

26th June 1986

Hello All

As you will know from Tony Jones's letter there have recently been some major structural changes throughout the Company. To progress from here, if not merely to survive we all need to stand back to look, assess and instigate a course of action to make the company significantly more efficient than ever before.

Without in any way compromising SAFETY - (our utmost concern at all times) - the following points address themselves to reducing the cost of running your Expedition/Tour. This can and will be done and will most certainly not undermine the well-being of your group - quite the opposite.

The points are:

- 1) Communications
- 2) Trip Accounts and Expenses
- 3) Parts, Tools and General Equipment

1. Communications

There was a time when facilities were almost non-existent yet we operated efficiently and effectively - now that we have good services we do not always use them in this way. In whatever form, be it E.R.R.s, Telex, 'Phone or Cables, they must be really effective - recent years have shown a dramatic increase in frequency and length (which is costly) yet no actual improvement in success of the overall result.

En Route Reports (E.R.R.): Completed E.R.R.s have frequently been a topic of criticism by E.O.L. mainly because road crews have not always realised just how important they really are. The quality (not quantity) of E.R.R.s rarely fails to give the correct impression of the quality of the show you're operating. They are the basic written record of the events of a particular Expedition, Tour, Trek or Safari - they can and have been called upon in a Court of Law.

We are to introduce a simplified but more pertinent E.R.R. It places greater emphasis where it needs to be placed and it no longer shirks the real business of BUDGET and SCHEDULE.

Copies of this revised E.R.R. are attached and are to be used, please, as of now.

We are also to introduce a simple method for the noting and responding to E.R.R.s. This will be instigated by the beginning of July. It will be in the form of a simple comment sheet (E.R.R. Response) posted to you noting and commenting on facts supplied in your latest report.

Telex: Should be clear and precise - we will now adopt a class of Telex as follows: in all cases they should first state your name, location, date and then the class of telex you are sending.

Class (A): one which would merely state an AOK, C.I.H. and E.D.A. to next centre, line to be left open for any reply from E.O. In all cases this telex would never be more than the standard internationally recognised 3 minutes.

Class (B): one which has several points. May include precise information, facts or to order parts, again the line to be left open in case we return information. N.B. should also come within the 3 minute restriction.

Class (C): one which needs an explanation to a problem which may need conversation from our end. This should first state approx telex time intended. Always compile your message in rough form first thus making your actual copy passed to the Telex Operator concise and to the point.

Phone: We all know by experience that phone calls can be good to discuss matters which could not easily be done over telex. However the time taken to do it often goes unnoticed or unnoted. Before making any phone call, firstly write out your headings and points the same as a telex and stick to it. Secondly, estimate the time necessary to relay those points and state it at the the time of opening the call.

N.B. Phone is expensive and generally less effective than telex, facts can be misconstrued and forgotten - furthermore, there is not a word-for-word record to refer to at a later date. There is no time for general chit-chat. We know you're far from home, but we're sorry we simply cannot afford waffle.

Cables: Not used as much now due to better telex facilities - but often sufficient for confirmation of fund receipts, etc. In call cases use our cable address only i.e. "ENCOLAND, LONDON" and always send them FULL RATE.

2. Trip Expenses and Accounts

Every departure or programme is supplied with clear expenditure figures based on previous records. These serve as the sound basis of your Budget.

This budget should be adhered to, food expenditure should not be compromised - we are now to set budgets which among other things will clearly state a per capita minimum to be spent on food. Unscheduled delays can affect your Budget but often these expenses go virtually uncontrolled and become the excuse for a trip to be horrendously over budget and over schedule.

You will note in the revised E.R.R., questions 2 and 6 directly relate to just such Budget and Schedule. Delays and the extent then become acceptable (to you), then consequently uncontrolled and that is where the money goes. Other areas

where costs can be better controlled are:

- a) Fuel Costs: these vary from country to country. You must ensure you are in possession of an accurate guide to refer to and operate by.
- b) Camping: to use campsites on the trip to your group's advantage. They vary greatly in price and you should always negotiate the price.
- c) Supplies and Equipment: recently many, many trips have spent inexcusable amounts on supplies and equipment on vehicles which have been equipped to do the job. If you have recommendations then there is a section in your E.R.R. to cover this. It is not for you to unilaterally equip your vehicle to suit yourself.

3. Camping Equipment, Parts and Tools

Our vehicles are a well developed unit, the costs of producing this high standard are quite incredible. Without exception the equipment, parts and tools carried on them relate to a substantial figure. The following figures outline some examples of this capital investment.

1 x Tent (without poles)	102.00
1 x Cook Tent	286.00
1 x Camp Bed	24.50
1 x Set Pegs/Mallet	10.00
1 x Camp Light	20.00
1 x Fire Extinguisher	31.50
1 x Jack (reconditioned)	112.00
1 x Injector Pump (new)	566.00
1 x Set Spare Injectors	150.00
1 x Front Axle Tube-End	190.00
1 x Starter Motor	178.00
1 x Alternator	145.00
1 x Front Hub Inner Bearing	29.00
1 x Rear Hub Inner Bearing	41.20
1 x Torque Wrench	20.00
1 x Socket Set	25.00
1 x Adjustable Pliers	10.50
1 x Stillson	19.00
Cost to recover Seat Squabs (only)	180.00

Without a doubt the neglect, seen in the treatment of this equipment by yourself or your group, has risen to an extraordinary level which is costing this organisation £000s per year.

Tents: we supply top quality tents because when properly treated they can last

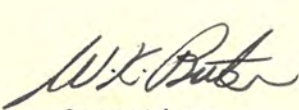
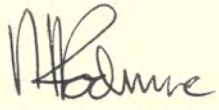
up to 4-5 years. Our operation in South America has proven this beyond doubt. However there are recent cases where new tents have been scrapped after 1 or 2 trips. This is solely attributed to neglect and laziness - groups follow by example and or direction. It is "your job" to exercise strict control and standards.

Injection Pumps: used and packed away poorly to attract moisture, sand and dirt become useless - left in this state they become unservicable and non-returnable for exchange.

Rusted Bearings: hardly get you out of a fix but the cost of replacing them may well cost you your next wage increment.

I could quote numerous other examples but our time could and should now be spent putting right the areas in which we have slipped.

Take all care

 
Operations