

- CRITICAL PATH PLANNING
- LAND PLANNING
- MANAGEMENT CONSULTING
- PLANT LOCATION

**RALPH J. STEPHENSON, P. E.**  
CONSULTING ENGINEER

15064 WARWICK ROAD  
DETROIT, MICHIGAN 48223  
PHONE 273-5026

**July 24, 1975**

**Mr. John Walters**  
**Marketing Services Manager**  
**Butler Buildings (U.K.) Limited**  
**Mitchelston Industrial Estate**  
**Kirkcaldy, Fife, Scotland KY1 3LZ**

**Dear Mr. Walters:**

**Dr. Harvey Thomas and I met last week Wednesday, July 16, 1975, in Kansas City to begin preparation of material for the design/build seminar to be presented this fall in London and Scotland. We felt it was essential, as I had pointed out in my letter of March 11, 1975 to meet and begin outlining in detail the material to be covered at as early a date as possible.**

**Because the two day sessions are somewhat shorter than the two and a half day class we normally allocate to the seminar, we have had to re-outline the material. This, I believe, has been done without any major sacrifice of content. The greatest revision will be in the amount of time allocated to actual preparation of a design/build proposal. Dr. Thomas and I feel, however, we can convey the same concept although perhaps not in as much depth by walking the class through the preliminary and sales planning period and then through a proposal preparation.**

**Three major elements were reviewed and agreed upon during our meeting in Kansas City. First, we have set the order of presentation via the use of overhead transparencies. This is one of the communications media used in presenting the class and both Dr. Thomas and I would appreciate having available a good overhead projector and a tilting screen at each of the two classrooms in which we will be teaching.**

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Second, we set the sequence of handout material which is the supplementary teaching material to be inserted in the class notebook. This material will be substantially the same as used in our United States and Canadian classes with perhaps some additions here and there. I am presently preparing this material and pre-numbering it. It will be mailed to you in the very near future and we would very much appreciate your taking the necessary steps to reproduce the material as dictated by the demands of the classes.

Third, we agreed upon a master seminar topic outline given below. This outline is to be used as a guide and although we may make some minor changes, it is hoped it will satisfy the overall demands of the class. Naturally each of us will have our own detailed outlines from which we will teach. These will be structured within the major topics given below. Please note we have planned to start classes promptly at 8 o'clock in the morning and that on each of the two days we will adjourn promptly at 5 P.M. There are two coffee breaks per day, with luncheon expected to take one hour. Both Dr. Thomas and I feel it might be appropriate to make a light homework assignment the first evening, solutions to which will be discussed the morning of the second day. We will consider this in more detail as detailed planning of the class proceeds.

The time structure and outline are as follows.

Mr. John Walters  
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Major Topic Outline for Butler (U.K.) Design/Build Seminar

Dates: London, England - October 16 and 17, 1975

Edinburgh, Scotland - October 20 and 21, 1975

Purpose of Seminar: To convey to the European Butler Builder the concepts, principles and techniques for providing total design/build construction services.

First Day

8:00 - 8:10 A.M. I. Introduction of Seminar and Class by Butler (U.K.) Staff *Chair*

[John W.  
or C.G.]

8:10 - 8:25 A.M. II. General Technical Housekeeping (Butler (U.K.) Staff and RJS)

This housekeeping is to make certain that the notebook material is in good order, to gain a feeling for the class by some informal comments, and to make certain that the general class arrangements regarding coffee breaks, lunches, adjournment, homework and questions are thoroughly understood.

8:25 - 8:40 A.M. III. Ground Rules (RJS)

How does the class, Dr. Thomas and Ralph J. Stephenson do business over the next two days?

- A. Specific ground rules and suggestions
- B. Purposes of seminar
- C. Approach patterns to the philosophy of total design and construction services.

Mr. John Walters  
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First Day (continued)

- ✓ 8:40 - 9:30 A. M. IV. Basic Concepts of Design/Build (1) (RJS)
- ✓ 9:30 - 10:00 A. M. V. Organizational Concepts Important to the Design/Build Function (RJS)
- ✓ 10:00 - 10:20 A. M. Coffee Break
- ✓ 10:20 - 11:00 A. M. VI. Building a Healthy Total Service Organization (HT)
- ✓ 11:00 - 12:00 Noon VII. Basic Marketing Concepts in Design/Build (RJS)
- ✓ 12:00 - 1:00 P. M. Luncheon
- ✓ 1:00 - 1:20 P. M. VIII. Film Strip on Design/Build (U. K.) Staff
- Mr. Walters: This is a rather good film strip that presents various viewpoints on design/build as seen through the eyes of the Butler Manufacturing Company. We have found it is a good discussion stimulator and Dr. Thomas and I recommend it be shown if the equipment is available. Probably someone on your staff is aware of this film strip. If not, please communicate with me and I shall see how it can be sent to you.
- ✓ 1:20 - 3:00 P. M. IX. The People Aspects of Design/Build (HT)
- ✓ 3:00 - 3:20 P. M. Coffee Break
- ✓ 3:20 - 4:45 P. M. X. Basic Profit Concepts in the Design/Build Function (RJS)
- ✓ 4:45 - 5:00 P. M. XI. 4:45 Roundup and Homework Assignment
- ✓ 5:00 P. M. Adjournment

Mr. John Walters  
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Second Day

- ✓ 8:00 - 9:00 A. M. I. Critique on Response to Homework Assignment (HT and RJS)
- ✓ 9:00 - 10:00 A. M. II. The Psychology of Design/Build Selling (HT)
- ✓ 10:00 - 10:20 A. M. Coffee Break
- ✓ 10:20 - 11:45 A. M. III. Profiling, Planning, Proposing and Controlling in the Design/Build Marketplace (RJS)
- ✓ 11:45 - 12:00 Noon IV. 11:45 Roundup and Discussion (HT) and RJS
- ✓ 12:00 - 1:00 P. M. Luncheon
- ✓ 1:00 - 2:00 P. M. V. Basic Control Systems and Techniques in Design/Build (RJS)
- ✓ 2:00 - 3:00 P. M. VI. Controlling Motivation in Sellers (HT)
- ✓ 3:00 - 3:20 P. M. Coffee Break
- ✓ 3:20 - 4:00 P. M. VII. Controlling Motivation in Buyers (HT)
- ✓ 4:00 - 4:45 P. M. VIII. Principles of Preparing a Successful Design/Build Proposal (RJS)
- ✓ 4:45 - 5:00 P. M. IX. Seminar Wrapup and Presentation of Certificates (U. K.) Staff

The above outline is tentative, though based upon Dr. Thomas' and my discussion, we probably will follow quite close to this pattern with perhaps some minor revisions to the time assignments.

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With regard to the handout material mentioned above, this information consists of about 40 separate items ranging in size from 1 to 5 sheets. It makes a sizable stack of data sheets which, our experience has shown, should be pre-bound in a loose leaf binder. The notebook used in Canada was a hard cover 1-1/2" 3 ring loose leaf, suitably imprinted on the cover with the Butler logo and the name of the seminar, along with the dates and location of the seminar. It was a handsome document and one of the better handout holders I have seen used.

Dr. Thomas and I will pre-number the handouts and send you a full set which we would appreciate having you duplicate and punch to the proper sizes. I understand there is some paper and punching dimensional differences between the United Kingdom and the United States. Therefore, it would be better if you did this there. The notebook is a very important part of the class and any extra special care you can lavish upon it will more than repay itself in appreciation by the class and by the instructors.

As part of the handout material and also to be included in the notebooks, I shall send the case study we used for appropriate duplication also. We will not work on the case study as a specific outline item since time does not allow. However, both Dr. Thomas and I draw upon it to illustrate various points as we discuss them.

One of the most important elements of all in the seminar is the classroom and the equipment and materials available. We have found that the room, whether it is in a hotel or a training area, should be large enough to accommodate the class comfortably at large round work tables (approximately 6' in diameter) with no more than three persons to a table. In addition, there should be adequate room at the front of the class for the instructor's table which can contain his notes, the projector, supplementary handout information and the transparencies he is to use on the overhead projector. At the sides or back of the room should be two or three more work tables where supplies and other miscellaneous items can be stockpiled, if necessary. The room should be well lighted and well ventilated.

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We have found that coffee breaks can normally be held in the room or directly adjoining in the hallway, if this is more convenient. However, because of the tight schedule, it is best to have the class luncheon served in another room other than the classroom.

In past sessions of the design/build seminar, Butler has provided the four coffee breaks, usually with rolls or biscuits along with the tea and coffee, and has also included the class luncheons. I recommend this be done here.

So far as equipment is concerned, the following items are very necessary to proper presentation.

- ✓ - A good overhead transparency projector ✓  
(Dr. Thomas and I have found that the Beseler is probably the best of the projectors. However, it should be a full projector and I would suggest we avoid the use of the flat Fresnel lens type.)
- ✓ - A spare bulb for overhead transparency projector ✓
- ✓ - Film projector for design/build film strip ✓
- ✓ - A spare bulb for film strip projector ✓
- ✓ - A large (at least 6' x 6') screen which can be tilted at the top to avoid keystoneing ✓
- ✓ - 2 large easily read chalk boards firmly mounted on easels or on a wall ✓
- ✓ - A good pencil sharpener
- ✓ - Table identification such as a small menu holder which allows each table to be designated as a team and identified easily by the instructor
- ✓ - A moderate size public address system (this is necessary only if the class is 25 students or more). Normally neither of us likes using a microphone. We have taught classes as large as 35 without a microphone but this gets a little difficult.

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- ✓ - Waste baskets - probably 2 or 3 of these around the room  
will be adequate
- ✓ - Extension cords
- ✓ - Blank paper - should be in the notebooks
- ✓ - Plenty of medium soft pencils with erasers
- ✓ - Separate soft erasers
- ✓ - Drafting tape
- ✓ - Scotch transparent tape
- ✓ - Stapler
- ✓ - Transparency felt pens of various colors
- ✓ - Inexpensive set of felt tip colored pens for each table (for  
student use)
- ✓ - A straight edge and a hole maker template for each class  
participant. This is in the event we do some actual case  
study work. The template is not essential although the  
straight edge is a very handy tool.

The above list is by no means complete and I will continue to review the items mentioned to see what else should be added. Undoubtedly we will be in touch with each other as arrangements are completed for the seminar and I shall communicate any additional needs that I recall as they come to mind.

With respect to our travel plans, both Dr. Thomas and I expect to fly to Europe about a week ahead of time. Mrs. Stephenson will be traveling with me and we would appreciate being lodged in the same facility as where we are to teach.



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**RALPH J. STEPHENSON, P. E.**  
**CONSULTING ENGINEER**

Both Dr. Thomas and I will be in England prior to the seminar for a short time and it would be of help if we could visit (each of us separately) two or three of your builder representatives and spend an hour or two with each of them to get a feeling for their viewpoints. We have talked a bit about this to R. J. Atkinson in Kansas City and he strongly suggests we do this to help us gain an insight into your methods and procedures. We would welcome suggestions from you in relation to this.

Another item we feel important is that the class, upon completion of the seminar, be awarded certificates, preferably framed. Please notice in the master outline that a wrapup period has been provided for such presentation. Dr. Thomas and I have found this creates a very pleasant feeling in the mind of the student and sends him away with a sense of accomplishment signified by the certificate. The certificate should be signed by one of your top executive staff, along with Dr. Thomas and myself. Dr. Thomas also has suggested you might want to consider a social hour to be held the evening before the seminar. Again, we have found that when people travel substantial distances or even short distances for a class of this type they very much appreciate having a social get-together to become acquainted the evening before. Normally this would be sponsored by the Butler organization.

I believe this letter serves as a good starting point for the making of arrangements and hope that it has been well enough stated so that you can understand my rather rambling narrative. Dr. Thomas and I are looking forward to this event with great enthusiasm and naturally are delighted that you have seen fit to choose us for this very important assignment.

I shall be forwarding the handout material to you sometime in the very near future and meanwhile, would appreciate any comments that you might have regarding arrangements for the classes.

Again both of us would like to visit two or three of your United Kingdom builders and would appreciate very much some assistance in this matter. Probably they should be within convenient travel distance of London since neither my wife and I nor Harvey and his wife will be very mobile relative to other than public means of transportation.

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Dr. Thomas and I will both send you our detailed itineraries as soon as we have been able to firm them up and these, in turn, will allow us to coordinate our efforts in London and Edinburgh.

Thank you again for your assistance. I am looking forward with much anticipation to seeing you in October.

Sincerely yours,

Ralph J. Stephenson, P.E.

RJS  
m

cc - Dr. Harvey Thomas

AUG 16 1975



## BUTLER BUILDINGS (U.K.) LIMITED

Head Office and Plant:  
MITCHELSTON INDUSTRIAL ESTATE,  
KIRKCALDY, FIFE, SCOTLAND, KY1 3LZ

Telephone: Kirkcaldy 52300  
Telex: 72319 Cables: BUBILD, Kirkcaldy

August 11, 1975.

Mr. Ralph J. Stephenson, P.E.,  
Consulting Engineer,  
15064 Warwick Road,  
Detroit,  
Michigan 48223,  
U.S.A.

Dear Mr. Stevenson,

Thank you for writing me about our October Design/Build Seminars. It is indeed good to see the format for these meetings drafted at this stage in such detail.

I want to answer some of the specific points you have raised, and give you an idea of the progress that has, so far, been made as it relates to the number of students who will be attending the seminars and the arrangements we have made so far.

1. The London meeting has 23 bookings at present and we hope this will finally increase to around 28. The Edinburgh meeting has 12 bookings but we are hoping it will finally close at around 20 by the end of this month. All bookings so far are from British Builders. The invitation has been extended to our Continental dealers and I feel sure that we will have some of them attending.
2. Hotels are being reserved and I shall ensure that Dr. Thomas and yourself, together with your wives, have accommodation reserved in the same hotels as the seminars.
3. I do not anticipate any trouble with the items you list, these will be ready in time for the meetings. As yet, the hand-out material you refer to has not arrived and I trust it will be with us in the very near future. Mail from the U.S. to Scotland generally takes a minimum of 5 days and packages containing a lot of printed matter usually take longer, so you may wish to make allowance for this delay.
4. We have, at present, a filmstrip called "The logical way to build" which I believe is the Design/Build film you refer to. This is available for use on our Courier Tutor which will project a large image on a 6' x 6' screen.

*good.*

*write  
in the  
minutes  
needed*

*Send  
budgets*

*good.*

Contd/...

5. I will arrange for Dr. Thomas and yourself to visit some of the Builders based in the south of England immediately prior to the London seminar. Travel in the south presents no great problem and you should, in a comparatively short time, be able to visit several building companies. I shall arrange for you to be accompanied by one of our Area Sales Managers and, as far as possible, the visits will be arranged to give you a good cross-section of our U.K. Butler Builders. I am also ensuring that your visits are planned independently of one another.

*Griffin  
Schuloh*

As soon as the hotel bookings have been made, and an itinerary for your Builder visits has been established, I will write you again.

We are looking forward to the seminars and feel sure they will contribute a great deal to our Builders' efforts.

Regards.

Yours sincerely,

*John Walters*

JOHN WALTERS  
Marketing Services Manager.

cc: Dr. Harvey Thomas  
Mr. N.A. Griffin

*Who is this gentleman?*

AUG 15 1975



## BUTLER BUILDINGS (U.K.) LIMITED

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August 14, 1975.

Mr. Ralph J. Stephenson, P.E.,  
Consulting Engineer,  
15064 Warwick Road,  
Detroit,  
Michigan 48223,  
U.S.A.

Dear Mr. Stevenson,

Our arrangements are now progressing quite well at this end. We are currently booking hotels and also, ordering the various items that you will need during the 2-day presentation. The binder is being prepared much in line with the very fine example that was used in Canada.

I have still not received your package of hand-out material so we await this anxiously.

I also agree that it would be a fine gesture to present each student with a certificate of attendance at the end of the course. Perhaps you could let me have a copy of those certificates that were issued in previous Design-Build Seminars or, if this is not available, a draft of the content that you would see as being suitable. There is some urgency on this particular matter as we have printing delays to contend with in the U.K. I do hope you can help, and if the material is received fairly soon, there should be no problems at the last minute.

Regards.

Yours sincerely,

A handwritten signature in cursive script that reads "John Walters".

JOHN WALTERS  
Marketing Services Manager.

JW/rj

*M*  
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RALPH J. STEPHENSON, P.E.

CONSULTING ENGINEER

15064 WARWICK ROAD

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PHONE 279-5026

August 14, 1975

Mr. John Walters  
Marketing Services Manager  
Butler Buildings (U.K.) Limited  
Mitchelston Industrial Estate  
Kirkcaldy, Fife, Scotland KY1 3LZ

Dear Mr. Walters:

Today under separate cover I am sending you two packets of material for duplication and insertion in the design/build class notebook. Each of the packets has been numbered within the set. In the class notebook, handout material should appear first, followed by a cardboard tabbed divider sheet and then the case study.

Let me discuss each one below.

#### Handout Material

There are 54 pages of handout material which have been derived from various sources. Some of the copy is good, some is not so good. I will leave it to your judgment as to whether any of the type-written items will have to be redone for proper reproduction. Our experience has been that the copy in these 54 items should be adequate to reproduce in the quantity needed for our class notebooks.

Please note that handout #47 is on the front and back of the sheet. There is a little problem with the binding margin on this sheet and you might wish, when duplicating it, to move the copy to the right.

Overall, the material is arranged in the general order we will present it according to our preliminary outline.

Mr. John Walters  
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Case Study Material

The second binder is the case study information which Dr. Thomas and I will use for basic reference in discussing various design and build techniques. This material should follow the handout packet and as mentioned above, be separated by a tabbed divider.

If you would be so kind as to refer to the case study, I would like to review it briefly. On the top you see a letter sent by Mr. Barnes to seminar participants prior to the actual seminar. Since we will not be using the case study as a specific work shop project in the U.K. class, I would prefer not to have the material sent out beforehand. Therefore, the letter probably will not be used.

#1 in the case study is a sheet that should be retyped since unfortunately I marked my copy with underlining prior to the Canadian seminar. Note I have removed all date references and substituted the number of years. This is to bring the material a little closer to the present than the original case study dates.

Handouts 3, 4 and 5 are shown on newsprint because they are supposed to be clippings from newspapers. If you have any such newsprint for reproduction purposes, it would be great to use it. If not, plain white paper is fine.

Handouts 6, 7 and 8 are copies of handwritten sales memos that may not reproduce too well. If you wish to make some changes, please do so. However, the handwritten quality should come through since these are informal interoffice documents.

The same applies to #11.

The remainder of the case study is fairly straightforward until we get to #22 through #29. These items are reduced copies of the drawings used in the case study and as such furnish an excellent reference for presentation techniques utilized in preparing a sales package. I realize it may be difficult to reproduce these but would like to urge that they be included in the case study section if at all possible.

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Mr. John Walters  
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This about covers the handout material and the case study material.

I trust you received my earlier letter of July 24, 1975 and that things are proceeding well. As mentioned in my most recent letter, Dr. Thomas has firmed up his travel arrangements and we are presently in the process of making ours. Probably my wife and I will plan to arrive in England on Thursday, October 9, 1975 but are not yet certain exactly how we will spend the three or four days prior to consulting with some of your local builders if this is possible. However, I shall be in touch with you on this matter soon.

Meanwhile if you have any problems or questions with the handout material, please don't hesitate to write. I shall be out of the city for two weeks beginning September 2, 1975 and if there are any problems or questions, I would appreciate hearing from you before then if they require any decisions by Dr. Thomas or me.

Again, thank you for your assistance and courtesy.

Best regards,

Ralph J. Stephenson, P.E.

RJS  
m

cc - Dr. Harvey Thomas



AUG 23 1975



## BUTLER BUILDINGS (U.K.) LIMITED

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August 20, 1975.

Mr. Ralph J. Stephenson, P.E.,  
Consulting Engineer,  
15064 Warwick Road,  
Detroit,  
Michigan 48223,  
U.S.A.

Dear Mr. Stephenson,

I received your package of hand-out and case study material this morning. From what I can see, there does not appear to be any likely difficulty in having this reproduced in a satisfactory manner.

We have now finalised the venue for both our meetings. The London Seminar will be held at the Excelsior Hotel, London Airport and the Scottish Meeting, at the Old Course Hotel, St. Andrews, Fife. If either yourself or Dr. Thomas are golfers, I suggest you take advantage of the St. Andrews booking and arrange to have a round at the course which is the acknowledged Mecca of golf.

I have arranged with two of our Area Sales Managers in the south of England for you to spend Monday and Tuesday, 12th and 13th visiting Builders in that part of the country, each of you independently, and this will then allow you Wednesday for any preparatory work as a result of these meetings with our Builders prior to going into the Design-Build Seminars.

I would appreciate it if you could confirm that these arrangements are acceptable, and also, give me an exact arrival time for both yourself and Dr. Thomas which will enable us to arrange accommodation for you.

Regards.

Yours sincerely,

  
**JOHN WALTERS**  
Marketing Services Manager.

cc: Dr. Harvey Thomas  
Mr. N.A. Griffin

JW/rj

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**RALPH J. STEPHENSON, P.E.**

CONSULTING ENGINEER

15064 WARWICK ROAD  
DETROIT, MICHIGAN 48223  
PHONE 273-5026

**September 3, 1975**

**Mr. John Walters  
Marketing Services Manager  
Butler Buildings (U.K.) Limited  
Mitchelston Industrial Estate  
Kirkcaldy, Fife, Scotland KY1 3LZ**

**Dear Mr. Walters:**

It was pleasant to hear from you in your letter of August 20, 1975 and I am delighted things are moving well. We have now set our travel plans to England and Scotland within which we shall plan our detailed itinerary in England and Scotland. Mrs. Stephenson and I plan to leave Detroit the evening of Wednesday, October 8, 1975 at 6:10 P.M. on Pan American flight 54 to Heathrow, arriving in London at 8:15 A.M. Thursday, October 9, 1975. We have already made arrangements to stay Thursday, October 9, 1975 at the Excelsior Hotel where the seminar is being held since probably we will want to recoup our time sense and make plans for the next few days.

On Friday, Saturday and Sunday, October 10, 11 and 12, Mrs. Stephenson and I plan to travel to some of the places of interest in and around London to reacquaint ourselves with the countryside. We shall plan to complete our local travels Sunday evening wherever you might feel is the best to conveniently meet your area sales managers for the Monday and Tuesday builder tours, October 13 and 14. If it would not be inconvenient, Mrs. Stephenson would appreciate joining me in the builder trips to visit the various communities. Naturally she is not concerned with being present at the discussions but would like to look around the towns in which we stop. I presume we would return to the Excelsior Hotel Tuesday evening and will depend upon you making those reservations from then through Saturday morning, October 18, 1975.

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We are planning to take the train, the Flying Scot, to Edinburgh leaving London Kings Cross Station at 10:00 A.M. Saturday, October 18, 1975 and arriving in Edinburgh the same day at 3:41 P.M. From there we probably will take a bus to the Old Course Hotel in St. Andrews. Therefore, we will plan to arrive at the hotel in St. Andrews on Saturday afternoon, October 18, 1975 and would appreciate our reservations being made for that evening. We will plan to stay at the Old Course Hotel Sunday, Monday, Tuesday and Tuesday night. It is entirely possible we will stay on at the hotel later in the week but our itinerary for the rest of that week is not yet set. I understand from some friends of ours that the walking paths along the North Sea villages are very beautiful and it may be that we will stay at the hotel in St. Andrews until we leave Friday.

On Friday, October 24, 1975 we plan to leave Edinburgh at 10:00 A.M. flying to Heathrow and then on to Frankfurt where we are going to visit friends of ours.

Any advice you can give us relative to the stay in St. Andrews would be welcome. I would like very much to play golf at St. Andrews if golfers of mediocre quality are allowed on the course. I will not have any clubs, however, and certainly do not want to embarrass or inconvenience anyone on such a well known facility. Mrs. Stephenson is also a golfer but due to a recent foot operation, probably will not be able to participate. However, if Dr. Thomas is interested and will play with me, perhaps Mrs. Stephenson can walk the course, if this is permitted. She is very interested in doing this. Again, I do not want to inconvenience you or your staff on our trip and certainly consider that anything that you can do for us would be a great courtesy.

Presently plans call for us to fly from Edinburgh on Friday, October 24, 1975 to London. However, I understand that there is a rather nice bus trip from Edinburgh to London and if you feel it might be of interest, could you please send some information on this and we will merely take a later flight from London to Frankfurt.

In respect to the seminars themselves, I would like very much to spend two or three hours in the rooms where the seminars are to be conducted the evening before the first morning of each session. This is merely to

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insure that I am properly oriented in the room and that the things we are going to present can be done with ease. It takes me a short period of time to get attuned to the room in which I teach, and if it is possible to be there the evening before, it is of help. I am not certain how Dr. Thomas feels about this, although I think he also likes to become acquainted early with the room in which he teaches.

Meanwhile, my work in planning the presentation in detail is proceeding and I am looking forward with a great deal of anticipation to this very significant effort.

Thank you very much for your assistance and I shall look forward to hearing from you sometime in the near future about the above matters.

Sincerely yours,

Ralph J. Stephenson, P.E.

RJS/m

cc - Dr. Harvey Thomas

SEP 8 1975

**BUTLER BUILDINGS (U.K.) LIMITED**



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JW/vr

4th September 1975

Mr. Ralph J. Stephenson, P.E.  
Consulting Engineer  
15064 Warwick Road  
DETROIT  
Michigan 48223

Dear Mr. Stephenson

Design/Build Seminars

I would just like to quickly up-date you on our plans as they progress at this end for the design/build seminars.

At the moment the handout material case study and binders are all being prepared. The bookings are also coming along well and I anticipate we will now have around thirty people at each meeting.

We have made arrangements for both yourself and Dr. Thomas to visit with some of our builders in the South of England. I propose that Dr. Thomas spends two days with Brian Wells, who is our Area Sales Manager for the south east of England, and that you spend the Monday 13th and Tuesday 14th with Peter Timms, who is our Area Sales Manager for the south west of England.

Due to the amount of time involved in travelling it is likely that you will have to spend the Monday evening away from London and we are arranging to have our area managers book accommodation for you. I trust this will be acceptable as this will probably mean your wives having to remain in London for that particular evening.

I would appreciate it if you could let me know exactly what time you propose arriving in the U.K. because it would be helpful if we could meet prior to commencing your builder visits, in order to discuss your programme and for me to explain any final arrangement details.

I look forward to hearing from you and anticipate meeting you in London around 10th October.

Regards,

Yours sincerely

JOHN WALTERS  
Marketing Services Manager

cc: Dr. Harvey M. Thomas

SEP 13 1975



# BUTLER BUILDINGS (U.K.) LIMITED

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~~SEP 12 1975~~

September 9, 1975.

Mr. Ralph J. Stephenson, P.E.,  
Consulting Engineer,  
15064 Warwick Road,  
Detroit,  
Michigan 48223,  
U.S.A.

*Head Land Ho. High St.  
Hou... 01-572-5531*

Dear Mr. Stephenson,

Thank you for letting me have your travel plans for your October visit to our Design-Build Seminars.

I want to confirm some of the arrangements relating to your accommodation and travel. Hotel reservations have been booked by Butler for yourself and your wife at the Heathrow Excelsior Hotel from Sunday, 12th thru<sup>t</sup> October 18th. I have arranged for you to meet with Peter Timms, our South-West Area Sales Manager for Builder visits on Monday and Tuesday, 13th and 14th. He will meet you at the Excelsior Hotel on the Monday at 08.30 hrs. and I am sure it will be in order for your wife to join you on this visit. We feel that in view of the comparatively short distances involved, it will not really be necessary for you to stay away overnight. During the day I am sure your wife will be able to find some local places of interest to visit.

I propose to be in London on Wednesday, 15th and will meet up with yourself and Dr. Thomas, prior to the first seminar. This will enable us to discuss final format and at that time I can also supply you with any relevant information relating to the U.K. Builders who will be attending the Seminars.

*Peter  
Griffiths  
Maiton D  
Le Sottisat*

Accommodation is booked for you at the Old Course Hotel, St. Andrews from Saturday, 18th thru<sup>t</sup> Wednesday, 22nd. There should be no difficulty in extending this booking to the end of that week if you so desire.

The east coast of Fife is an area which could provide you with some interesting visits. It is particularly rugged and unspoilt and is considered to be an ideal place for people who like to get away from the highly commercialised tourist traps. Local public transport, however, is not of the best and I would strongly recommend you plan on renting a car for a few days if you seriously intend making local visits. There are also many superb golf courses in the county and some of them are considered superior to St. Andrews although one has to admit that the aura of the Old Course is very significant. It would give me a great deal of pleasure to arrange a morning's golf for you at St. Andrews, or possibly, my local club Lundin Links. Certainly, all the necessary equipment could be readily available to you.

*Dept of  
Trade &  
Industry*

Contd/...

As October in Scotland can be a little on the cold side, I would strongly recommend you come prepared to anticipate the occasional early morning frost.

Finally, I would suggest that you consider alternative forms of transport for your return journey to London. A bus trip from Edinburgh to the south of England is likely to take in the region of 10 hours and is generally considered to be a less than enjoyable journey.

Our arrangements now seem to be tying up fairly neatly and I look forward to meeting you in London just prior to the Seminar. If I can be of any help, I would suggest that you call me by telephone as soon as you have had a chance to recover from the jet lag after your arrival in London.

Regards.

Yours sincerely,



**JOHN WALTERS**  
Marketing Services Manager.

JW/rj