

# ***TSA MESEPELE TRANSLOG (PTY) LTD***

## ***COMPANY PROFILE***

### ***Consultants in Transport Planning & Management***

***Experts in Public, Local Authority & Utility Fleet Management,  
Logistics Management and  
Public Passenger Transport Planning and Operations***

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## **1. INTRODUCTION**

Tsa Mesepele Translog is Botswana registered and 100% citizen-owned Company. It is a local consultancy whose core business comprises Public Passenger Transport Planning, Fleet and Logistics Management. Our strategic approach in consultancy is to manage transfer of technical know-how from International Market. This we believe will contribute to the empowerment of our citizen and to our countries Vision 2016,.

At times, fleet maintenance operations seem to be a bottomless pit that no amount of funding can fill. By allowing Tsa Mesepele Translog to help your organisation become more competitive, an expensive, often misunderstood operation can evolve into a showcase of efficiency and generate welcomed annual savings. We have an International support from United State of America (**Fleet Counselor Service**), specialist in Public, Local Authority and Utility Fleet Management for transfer of technical know-how.

Tsa Mesepele Translog with technical support of their International expert partner strongest consulting asset is their ability to engineer and implement new way of doing business. Most importantly, the work will allow management and elected officials to understand and support fleet issues. Accompanied by successful implementation plans that actually work, work can be accomplish in weeks what some people expect would take months to achieve.

## **2. ABOUT THE COMPANY OWNER (MANAGING DIRECTOR)**

### ***Isaiah Lesele Setilo, Managing Director.***

Setilo founded **TSA MESEPELE TRANSLOG** in 2000 to provide an alternative to the limited consulting services offered in the industry. Setilo has 31 years of Transport Management experience, 20 years of which was specializing in Public Sector Fleet Management. Setilo is highly skilled in performance and economic evaluations in both public passenger transport and public sector fleet management.

1979 to 1989 was the Transport Officer at Ministry of Works responsible for Transport Statistics for all modes of transport. He served in SADCC technical committees and was a liaison officer for Botswana.

1989 to 2007 Prior to fully engagement to the running of Tsa Mesepele, Setilo was the Chief Transport Planner with Central Transport Organisation where he managed government fleet of over 10,000 vehicles.

### **2.1 Organization Affiliations:**

Setilo is a Member of the Chartered Institute of Transport of UK. BOTA Accredited fleet management trainer.

## **2.2 Additional Achievements:**

Setilo contributed substantially to the development of Public Transport Sector and development of a sound fleet utilization methodology for government fleet. He initiated development of local Public Transport routing system for urban areas. He contributed in developing a model for Public Transport Pricing System.

## **3. FLEET MANAGEMENT EXPERTISE**

### **3.1 APPROACH**

Tsa Mesepole Translog will be adopting *Fleet Counselor Service* proven approach to projects.

*Fleet Counselor Service* will perform our fleet certification testing evaluation in order to ascertain the condition of current operations. This will identify jointly to both expert support and the client how the fleet is being managed. This evaluation process will identify 20 areas of management known as "The Critical 20 Factors of Fleet Management."

The following section identifies The Critical 20 Factors of Fleet Management and the processes that will be graded. The process form part of the **Request for Proposal (RFP)** to organizations interested in engaging us to provide them with fleet management solutions to their organizations.

#### **Scoring:**

Each of the 20 categories must receive a score. Each category includes six criteria that must be answered. There are no exceptions to this rule. Should the client not be performing the task listed, the alternative solution must be scored as it represents the direction the agency, overall, has chosen to take for that category.

#### **Category 1. Client Goals and Mission Statement.**

Consultants will identify organisational direction. They will evaluate current short and long-term management plans.

#### **Category 2. Facility Condition, Size and Safety**

Consultants will evaluate the condition, size, and layout of shop space. Location of support activities such as parts room and lunchroom must be correctly placed. Working conditions for technicians and safety equipment will be evaluated. Based on the average of each class of equipment, the size will be evaluated to ensure that the facility is adequate.

#### **Category 3. Computer Systems and Technology**

Consultants will evaluate the on-site technology being used for the maintenance of the fleet.

***Category 4. Shop Equipment and Technology.***

Consultants will evaluate accessibility to maintenance records by all shop staff. They will ensure the shop has up-to-date diagnostic machines for newer vehicles or an alternative for performing diagnostics.

***Category 5. Staffing, Productivity, Quality and Activity Based Costing Analysis.***

Consultants will evaluate all fleet staff and complete an activity-based costing analysis. They will interview each fleet staff member. In the case of contract maintenance, they will evaluate past years' maintenance histories to determine the repair staff qualifications.

***Category 6. Activity Based Costing and Productivity Analysis.***

Consultants will conduct a full activity based costing analysis of your entire fleet operation.

***Category 7. Contract Work and Privatization***

Consultants will evaluate tasks such as tire maintenance, body work, seat repair, painting, etc. that may be under contract. Consultants will identify activities that should be under contract and that take up shop space and waste people's time. In cases where the entire fleet is under contract, consultants will evaluate the effectiveness of the company, the cost of doing business, level of service, and quality of parts and supplies.

***Category 8. Policies and Procedures***

Consultants will compare the contents of the existing manual to Expert custom manuals for organizations operations. A new manual will be delivered on a CD as part of the project.

***Category 9. P.M. Program, Inspections and Scheduling***

Consultants will evaluate the effectiveness and efficiency of the Preventive Maintenance (PM) program. Only through a good PM program can repair cost and downtime be controlled.

Consultants will interview the customer departments and ask if they feel the PM program is working, and if not, why not. They will identify vehicles that were scheduled for PM inspections that were not performed and find out why. Fleets should be in the PM business, not the repair business.

***Category 10. Predictive Maintenance***

Consultants will conduct a full predictive maintenance analysis of your entire fleet operation.

***Category 11. Work Flow and Paper Forms Used and Why***

Consultants will identify what happens to a request for repair after it is delivered to the shop. They will gather copies of all forms used and develop a data flow chart that shows all forms of communications, including computer interfaces, which occur until the work order is closed and the vehicle is placed on the ready line.

***Category 12. Fleet Utilization, Usage and Size of Fleet***

Consultants will perform a detailed utilization analysis for each vehicle in the fleet for the past year. Some of the fleet vehicles and equipment will be evaluated for the life of the unit to determine if the vehicle is needed or if an alternative to ownership exists. History indicates that a utilization study is the single largest generator of savings to most fleet operations.

***Category 13. Replacement Program and Funding***

Consultants will determine cost effective replacement cycles based on the revised fleet size after the utilization analysis is completed. They will compare the average age of the fleet, by class, with our recommended standards. Our standards are based on the level of service realized by your customer base, which in most cases refers to the citizens of your community.

***Category 14. Accounting Requirements, Billings to Customers***

Consultants will evaluate the annual budget development process. They will identify the following:

Labor rate calculation

Parts mark-ups

Fuel mark ups

Overhead rate (or budget %)

Profit (contract maintenance)

Consultants will then compare these markups to the private sector and other competitive organization (fleets) in the industry.

***Category 15. User Department Interviews***

Consultants will obtain service level ratings from the customer base. They will ask for recommended areas of improvement from customer departments. They will determine if downtime or cost is an issue. Downtime will be compared to consultants own downtime performance standards.

***Category 16. Parts Inventory Control, Purchasing, and Procurement***

Consultants will perform a detailed parts audit trail listing. They will also identify the annual parts turnover rate and compare it to cost effective parts management standards. If a contract for maintenance is in place, the quality of parts will also be evaluated.

***Category 17. Alternative Fuel, Hazardous Material Management***

Consultants will evaluate the alternative fuel program. They will evaluate the use of devices for accidental spills to ensure that these are strategically located. They will inspect MSDS sheets to ensure that they are placed in open areas for all employees to read.

***Category 18. Procurement Process (Vehicles)***

Consultants will ensure that the user department is involved with the acquisition process. They will also ensure that there is a process that requires a vehicle to be justified prior to purchase. They will identify methods used to determine the size and type of vehicle needed to perform specific tasks.

***Category 19. Fuel Management Program***

Consultants will evaluate the complete fuel management program to determine its cost effectiveness. They will also identify fuel resources for emergency use. The results of this analysis will clearly identify the true price-per-gallon for on-site fuel. They will then compare this price-per-gallon to the private sector fueling options and the availability.

***Category 20. Safety and Environmental Policy***

Consultants will evaluate your organizational safety program and compare the standards to existing OSHA requirements.

**3.2 ATTENTION TO DETAIL**

Vehicle and equipment inspections will provide us with a first hand observation of the true condition of the fleet. This inspection will reveal if the current PM Program is working, and if the operators are maintaining the equipment as they should. Consultants will then inspect a number of work orders for vehicles that have been repaired during the past year. The evaluation includes a computer process that will provide the following information:

- PM Program performance
- Repair cost evaluation
- Repeat repair frequency
- Operator caused repairs (damage, abuse, etc.)
- Normal repairs

Consultants will interview the shop staff and parts personnel (except if under contract maintenance). This will aid in the evaluation of labor productivity and staff morale. After the key tasks above have been completed, the level of internal fleet support will be established. This will include analysis of the parts inventory activity; tire maintenance, welding and fabrication; and general repair and preventive maintenance of the entire fleet.

Consultants will perform an activity-based labor analysis that will identify all costs and labor associated with the primary activities of the fleet. This analysis will identify use of shop labor resources.

A sample of activities follows:

- Management of the fleet
- Repair activities
- PM inspections
- Major rebuilding of equipment
- Rebuilding of components

Tire repair work

All overhead costs

Several other activities that may not normally be considered as part of the cost of maintaining a fleet.

Consultants will identify all costs for managing the fleet and will provide a 100% cost-allocation summary in our Findings Report. These activity costs will be compared primarily to former consultant's clients because they are familiar with the structure of their costs and know all costs have been accounted for in each of their fleet operations.

Additionally, the labor portion of the analysis is very informative. This will indicate where labor resources are being allocated and how efficient the labor efforts are. This data, as with the other data elements, will be compared with other efficient fleet operations from around the county. Issues such as percentage of PM labor resources compared to repair labor resources will clearly show if labor resources are being used wisely. This data will also be compared to the actual repair history for the past year for several classes of equipment.

### ***3.3 Summary of Fleet Evaluation***

Together, these detailed evaluations will provide a clear understanding of what is needed now, next year, five years from now, or ten years into the future. Once the net results of this portion of the project are engineered into the implementation plan, the exact facility functionality and requirements will become very clear.

This information will be summarized and included in the Findings and Options Report. Additionally, the findings and grading results of the fleet evaluation will be provided on a CD for future use. Many agencies, after such a detailed evaluation, used our "Grading" as an annual performance evaluation of the entire fleet operation. This annual evaluation is actually a performance certification program offered by the consultants. Many fleet agencies are currently using their evaluation software.

Consultants will provide progress reports outlining the project status and findings. Tsa Mesepele will schedule a meeting with management staff to discuss all findings and primary recommendations and options. Consultants will develop and deliver a final report titled "Findings and Options" to all staff members prior to the presentation. This will allow them sufficient time to become familiar with the findings, recommendations, and options. The purpose of this meeting is to test the consultant's findings, recommendations, and options, so a frank and honest exchange will be the "character of the day."

## ***3.4 STUDY SESSION AND IMPLEMENTATION PLAN***

### ***3.4.1 Importance***

The implementation plan is the single most important aspect of the entire project. Without a well-engineered implementation plan, the fleet will not be successful. The Implementation Plan will address how the recommended and adopted changes are to commence.

### ***3.4.2 Details of the Implementation Plan***

The implementation plan process will begin with the presentation, discussion, and adoption of the Findings and Options Report. The Findings and Options Report will contain a prioritized listing of proposed changes to current fleet operations. The listing, after being evaluated jointly by the consultants, the project staff, and management staff, will be redirected to meet the "corporate direction" or "political strategy." This will ensure that consistency is maintained throughout the process.

## ***3.5 CONSULTANTS WORK ETHICS AS ADOPTED BY TSA MESEPELE***

Regardless of the project consultants may be performing, the following professional ethics will assist us in becoming one of the nation's leading local government fleet management consulting firms.

### ***3.5.1 Knowledge and Understanding of Organisational Requirements***

Because consultant's client base primarily consists of local government agencies and utilities, they have become very familiar with the local, state, and utility requirements normally enforced in a project of this nature. This is due to their direct hands-on experience.

### ***3.5.2 Critical Issues***

Consultants jointly with Tsa Mesepele and its staff fully understand the critical issues of the fleet operations. The ability to develop and implement a well-engineered plan that will allow the fleet operations to ultimately compete with the private sector is not an easy task. In a time of industry development, when labor unions and management are, possibly for the first time, having to pull together to secure their employment futures, this is not an easy issue to approach. This study of the fleet management services will be met by some hesitation. Consultants fully expect this and are prepared to address each fleet concern individually.

The amount and quality of communications required is appreciable. The trust between the workers and management must be firm if the ultimate goal is to be competitive and reduce costs. These are the two largest issues that will cause considerable impact on the entire project.

Consultants will bring their proven skills in these critical areas to the project, along with other critical elements such as the following:

- Full understanding of the goals
- Detailed implementation plan
- Workshop-type meetings to educate staff during the project
- Open and constant communications
- Purpose of Relationship



The relationship between a consultant and a client should be one of mutual learning and specialized education. Learning starts in the shop where the consultant learns the fleet operations from the inside, as no two fleet operations are alike. Consultants are unique in their approach.

This learning continues in the inventory and office areas, as support activities must be well engineered if the shop is to be competitive. The learning then shifts to the classroom where the consultants provide information pertaining to successful projects, which they have had first hand experience in implementing. Through an exchange of information, a well-designed plan is developed in draft form by the consultants for the county staff to evaluate. From the rough draft, a well-engineered plan is polished and presented to management for evaluation.

All fleet management employees must feel ownership in the plan. This is the real key to success. The consultants will act as the bonding element to ensure that all employees, mechanics, supervisors, and management alike are on the same team and pulling in the same direction. This goal is achieved through interaction with all staff members.

#### Philosophical Approach to Meeting the Clients' Objectives

Consultants evaluate the clients' needs and develop a detailed approach that includes the following:

- Develop clear and precise goals.

- Develop well-defined project deliverables.

- Help educate the staff on how to be competitive.

- Develop a forum that allows for joint management of the fleet operations by all staff members.

- Develop a project plan that is cost-effective to implement, and present it to the forum.

- Provide leadership and on-time communications throughout the project.

- Assess the quality of technology used by each location.

- Assist in determining the human resources and structure required to be competitive.

- Organize the initial plan so a starting point is pre-engineered and ready for review.

- Act as a clearinghouse of information.

- Develop long term plans to secure a successful business relationship between management and the fleet management staff.

#### **3.5.3 Value Added**

Tsa Mesepele's approach in managing the transfer of technical know-how, especially within Southern African Development Countries, will bring in considerable cost savings and empowerment of citizens in this highly complex area. Privatisation will be achieved with minimal risk involved.

### **3.6 FLEET CERTIFICATION ANALYSIS SOFTWARE**

FCS offers the only World Class Certification testing software for fleet managers. The software is an inclusive fleet counselling service that allows a fleet manager to test his/her progress on 20 key fleet management principles. If the fleet organization does not pass a section, the software contains complete written guidance, including fully editable policies and procedures, to get the organization moving in the right direction. Once a fleet passes all 20 categories, FCS will be available to validate results by making an on-site inspection of the agency. Upon a successful inspection the entire fleet will be certified as industry competitive at which point they will prepare press releases, present the fleet with their Crystal Award, and submit their findings to senior management and to the media.

#### **3.6.1 FLEET TOOL BOX**

##### **Advanced Management Tools for Innovative Fleet Managers**

###### **Fleet Toolbox Management Analysis Software**

Fleet Toolbox is like having a fleet consultant in your office whenever you need it most. FCS offer online tools allowing you to benchmark your operation, connect with peer experts, share your accomplishments, find crucial document templates, ensure your competitiveness and develop solutions to your challenges.

Fleet Toolbox comes with the following web based services, and applications

###### **FleetANALYZE**

Use the 8 advanced calculators to analyse fleet data, plan your budget and perform competitive analysis against industry standards.

###### **Management Analysis Calculators**

FleetANALYZE gives fleet managers the ability to analyse their fleet in a quick efficient manner and without the need to hire an outside consultant. As part of a service and at your request FCS is available to review your calculations for accuracy.

1. **Staffing requirements:**  
This calculator analyses your vehicle inventory and calculates direct and indirect staffing requirements.
2. **Burdened labour rates:**  
Calculate your fully burdened hourly labour rates using budge, and activity based costing data.
3. **Burdened fuel mark-up, and Burdened parts mark-up:**  
Calculate burdened fuel rates for all major fuel types including alternative fuels. Calculate burdened parts mark-up percentage.
4. **Facility size requirements:**  
Calculate repair facility size requirements, and work bays based on fleet composition, and age.

5. Activity-based costing Analysis:  
Perform activity based costing analysis using employee, and line item budget data.
6. Vehicle replacement analysis:  
Compare lease, purchase, and guaranteed by back to determine the most cost effective way of acquiring vehicles.
7. Vehicle rates of replacement:  
Calculate vehicle rates of replacement using depreciation, and maintenance costs.
8. Vehicle rental rates:  
Calculate vehicle rental rate prices per mile, or hour.
9. Downtime standards:  
Calculate acceptable downtime rates for vehicle classes based on operational hours, and age.

## **PUBLIC PASSENGER AND ROAD HAULAGE TRANSPORT SPECIALISTS**

### **4 WHAT WE DO**

We provide advice and assist clients in solving problems relating to public transport or the public transport industry. We undertake contract management to manage client's fleet as if it's ours. We carryout intensive training program in Transport Management to improve management skills for Public Transport Owners and haulage industry.

#### **Our distinctive strengths are**

- *Our multi-faceted* yet commercial approach, using experience from transport operations, marketing, geography and the impact of new technological developments.
- *Our very clear eye for detail, but in the context of the 'wider picture'*. This enables us to recognise patterns which may be crucial for the client in deciding on the correct strategy to achieve their objectives
- our understanding of *information-sources*

#### **Our interests are in the following areas:**

##### **1. Bus, Taxi and Demand Responsive Transport.**

We have a strong interest in the whole spectrum of markets for road-based public transport.

## 2. Organisation, Regulation and Efficiency of Public Transport

The Managing Director background in Transport Economics and Planning enables him to develop work in this field. Particular interests are:

- The effect of Regulations and Pricing
- Organisational structural barriers to Delivery of Successful Integrated Transport

### 4.1 OUR APPROACH

We are seen as -

#### **Coherent**

- We develop solutions in the context of existing policies and pressures, and have a particular interest in the link between transport and land-use planning
- We take account of other transport modes in what we do
- We work with other consultants, as appropriate, to bring a balanced, rounded approach
- We produce reports which are focused, understandable and goal-orientated

#### **Creative**

- Our reports look to the future
- We are not afraid to think 'outside the box'