Revenue - Driven, Stable Schedule Introduced

The major features of Air-India’s Winter schedule, which came into effect from October 26, 1997, are:

- An additional flight to Chicago in the United States. All flights to London, New York, and Chicago are now being operated with Boeing 747-400 aircraft.
- More flights to destinations in the Gulf.
- An additional service to Jakarta in Indonesia – up from two to three.
- Delinking of Frankfurt and Paris. While two independent services are being operated to Frankfurt, Paris is being served with three independent flights.
- Flights to Amsterdam and Zurich. Discontinued some months ago, have not been resumed. Both these destinations will now be served through a code-share arrangement with Air France with whom Air-India has recently entered into a global alliance.
- Flights to Durban and Johannesburg which too were discontinued almost a year ago, have not been resumed.

Described as a market and revenue oriented schedule, it is planned to be kept firm for three time-table cycles – Winter 1997, Summer 1998 and Winter 1998. Any changes to be effected will be in the form of additionalities only.

The schedule has been aimed at enhancing revenues and maximizing profitability. Capacity has, therefore, been shifted from uneconomical routes to those making profits and meeting cash costs.

The Winter schedule also provides for substantial increase in utilization of A310 aircraft as these aircraft will be deployed effective January 1, 1998 to fly sectors on which wetleased aircraft are currently being flown. Air-India is not renewing the wetlease agreement for two A310s at the expiry of the current contract with Air Club on December 31, 1997.

Director Generals of Asia Pacific Region Meet

India is making heavy capital investments in providing the most modern navigation, communication, landing and air traffic control facilities at Indian airports, said Mr. C. M. Ibrahim, Union Minister for Civil Aviation, in his inaugural address at the 33rd Conference of the Directors General of Civil Aviation: Asia and Pacific Regions held at Delhi during October 27-31, 1997.

Enhorting airlines to maximize utilisation of the existing infrastructure in the country, Mr. Ibrahim urged all carriers to consider scheduling of their flights during day time also so that congestion at major Indian airports during night is avoided.

Ms Jayanthi Natarajan, Minister of State for Civil Aviation, assured the delegates that the implementation and compliance of International Civil Aviation Organisation standards and recommendations were receiving top priority in India with a view to achieving a high degree of safety and efficiency.

Attaining highest standards of safety and security in the civil aviation sector in India, was also reiterated by Mr. M. K. Kaw, Secretary, Ministry of Civil Aviation, while outlining the various steps taken by the Ministry of Civil Aviation to improve the infrastructure in the country.

Upgradation of several airports has been undertaken on the basis of projected air traffic, he added.

Dr. Assad Kotala, President, Council of ICAO, outlined the role of ICAO, particularly with regard to the introduction of Communications, Navigation and Surveillance and Air Traffic Management (CAN/ATM) Systems.

Earlier, Mr. H. S. Kohla, Director General-Civil Aviation, who presided over the Conference, welcomed the delegates. Mr. Lalit Shah, Representative – Asia Pacific Region, proposed the vote of thanks. The conference was attended by 120 delegates from 39 countries, ICAO, the International Air Transport Association and the International Federation of Airline Pilots’ Associations.

33rd Conference of Directors General of Civil Aviation: Asia and Pacific Regions

Kelkar Committee to Recommend Turnaround Strategies

A Committee of Experts has been constituted by the Government of India to undertake a comprehensive examination of the reasons for the losses incurred by Air-India and develop strategies for turning around the Company.

The Committee, with Dr. Vijay Kelkar, Secretary, Ministry of Petroleum and Natural Gas, as Chairman comprises Mr. Deepak Parekh, Chairman, Housing Development Finance Corporation; Mr. P. G. Mankad, Secretary, Department of Public Enterprises, Ministry of Industry; Mr. R. C. Sen, Chairman, Air-India and Chairman & Managing Director, Indian Airlines; Mr. M. P. Mascarenhas, Managing Director, and Ms. Aruna Mascarenhas, Director - Planning & International Relations, Air-India, who has been appointed Member-Secretary.

The Terms of Reference of this Committee are:

1) To develop and prioritise strategies, both short as well as long term, to turnaround Air-India and to develop a plan of action including financial restructuring for implementation of the turnaround strategy;
2) To recommend organisational restructuring including wage policies to meet emerging challenges;
3) To identify areas in which assistance of Government is needed; and
4) Any other matter relating to the above issues.

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Lucky Draw for Indians who Travelled to France in 1947

Air France, our alliance partners, had in May 1997, as a tribute to fifty years of India’s Independence, announced a special offer for Indian residents who had travelled to France in 1947.

Governor of Delhi, drew the lucky coupons. Others are Lt. Col. M.V. Vinayak, Public Relations Manager; Air France; Mr. Tejinder Khanna; Mr. V.V. Verma, Director-Delhi Region, Air India; and Mr. Marc Benedetti, General Manager, Air France.

49. Sixty-eight people from various parts of the country qualified for a lucky draw. Mr. Tejinder Khanna, Lt. Governor of Delhi, drawing the lucky coupon.

Revenue Earned through Advertisements on A-I Tickets

Air-India has earned a revenue of approximately Rs.21 lakhs since January 1997 through advertisements on the Air India Airline's flights.

Pilots’ Training Programme

The training programme, being managed by Captain Pater Sevensama, one of Air India’s most experienced training pilots, is part of the airline’s ongoing customer support activities.

ASD Employees Undertake Inhouse Modifications

Several Auto Diesel Ground Power Units 140 KVA No.133 were unserviceable for some time, because contactor assemblies, each costing around Rs.38,000/-, needed replacement. Since these were not readily available, Mr. Martin, then working in Engine Overhaul, repaired one contactor and made the GDU serviceable.

An AirConditioning Unit No.1121 used to breakdown quite often. Mr. Jaitlakar suggested that the rear engine power transmission system be modified. Two small shafts between the overside clutch and right angled gear box were replaced by single shaft. Similar modification was also carried out on Air-Conditioning Unit No.1109. Both units are now operating satisfactorily.

In appreciation of their efforts, Mr. R. Satish, Director-Airport Services, presented cash awards to each of them on behalf of the Management at a function held in ASD recently.

Laurels for Air-India

Once in a while flights do get delayed. Though nine out of ten Air-India flights continue to depart on schedule, a flight from Nairobi did get delayed recently. The 4-hour delay showed our staff rising on the occasion as a team to deal with arranging hotel accommodation for the passengers’ stay, their meals, the transfer of some passengers to other airlines, etc.

Mr. Tim and Shirley Long of the American Embassy, New Delhi, who had arrived at Nairobi Airport from Harare, were dismayed to learn that their flight had been delayed. They were, however, full of praise for the arrangements made.

In a letter of appreciation to Mr. L. Kapur, Manager-East Africa, they wrote “While we were disconsolate that our flight was delayed, our disappointment was quickly dissipated by the outstanding service of Ms. Catherine Ochioni, Secretary (Airport), Nairobi, provided. All your staff were very helpful, but Ms. Ochinong stands out from all the rest.”

Mr. H. Bose
Mr. D.U. Pednekar
Mr. James Martin
Mr. D.D. Jaitlakar
Mr. V.A. Ambre

Mr. H. Bose, Sr. Manager-Technical; Mr. M. Pednekar and Mr. James Martin are among the Airports Department who have been instrumental in various engine modifications.

Air-Marrel Lower Deck Loaders Model LM 7000 DP B-8 were malfunctioning due to the failure of the air valves and the bridge moving automatically, resulting in damage to the airconditioning door. Mr. Ambre installed a limit switch so that the elevator was prevented from overshooting the bridge. He also undertook the task of rewiring and testing of the engine using the EFD and TCT-4 Transporters which had lately been broken down due to prolonged usage.

BRIEFLY SPEAKING....

Kelkar Committee Visits Headquarters

The Kelkar Committee, appointed by the Government of India to examine all aspects of the functioning of Air-India, held meetings with representatives of the various Unions, Associations and Guilds as well as the Departmental Heads during their visits to Mumbai on November 10-11, and November 24-25, 1997.

Presentations were made on the occasion by Director-Engine Overhaul, Director-Engineering, Director-Planning & International Relations, Commercial Director, Director-Human Resources Development and Director-Finance.

Good interaction by employees in mock-up places of work can earn for Air-India rave reviews in the media. This was demonstrated by Capt. Anil Gadgil, Joint General Manager, Operations Department, while operating a flight from Delhi to Rome recently.

The plane was delayed, but the passengers were more surprised after we were airborne. Treated gently by an indigent crew, we realised how a handful of conscientious people can infuse dynamism into many an environment.

“The pilots are now running a national carrier. Sometimes they are the first people the passengers meet. They are the first to greet the passengers. It’s time we gave them the same respect and appreciation that we give to the pilots, and to the rest of our airline staff. So, keep them happy and they will keep you happy.”

Mr. V. Ambre, a member of the Kelkar Committee, said that after observing the problems being faced by the employees of the airline, one can only hope that the management will be more sensitive and considerate in the way it runs its operations. He added that it was time the employees were given the respect they deserved.

Air-India has now been offered to Messrs. Foresight Mercantile Co. Pvt. Ltd., which markets Suzuki domestic appliances. Air-India expects to earn revenue of Rs.18 lakhs over a one-year period through these advertisements.

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The Flying Returns – Frequence Plus Tie-up

Dr Hannes Goetz, Chairman of the Board, SAIr Group (R), with Mr M.P. Mascarenhas, Managing Director.

Dr Hannes Goetz, Chairman of the Board, SAIr Group, which owns Swissair, called on Mr M.P. Mascarenhas, Managing Director, Air-India, at the airline’s Headquarters in Mumbai and discussed matters of mutual interest with him during his recent visit to India.

Dr Goetz later also met Mr C. M. Ibrahim, Union Minister for Civil Aviation, and officials of the Civil Aviation Ministry to discuss the current traffic flow between India and Switzerland.

Special Flights to Evacuate Indian Nationals from Saudi Arabia

8,461 stranded Indian nationals, who were compelled to leave the Kingdom of Saudi Arabia before the deadline of the amnesty period expired on October 16, 1997, were transported to India on 17 special flights – 13 to Riyadh, three to Jeddah and one to Dharan – operated by Air-India during October 12-November 7, 1997 and our scheduled services. The national carrier also re-routed some of its flights and provided additional seats by deploying higher capacity aircraft to cater to the unexpected demand.

The situation was monitored closely by our offices in Saudi Arabia who maintained a close liaison with the Deportation Cell and Indian Embassy to ensure smooth evacuation of deportees.

It may be recalled that Air-India had earlier, during September-October 1996, operated 35 special flights and re-routed 24 to fly back 37,430 Indian nationals who had been forced to leave the Gulf as they did not have valid papers or permits to stay in the UAE.

Air-India and Austrian Airlines Enter into Blocked Space-cum-Code Share Arrangement

Air-India has entered into code-share arrangements with several airlines in the last two years, to enhance its presence in cities where it does operate with its own fleet. The latest airline to join the growing list of code-share partners is Austrian Airlines with which Code Share-cum-Blocked Space Arrangement has been implemented with effect from October 25, 1997.

Under this arrangement, the twice weekly A310 services operated by Austrian Airlines between Vienna and Delhi carry the flight numbers of both Air-India and Austrian Airlines and a block of 32 seats has been made available to Air-India for its use at an agreed cost.

Air-India has, through this Code Share-cum-Blocked Space Arrangement, been able to establish its presence in the market between Austria and India without physically operating to Austria with its own aircraft.

President, Queen Inaugurate Cultural Extravaganza

(Contd. from Pg. 1)


Special arrangements were made by Air-India to transport 16,000 kilograms of showcases and 15,000 kilogrammes of exhibits between London and India.

Southern India News

Ms Jayanthi Natrajan, Minister of State for Civil Aviation, held discussions with senior officials of Air-India, Indian Airlines and Airports Authority of India during her first trip to Thiruvananthapuram after assuming charge. She is seen here with (L to R) Mr H.S. Bains, Director-Airports Authority of India, Thiruvananthapuram Airport; Mr L.J. Shetty, Commercial Manager-Southern India, and Mr H.A. Munaf, Airport Manager, Air India, Thiruvananthapuram. She was also taken around the international terminal at Thiruvananthapuram Airport and appraised of the computerised check-in facility at the airport.

Mr S.M. Mazharullah, Passenger Sales Manager-Tamil Nadu, made a presentation on Air-India to Rotarians during the Presidents Elect Training Seminar held recently at The Trident Hotel, Chennai. He has been receiving a moment on the occasion from Rtn Krishnan V. Chari, District Governor Dist:3230.

A Basic Fares and Ticketing training programme was held recently for travel agents of Karnataka, Ms Malini of Pushpak Travels and Mr Lokesh of Meghna a Priya Travels, the top rankers, are seen proudly displaying their trophies. Others in the picture are Ms B.D’Souza, then Customer Relations Manager, and Mr M.Saldanha, Passenger Sales Manager, Karnataka; and Ms Nielam D’Souza, instructor, Air-India Staff College, who conducted the programme.

Approximately 400 members of The Aoa Club Group from M/s Smithkin Beaccha, a leading pharmaceutical company, travelled recently on our services from Bangalore to Singapore. Seen at a cultural evening hosted for the group at Air-India at Hotel Pan Pacific, Singapore (L to R) are Mr M. Mascarenhas, Sr Vice President of the company; Mr L.J. Shetty, Commercial Manager-Southern India, and Mr M. Saldanha, Passenger Sales Manager (Karnataka).
Special Offers for Members of 
TMC and LEC

**Exciting Cruise**

Members of The Maharajah Club, who travelled on Air-India flights to and from London and New York during December 1997, were given the opportunity to avail of an exciting six-day holiday aboard Queen Elizabeth 2, the famous luxurious flagship of M/s Cunard Line Ltd., with the tempting offer of taking a companion free of cost.

**Cellular Phone Service**

Air-India has tied up with Hutchison Max Telecom to provide cellular phones in Mumbai to members of The Maharajah Club and Leasing Edge Club at specially negotiated rental charges.

**Indian Travel Agents Participate in SABRE WORLD 97**

Nineteen travel agents from all over India visited Chicago where they participated in the 'SABRE WORLD 97', one of the premier travel technology events in the industry. Air-India and issues shaping the future of the travel industry were discussed at the conference which attracted more than 4,000 travel agents and professionals of the travel industry from 70 countries.

**Aviation Scenario**

IATA have embarked on a mission — and have developed a strategy — to reduce the aircraft hull loss rate by 50 per cent by the year 2005. That means removing nine or 10 hulls per annum altogether from the crash statistics, thus saving a lot of lives every year.

There were 11,711 westbound-built jet aircraft in commercial service at the end of 1996. They were operated by 650 airlines, flew 18 million sectors, 30 million hours and experienced 15 operational total losses during the year. The loss rate was thus 1.06 per million sectors and 0.83 per million hours. Comparable figures for 1995 were: 17 operational total losses; 0.99 per million sectors and 0.65 per million hours.

Although 1996 was not significantly worse than 1995 in terms of hull losses, it was a very bad year for fatalities. There were 12 fatal accidents in 1996 involving 1,189 passenger and 97 crew deaths, compared to 383 passengers and 39 crew in 1995.

**Two Staffers to Forego 50% PLI**

The employees belonging to the Commercial Department, Ms Y.R. Patel, Traffic Supervisor and Ms D.H. Bedekar, Sr. Traffic Assistant, Nagpur, - have voluntarily offered to take a 50 per cent cut in their Productivity Linked Incentive (PLI) from December 1997 onwards.

They have made this offer in response to an appeal made at a meeting held with the representatives of all the Unions, Associations and Guilds in Mumbai on September 2, 1997 in which the financial position and the steps being taken by the Management to boost revenues, reduce costs, etc were presented. Their views on how and means to reduce expenditure in various areas were also sought at the meeting.

While thanking Ms Patel and Ms Bedekar for their generous offer, Mr M.P. Mascarrethnas, Managing Director, in a letter addressed to them, has expressed the hope that their gesture will "serve as a striking example for other employees to follow in the airline."

Earlier, 14 Pilots of the Operations Department in Mumbai had volunteered to accept a five per cent reduction in their basic salaries and Dearness Allowance from the month of October 1997 onwards.

**Diwali Celebrations**

Enthusiastic Air-Indians decorated our offices all over the network on the occasion of Diwali, the popular Indian festival of lights.

**Kudos for this colourful handwork at Sahar Airport, Mumbai, goes to Mr L’D’sousa, Asst. Manager, Department of Information Technology, and Ms Kashmira Billimoria, Sr. Traffic Assistant, Mumbai Airport.**

**Displayed on the occasion at the Inflight Service Department office in Mumbai was this artistic rangoli creation of Ms Chandini Tanti, Typist/Clerk, depicting the Air-India Maharajah against the logo of the 50th anniversary of India’s Independence surrounded by ‘dya’s.**

**Visitors to our Administration, Sales and Accounts Offices in Singapore were delighted to see these eye-catching decorations put up by the staff in the reception area. An exquisite statue of Lakshmi, the Goddess of Wealth, was the main attraction on this auspicious occasion.**

**50th Anniversary of India’s Independence**

The Indian Association, Dubai, presented mementos to Companies who supported the Golden Jubilee Celebrations of Indian Independence. Mr K.N. Vijayan, Area Sales Manager, Dubai, is seen receiving the memento on behalf of Air-India, from Mr Salim Sherwani, UAE Ministry of State for External Affairs.

**Award Function**

Mr J.N. Khanna, Manager-Dhahran, and Mr Ali Kanoo, Director, Messrs Y.B.A. Kanoo, our General Sales Agent, receiving guests at the Agents Award function held recently at The Oberoi, Dammam.

**Gulf News**

**Scholastic Awards**

Scholastic Awards, whereby one free Air-India ticket is presented to students topping the annual I.C.S.E. examination at each Indian school in the Gulf and Middle East Region, were presented recently. The award winners of Cemal School, Kuwait, are seen with Mr A. Karupiah, Counsellor, Indian Embassy, Kuwait; Mr. B. Bernita, Principal of the school; and Mr P. R. Pekwark, Manager, Kuwait.

**Painting Competition**

Air-India, Doha, organised "Dream of Future India", a painting competition for children, jointly with Gulf Times, Qatar, as part of the 50th anniversary of India’s Independence celebrations. Master A. Bashir and Ms D.A. Anand, who won the competition in the age group 12 to 15 years, are seen being presented return tickets to India by Ms Sanjeewani JadHAV, Manager-Qatar. Others in the photograph are Mr. J. Sebastian, Sales Officer (L), and Mr Paul Cawyn, Vice Editor-in-Chief, Gulf Times.
Osaka is 25

November 2, 1997, marked the 25th anniversary of the commencement of our operations to Osaka.

Passengers who travelled on this momentous day on our flight AI-319, were welcomed by Major J. J. Singh, Manager – West Japan, who presented them an exquisite gift specially made to commemorate the historic event. They were also treated to cakes baked specially for the occasion.

Regular patrons of Air-India, Cargo agents, Government officials, executives from airport authorities and the media were invited to a get-together, also held to celebrate the event, where a sumptuous Indian meal was served.

The inaugural flight, 25 years ago, was operated with the 142-seater Boeing 707 aircraft from Delhi airport. While one of the weekly services was operated on the Mumbai-Delhi-Hong Kong route, the other flight was operated via Calcutta-Hong Kong.

The Boeing 707 was replaced with 392-seater Boeing 747-200 aircraft effective April 1, 1980. Osaka was then served by a weekly service jointly with Tokyo. Due to growth in passenger traffic, Bangkok was delinked from the route and twice weekly services were once again operated via Hong Kong with 203-seat Airbus A310 aircraft effective October 20, 1991. From November 1, 1991, despite the increasing traffic, the services were upgraded once again to Boeing 747-200 - this time from the modern Kansai airport.

The Air-India today operates twice weekly services on the Mumbai-Delhi-Hong Kong, Tokyo-Hong Kong, Osaka route and vice versa with Combi aircraft which has a capacity of 283 seats besides 35 tonnes of cargo.

Record Cargo Uplift

The Cargo team in Osaka has set new all time records in October 1997 for uplift in terms of weight and revenue for Boeing 747-200 and Boeing 737-300 Combi operations.

A record for 747-200 aircraft was set on October 15, 1997, when the station uplifted 30.2 tonnes of cargo, earning a net revenue of Rs. 19.66 lakhs. A Combi record was set by transporting 53.7 tons of cargo on October 26, 1997. The net revenue earned was Rs. 37.13 lakhs.

Renovated ACEC Bank Inaugurated

The newly renovated premises of The Air Corporations Employees' Co-operative Bank Ltd., Nariman Point Branch, was inaugurated by Mr Anandro Adul, Member of Parliament and President of the Co-operative Bank Employees Union, on October 23, 1997. The function was attended by a large number of Air-Indians and Indian Airlines personnel. Dr. S. M. Gaitkward, General Manager, Medical Services, was the chief guest on the occasion.

Mr Arvind D. Deshpande, Chief Executive Officer, ACEC Bank Ltd., addressing the guests present at the inauguration. Seated on the front are Mr A. V. Adul, MP and President, Co-operative Bank Employees' Union; Dr S. M. Gaitkward, General Manager, Medical Services-III, Air-India; and Mr Rajiv Joshi, Chairman of the Bank.

For a Polio-Free India

IMMUNISE CHILDREN (0-5 YRS.) WITH ADDITIONAL POLIO DOES

Pulse Polio Immunisation
7 Dec 1997 and 18 Jan 1998
Mr. K. P. Ramas, Sr. Manager, Finance & Accounts, Mumbai. Ser: 37 yrs 6 mths.

Mr. M. K. Kashish Lal, Head Cleaner (H1), Engineering, Delhi. Ser: 27 yrs 3 mths.

Mr. J. S. Ranganathan, Master Technician, Engineering, Bhopal. Ser: 38 yrs.

Mr. R. V. Rangel, Dy. Manager – LTR, Department of Information Technology, Mumbai. Ser: 36 yrs 2 mths.

Mr. P. N. Seth, Dy. Manager – LTR, Department of Information Technology, Mumbai. Ser: 35 yrs 3 mths.

Mr. S. P. Seth, Dy. Manager – LTR, Department of Information Technology, Mumbai. Ser: 35 yrs 4 mths.

Mr. K. V. Sudhakar, Asst. Manager, Commercial, Mumbai. Ser: 35 yrs.

Mr. A. B. Saxena, Sr. Manager, Inflight Service, Mumbai. Ser: 34 yrs.

Mr. V. S. Desai, Asst. Manager, Commercial, Mumbai. Ser: 31 yrs 2 mths.

Mr. A. B. Saxena, Sr. Manager, Commercial, Mumbai. Ser: 30 yrs.


Mr. S. P. Poddar, Sr. Manager, Finance & Accounts, Mumbai. Ser: 36 yrs.

Mr. S. D. Desai, Asst. Manager, Commercial, Mumbai. Ser: 33 yrs 6 mths.

Mr. A. B. Saxena, Sr. Manager, Commercial, Mumbai. Ser: 30 yrs.


Mr. M. B. Jadhav, Dy. Manager, Airline Services, Mumbai. Ser: 37 yrs.

Mr. S. B. Savant, Sr. Office Assistant, Commercial, Mumbai. Ser: 20 yrs.


Mr. M. S. Savant, Sr. Office Assistant, Commercial, Mumbai. Ser: 20 yrs.

Mr. K. V. Desai, Asst. Manager, Customer Relations, Commercial, Mumbai. Ser: 29 yrs 5 mths.


Mr. V. V. Dodhiya, General Manager, Operations, Mumbai. Ser: 20 yrs.

Mr. C. V. Kankik, Commercial Manager, Commercial, Mumbai. Ser: 37 yrs.


Mr. S. P. Prakash, Asst. Manager, Marketing, Hyderabad. Ser: 25 yrs.

Mr. V. V. Desai, Asst. Manager, Marketing, Hyderabad. Ser: 25 yrs.


Distribution of Work

To facilitate co-ordination between Departments and hasten the process of decision making, work related to the various Departments has been distributed among the Deputy Managing Director and the two Co-ordinators as follows:

Mr. N.G. Padhi, Dy. Managing Director: Vigilance and Internal Audit.

Mr. P.B. Kumar, Co-ordinator & Director-Engineering/Overhaul: Engine Overhaul; Operations Training; Human Resources Development; Airport Cargo; Airports; Operations; Medical Services; and Information Technology.

Mr. J.N. Gogol, Co-ordinator & Director-Engineering/Civil Works & Properties: Engineering; Civil Works & Properties: Inflight Service; Stores & Purchase; Finance & Accounts; Air Safety; and supervision over General Manager-Mumbai Airport.

Director-Security: Director-Planning & International Relations, Commercial Director; Director-Delhi Region, Director-Public Relations, and Secretary & General Manager-Admin. will continue to be directly the Managing Director.

Finance & Accounts

Pending selection of a new Director-Finance, changes have been made in the Finance and Accounts Department to ensure smooth functioning. Mr. J.N. Gogol, Co-ordinator/Director of Engineering and Civil Works and Properties, who as Co-ordinator has been overseeing the Finance & Accounts Department, has assumed charge of the Department effective October 1, 1997. Mr. S. Ranganathan, General Manager-Finance, is in charge of all Revenue Accounting functions. He is also responsible for dealings with third parties in connection with the present arbitration and cash flow management matters. Mr. S. Punhani, General Manager-Finance, is in charge of all Accounting, the Projects Section and the Administration and Establishment Divisions of the Department.

Appointments

Dr. S.K. Puri, Mr. T.G. Sundararajan, Mr. A.K. Verma

Four Directors, with cumulative experience of nearly 110 years in Air-India, were accorded farewell on their retiring from the Company on attaining superannuation during September and October 1997.

Dr. S.K. Puri, Director-Medical Services, who retired on September 30, 1997 after 28 years of service, was given a send-off prior to the Departmental Heads meeting held on October 8, 1997. A silver salver bearing signatures of all the Departmental Heads was presented to him on the occasion.

Capt. S. Baksah, Director Operations (Training), Mr. T.G. Sundararajan, Mr. A.K. Verma

Renominated

Dr. J.N. Gogol, Co-ordinator/Director of Engineering and Civil Works & Properties, has been renominated to the Indian Air Transport Association Operations Committee (OPC) at the 53rd Annual General Meeting of IATA held in Amman, Jordan, during November 2, 1997.

Goodbye and Good Luck

Mr. M.P. Mascarenhas, Managing Director, recalled their association with Air-India and the valuable contribution made by them to the Company in their respective fields over the years. In brief speeches each of the erstwhile executives said they had enjoyed their tenure and were proud to have had the opportunity to work for the national carrier. All the Departmental Heads joined Mr. Mascarenhas in wishing them a happy retired life and good luck in the years to come.

Mr. P.S. Ganapathy, Addl. General Manager-Operations, read out poems he had penned as a tribute to Capt. Baksah, Mr. Sundararajan and Mr. Verma.

Public Enterprises Survey 1995-96

Marked Improvement in the Performance of Central Public Enterprises

Central public sector enterprises have registered consistent improvement in performance since the implementation of the Industrial Policy introduced in 1991, an indication that public enterprises are gearing up to meet the challenges posed by the liberalisation of the Indian economy.

Public enterprises have succeeded in increasing their internal resources generation over the years.

They have been making substantial contribution to the exchequer through payment of dividends, corporate tax, excise duty, customs duty and other duties. Public enterprises have also played a pivotal role in the progress of the country by discharging their socio-economic obligations.

The overall performance of the central PSUs during the year 1995-96, as compared to the previous year, is reflected in the table below:

<table>
<thead>
<tr>
<th>Indicator</th>
<th>1995-96</th>
<th>1994-95</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (Rs. in crores)</td>
<td>17,628</td>
<td>17,328</td>
</tr>
<tr>
<td>Net Profit</td>
<td>9,878</td>
<td>7,187</td>
</tr>
<tr>
<td>Gross Domestic Product</td>
<td>24,371</td>
<td>19,992</td>
</tr>
<tr>
<td>Exports of Goods &amp; Services</td>
<td>15,211</td>
<td>13,216</td>
</tr>
<tr>
<td>Average annual emoluments of employees</td>
<td>10,879</td>
<td>9,305</td>
</tr>
<tr>
<td>Average annual emoluments of employees</td>
<td>10,879</td>
<td>9,305</td>
</tr>
</tbody>
</table>

(Per employee per annum)
Mr M. A. Sreenivasan, Founder-Director of Air-India, recently celebrated his 100th birthday in Bangalore. Officers of Air-India Bangalore are seen on the occasion greeting Mr Sreenivasan on behalf of the Management and staff of Air-India at his residence in Bangalore.

The Air-India/Air France Global Alliance entered into recently and the Flying Returns – Frequence Plus tie up was announced to the members of the travel trade during the Travel Agents of India Convention held at Colombo during September 26-28, 1997. They were also informed of the benefits that would accrue to passengers. Mr H.S. Liberet, Commercial Director, A-I, and Mr A. Bullard, Managing Director, Asia Pacific, Air France, Hong Kong are seen displaying the logos of the two airlines on the occasion.

On the occasion of the first flight operating to Terminal 2 of Charles de Gaulle Airport, Paris, consequent to the alliance signed with Air France, Mr P.S. Hooda, Manager-France, Mr M. Magri, Passenger Sales Manager-France, and Mr Bir Mather, Airport Manager; and Mr Suneel Gupte, Customer Relations Manager, Paris, Air-India, are seen with Mr F. Caput, Senior Commercial Agreement Manager, Mr E. Massonet, Manager-Airport Contract, Mr Blanquis P., Vice President Alliance, and Mr D. Duval, Route Manager-India, Air France.

On Raksha Bandhan day, Ms Neela K. Patel, Manager-Mauritius, Seychelles, Madagascar & Reunion, presented a rakh to Professor N.S. Bose, former Vice Chancellor of Visva Bharati, Santiniketan, the first passenger to check in at Mauritius Airport for our joint flight MKA-700 of August 17, 1997.

Air-India, Rome, organised a seminar for 60 travel agents in Perugia and surrounding area in Umbria to promote Air-India and India. Exquisite Indian handicrafts and a complimentary ticket to India were presented to winners of a lucky draw held on the occasion. Mr Bruno Petrozzello, Sales Superintendent and Ms Rita Bertelli, Sales Secretary, Rome are seen conducting the draw.

Air-India Bangalore conducted a Basic Fares & Ticketing Programme for personnel of members of the Travel Agents Association of India in Karnataka. Ms Rama Chandrasekar of STA World Travels, Bangalore, who stood first among the trainees, is being presented a certificate and plaque by Mr K. Bettaiah, Chairman, TAAI, Karnataka.

Ms H. Dauroseowo, Chief Traffic Assistant, Space Management, Commercial Department, Mumbai, is seen receiving the 'Best Staff of the Quarter Award' for April-June 1997 from Mr S. Sen Gupta, Commercial Manager-Space Management, while Mr Bal Potdar, Asst. Manager, System Reservations Development Unit, looks on.

Published for Air-India by the Public Relations Department, Air-India Building, Nariman Point, Mumbai 400 021. Editor: Jitender Shargava, Director-Public Relations. Associate Editor: Ms J. G. Kalani, Sr. Manager-Public Relations. Designed & Printed by Jasmine Art Printers.
एशिया प्रशांत क्षेत्र का महानिदेशक सम्मेलन

उदयपुर क्षेत्र के महानिदेशक कार्यकर्ता के उद्योगों नेताओं और संयुक्त राज्य अमेरिका की एक सम्मेलन की हुई थी। इस सम्मेलन के दौरान महानिदेशक ने अपने दल के संयोजकों के साथ एशिया प्रशांत क्षेत्र के महानिदेशक के उद्योगों नेताओं के सम्मेलन के दौरान की हुई थी। इस सम्मेलन के दौरान महानिदेशक ने अपने दल के संयोजकों के साथ एशिया प्रशांत क्षेत्र के महानिदेशक के उद्योगों नेताओं के सम्मेलन के दौरान की हुई थी।
राजीव गांधी – एक आंतरिक संकल्पना

भारत के गुरुद्वारा प्रभासी राशी की वार्ता हरे बस्ती चाँदी के की दीन देखी है। आंतरिक संकल्पना की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता की राजीव गांधी के वार्ता का प्रतिष्ठित है।
एअर-इंडिया स्टाफ कॉलेज का 35 वां वर्षगांठ समारोह

अक्टूबर 15, 1997 की एअर-इंडिया के पुरुष स्टाफ कॉलेज के 35 वां वर्षगांठ का समारोह आयोजित किया गया था। इस समारोह में अगर, सातीना, निर्मला - एजरेस्टों ने अपने प्रसिद्धी की गतिविधियों की प्रशंसा हेतु अनुमोदन दिया।

एअर-इंडिया ठाणे तथा एअर ब्रांच की तत्कालीन डिप्टी एजर सम्बन्धी

नवम्बर 23, 1997 की एअर रिटर्स के सर्वोत्तम कर्मियों की प्रशंसा करते हुए निधी हेतु एयरलाइन्स की तत्कालीन डिप्टी एजर का समारोह आयोजित किया गया।

1947 में फ्रांस की बात्तर्क करने वाले भारतीयों के लिए नकी डूँ बारहवीं साली बहुत महत्त्वपूर्ण थी, जबकि एन्ड्रयू दे सेल्यांस की बात्तर्क से पहले के शताब्दी का बहुत अधिकांश राजनीतिक अग्नि था।
केंद्रीय सार्वजनिक उद्योगों के कार्य
निर्माण में उल्लेखनीय सुधार

1971 में मुश्किलों की ओर से विश्वास निर्माण के लिए केंद्रीय सार्वजनिक उद्योगों के अन्दर का हाल में बाध्य होता है कि सार्वजनिक उद्योगों के निर्माण, विकास और व्यवस्था के लिए उत्तम सार्वजनिक सुधारों का सामना के लिए शुरू हो जाना चाहिए है।

निम्नलिखित में सार्वजनिक उद्योगों के अन्दर कोष्टकीय सार्वजनिक सुधार के सूची के रूप में दिखाई देने की प्राथमिकता के लिए उपयोग होती है।

सार्वजनिक उद्योगों के अन्दर सार्वजनिक सुधार के प्रयोजन और अन्य सार्वजनिक उद्योगों के रूप में लिखे गए हैं।

(सबसे पहले बैटरी की कोशिश के साथ 1971-75 के दौरान केंद्रीय सार्वजनिक उद्योगों के लिए निर्माण का सबसे महत्वपूर्ण कार्यलाप है देखिए सार्वजनिक उद्योगों के लिए निर्माण का सबसे महत्वपूर्ण कार्यलाप है।

आर-ए-इंडिया के लिए समाप्त

उन्हें कैन्टल के लिए समय दिया जाता है।

आर-ए-इंडिया के लिए समाप्त

उन्हें कैन्टल के लिए समय दिया जाता है।