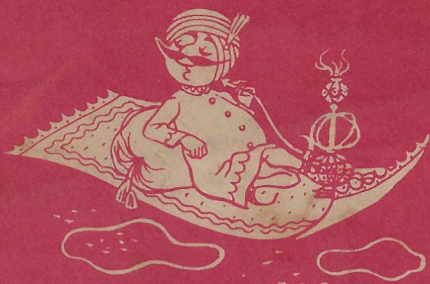


Mr. K.J. Karlekar

The Magic Carpet



VOL. 17 NO. 5

THE STAFF MAGAZINE OF AIR-INDIA

MAY 1973



"Vi, any idea which gate for flight BE627 to Lisbon?"

Reproduced by permission of Punch magazine



Air Hostess Mahrukh Musa won the Miss Air Fashion Contest at the Biggin Hill Air Show 1973 in Britain. Poona-born Mahrukh, 24, was presented with the trophy by Mr. D.M. Cowan, General Manager of Bank of Scotland, who sponsored the contest. The photograph shows (L to R) Mr. Runciman, Joint General Manager, Bank of Scotland; Air Hostess of British Midlands; Miss Musa; Air Hostess of Qantas; and Mr. Cowan.

Chairman's press conference

Boeing 747 spurs growth

IN a wide ranging review of Air-India's performance during 1972-73, the Chairman Mr. J.R.D. Tata expressed optimism about Air-India's future.

He was addressing a press conference at the Headquarters Boardroom in Bombay on May 3, 1973. At the outset the Chairman introduced Mr. K.K. Unni as "our new Managing Director" and said, amidst laughter, "If anything goes wrong, you can question him; when you are satisfied you can come to me!"

This was the first time a press conference was called to announce our financial results well before they were officially submitted to the government and the Parliament. "Our revised estimates show," said the Chairman, "that in the year just closed (March 31, 1973), we made an operating profit of about Rs.5 crores, but after providing for depreciation, payment of interest on dollar loans and on government capital, we have had a small loss of Rs.1.34 crores. The total loss incurred by the Corporation during these two years amounting to Rs.3 crores represents only 1.6 per cent of the total turnover of Rs.182 crores."

The Chairman went on to explain that after 18 consecutive years of profitable operation, during which Air-India's net profits amounted to Rs.26.37 crores, Air-India went into the red for the first time in 1971-72. But for a variety of factors, some of them beyond the control of Air-India,

like recession, war, refugee relief, news of epidemics, Air-India would actually have ended the year with a profit.

Provision for depreciation alone in 1972-73 — which is meant for replacement of the fleet — was Rs.9.27 crores, Rs.2.10 crores more than last year. Interest on the huge U.S. dollar loans and Government's 50 per cent loan capital was Rs.6.34 crores.

Capital

Air-India's capital is notionally divided 50:50 as loan (non-returnable) and equity, and the government has stipulated that the Corporation has to compulsorily pay interest on 50 per cent capital designated as loan capital. "Even during the last two years that we have made a loss, we have paid interest on 50 per cent loan capital provided by the Government", the Chairman said.

Air-India was criticised for buying the Jumbos, said the Chairman, but already the Jumbos are proving too small. This is the trend all over the world. There is no doubt that the Jumbos are cheaper to operate. A Jumbo consumes 40 per cent less fuel per unit of transportation as compared to a 707 and its operating cost per Available Tonne Kilometre, to put it in the air transport jargon, is 20 per cent lower.

During 1972-73, although Air-India had borne the full overheads of the four Jumbos, all the four 747s

were available for only nine months, since the fourth aircraft was put into operation only in June 1972. In addition, the high rates of inflation in India as well as in foreign countries through which Air-India operates has resulted in substantial increase in operating costs. In respect of the cost of fuel alone (which is the next highest expenditure, first being staff costs) due to price increases the expenditure went up by Rs.3 crores, representing an increase of 30 per cent. At the same time, the extra wage burden amounted to over Rs.2 crores. Simultaneously, on the revenue side, there has been a steady erosion in the yields year by year and during 1972-73 the yield came down by six per cent compared to 1971-72. Therefore the Chairman felt: "We have not done anything to be ashamed of. We are inclined to consider the results as encouraging".

At the end of 1972, Air-India's net worth stood at Rs.69 crores, and the Gross Block at Rs.130 crores. During the seven year period ending March 31, 1972, the Corporation has earned and saved for the country foreign exchange to the tune of Rs.65 crores. And in the last 10 years, the Corporation has paid in all to the Government as return on capital Rs.15.13 crores - Rs.8.55 crores as interest on loan capital and Rs.6.58 crores as dividend on the equity portion. This is after meeting interest and other charges on foreign loans of over Rs.19 crores.

(Continued on page 2)

You can do better

Call to cabin crew

"YOU have made this airline one of the finest in the world. All of you are above average, intelligent, young people. You must use that intelligence to do better. After all if the Corporation makes more money, you stand to benefit", said Mr. N.H. Dastur, Commercial Director, when he addressed two separate groups of Cabin Crew in Bombay in May, for the first time since he took over as Commercial Director last November.

The meetings which were arranged by Mr. K.L. Ramchander, Commercial Manager-Customer Service, provided Mr. Dastur with an opportunity to hear and discuss with the hostess and pursers problems of cabin service and how to solve them. Mr. Dastur expressed grave concern about the fall in standards of our cabin service and was anxious to find out why. "If you have any problems I want to help you to solve them", he told them.

Air-India must expand and carry more and more passengers to make more money, but rumours of discrimination against Indian passengers hurt Air-India's image more than anything else. Although those who complain may be a tiny minority compared to the large numbers who travel, they cannot be ignored.

Gone are the days when only the affluent travelled said Mr. Dastur. This is an era of mass transportation and low fares. So every traveller must be treated well and with consideration. "If I were in your place and I didn't feel like serving the passengers, then I would be in the wrong job".

Everyone should take pride in their job; pride in the feeling that they can do their job better than anyone else.

During the question and answer session an In-flight Supervisor complained that the cabin crew often had their hands full because of defective equipment and improperly loaded galleys. This left them very little time to look after passengers really well.

Mr. Dastur felt that whether you had five hours or five minutes with a passenger was of no consequence. What matters is your approach. Not so much what you do, but how you do it.

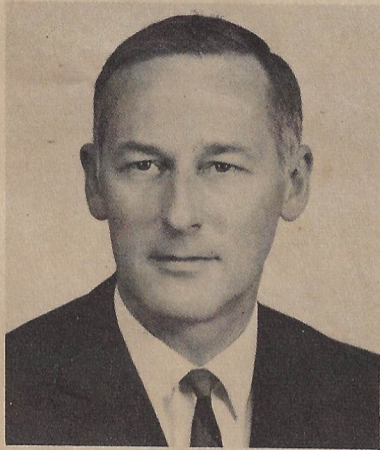
He gave an example of a flight on which he was travelling. The passenger next to him had a problem with his seat. When he complained, the Purser told him that Engineering was to be blamed for this and nothing could be done. At this stage Mr. Dastur intervened and asked how much time was there for the flight to leave. The Purser said 25 minutes. After which Mr. Dastur enquired whether a mechanic could not be called up to fix the seat. When the mechanic did come he repaired the seat in exactly five seconds and the passenger was happy.

(Continued on page 7)

European Notebook

By Pat Rodricks

AIR-INDIA International, as we were then known, was due to inaugurate its first international flight from Bombay to London via Cairo and Geneva on June 8, 1948. We needed someone to handle the constellation in Geneva, but we needed someone very capable. That was how we found Mr. F.R. Herzig.



Mr. Freddy Herzig

At that time "Freddy", as he is proudly known, was working with TWA at Cointrin Airport and since they were not quite sure whether he would be happy working with another airline, they gave him the option of returning to them within six months. But Freddy was happy and has remained with us since.

On April 15 this year, Freddy Herzig completed 25 years with us and holds the honour of being Air-India's first and longest-serving employee in Europe.

From Station Supdt., Geneva, Freddy was re-designated as Station Supdt., Switzerland, and in 1962 was promoted to Senior Airport Manager. With the increase in the number of our flights through Europe and the arrival of Jumbos, we needed someone to co-ordinate our Airport Operations in Europe. Thanks to the insistence of Mr. N.H. Dastur, the then RMCE, Freddy became Manager, Ground Handling, for Europe.

Besides spending time liaising the airport handling on the Continent, attending meetings anywhere between Bombay and London, Freddy also leads an extremely busy personal life. He has been Mayor of Meyrin for the last ten years, a member of the

"Genevoise Parliament" and actively associated with a number of local societies.

We would like to extend our felicitations to Mrs. Herzig and their two sons, Roland and Daniel (We had the pleasure of attending Roland's wedding recently) and our congratulations and best wishes to Freddy on the occasion of his Silver Anniversary with Air-India.

Palmist and Astrologer

"Senior Accountant J.R. Jagtap, belongs to that rare category of men who habitually triumphs over odds and rise by the sheer weight of their efforts", so began an item in the Magic Carpet "Diary", in April 1969. Jaysing, as we all know him, is on loan (another Accounts term!) to "Operation Europe", but there is another side of him, apart from accounting and solving Union problems, which many do not know. He has, during his sojourn on the Continent, acquired a reputation for being a palmist and an astrologer.



Mr. Jaysing Jagtap

He has participated in Indian Fairs at Amsterdam, Paris, Milan and Geneva. Recently, he read palms for nine hours continuously at the Caritas Charity Fete organised in Geneva.

Not so long ago, Jaysing was invited to Italy where he was interviewed by the wellknown "Grazia" Magazine and the Italian TV. During his stay, he also met the famous Italian astrologer Lucia Alberti who was full of praise for her Indian counterpart.

WHO'S WHO & WHERE

PROMOTIONS

COMMERCIAL DEPARTMENT

Name	From	To	Effective Date
Mr. E. P. D'Silva	Sr. Station Manager	Commercial Manager	Feb. 1, 1973

ENGINEERING DEPARTMENT

Mr. K. K. Menon	A.M.E. III	A.M.E. II	Apr. 1, 1973
Mr. M.S. Gill	A.M.E. III	A.M.E. II	Apr. 1, 1973
Mr. A. Shamsi	A.M.E. III	A.M.E. II	Apr. 1, 1973
Mr. A.K. Sinha	A.M.E. III	A.M.E. II	Apr. 1, 1973

OPERATIONS DEPARTMENT

Mr. G.N. Bangale	Jr. Technical Officer	Technical Officer	Apr. 1, 1973
Mr. A. Varadarajan	Jr. Technical Officer	Technical Officer	Apr. 1, 1973

TECHNICAL PLANNING DEPARTMENT

Mr. K. K. Shangloo	Jr. Technical Officer	Technical Officer	May 1, 1973
Mr. S.V. Kembre	Jr. Technical Officer	Technical Officer	May 1, 1973
Mr. S.V. Govekar	Technical Assistant	Planning Officer	May 1, 1973

POSTINGS

COMMERCIAL DEPARTMENT

Mr. T. A. Lavingia	Manager-Schedules, Bombay	Manager, Dhahran	To be notified
Mr. A.M.S. Khan	Manager, Dhahran	Customer Service, Santa Cruz	To be notified
Mr. L. M. Khosla	Airport Manager, Delhi	Manager, Teheran	Jun. 18, 1973
Mr. S.L. Oberoi	Asst. Manager, Osaka	Airport Manager, Delhi	Jun. 11, 1973
Mr. H.B. Vacha	Ag. Manager, Teheran	Asst. Manager, Osaka	Jun. 25, 1973
Mr. H.S. Gill	Sales Manager, Stockholm	RM-India's Estt, Delhi	Jun. 1, 1973
Mr. R. R. Amin	Area Sales Manager, Amsterdam	Sales Manager, Stockholm	Jun. 1, 1973
Mr. N.S. Mathur	DRM, Delhi	Asst. Manager, Amsterdam	Jun. 15, 1973
Mr. Farid Ahmed	SS, Delhi	DSM, Kathmandu	Jun. 1, 1973
Mr. S. Ghosh	DSM, Kathmandu	SS, Delhi	Jun. 6, 1973

Chairman's press conference (Continued from page 1)

Taking a long-term point of view, The Chairman said, the achievements of Air-India should be considered creditable and the losses incurred in the two years should be viewed as a short down-turn principally due to factors beyond the control of the Corporation. "We hope to return to profitable operations during the current financial year - 1973-74".

The Chairman was asked a number of questions about the working of Air-India, about overbookings, the Paris gateway, the concessional fare to New York, the cut back of flights to Australia, Air-India's share of traffic in and out of India and about the capacity provided for Indian Airlines.

The Chairman said that there has been indeed a very heavy rush of people wanting to go abroad this summer and therefore the problem of overbookings had been acutely felt. He explained that this is a common phenomena in international air transport. There is no penalty involved

if you book your seat and decide not to go on a particular flight. The Indian Airlines is very fortunate, it imposes a penalty on 'no show' passengers. Because of this international airlines have adopted the practice of overbooking up to 20 per cent. This is based on experience that on every flight a certain number of passengers - about 20 per cent - do not turn up and an airline cannot afford to let aircraft go with empty seats.

Example

At this Mr. Unni quoted an example of a recent Air-India flight which left with 80 empty seats because a group which was booked to travel did not show up.

Giving the background to the special concessional fare of \$475 for travel between India and USA, the Chairman pointed out that there has been a fantastic growth of charter

traffic across the Atlantic. It accounted for as much as 30 per cent of the total number of passengers flying on that route and it was necessary to meet this competition. In itself the fare is not economical, but if you consider the number of empty seats that would remain otherwise unfilled, the fare is justified, he said and added that last year Air-India had carried 17,000 passengers under this fare.

As for the cut back of the number of flights to Australia, the Chairman explained that Air-India is under a quota system beyond Singapore and it was no longer economical to operate two flights to Australia.

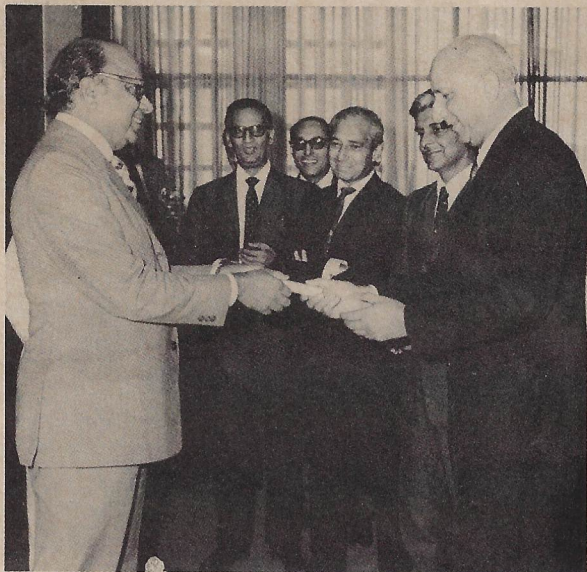
The Chairman said that Air-India intended to operate to Canada but this would involve negotiations with the Canadian Government and nothing definite has been decided as yet.

Mr. Tata denied the allegation that Air-India was forcing its excess capacity on Indian Airlines. As a matter of fact, the Indian Airlines wanted

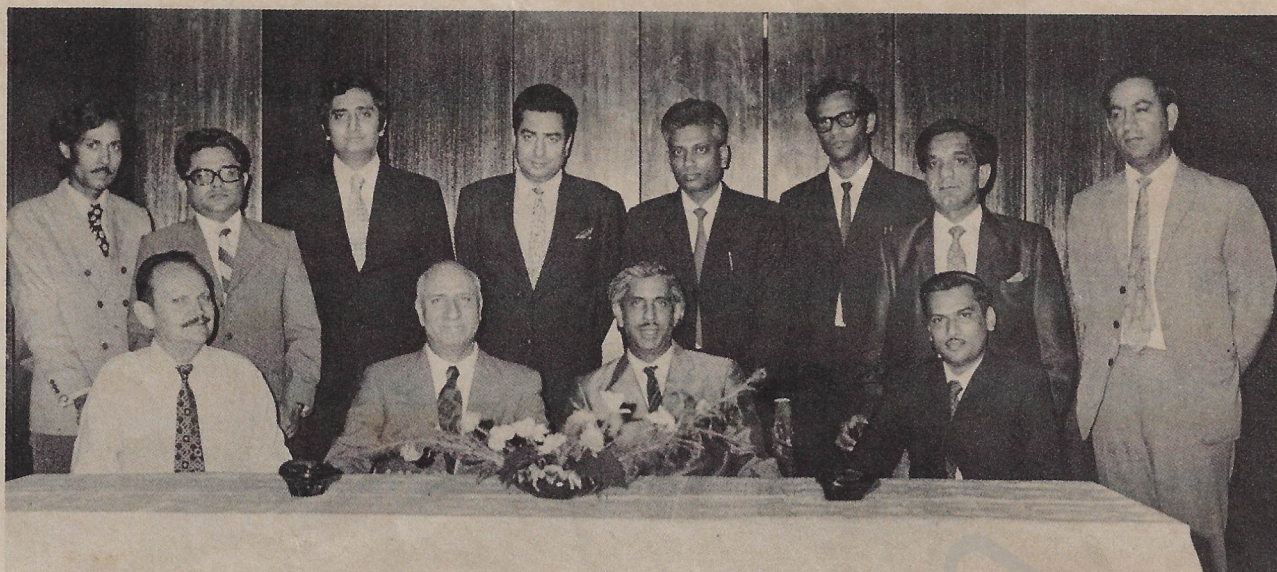
more capacity but we have none to spare.

Among the other comments made by the Chairman were that there has been a spectacular rise in the cargo traffic out of India - as much as 60 per cent - but traffic in the reverse is not growing as fast as it should. Air-India sends three pallets to Japan on a weekly mixed service and is also operating about once a week exclusive cargo charter to Europe. The Cargo accounts for about 20 per cent of Air-India's total revenue. The Chairman said that he did not agree with the views expressed by the Director General of IATA that cargo will become bread and butter of airline industry.

And finally about the proposal to form a Holding Company for Air-India and Indian Airlines, the Chairman said that it was no longer being actively considered. As for the merger of the two Corporations, this too presented enormous problems of staff integration.



Mr. K.K. Unni, MD, making a presentation to Mr. R.N. Kaul at the Departmental Heads farewell luncheon. Also seen in the photograph (R to L) Mr. K.G. Appusamy, DE, Mr. S.K. Kooka, former CD and now Chairman, ACL, Mr. S.K. Nanda, CPM and Mr. C.V.R. Rao, FC.



In a group photograph taken at the farewell party to Mr. R.N. Kaul are seen (L to R, sitting) Mr. L. Reister, Chef-Flight Kitchen, Santa Cruz, Mr. R. N. Kaul, Mr. Eric Pereira, Director, Hotel Projects and Mr. V.R. Kulkarni, Controller of Accounts, HCI. (L to R, standing) Mr. R. Bhatnagar, Officer-in-Charge, Dining Facilities, Mr. S.K. Joshi, Personnel Manager, Mr. G. Kerawalla, Mr. K.B. Nanda, Manager, Chefair Flight Kitchen, Mr. M.S. Rao, Project Engineering Manager, Mr. G.V. Iyer, Purchase Manager, Wg. Cdr. S.B. Mathur, Manager, General Services and Mr. R.N. Ranjen, Secretary & Administration Manager.

Mr. Kaul retires.....

MR. R.N. KAUL, Director-Hotel Projects, retired from the Corporation on May 22, 1973. At the farewell party given by the staff of the Hotel Corporation of India in the Restaurant of Air-India Building on May 18, 1973, Mr. K.K. Unni, Managing Director and Chairman of HCI, who was the chief guest on the occasion, said that Mr. Kaul had served both Air-India and HCI with great distinction.

"He has worked with dedication and loyalty and the success of HCI is largely due to his pioneering spirit and also due to the hard work and devotion of staff", he said.

Mr. Unni felt that just as Air-India has built an image and established a reputation in airline business over a period of 40 years, the HCI too must build up a reputation for excellent service.

As Chairman of the company, Mr. Unni appealed to the employees for their support and cooperation in establishing high standards of service. He said that the company had a bright future but reputation had to come first before success. "We are in a competitive field; we have to compete with established hoteliers".

Mr. Unni said that he had known Mr. Kaul for a long time and the best tribute to him would be to see that the unit that he had established prospered.

As a farewell gift Mr. Unni presented Mr. Kaul with a silver salver

on behalf of the employees of the HCI.

Earlier Mr. V.R. Kulkarni, Controller of Accounts, HCI, welcomed the guests and wished Mr. Kaul a very happy birthday and the best of health during retirement.

Mr. Kaul thanked the MD for his kind words. Addressing his staff, he said that if he had been a hard taskmaster and at times hurt their feelings, it had all been in an effort to maintain high standards. He had borne malice toward none. "My advice to those working in this organisation is to work with a missionary zeal. I have had the good fortune to serve this national endeavour, and I am proud of it".

Interview

In an interview with the Magic Carpet on the eve of his retirement, Mr. Kaul said that he had no regrets about having moved to the hotel project. "There was no question of being happy or unhappy. It was a job and it had to be done; I accepted it as a challenge".

He knew nothing about hotels. His own career had been in airline business starting with Indian National Airways and then with Air-India since January 1947. So he set about learning about hotels with a characteristic thoroughness. He read books, studied every aspect of hotel business and also travelled a great deal.

"I visited 50 hotels out of 100 considered to be the best by the Fortune magazine and made a detailed study of their working. I even saw their kitchens", said Mr. Kaul. This helped him when he became a Member of the Government of India Hotel Review and Survey Committee, which categorised the hotels in India.

Mr. Kaul mentioned that the biggest problem HCI was facing was of getting trained staff and the HCI is to appoint a Training Director to get over this problem. Both the Bombay Airport and the Juhu hotels would be furnished with materials available in this country. Nothing will be imported.

(Continued on page 7)

.....Mr. Pereira takes over

MR. ERIC PEREIRA, 49, has taken over as Director-Hotel Projects from May 22, 1973, almost two years after he became Commercial Manager-Cargo.

Speaking about his appointment, Mr. Pereira said that he was 'Surprised' and added, "I am grateful to Mr. Kaul because he has done all the spade work".

He saw his job as a policy maker and not one of looking after the day to day working of the hotels. "There will be general managers for both hotels responsible for their running", he said. He visualised the two hotels as independent profit centres, operating on commercial lines.

Asked whether the head of a unit should merely confine himself to policy matters and ignore details, he replied, "Not necessarily. He must have the ability to recognise which are the more important details that he should know".

Mr. Pereira was of the opinion that everyone has a personal style of leadership. As far as he is concerned, he believed in discussing things with

his subordinates. "Staff must have faith in their top man".

Mr. Pereira, who has been with Air-India since 1946, says he found his stint as Commercial Manager-Cargo "very enjoyable" and regards the present job more challenging than the previous one.

A graduate of the University of Bombay and a former Naval Officer, Mr. Pereira has a reputation for being dynamic, straight forward and decisive. His two years as CM-Cargo, when our cargo traffic increased as much as 60 per cent, amply proved it. His most treasured possession is a letter from the Flag Officer, Bombay, to his Commanding Officer, in which he said: "The Flag Officer Commanding, Royal Indian Navy, is gratified to note the presence of mind, courage and sense of duty displayed by Sub-Lieutenant E. Pereira, R.I.N.V.R., in rendering prompt First Aid to the injured rating."

Mr. Pereira is enthusiastic about wild life and is a keen conservationist. He is extremely fond of animals.

MD presents Merit Awards to staff for 1971-72

MR. K.K. Unni, Managing Director, presented the Merit Awards for 1971-72 to staff at a special function arranged by the Personnel Department in the Canteen Hall at Santa Cruz on May 9, 1973. Among those present were departmental heads and a large number of staff who work at Santa Cruz.

In his speech Mr. Unni congratulated the recipients of Merit Awards and said that "these awards demonstrate how much we appreciate your hard work and efficiency. I should like to repeat the remark I made here last year that we have a hard core of expertise which has enabled us to build a strong foundation."

Mr. Unni said that he was happy to be present at the function - his first since becoming the Managing Director - and recalled that a few weeks ago when he had presented the long service mementos to staff in London, how surprised he was to see nearly 20 staff with over 25 years service with Air-India.

He referred to the 25th Anniversary

of our international operations and reviewed our performance during the period, particularly during 1972-73. He emphasised the need for 'sustained effort' in improving our load factors and expressed the hope that with the sense of dedication and loyalty which has been in evidence all these years, it will not be difficult to regain profitability.

He spoke about the employee welfare and pointed out that the Corporation had provided housing for nearly 1,000 employees. "We want to do something for the rest of the employees too", he said.

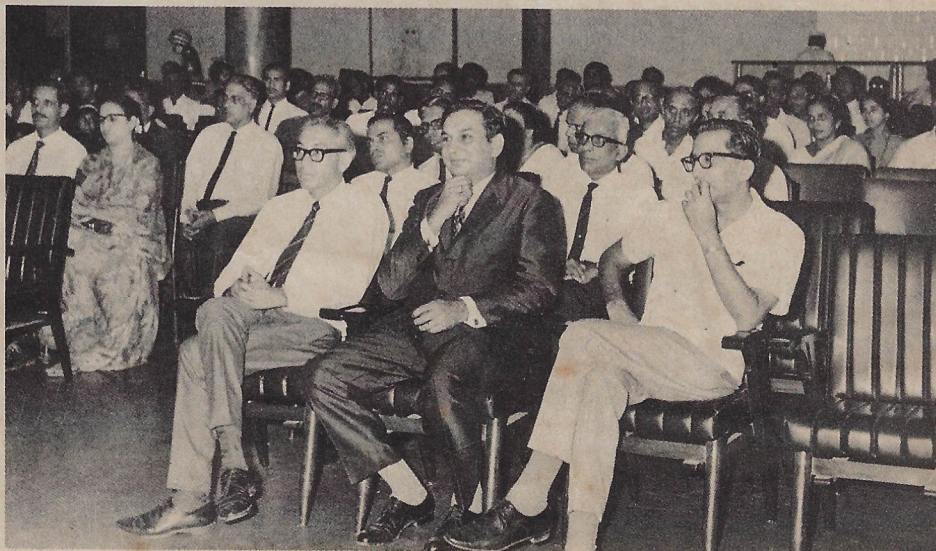
Earlier Mr. S.K. Nanda, Chief Personnel Manager, in his welcome speech congratulated Mr. Unni on his appointment as Managing Director on behalf of the staff present. He spoke about Mr. Unni's interest in staff welfare and said, "He has personally paid attention to staff welfare activities, including housing and family health scheme".

Mr. Nanda then gave the background to the Merit Award Scheme

which was started in 1954-55. He said that the Personnel Department planned to hold this function every year on August 1, to coincide with the date of nationalisation. He also men-

tioned that the Personnel Department intended to carry out survey to gauge employee reaction to the Merit Award Scheme.

A large gathering of staff attended the presentation of Merit Awards by the MD in the Canteen Hall at Santa Cruz.



LONDON DIARY

By Trevor Turner

TOURISTS in London were here earlier than ever this year and from Easter onwards the capital has been very full. We have also had a lot of our own visitors including the MD, the CD and the Chairman of Indian Airlines. Conferences, discussions, planning, seem to be the order of the day, but despite all the hard work we trust that our visitors have time to enjoy some of the relaxations of London Town.

The Pool Agreement with BOAC was signed during the visit of the MD and two days of discussions were held with Mr. N.P. Sen, the Chairman of Indian Airlines. The first was on Air-India/Indian Airlines problems and we were joined by members of the Press for lunch and on the second day it was with the tour operators.

It was encouraging for many of us to feel closer to our sister Corporation and we certainly learnt a lot more about Indian Airlines. It was interesting to learn that IA has perhaps the highest fuel costs in the world and some of the cheapest domestic fares (one for only US\$2). The other most unbelievable figure mentioned was the fact that sometimes they carry as many as 1,200 passengers a day between Bombay and Delhi.

Mr. Sen was accompanied by Mr. Tarachand, the Commercial Manager (Computer), who told us that he envisaged that in five years time the number of passengers carried in a year will probably have increased from three and a half million to eight and a half million.

Phyllis Bocarro as Chairman of the Women's Travel Club of Gr. Britain accompanied by Jacquie Miquel from our Glasgow Office who is the Chairman of the Scottish Branch, attended the fourth Annual Convention of Women's Travel Clubs, which took place in Sydney recently. Over 200 women representing fourteen clubs from Gr. Britain, U.S.A., Canada and Australia discussed various matters with special reference to the status of women in the travel industry throughout the world. Two workshops were held, one on 'Customer Relations' and the other on 'Career Responsibilities'. Japan are anxious to start a Far East Chapter and sent an observer to this Convention as did New Zealand.

Phyllis wonders whether there is an enthusiastic member of the travel industry in India who would like to start a Women's Travel Club and so become a member of this International Federation in due course.

Recently some of the staff at the Wing hangar have moved into new premises built over the Catering Section at the Wing Hangar. At present a part of the Stores Section and Catering Section are occupying the new premises.

The main southern runway 05 at Heathrow is at present being resurfaced and the work is expected to continue for five months. However, there will be little delay to flights as the work is going to be done at night between 2100 hrs and 0800 hrs. This is a £2 million project and one of the biggest runway improvements ever to be carried out at an international airport. Asphalt has to be laid to cover 3,658 metres of the runway to a width of 50 metres.

The new surface

The new surface will consist of 4/5 layers of a high stability asphalt known as Marshall asphalt, which sets very quickly allowing the runway to be used if necessary, thirty minutes after laying. Each section of the asphalt will be ramped down to the original runway level to allow use of the entire runway during the day.

This is an enormous project and the mixing plants, limestone, sand

and bitumen are stockpiled together with the stone which has been brought from the West country, on a site very close to us on the South Perimeter. One of the interesting points about this operation is that those who live on the flight path of runway 05 can be guaranteed quiet nights until the end of September.



▲ Mother Theresa who visited London to receive Templeton Foundation Prize for the progress in religion from HRH Prince Phillip at the Guild Hall in London seen at London Airport after flying from India on our flight AI-103 of April 24, 1973 with her is Mr. Bir Mather of Passenger Relations.

try to avoid bringing up this fact too often!

We have already referred to Jacquie Miquel and her Women's Travel Club activities. Andrew Shaw also does his bit of out of hours work for the industry as he has just become Honorary Secretary for the Skel Club of Scotland. Despite competing with direct Transatlantic flights out of Prestwick (and European services from Glasgow) last year's target increase of 50 per cent in passenger sales was met, whilst cargo sales, faced with the same problems, made another worthwhile contribution to revenue.

* * *

Husband says to wife at Airport "Wish I had brought the TV set with me". "Why do you say that?" says the wife, "Because I left the tickets on it" he replied.



▲ Mr. N.P. Sen, Chairman of Indian Airlines (L) attended a lunch for members of the Travel Press during his visit to London. He is seen in the photograph with Mr. M.A.S. Dalal, RD-UK (R) and Mrs. Vibha Pandhi, Director of the Indian Tourist Office.

▼ The Air-India staff in Glasgow are (from L to R) Andrew Shaw, DSM Glasgow, Jacquie Miquel and Peter Nicol, Cargo Sales Representative and Janet Mills (centre).



Following the complaints received from passengers the canned music which has been playing at Heathrow, Gatwick, Prestwick, Edinburgh and Stansted airports has now been switched off and in six months it will be decided whether or not to reintroduce this background music.

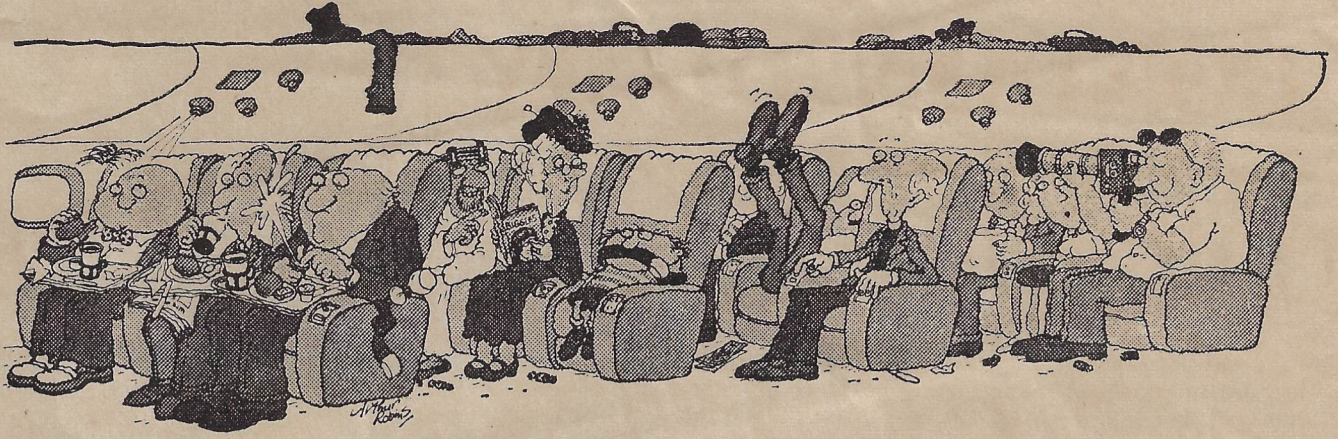
Thanks to recent oil discoveries and ancillary industries attracted by them, the economy of Scotland is slowly beginning to catch up with the rest of the UK although Northern Ireland - also in Glasgow's sales area - is still going through troubled times. The DSM Glasgow is Andrew Shaw, who joined Air-India five years ago after service with BEA and Air France and the Cargo Sales Representative is Peter Nicol, who came to Glasgow in 1969 after five years in London. By far the longest serving member of the staff, since 1957, is Jacquie Miquel, and Janet Mills in her fourth year with us, makes up the local complement. Curiously enough, both these Glasgow girls have English origins, but the fellows say that they



Chris Bonington, the wellknown Mountaineer, seen leaving London to attend the International Meet of Mountaineers at Darjeeling.

UP WITH THE JET SET

By Jilly Cooper



I get thoroughly overexcited at airports. Even if I'm just meeting people, I tart up and swagger round in dark glasses, hoping someone will mistake me for a member of the international set.

I love all the glamorous people with their permanent tans and rows of pale pigskin suitcases covered with first-class stickers. I imagine them having wonderful Françoise Sagan lives full of fleshpots, fast cars and far-out sex.

I love exchanging sizzling eye-meets in the Departure Lounge with a handsome stranger, both of us secure in the knowledge that in a few minutes he will be winging his way to Rome and I to Birmingham.

I like all those "just good friends" Press - photographed hand-in-hand as they come off the aeroplanes. My husband and I usually get on to planes just good enemies - still carrying on the row that started when I ruptured the bathroom scales with my excess baggage.

Once on board, though, with ears and champagne corks popping, our good humour is usually restored - particularly on long flights. There's the perfect excuse to eat and drink ourselves insensible.

We've just had a marvellous flight back from Kenya, where our airborne lunch was a real Piggies' High Noon - smoked salmon, game pate, consomme, coq au vin. Two minutes later, it seemed, we were having tea, and about two minutes after that it was time for dinner.

Are Air-India planes
Powered by gas turbans?

AFGL

And the occupational therapy the various airlines provide you with! If you're not guzzling, you're unpacking: biscuits, cheese, Laughing Cow

Butter, plastic knives and forks, or squeezing mustard and milk out of shampoo sachets - anything to keep your mind off your sick bag.

And if you've a spare minute to think, you can always learn to use your life-jacket, or adjust "your individual reading light," or fill in one of those forms about why you took the trip - the forms they crumple up immediately afterwards.

Then every so often you have to down tools and listen to "your captain" telling you that Mont Blanc is lying beneath that mashed potato layer of cloud, or that there's an interesting dust storm accumulating on your right - when you're sitting on the left of the plane.

And there's so much to do in the loo. I spend hours trying out the handcream and skin tonic, drenching myself in after-shave, and horsing around with that wild seat.

She could tell
He'd often shown girls his landing.
So she asked him
To keep his touchdown

AFGL

And then there are the other passengers. On a recent flight there was a little nun with a moustache of sweat on her upper lip, eyes shut, lips moving in prayer as she clutched her rosary. While a member of the Blue Rinse Brigade from New York sat equally nervously reading a tourist book warning her that ice cubes in Europe frequently gave one diarrhoea.

There's always a quota of businessmen trying to get off with the air hostesses. I am sure all air hostesses have bright red and blue bottoms like mandrills from being pinched there so often.

I had a very beautiful flatmate once who was a hostess, who used to walk into the flat after flights with the most enormous bust. Then from

her bra like a conjurer she would remove a score of miniature bottles of drink, packets of cigarettes and duty free scent. Talk about keeping a breast of booty.

It's not true
That air hostesses
Have the highest rate of assent

AFGL

Flying, however, is not all roses. When I travel on a big plane, the drinks trolley always seems to start its progress at the other end, so by the time I'm given my plastic glass and little bottle, it's being whipped away again as we prepare to land.

And at the first hint of turbulence I'm thrown into a panic, and start mentally writing my obituary. "She died young - well, fairly young anyway."

Then I get into masochistic fantasies about which of my girlfriends my husband will marry? Will the cats adjust to her as a stepmother?

It's difficult walking off a plane looking like a member of the international set when you can't force your swollen feet back into your newly-bought-for-flying shoes.

Air Turbulence
Makes me shake with flight

AFGL

And it so often seems to be my suitcase with the Dumbo transfers that's last out onto the circling conveyor belt. One time we saw some earnest francophile lady, festooned with ropes of garlic and obviously intending to bring the authentic taste of Provence of Islington, whose large box of overpriced French vegetables collapsed as it was going round on the conveyor, spewing mouldering aubergines, squashed jumbo-sized tomatoes and courgettes all over airport floor.

When he impersonates
His flying instructor
It's a good take-off

AFGL

And the problem if you're being met by some loved one you haven't seen for ages of what to do with your features as suddenly shy you walk that long 30 yards before flinging yourself into their arms.

And of course there's jet lag - that eternal source of marital discord. So many times I've gone to meet my husband from America, wearing a new dress, wild with excitement. And then he arrives - hung over, grubby, groaning with exhaustion. All he wants to do is fall into bed - and fall asleep.

Nothing, however, is more scary than flying in private planes. I start getting jumbo jitters the moment I see that windsack fretting away like an outsize French Letter. Once up in the air you are jolted around like dodgem cars - and I'm not crazy about that showoff trick of the pilot of suddenly turning the plane on its side to enable you to look down the maw of some volcano or to admire a three-legged wildebeest.

Are air hostesses' problems
Caused by the high living?

AFGL

We had a terrifying experience in a private plane recently flying over some deserted mountain range in Kenya when the pilot suddenly muttered very quietly: "Oh Christ!"

We all stiffened, glued to all those dials on the dashboard, wondering frantically what he'd run out of.

"Oh Christ!" he repeated with growing despair. Then after a long and pregnant pause he added: "I've left my bathing trunks in Nairobi."

Courtesy: The Sunday Times, London.

Mr. Bruce Macklin, our Area Sales Manager, Melbourne, accompanied a group of Australian travel agents on a tour of India last March. Now, a tour conductor's job is a difficult one. Just how difficult is portrayed here by Jimmy Russell who depicts Mr. Macklin as a Nataraja and others, including himself (holding a movie camera), in their individual characteristic poses.



To Maharajah Macklin with affection, from his devoted followers in our conquest of INDIA. March 1973.

MISCELLANY

Sub-committee to study LRC recommendations

PROMPT implementation of LRC recommendations, housing, promotions policy and recruitment of sportsmen were among the subjects discussed by the Labour Relations Committee during its meeting at Santa Cruz on April 24, 1973. Mr. S.K. Nanda, Chief Personnel Manager, was in the Chair.

At the outset the elected members expressed concern at the delay in implementing some of the recommendations of the Committee. A sub-committee consisting of three elected members was formed to study the previous recommendations and suggest ways and means to remedy and improve the present procedure. The members of the sub-committee are: Mr. V.M. Fernandes, Mr. P.R. Dasan and Mr. B. S. Hirlekar. Mr. V.L. Gosalia, Personnel Officer, will act as secretary.

The subject of housing loans for staff came up for discussion again. Mr. Dasan and Mr. G.T. Kunder were of the view that the need of lower category staff for housing should receive due consideration when sanctioning loans for co-operative societies. Mr. C.L. Sharma, Senior Deputy Financial Controller, intervened to say that the financial position of the Corporation was showing signs of improvement and it might be possible to persuade the management to sanction additional housing loans.

Mr. Fernandes presented data about the standard force in the Stores and the Engineering Department in support of his argument that promotions were slower in these two Departments as compared to the Commercial Department. Mr. D. Shivnath, Deputy Controller of Stores and Purchases, said that a revenue earning department like Commercial cannot be com-

pared with service departments. He pointed out that four posts had been filled in the Stores Department recently and three more were expected to be filled in shortly.

To Mr. Kunder's plea that lower category staff with long service should be promoted on the basis of recommendations of the departmental head, Mr. Nanda replied that this cannot be done automatically. The staff concerned must meet the bare minimum standards laid down for particular posts. He pointed out instances where persons who lacked educational qualifications were nevertheless promoted to clerical grades on passing a very simple test. In any case the Unions and Associations had a say in this matter and were consulted from time to time.

Mr. Hirlekar pleaded for recruitment of more front rank sportsmen in order to build up our teams. He did not want them to be mere show pieces, but employed in comparatively lighter jobs. It was being done in other public sector units, he said. Mr. Nanda said that the Sports Control Committee should be asked to make recommendations.

Mr. Hirlekar also felt that Air-India should have its own sports ground for the use of sportsmen, especially the athletes. He suggested that the Staff Colony ground should be used for the purpose. Mr. Nanda assured him that he would get the Sports Control Committee and the Colony Association to discuss the subject.

After discussing a few other matters, the members individually paid tributes to Mr. P.K. Balaporia, Senior Deputy Financial Controller, who recently retired from the Corpo-

(Continued on page 7)

Guruswami retires

MANY of our senior staff in Santa Cruz will miss Mr. S. Guruswami, Office Superintendent in the Operations Department, who retired on April 9, 1973, after exactly 30 years service.

Guru, as he was familiarly known to his close friends and colleagues, had been in the Operations Administration for so long that almost everyone, including the flight crew, knew him. He also had a wide circle of friends in the other departments because of his interest in sports, particularly cricket. He played for Air-India for many years and was also a member of our Sports Control Committee.

A graduate of Madras University, Guru's first love is literature and now

he will have plenty of time to read both the English and Sanskrit classics which he loves so much. Lately he has been renewing his study of the Vedas. He can recite the complicated verses, which require mastery over the language, with ease and with correct diction.

Guru has never been afraid to speak his mind. His comments on men and matters have always been trenchant and outspoken. His friends found this a delightful trait. And yet he is basically a shy person. He refused a farewell party. Captain K. M. Mathen, Director of Operations, therefore, presented him with his Gratuity Cheque on his last day at the office (see photo below).



Mr. T.K.P. Pillai, our Manager, Abu Dhabi, and Mrs. Pillai (centre) with the Maharajah and some of the guests at the India Social Centre.

Children's Nite in Abu Dhabi

OVER 900 people, including 300 children, attended the Children's Nite organised by Air-India at the India Social Centre, Abu Dhabi.

Among those present were Mr. Sayyed Abdullah Al-Mazroui, Under Secretary, Ministry of Communications, Mr. Sayyed Abdullah Hussein Dawood from the Ministry of Information and Tourism and Lt. Humaid Ali Seif, Deputy Director of Immigration.

This was the first such programme ever to be arranged for children on vacation in Abu Dhabi and was appreciated by the Indian community. Mr. Mohan Jashanmal, a prominent businessman in Abu Dhabi, dressed himself up as our Maharajah and caused many a giggle among the children throughout the evening.

The programme started with the sound of an Air-India Boeing 707 landing at Abu Dhabi. A minute later, the Maharajah was escorted on the stage by Mr. T.K.P. Pillai, our Manager, Abu Dhabi. This was followed by an interesting series of skits, dances, songs and a fancy dress competition, in which over 60 children participated. There were also games which included the 'Air-India Special', 'Tailing the Jumbo' and passing the Mystery Parcel.

The programme ended with the distribution of prizes. A small token gift was also given to every one of the children present.

Mr. K.C. Khandari, President of the India Social Centre thanked Air-India and Mr. Pillai for arranging the function.

Airline Wives Club Annual

The Airline Wives Club from our Staff Colony in Santa Cruz held their first Annual Get-together recently at the St. Joseph's Hall, Bandra.

A programme of variety entertainment consisting of dances, piano recital and a Hindi skit was presented by the members.

Dr. (Mrs.) Samant, wife of Captain D.A. Samant, Regional Director of Indian Airlines, presided over the function. Captain Samant was the Chief Guest. Mr. S.K. Nanda, our Chief Personnel Manager, also attended the function.

Mr. V.S. Pange, Senior Plant Technician from the Plant & Equipment Division, retired from Air-India on April 17, 1973. He was given a farewell party by the staff of the P & E Division. The photograph shows Mr. V.R. Subnivas, Assistant Engineering Manager, in charge of the P & E Division, speaking at the party. Mr. Pange and Mr. B.M. Apte, Deputy Engineering Manager, Electronics Shop, and former head of the Division are at the left.

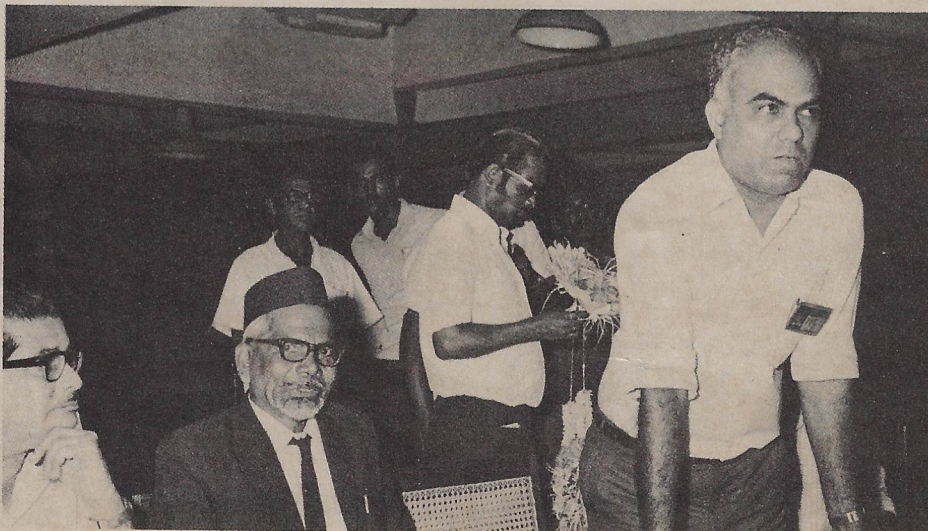
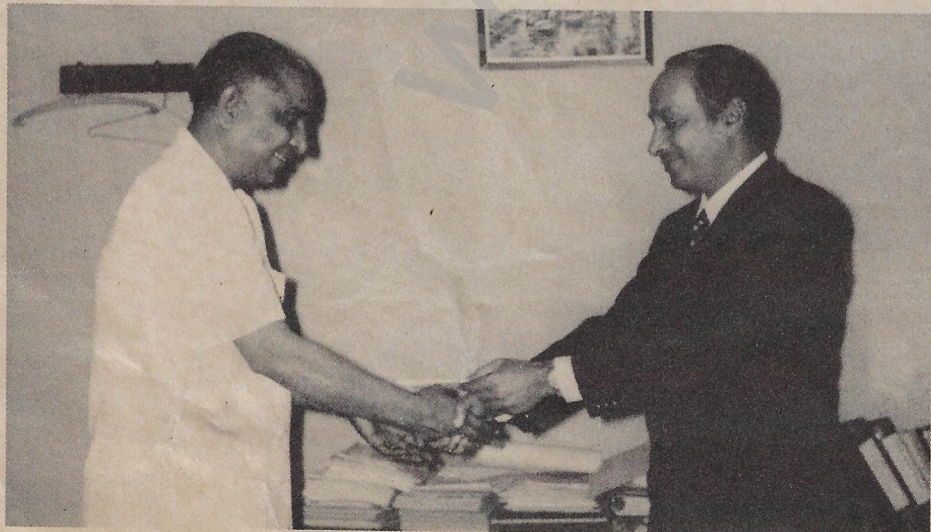


Ramani with Cricket team

C.G. Ramani, our Area Sales Manager, Nairobi (above) has been appointed as the local manager of the Rajasthan Cricket Club team, during its tour of East Africa in June.

The team led by the wellknown test cricketer Mansur Ali Khan (Pataudi) is touring Tanzania and Zambia. They will play a three-day test against the Tanzania Cricket Association starting from June 9, 1973. The test against Zambia will be played at Lusaka from June 16 to 18, 1973.

Accompanying Mansur Ali Khan is his famous film star wife, Sharmila Tagore.





A six-man Karate Team left recently by Air-India for Singapore to participate in the Inaugural Asian-Pacific Championships. They are (L to R) Shyam Kotak, Burge Cooper, from our Bombay Sales, Pervez Mistry (Captain), Adil Byram Khumbatta, son of Mr. B.R. Khumbatta, Chief Telephone Operator, Air-India, Santa Cruz, Shapur Irani and Rajiv Mehta.

OBITUARY

WE regret to report the deaths of Mr. T.M.R. Nair, Mr. P.R. Bhambree and Mr. A.S. Pujari.

Mr. P. R. Bhambree

Mr. P.R. Bhambree, Flight Purser, died at the Atkinson Morley Hospital, London, on April 24, 1973. He was 33.

Mr. Bhambree suffered a brain haemorrhage at Cairo on April 17, 1973, and was taken to London for further treatment, where he died.

He joined Air-India as an Assistant Flight Purser on June 1, 1963. He was with M/s. Pepsi Cola as a Sales Representative before.

He leaves behind his wife and a daughter.

Mr. T. M. R. Nair

Mr. T.M.R. Nair, Cleaner in our Engineering Department, died recently after a short illness. He was 51.

Mr. Nair joined Air-India on March 18, 1947, and was recently felicitated for completion of 25 years service. He started as a vendor in the canteen, but in 1960 asked for a transfer to the Engineering Department as a Cleaner.

Mr. A. S. Pujari

Mr. A.S. Pujari, Senior Aircraft Technician in the Engineering Department died at the Shusrusha Hospital, Bombay, after a brief illness, on April 26, 1973. He was 57.

Born in Mangalore, Mr. Pujari joined Air-India as a Mechanic II in September 1951. Before that he had worked as a watch repairer with several firms. He even had a shop of his own for some time.

He is survived by his wife, a son and two daughters.

We send our sincerest condolences to the family members of Mr. Nair, Mr. Bhambree and Mr. Pujari.

LRC Recommendations (Continued from page 6)

ration. He was specially invited to attend this meeting in view of his long association with the LRC. Mr. R.B.S.Kunde, who did not stand for elections last time, was also invited to attend the meeting and later the farewell luncheon for Mr. Balaporia.

Mr. Balaporia thanked the members for saying such nice things about him and said that looking back over the last 13 years that he had been associated with the LRC, he had seen the subjects for discussion change from medical facilities and canteen matters to recruitment and promotion policies.

ON THE JOB:

S.M. Habib, 42, has been over 20 years with Air-India. Having started off as a welder's boy, he has become a Chargeman in the Plant and Equipment Division. The P & E Division is a sort of a Jack-of-all-Trades Division, having to tackle a wide variety of jobs, from fabricating complicated equipment to maintaining machinery. It provides plenty of scope of ingenuity and resourcefulness.

Recently when Habib saw the difficulty that staff were encountering in removing and installing the engine nacelle strut on the Boeing 707s, because the pick-up points on the engine stand were rigid, he came up with a suggestion to make these points movable. "Now the job can be done by one man", he said proudly.

He won an award of Rs.75/- for his suggestion. This is the second time Habib has won a Suggestion Award.

U.K. Desai is a trainee technician, who works in the Components Overhaul Division. He has made a brilliant start to his career in Air-India by winning a Rs.100 Suggestion Award.

Desai, like many other technicians, found the high pitched noise emitted by aircraft tyres being deflated, an irritating nuisance. He, therefore, designed a portable gadget which not only eliminates the noise, but has an adapter which ensures safe deflation of tyres.

What is remarkable about the gadget is that it is made completely from waste products. "It can be carried on a trolley", says Desai, who has a diploma in Mechanical Engineering. He is recently married and is interested in interior decoration and painting.

"I have couple of more suggestions which I intend submitting," says Desai.

You can do better (Continued from page 1)

"It is easy to blame someone else. We are proud of our service, but we can do better. No one is perfect and there is always room for improvement." Anyone can criticise. Criticism must be constructive and constructive outlook requires intelligence."

Mr. Dastur gave another example to prove how vital a role cabin crew play in airline business. He said that when he was Manager, Germany, he was trying to get regular transatlantic bookings from the American Express which had a large set up in Germany. Their staff and families, nearly 750 of them, went home usually by an American carrier. The Manager of the American Express in Frankfurt was also known to be a difficult person. "We invited him on our inaugural flight to New York and when he returned from the journey I was there myself to meet him at the airport. When I saw his grim face, my heart sank. He gave me an envelope saying that I should open it only after he had left. I could hardly wait. When I opened the envelope I found inside a note in which he had said, 'It was wonderful to see the way your cabin crew treated people, as if they were the most important people in the world.' Later he told me that the American Express staff bookings were all ours. You can imagine how delighted I was."

Excuse

Mr. Dastur agreed that there was no excuse for equipment being faulty or defective. The problem, however, was expected to be solved with the creation of an engineering cell within the Customer Service to take care of minor on-the-spot repairs.

Once the ice was broken, the cabin crew came up with a number of suggestions, some of which Mr. Dastur accepted straightaway. Among the suggestions he accepted was for illuminated signs on passenger service units rather than written instructions. He also said that efforts were being made to carry frozen vegetarian food to solve the perennial problem of shortage of vegetarian meals.

He concluded with this remark: "Don't imagine our service is bad."

Mr. Kaul retires....

(Continued from page 3)

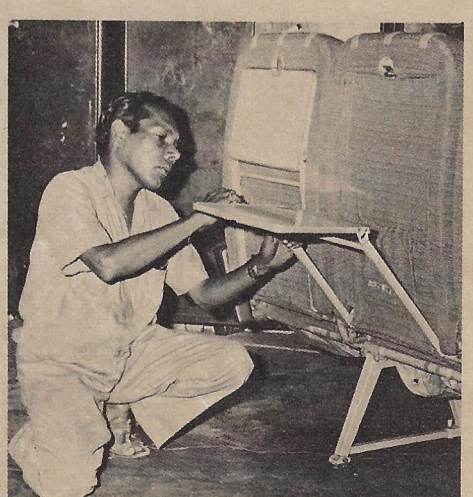
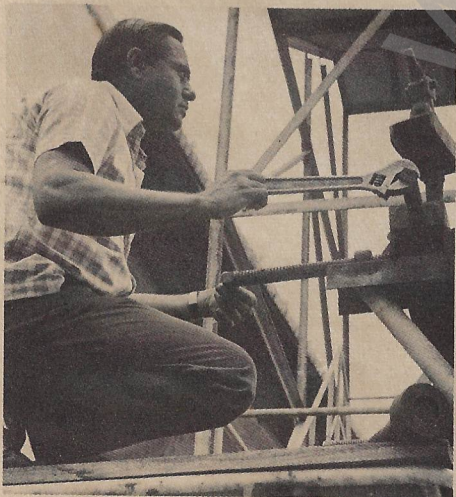
"The most important thing in a hotel is that the rooms should look fresh", he said. He had recommended that furnishings should be such that they will be attractive at the same time easy to maintain. That is why he did not favour exotic furnishings which go out of style soon.

Mr. Kaul said that the Centaur at Bombay airport would be able to handle one-and-a-half jumbo load of passengers at a time. A feature of the hotel would be a special lounge where transit passengers with three or four hours between flights would be able to relax and spend time in pleasant surroundings. A passenger would be able to take a shower and change without having to go to a room. There would be music, books, magazines and even a snack bar in the spacious lounge.

The original idea was to make this 150-room hotel to start with and then expand to 300 rooms. But this was later changed because for only an additional expenditure of Rs.50 lakhs we were getting the additional 150 rooms. Later the cost of expansion would have been much greater.

Speaking about his long career in Air-India he said that he did not expect any accolades. He would be quite happy if people said: "Here was a man who loved Air-India".

He ended the interview with a quotation from William Saroyan. "There was so much for me to do, so much I wanted to do, so much I believed I could do, so much somebody ought to have done long ago, so much that needed to be done before it was too late and then it was too late."



Our airfares are the same as other airlines. Our flights aren't.



Most likely there'll be new international airfares this Spring and Summer. And a deluge of ads to tell you so. Ours included.

The only thing you really have to remember is that all scheduled airlines will have the same fares for the same destinations.

So you see, what Air-India has been saying all along still holds true. There are only two good reasons to choose one airline rather than another.

- (a) It goes to where you're going.
- (b) You *like* the airline.

Judging from the figures we're very liked. More people are flying Air-India than ever before (nearly three times as many as last year). Is it our warmth and hospitality?



That Night Flight to London
AIR-INDIA

666 Fifth Avenue, New York New York 10019
(212) 751-6200

The exotic setting? The charm of our sari'd hostesses? That's a big part of it. But the main thing is that there's so much care for your comfort and convenience, on the ground and in the air, it puts you in a happy frame of mind.

Next time ask your travel agent for That Night Flight from New York, to London, Paris, most anywhere in Europe, India, or beyond.

The fare is the same, certainly. But the flight is so much nicer.