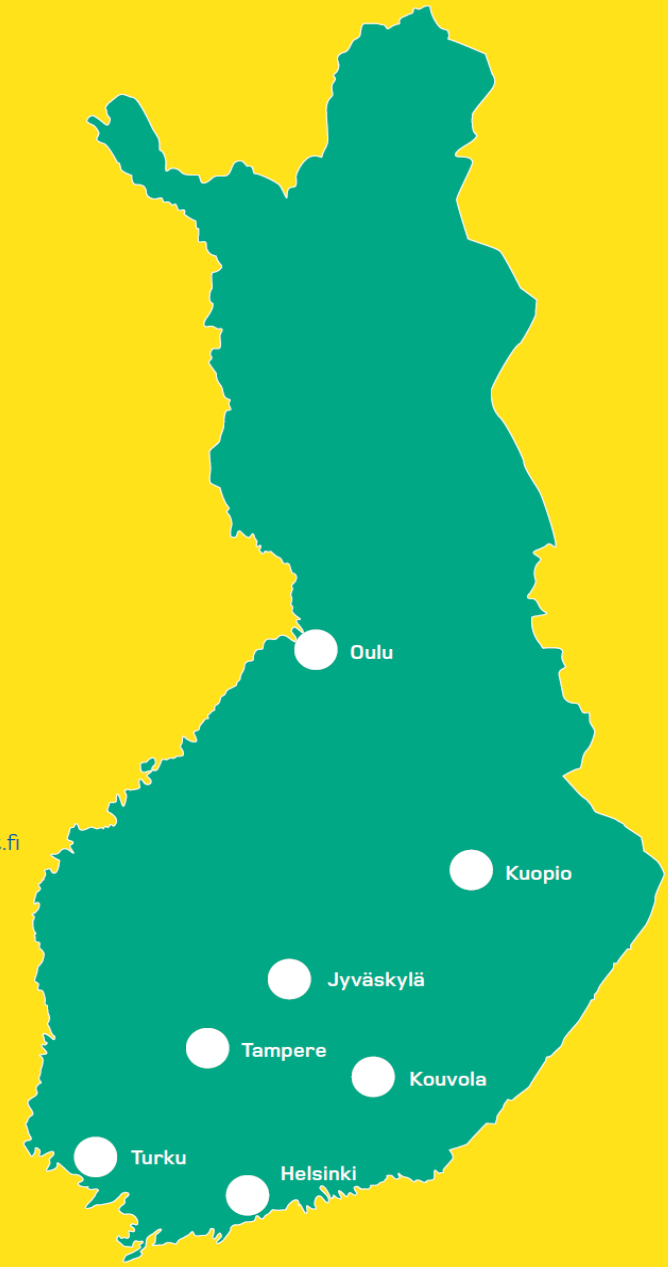
Center Jyväskylä
center.jyvaskylä@ramirent.fi

Center Tampere
center.tampere@ramirent.fi

Center Kouvola
center.kouvola@ramirent.fi

Center Turku
center.turku@ramirent.fi

Center Helsinki
kuljetukset.helsinki@ramirent.fi



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3.2 Center–ohjatut kuljetukset

Kun tilaat kuljetuksia, käytä ensisijaisesti tilaustietolomaketta ja kirjoita lomakkeeseen ainakin seuraavat asiat:

- Omat yhteystietosi
- Kuljetettava tavara (raminumero, muut tiedot)
- Lastauspaikka ja aika (milloin aikaisintaan ja milloin viimeistään)
- Purkupaikka ja aika (milloin aikaisintaan ja milloin viimeistään)
- Yhteyshenkilöt purku ja lastauspaikoilla
- Toimipiste johon rahtikulu kohdistuu sekä onko kyseessä varastosiirto vai asiakkaalta veloitettava rahti?
- Mahdolliset kuljetukseen liittyvät erityisvaatimukset: Nostot, asennus, ADR, asiakkaalle annettava koulutus jne.
- Tilaustietolomake löytyy liitteenä tästä oppaasta sekä toiminta-järjestelmästä.

3.3 Varastosiirrot

- Varastosiirrot ovat sellaisia kuljetuksia, joissa tavara siirtyy toimipisteeltä toiselle eikä rahtikuluja saada veloitettua asiakkaalta.
- Työmaalta palautuvan kaluston kuljettaminen ei ole varastosiirtoa.
- Center- ja kalustokeskuskalusto pitää aina palauttaa Centeriin/kalusto-keskukseen, eikä toimipisteelle!
- Center- ja kalustokeskuskaluston palautuskuljetus on veloitettava asiakkaalta rahtihinnaston mukaan Centeriin/kalustokeskukseen asti!
- Varastosiirtokuljetukset tilataan lähimmästä Centeristä.
- Toimipiste hoitaa kuitenkin itsenäisesti lavarahdiksi luokiteltavat varastosiirrot.
- Välttäkää tavaran toimittamisessa välipurkuja toimipisteelle, pyrkikää lähettämään tavarat suoraan työmaalle.
- Varastosiirrot ovat meille iso kustannuserä, joten vältetään turhia varastosiirtoja!

4. Lavarahti

- Lavarahdilla tarkoitetaan kuljetusta, jonka tavaramäärä mahtuu yhdelle FIN-lavalle, EUR-lavalle tai näitä pienemmälle kertakäyttöpalletille tai kuljetuskehikkoon.
- Lavarahdit tilataan valtakunnalliselta sopimuskumppanilta (tällä hetkellä Transpoint).
- Huomioi, että edullista lavarahtia voi käyttää myös lyhyisiin kuljetuksiin.
- Rahdit hinnoitellaan lavarahtihinnaston mukaan.
- Mikäli kuljettavaa tavaraa on enemmän kuin 3 FIN-lavaa, ole yhteydessä lähimpään Centeriin. Centerillä voi olla vajaita kuljetuksia, joihin mahtuu muutama ylimääräinen lava.
- Käytä ensisijaisesti sähköistä tilausta tilatessasi Transpointilta kuljetuksia. Sähköistä tilausta käyttämällä saamme kustannussäästöjä ja kuljetusten sekä laskujen jälkiselvittely on helpompaa. Mikäli sinulla ei ole tunnuksia Transpointin järjestelmään, ole yhteydessä lähimmän Centerisi kuljetustiimiläiseen.
- Transpointia voi myös käyttää yksittäisten, FIN-lavaa isompien tuotteiden kuljetuksiin. Nämä kuljetukset tulee aina tilata Transpointin internet-tilausjärjestelmän kautta ja tilausta tehdessäsi, varmista kuljetuksen ostohinta syöttämällä järjestelmään tuotteen paino sekä mitat.

Erityistapaukset

- Isot kuljetuserät sekä ulkomaan kuljetukset ovat aina Center-ohjattuja kuljetuksia.
- Isot kuljetuserät (esim. isot työmaatila toimitukset) ovat aina erikseen kilpailutettavia kuljetuksia. Kuljetusten kilpailuttaminen hoidetaan Centerissä.
- Isot toimituserät sekä ulkomaan kuljetukset pitää AINA tilata Centeristä!

Esimerkkejä hyvin pakatusta lavarahdista

Kuljetuskehikko

Kuljetuskehikko

FIN-lavoja

FIN-lavoja

Mikäli tilaat lavarahtikuljetuksen Transpointilta ylisuurille lavoille, varmista kuljetuksen ostohinta Transpointin sähköisestä tilausjärjestelmästä.

Tavarat tulevat lavan laitojen yli, kuljetuksen hinta nousee.

Tavallisen lavarahdin pituuden ylittävä kuorma. Varmista kuljetuksen ostohinta Transpointin sähköisestä tilausjärjestelmästä.

FIN-lavan tai kehikon laitojen ylittävissä kuormissa, kuljetuksen hinta on normaalia suurempi. Varmista ostokuljetushinta Transpointin tilausjärjestelmästä tai ota yhteyttä lähimpään Centeriin.

Kuljetuskalustoa

Nosturilla varustettu "nuppi" kuorma-auto. Nuppiin mahtuu n. 7 lavametriä tavaraa.

Ajorampeilla varustettu puoliperävaunu. Puoliperävaunuun mahtuu n. 13 lavametriä tavaraa.

Täysperävaunuyhdistelmä johon mahtuu n. 21 lavametriä tavaraa.

RAMIRENT LET'S SOLVE IT

Kuljetusten laskuttaminen

- Kuljetuksen laskuttaa asiakkaalta AINA se kuka myös tekee vuokrasopimuksen.
- Kuljetukset veloitetaan samalla kun vuokrasopimus tehdään.
- Oikea kuljetusveloitus löytyy kuljetushinnastosta.
- Tiedot lisäkuluista saat Centerin kuljetusjärjestelijältä, veloita ne RAMI:ssa erillisellä rivillä.
- Kuljetukset veloitetaan aina todelliselta lastauspaikalta – purkupaikalle, eli kun asiakkaalle tehdään tarjousta, kuljetuskustannuksia EI lasketa oman/lähimmän toimipisteen sijainnin mukaan!
- Paluukuljetusrahdin veloittaa se, joka palauttaa tuotteet RAMI:ssa ja rahti veloitetaan **aina** palauttamisen yhteydessä.

Rahtilaskut ja niiden käsittely

- Kuljetuksen järjestäjä (esim. Centerin ajojärjestelijä) tarkastaa ja tiliöi rahtilaskut.
- Toimipisteverkostoa koskevissa kuljetuksissa rahtilasku lähetetään Palvelupäällikölle hyväksyttäväksi.
- Rahtikulut kohdistuvat yleensä **aina** johonkin toimipisteeseen. Erityistapauksissa kulut voivat kohdistua tuotelinjalle, mutta siitä on erikseen sovittava tuotelinjapäällikön kanssa!

Vastuut

Kuljetusalihankkija

- Sopimuksen mukaisen palvelun toteutumisesta vastaa kuljetusalihankkija.
- Kuljetusalihankkija vastaa sovituista aikatauluista.
- Kuljetusalihankkija vastaa siitä, että kuljettaja kykenee antamaan asiakkaalle koneen käytönopastuksen.
- Kuljetusalihankkijat ovat sitoutuneet turvallisuusmääräyksiin.

Kuljettaja

- Tavaran lastaamisesta ja lastauksen valvonnasta vastaa kuljettaja.
- Kuljettaja on velvollinen varmistamaan kuljetuksen tilaajalta miten kuorma sidotaan.
- Kuorman sitomisesta vastaa kuljettaja.
- Tavaran purkamisesta vastaa kuljettaja (ellei siitä ole kirjallisesti toisin sovittu).
- Kuljettaja vastaa tavarasta koko kuljetuksen ajan, sekä myös mahdollisista kuljetuksen aikana tapahtuneista vahingoista.

- Mikäli asiakas järjestää kuljetuksen itse, asiakas vastaa lastauksesta, purusta sekä kuljettamisesta.
- Tavaran lähettäjä/vastaanottaja on velvollinen keskeyttämään lastauksen/purun mikäli huomaa turvallisuuspuutteita kalustossa tai työtavoissa.
- Kaikki kuljetuksiin liittyvät poikkeamat dokumentoidaan kirjallisesti ja lähetetään Centerin kuljetusjärjestelijälle.

APPENDIX 6 PRICELIST FOR LOCAL TRANSPORTS 1(1)

Rakennuskoneiden ja –laitteiden kuljetushinnasto 1.8.2012

Toimipistekaluston paikalliskuljetuksiin

Kuljetusmaksutaulukko: Kuljetushinnat / kerta, [€], alv 0 %

Toimituserän paino kg	Alue 1 0–3 km	Alue 2 3–15 km	Alue 3 15–30 km	Alue 4 30–60 km	Muut h/km-hinta	Odotus-tunnit
0-750	59,00	63,00	86,00	110,00	66,00/1,45	61,00
750-2000	80,00	110,00	129,00	145,00	71,00/1,55	68,00
2000-4000	85,00	121,00	143,00	171,00	97,00/1,65	72,00
4000-10000	132,00	176,00	242,00	286,00	99,00/2,20	94,00
10000-20000	190,00	209,00	275,00	396,00	142,00/2,30	143,00
Adr -Kuljetukset	127,00	139,00	174,00	220,00		

Aluehinnoittelussa kilometrit lasketaan yhteen suuntaan työmaan etäisyys toimipisteestä.

Telineet: Erillinen hinnasto tai tarjouksen mukaan
Työmaatilat: Erillinen hinnasto tai tarjouksen mukaan
Muottikalustot: Erillinen hinnasto tai tarjouksen mukaan
Mastolavat: Tarjouksen mukaan

Odotusajat työmaalla ja kuormankeräilyajat laskutetaan odotustuntihinnoilla.
Kuljetuskustannusten noustessa toimittajalla on oikeus nostaa kuljetusveloitusta yksipuolisesti.

APPENDIX 7 DRIVER'S REPORT 1(1)

RAMIRENT LET'S SOLVE IT

AJORAPORTTI vers.2

[Jokaiselta päivältä oma ajoraportti]

Yritys: ______________________

Pvm: ______________________

Auto: ______________________

Kuljettaja: ______________________

Hyväksytty: ______________

						Keikka-ajo				Km - perusteinen / tuntiajo					Tilaaja täyttää		
						Alue 1. 0-15 km	Alue 2. 15-30 km	Alue 3. 30-60 km	Alue 4. 60-100 km								
Työsuorite alkaa klo	Työsuorite päättyy klo	Kuljetettu tuote / RAMI-numero	Asiakas tai Työmaa tai Vuokrasopimus	vienti / nouto / siirto	Osoite: Lastauspaikka - Purkupaikka	Kuorman paino	Kuorman paino	Kuorman paino	Kuorman paino	Nuppiajo: matkakilometrit	Matkakilometrit + perävaunu	Tuntiajo: Yhdistelmä	Tuntiajo: sis.lastaus, purku ja ajo	Tunnit: Odotustunnit	Kustannuspaikka TP	Tili / tuotelinja	Ajosuoritteen hinta