

# The Magic Carpet

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## AIR-INDIA FLIGHT KITCHEN MOST MODERN IN INDIA

ONE of the most modern Flight Kitchens in the country built by Air-India at Bombay Airport went into operation on October 15, 1969, Air-India's 37th Anniversary. This is the first of three Flight Kitchens to be built by Air-India; the others will be at Delhi and London.

The Flight Kitchens will be operated by 'CHEFAIR', a division of the Hotel Corporation of India Ltd. (HCI). The HCI is under formation as a wholly owned subsidiary of Air-India.

Built at a cost of Rs.14 lakhs, the Flight Kitchen at Bombay Airport is located in a building next to the present Cargo Office of Air-India. The close proximity of the Flight Kitchen to the airport will enable 'CHEFAIR' to deliver the food with minimum delay and at short notice.

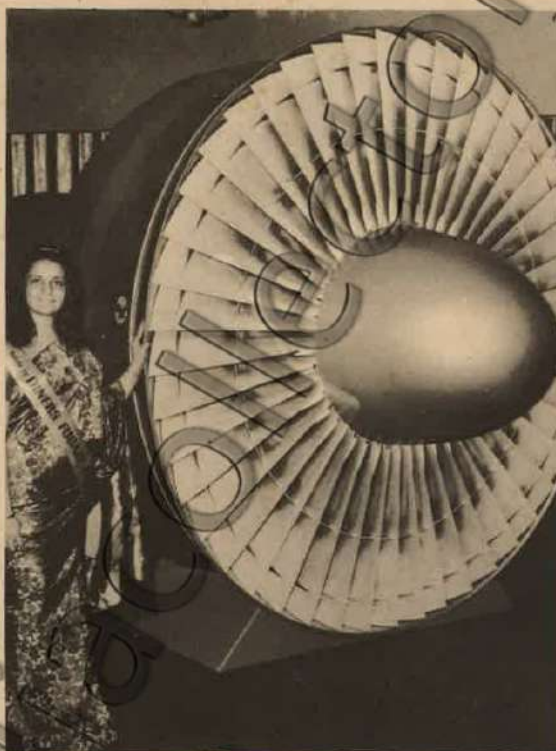
The Flight Kitchen occupies an area of 8,000 sq.ft. and can produce 3,500 meals a day at present. It serves, besides Air-India, some of the international airlines which operate through Bombay. This completes Phase

I of the programme. When Phase II is completed the Flight Kitchen will be capable of producing 6,000 meals a day and will be able to serve a larger number of international airlines as well as the Indian Airlines at Bombay.

The Flight Kitchen was designed in consultation with De Montis, the well-known caterers in Rome who are part of an internationally known chain of hoteliers and restaurateurs. They operate several flight kitchens at European airports. The layout of the Kitchen is designed to ensure an orderly movement of food through the various stages of preparation. It is equipped with the latest equipment for the preparation of food under

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Miss Juliana Dunne, our Chief Air Hostess represented Air-India at the Fourth International Chief Hostess Conference held in Chicago. She is seen here being greeted by Mr. G. E. Keck, President of the United Air Lines, which served as host at the three-day meeting at the Drake Hotel.



Air-India Receptionist Siloo Madan, poses in front of a mock-up of the Pratt & Whitney JT9D powerplant for the Boeing 747. Miss Madan who was visiting Hartford to help dedicate the new offices of Diners-Fugazy Travel Inc. took time off to view the model of the 43,500 lb-thrust turbofan engine.

## MAGIC CARPET

### Tops again

THE Magic Carpet was adjudged the Best House Magazine (Internal Tabloid) for 1968 in the annual competition for house magazines organised by the Indian Association of Industrial Editors. This is the fourth year in succession that the Magic Carpet won an IAIE Award.

The previous Awards were: Magazine-of-the-Year 1965, Best House Magazine (Internal) 1966, and Certificate of Merit 1967.

Air Marshal M. S. Chaturvedi, our General Manager, was the Chief Guest at the Awards Night Dinner at the Taj Mahal Hotel, Bombay. A packed Gateway Room watched the Air Marshal present the Awards to the winners of the Competition.

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## A touching gesture

A SHY, young man walked into the Chairman's Office on October 15, 1969, with what looked like a coloured poster. "I would like to present this to the Chairman", he said to the Chairman's Secretary who looked non-plussed for a minute, but decided to accept the gift anyway.

The young man was Madhukar Shinde, 29-year-old Senior Security Assistant, who is a great admirer of Mr. Tata and sought a simple and personal way of expressing his admiration.

The gift was in fact a painting showing our Maharajah dozing comfortably to the song of the clouds. (Please see reproduction on the back page). Stuck below were 37 coins from the various countries through which we operate. On the top of the painting were the simple words: "On 37th Anniversary We Wish Our Most Beloved Chairman, Many Happy Returns of the Day—15th October 1969."

In a brief explanatory note,



Mr. Madhukar Shinde

Mr. Shinde said: "The coins indicate the valuable foreign exchange we earn for the country. Most of the countries to which they belong are served by Air-India."

In a letter to Mr. Shinde, Mr. S. A. Sabavala, Executive Assistant to the Chairman, wrote: "Your anniversary gift reached Mr. Tata just as he was about to leave the office on his way abroad. He was deeply

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Left, Air Marshal M. S. Chaturvedi, General Manager, presenting the medal to Mr. K. S. Mhatre, Information Officer, Public Relations Office, at the IAIE Annual Awards Night. Right, the two issues of the Magic Carpet which won first prize in the 1968 competition of house magazines held by the IAIE.

## MAGIC CARPET TOPS AGAIN

(Continued from page 1)

After the presentation, the Air Marshal told the assembled industrial editors that he regarded them "as a special breed of journalists". Your job is different from that of a journalist working for a newspaper or a periodical. "You have to present facts, interpret your Company's policy with judgement and discretion, which makes your job a very difficult and responsible one."

### Importance

The General Manager spoke at great length on the role of a house magazine and its importance to a company. "If the company is small, say of 100 or 1,000 staff, it is possible for the management to meet every member of the staff, but if the company is large it is not possible for the management to come in direct contact with every employee and here a house magazine serves an extremely useful purpose."

"We, in Air-India, have found the Magic Carpet is an important medium of communication. Many times Mr. Tata and I, and even some of our senior executives, have written for the Magic Carpet when we wanted to convey something to the staff. As you know, our staff are spread out all over the world and the Magic Carpet is their only source of information about Air-India."

### Purpose

Unfortunately, only a few house magazines produced in this country serve the purpose for which they are meant or come up to the professional standards achieved by journals abroad. "In this respect your Association is doing an excellent job. I am happy to say that

a competition of this nature is indeed necessary to promote better standards of industrial journalism", the Air Marshal said.

Earlier, Mr. Rusi Ghista, President of the IAIE, welcomed the Air Marshal. In his speech he traced the growth of the IAIE and said that the Association now has 150 individual members and 50 Corporate members. He also announced that the Association planned to hold a four-day Convention in Bombay in January 1970.

### Background

Mrs. Jane Swamy, Vice President of the Association gave the background to the competition and how the magazines are judged. "It is becoming harder each year to select the best magazines in the various categories, because the top class journals are of uniformly high standard", she said.

The Association was happy, she said, to get eminent people in the field to serve as judges for the competition. They were: Mr. S. A. Sabavalia, Public Relations Adviser to Tata Industries, Miss M. Boatwalla, Senior Artist, Life Insurance Corporation, Mr. S. C. Bakshi, Personnel Director, Pfizer, Mr. Eustace Fernandes, Art Director, Advertising and Sales Promotion, and Mr. Y. K. Kantak, Chief Artist, Voltas.

The Magazine-of-the-Year title was won by Tisco News, which also won the first prize for Internal Magazine category. The Magic Carpet was awarded the first prize in the Internal Tabloid category. The other winners were: IBM India News — External; ACC Sandesh — Vernacular; and Bombay Suburban Electric Supply Journal — Non-member category.

## A touching gesture

(Continued from page 1)

touched by your gesture and has asked me to convey to you and the Security Staff of Air-India his warmest thanks. Mr. Tata would have very much liked to convey to you his appreciation in person, but when you came to the office he was tied up with last minute work prior to his departure."

Mr. Shinde has been with Air-India since April 1967. Before that he was in the Indian Navy for 10 years. He has an unusual hobby. He

spends his spare time collecting material for his annual exhibitions for school children in Poona, his home town. His subject — defence. However, since joining Air-India he has also covered civil air transport. He displays photographs, models, and drawings which he collects with painstaking efforts and often at considerable expense. "Our children do not often get an opportunity to know enough about these things", he says.

## IATA Membership

ANSETT Airlines of Papua New Guinea has joined the International Air Transport Association as an associate member. Its membership became effective from October 17, 1969.

With the addition of Ansett Airlines of Papua New Guinea

IATA's membership total 104 airlines comprising 89 active and 15 associate members.

Ansett Airlines' head office is located in Lae, New Guinea. The carrier operates scheduled services within Papua and New Guinea.

## FLIGHT KITCHEN

(Continued from page 1)

clinically hygienic conditions.

The food is prepared by professionally trained cooks under the expert direction and personal supervision of Ludovico Reister, an internationally known Chef de Cuisine with 40 years experience of food service in different parts of Europe.

Besides a dry goods store, the Flight Kitchen at present has a walk-in deep freezer room to keep dairy products, meat and fish. Three more deep freeze cabinets are to be built for the purpose.

Mr. R. N. Kaul, Deputy Commercial Director (Hotels), Mr. N. N. Dewan, Commercial Manager-Customer Service and Mr. K. B. Nanda, Superintendent, Catering Services, were responsible for planning the Kitchen.

"We should shortly have our Delhi Flight Kitchen ready", said Mr. Kaul. "Within three months of its operation, we shall finalise plans for the London Flight Kitchen".

Mr. S. K. Kooka, our Commercial Director, gave a cocktail party at the Taj Mahal Hotel for travel agents on October 8, 1969. Here Mr. Kooka is seen in conversation with Mr. J. N. Guzder, Chairman, Indravel.





## New Industrial Relations Manager appointed

A NEW Industrial Relations Manager has been appointed in the Personnel Department. He is Kuldeep A. Sapat who joined Air-India on October 6, 1969.



Mr. K. A. Sapat

Mr. Sapat is 35 and came to Air-India after 11 years with the Cable Corporation of India Bombay. Born in Jodhpur, he graduated in Arts from the University of Rajasthan and did a two-year course in Industrial Relations and Personnel Management and Welfare at the Tata Institute of Social Sciences in Bombay, before joining the Cable Corporation of India. Mr. Sapat also studied industrial relations in Germany for four months and has travelled extensively in Europe.

An active social worker, Mr. Sapat is a Municipal Councillor, having been elected to the

Bombay Municipal Corporation last year from Borivli. "I will have to give up my seat now," he said.

Two years ago he established a Citizen's Grievance Centre at Borivli, where he stays. He spends two hours every evening at the Centre to help people with their problems.

Mr. Sapat is a founder member of the Association of Personal Officers, Western Suburbs. During the two recent wars with China and Pakistan, he organised exhibitions to raise funds for the Jawans. He has also been responsible for organising Regional Sports for the schools in the western suburbs.

All these activities leave him little free time. "Whenever I get some time, I like to go swimming and play tennis", he said.

About his job in Air-India, he said, "My first task will be to meet as many people within the organisation as possible".

Another new appointment in the Personnel Department is that of Joginder Singh Bawa, Assistant Personnel Officer, who will be based in Delhi.

"Delhi now has nearly 500 staff and we felt we must have an APO in Delhi to take on the spot decisions on personnel matters", said Mr. S.K. Nanda

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## G.M. INTERVIEWED: 37th ANNIVERSARY

AN interview with Air Marshal M. S. Chaturvedi, General Manager, was broadcast on All India Radio, Bombay, on October 20, 1969, to commemorate Air-India's 37th anniversary. The following is the complete transcript of the interview.

**Q:** What, in your opinion, were the factors which contributed to Air-India's record of profitability since nationalisation?

**A:** High standards of maintenance of aircraft, uniform fleet and above all productivity are the factors responsible for the unbroken record of profitability of Air-India since nationalisation in 1953. The efficiency of an airline is judged by its productivity which is measured in terms of available tonne kilometres per employee per year. The productivity per employee last year was 56,800 available tonne kilometres which shows a three-fold increase over 1958-59. In this respect Air-India compares favourably with the largest and the most efficient of the world airlines which have also the most highly mechanised ground services. In terms of productivity Air-India ranks 18th among the world airlines.

Since nationalisation Air-India has maintained a steady rate of growth in capacity operated and revenue loads carried. While in 1958-59 capacity provided on Air-India was only 88 million available tonne kilometres, in 1968-69 it reached a new high of 462 million. Similarly while in 1958-59 the revenue tonne kilometres performed were 50 million, in 1968-69 they had reached 225 million. Air-India's growth is also reflected in

the number of passengers carried from 83,868 in 1958-59 to 331,051 in 1968-69.

Air-India has also consistently achieved a higher rate of growth than the industry as a whole. For instance, Air-India carried 19 per cent more passengers in 1968-69 than in the previous year while the industry's average growth rate was only 12 per cent. In terms of passenger kilometres too Air-India registered a higher rate of growth at 15 per cent during the year as against 12 per cent for the industry.

**Q:** What are Air-India's plans for the future?

**A:** Air-India's route network, which at present covers 35 cities in five continents will be extended during the next decade. At the end of this year we shall inaugurate a service to Copenhagen. We are also considering plans to operate trans-Atlantic services direct from Europe to America, extension of our services in East Africa to Dar-es-Salaam, Blantyre and Lusaka and extending our operations to Congo, Nigeria and Ghana in Central and West Africa. Feasibility studies are underway to launch a round-the-world service and for operating across the Pacific and the North Pole to the East Coast of the USA.

Below, Mr. Balendu Shah, CM-S, inaugurating the Course on Tourism. Below centre, Mrs. S. Jaganathan, Director of Tourist Office, Bombay, and Mr. T. K. P. Pillai, our Chief Instructor. Right, a partial view of the group of staff who attended the course.



## COURSE ON TOURISM: DISCOVER INDIA FOR YOURSELF

A SHORT course on Tourism for our staff from foreign stations was held at the Training College in the first week of last month. This was the second in a new series of special courses started last year with the inauguration of 'Operation Europe'.

The idea is to give our Sales staff a comprehensive background on India—history, culture, cuisine and places of tourist interest—and thus help them to discover what India has to offer to the tourists. Among those who attended the course were Sales Managers and representatives from our

various stations in the USA, UK, Continent, Australia and the Far East.

The course was inaugurated by Mr. Balendu Shah, Commercial Manager-Sales, who told the staff that they should make the best use of their opportunity to study the tourist attractions and facilities available in India, so that they will be able to sell India Better.

The main speaker at the course was Mrs. S. Jaganathan, Director, Government of India Tourist Office. Other speakers included Mr. S. R. Gokhale, Chief Commercial Superintendent, Western Railway, Mrs.

N. Malvi of the Tourist Office, and Miss T. E. Phillip, principal, Institute of Catering and Hotel Management, Bombay. The famous Indian Dancer, Ritha Devi, also gave a lecture and a demonstration on the Meaning of Mudras in Indian Dancing. Every facet of tourism was covered in the packed programme.

The concluding address was given by Mr. S. K. Kooka, our Commercial Director, who thanked Mrs. Jaganathan and her staff for their "untiring efforts" in conducting the programme. He said that the

programme would continue with at least three courses a year, so that all the staff in the field would know what India has to offer by way of tourist attractions.

"This is an opportunity for you to discover India for yourselves", said Mr. Kooka. 'Operation Europe' was going on well and Mr. Kooka expressed the hope that the partnership with the Department of Tourism will continue to work successfully.

At the end of the course, the staff in groups of four, went on a tour of India.





# London Diary

By Trevor Turner

LONDON Staff were proud to know that five of their colleagues were among staff who received mementos from the Chairman for having completed 25 or more years of service.

Mr. M. A. S. Dalal, RD-UK, and Mr. Pat Conway, our Passenger Sales Manager, represented the U.K. at the American Society of Travel Agents Convention in Tokyo.

we purchased from him. This interesting piece of artwork now hangs on the wall of the sixth floor corridor in the Bond Street Office.

The staff at the ticket desk at London Airport were only too happy to assist Diana Shimell. As "Miss Highway", she went on a 40-mile walk for charity in September. The walk, in which beauty queens from many parts of the South of England participated, was organised with the object of raising money for the handicapped.

Earlier this year we had the honour of carrying a passenger to India who was to attend a convention. This passenger, Mr. Peter Spencer, is also a painter and as he is physically handicapped he holds his brush in his mouth. After his visit to India, he painted a picture of one of our aircraft which

The excellent booklet "Let's Have an Affair" produced by us in conjunction with David Gentleman, the British Designer, is still causing comment. Somebody wrote to us recently thanking us for the booklet and for letting them Shair the Affair and addressed it to Trevor Turnair!

Bob Ashman from Sales organised a day of golf for travel people in London who are members of the Airways Golf Society. Bob is secretary and a founder member. This year for the first time members competed for the Maharajah Cup presented by Air-India. There are about 50 members and our trophy was won by Mr. G. B. Steel, Manager of Oxonian Travel, Oxford.

It is our policy not to mention in this column all the engagements, marriages and other happy events that take place. As much as we would like to do this, we think it best only to refer to those which are of special significance. However, we must mention that this month there seems to have been an influx of happy events, especially new arrivals. As far as we know this is of no particular significance even if there was a recent article in the Magic Carpet about Computer planning.

From time to time we provide special menu covers for charters and groups leaving London and these have always been popular with our passengers. Recently when there was a group of passengers travelling to New Delhi, to attend the General Assembly of the World Council for the Blind, we produced some menu covers with an insertion printed in braille.



A friendly welcome awaited three Walt Disney "characters" at London Airport in the shape of lovely young "Golden Girl" Carol Dillworth. Carol appears in the A.T.V. show the "Golden Shot." The three zany characters, Winnie the Pooh, Tigger and Eeyore arrived at London Airport on Air-India's flight AI-129 to promote the new Disney featurette "Winnie the Pooh and the Blustery Day." This was the start of a three week U.K. tour which started in Blackpool and is taking in all major cities.

The Australian cricketers Alan Connolly, Graham McKenzie and Lawrence Mayne, seen at London Airport before boarding our Boeing 707.

Mr. Peter Spencer who paints with a brush in his mouth seen with the painting of our aircraft done by him.







Above, Agents Counter at the Bombay Booking Office. Below, Mr. Indu Seth, the new Area Sales Manager.

## WESTERN REGION

### Mr. Seth will coordinate sales

THE Bombay District is happy to have Mr. Indu Seth back after five years in Fiji. He took over as Area Sales Manager on October 3, 1969. He will co-ordinate sales activity in Western India, which includes six off-line stations—Ahmedabad, Poona, Goa, Surat, Baroda and Nagpur.

The newest addition to Bombay's sales force is Reggie Soares, who is an old Bombay District hand, having worked in every section of the Booking Office. Hard-working and likeable, Reggie goes out of his way to help people. His new job should provide him with ample opportunities to show his talents.

Our Travel Agents will now get the real Maharajah service. A special Agents Counter has been set up in the Booking Office. In charge of the counter is Francis Coelho who is being assisted by Mrs. Zoya Askari and Mr. Amin Sheikh.

Greener pastures have attracted S. Laxman to Muscat where he is now with a travel agency. He used to work at our counter in the Booking Office. Said a colleague: "It was such a pleasure working with him". It's a compliment which will no doubt please Laxman.

"Everyone can't win", said Vasu Badami after he and his partner, Chandu Bhawane had lost to Pramod Govankar and Joaquim D'Lima in the Carrom Tournament held at the Booking Office. When Vasu and Chandu won the second game, it looked as though they will take the last game. But they were handsomely beaten by their rivals. The stork has been busy



these last few months flying in new arrivals at the homes of Mr. N.L. Mital, our Manager, Mr. Albert Gonsalves, District Sales Manager, Mr. Jai Shah, Sales Officer, Mr. O.M. Narayan and Mr. Eric Pinto. Our congratulations to all of them.

Some of our Reservations and Counter staff enjoyed themselves all the local Interline Reservations Group party at the Ambassador Hotel. The prize of the evening was won by our ex-Telephone Sales girl, Esther Korley, who now works for CSA.

Our sincerest condolences to Mrs. Sheila Mullick who lost her husband in a car accident. We hear Mrs. Mullick is still unconscious and we wish her speedy recovery.

H. S.



Ksena Riabinkina, leading Ballerina of Bolshoi Theatre, photographed at Bombay Airport on arrival from Moscow on board an Air-India Boeing 707. Miss Ksena Riabinkina will play a leading role in the Indian film 'Mere Nam Joker' being produced by Raj Kapoor.

## 25 YEARS CLUB

The Air-India 25 Years Club at its recent meeting has elected the following office bearers: Capt. K. Vishvanath, Director of Planning (Technical)—President; Mr. K.K. Gadgil, Asst. Engineering Manager, Maintenance—Vice-President; Mr. A.

S. Desa, Office Superintendent, Engineering—Hon. Secretary and Treasurer.

The other members are: Mr. S. V. Tipnis, Manager, Santa Cruz, Mr. J. B. Treasurywala, Accounts Officer, and Mr. A. Rodrigues, Inspector, C.O.D.

## Air-India flower display: star attraction

AIR-INDIA's flower display at the 4th Annual Flower Show organised by the Poona Womens' Council proved to be the star attraction. The display featured flowers from Nairobi, Bangkok, Singapore, Tokyo and London.

The Flower Show was opened by Rear Admiral R.N. Batra, Commander of the National Defence Academy (Right).

Approximately 7,000 people visited the two-day Flower Show. At one stage crowds four to five deep were seen in front of our display.

Mr. H. S. Uberoi, our District Sales Manager, Poona, told the Magic Carpet: "People were tremendously impressed by our display."







Above, Mr. K. G. Appusamy, Director of Engineering, addressing the members of the Bombay Branch of the Aeronautical Society of India. Below, a view of the audience.

PLANNING for future aircraft and equipment is one of the essential functions of any airline and Air-India has permanent Planning Groups on both the technical and commercial sides. Their functions commence right from the time of preliminary studies of new aircraft in the market and last through to the stage when the selected aircraft is actually introduced into service. Normally, the entire programme for any particular aircraft runs for anything between three and five years.

When we introduced the Super Constellations, the period of planning lasted three years from 1951 to 1954. In the case of Boeing 707s the period was four years from 1956 to 1960.

For the Boeing 747, the studies actually commenced towards the end of 1965 and the aircraft will be introduced into service early in 1971. Thus the period involved in planning and preparations will be over five years. Considering the magnitude of the technical and financial problems involved, this period is necessary to ensure smooth and efficient operation of the aircraft.

The technological improvements in civil air transport throughout the history of aviation have been aimed at improvement in speed, safety and reliability, increase in capacity, economy and improvement in passenger comfort. The in-

crease in size of the aircraft has been dictated by the traffic demands and governed by the availability of suitable engines.

World passenger traffic has been increasing on an average 15 per cent per year and in the case of cargo on an average of 20 per cent. After the introduction of subsonic jets like the Boeing 707 and the DC-8 with passenger capacities of around 150 in 1959-60, the second generation subsonic jets like the VC-10s and the later series of 707s and DC-8s did not offer any increased capacities, though they offered economies in fuel consumption. Therefore to cater for the increasing traffic demands especially over high density long-haul international routes, both Boeing and Douglas studied stretched versions of their current models.

#### Marginal increase

Douglas offered the stretched DC-8-60s to carry around 200 passengers. Although the stretched DC-8-60 did offer increased passenger capacity, the increase was marginal and could only offer an interim solution. Congestion at busy airports due to increased movements was already creating difficulties for the airlines.

In late 1965, Boeing studies, as well as forecasts by other international organisations, indicated that even for the 1965-

70 period, an aircraft with passenger capacity between 250 and 300 would be needed for the high density routes like the Atlantic and for trans-continental operations in the USA. Boeing felt that if a completely new aircraft was to be designed for deliveries in early 1970s, the optimum size should be with a passenger capacity of between 400 and 500, so that the aircraft can be economical throughout its life span and meet the traffic requirements upto 1980.

Apart from the traffic needs, another factor which directly contributed to the development of the Boeing 747 was the design competition for the CS-A. Lockheed won the competition to produce the CS-A Galaxy. Boeing having already put in considerable technical efforts decided to build a large-capacity commercial aircraft. The advent of these big transport aircraft was also made possible by the development of advanced technology high bypass ratio fan engines by General Electric and Pratt & Whitney.

The size of the initial 747 was governed by the thrust of the P & W JT-9D engines. These engines offered a reduction of as much as 20 per cent in Specific Fuel Consumption. The large capacity of the aircraft combined with substantial reduction in fuel consumption offered considerable economies in the operating costs. Boeing announced the details of the proposed aircraft to airlines in November 1965, but it was only in April 1966 when Pan Am announced an order for 25 aircraft that the programme became firm.

Air-India started detailed studies on the economics of

this aircraft for its routes as soon as the Boeing Company made the initial announcement in November 1965. By 1964 Air-India had already booked positions for three U. S. SSTs and two Anglo-French Concorde. The technical and commercial planning groups were keeping a close watch on the developments of the two projects. As for the Concorde, the seating capacity was a maximum of 120 and, therefore, apart from the speed advantage (Mach 2), the aircraft would not take care of the increased capacity requirements. The U. S. SST was being designed to carry around 300 passengers at speeds of Mach 2.8 and the aircraft was not expected to be available till late '70s. Both the Concorde and the U.S. SST were subject to a number of uncertainties.

#### Air-India's growth

Air-India's own passenger and cargo traffic growth had been keeping up with the industry with an average 15 per cent annual growth in passenger traffic and 20 per cent growth in cargo. Air-India at this time was already operating 11 frequencies between India and the U. K. and a daily service between U. K. and the U.S.A. At the rate of expansion envisaged, the frequencies on the India-U. K. route, which is our blue ribbon route, would have to go up to three times or more per day in the '70s, if only Boeing 707s were to be operated.

A study of the stretched DC-8s indicated that the increased passenger capacity of 200 was marginal and could at the most meet our capacity re-

Mr. K. G. Appusamy, Director of the Aeronautical Society of Bombay Branch of the Society of India was 'Planning for the Boeing 747 and Chairman of the Bombay Branch'.

In a brief introductory speech necessary for me to introduce Mr. best-known aeronautical engineer known in the international field, who he was elected Chairman of the Society for the year 1968-69".

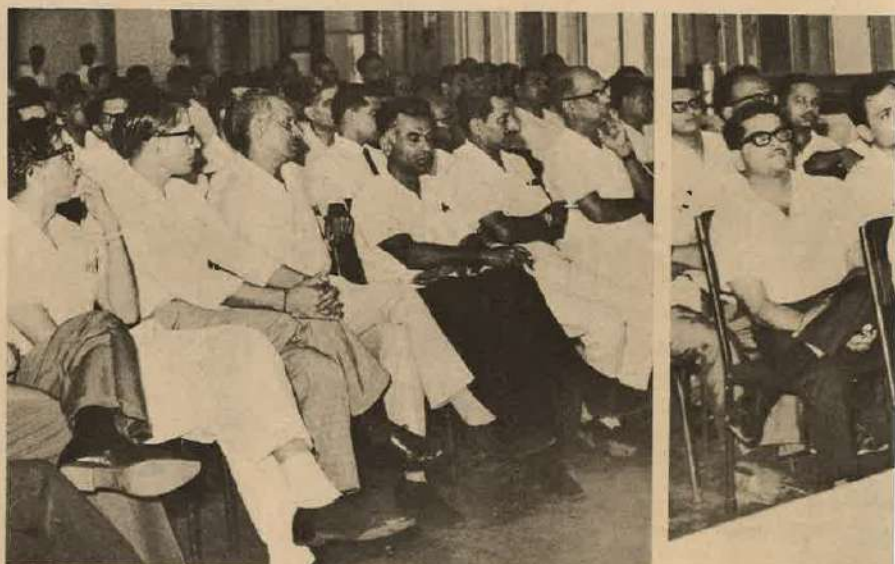
In one of the most informative Mr. Appusamy provided an insight into the planning for the Boeing 747. A version of the lecture.

quirements for a short period. For Air-India with a uniform fleet of Boeing 707s, the capital costs involved in acquiring a small fleet of stretched DC-8s and the associated costs on spares, equipment and training would have been prohibitive. The proposal, therefore, was dropped. The question before us was whether we should go in for the 747 or continue acquiring more 707s to meet the capacity requirements and wait for the U. S. SSTs in late 1970s.

The technical planning group after carrying out a very exhaustive study on the design features and operating costs of the 747, submitted a Project Report to the Management in August, 1966. This Report was based on the assumption that the 747, if introduced, would be on the India-UK-USA route. The highlights of this Report were —

- A fleet of four aircraft was required to operate a daily India-UK-USA service.

- Runways at the airports on Air-India's current route between India and USA were suitable for carriage of near capacity payloads of 120,000 lbs.





# AND THE BOEING 747

Engineering and Vice President addressed members of the September 30, 1969. His subject was the purchase of the Boeing 747. B. G. Menon of Air Works of the Society presided.

B. G. Menon said: "It is hardly surprising to you. He is one of the best in the country and is equally well known. I will no doubt have heard that at the Technical Committee Meeting."

Members heard at an AeSI meeting, the complex process of introducing the 747 into the complex process of producing below an abridged

ment, the Commercial Planning Group began their feasibility studies. Their analysis based on the actual traffic growth and estimates for the future indicated that by 1970-71 it was essential for Air-India to introduce a large capacity aircraft on the India-UK-USA route initially and subsequently on the India-Japan route. It also became apparent that unless the 747s were introduced from 1970 onwards, Air-India would incur substantial losses operating only with 707s. It was, therefore, recommended by the Commercial Department that Management should decide on the purchase of four 747s initially and add one 747 to the fleet each year after 1971. Their recommendations, apart from taking into consideration the technical and economical features mentioned in the Technical Evaluation Report, were also based on the following assumptions:

- Traffic on the India-UK-USA route will increase sufficiently rapidly to sustain the sudden and substantial increase in capacity by the advent of the 747s.
- In view of the spaciousness and superior passenger comforts offered by the 747, given the choice, a passenger will prefer a 747 to the existing jets like the 707 or the DC-8.
- As the seat-mile costs of the 747 will be about 20 per cent lower than those for the 707 and the DC-8, it will not be possible to lower fare levels for travel on the latter aircraft. Therefore the present subsonic jets will not be competitive on routes where sufficient volume of traffic is available to fill 747s.
- Even if SSTs are introduced in service during the useful life

of 747s, SSTs and 747s will be complementary to each other. SSTs are expected to be at least 20 per cent more expensive to operate on the basis of seat-mile costs. Therefore there is bound to be a surcharge of around 15 to 20 per cent for SST travel and obviously the SSTs will cater for a separate class of passengers.

- It was also likely that due to sonic boom problems, SSTs may not be permitted to fly supersonic over populated areas and this certainly would impose serious penalties on the operating costs of SSTs.

The final recommendations were submitted by the Commercial Department to the Management in February 1967.

## Management decision

After carefully analysing the recommendations of the Engineering and the Commercial Departments, the Management came to the decision that in order to retain Air-India's present competitive position it was necessary to go in for the 747s.

However, the finance involved for acquiring a fleet of four aircraft at the same time was nearly Rs. 100 crores in foreign exchange. The Management, in consultation with the Board and the Government, decided that, despite the initial disadvantage, technical as well as commercial, it was necessary to phase the acquisition of the fleet. Decision was taken to place an initial order for only two 747s for delivery in 1971 and an option for the third 747 for delivery in 1972. Future acquisition of the fleet would be at the rate of one aircraft a year in 1973 and 1974.

Accordingly in March 1967, a letter of intent was signed with the Boeing Company for the purchase of the first two 747s for deliveries in January and March 1971.

As soon as the decision was taken, the detailed financial requirements under the various heads of the project were worked out by the Technical Department in consultation with the Finance Department.

Working out of the project cost in details is a very important and responsible job as any shortfall in the requirement of funds during the execution of the project can result in delay in putting the aircraft into service as planned or cause hold ups in achieving the planned utilisation. At the same time as all the requirements of funds were in foreign exchange and had to be obtained by loans, carrying heavy interest rates, it was necessary to keep the project cost to the minimum.

Once the financial estimates were made and approved by the Management, top level negotiations were held with financing institutions for loans. The purchase commitment with Boeing was subject to Air-India being successful in making finance arrangements to the satisfaction of the Government of India.

The letter of intent for the purchase was signed in March 1967. Following this, several meetings took place between the representatives of the Boeing Company and Air-India to draw up the detailed technical specifications for the Air-India aircraft and for negotiating the purchase agreement covering performance guarantees, warranties, training and publications requirements and delivery.

The purchase agreement was concluded in late July 1967. Even though the purchase agreement had been executed, the financing and loan arrangements were still in the early stages of negotiations. Therefore, I mention this is to emphasise that though so much of effort and planning work had gone into the 747 project, there was always the possibility, though remote, of the project falling through in case suitable financial arrangements were not possible. Air-India did succeed in securing loans, not only for the first two aircraft, but also for the third aircraft for delivery in March 1972.

Having committed to such a large expenditure, it is vitally

important that every minute detail pertaining to the introduction of the aircraft into service and its efficient operation afterwards, is planned carefully and implemented by all concerned in the airline. Everyone in the airline whether connected with operations, maintenance, overhaul, traffic, sales or stores has to be closely associated with the project and has to be fully prepared.

Taking depreciation costs alone, if there is a month's delay in the introduction of one of the 747s beyond the target date, it would cost Air-India over Rs. 20 lakhs. If the planned and budgeted utilisation cannot be achieved due to some inadequacies in planning or preparations, loss of each hour of utilisation could cost the Corporation about Rs. 30,000.

## Technical Committee

In view of the stakes involved in such projects, whenever the Management of Air-India took a decision on acquiring a new type of aircraft, it has always been the policy to set up a high level co-ordinating committee called the "Technical Committee" to process and execute the project.

While all the activities of planning upto the time of taking the decision to order the aircraft are confined to the planning groups of the Technical and Commercial Departments, the short term planning and preparatory work after this point concerns a large number of individuals and sections in the various departments. That is why it is necessary to associate all the concerned sections closely with the project to ensure maximum participation.

It is obvious that one high power Technical Committee as a co-ordinating body between various individuals and sections cannot produce the desired results. Therefore, the Technical Committee, which is known as the "Boeing 747 Technical Committee" is assisted in the project by three other committees and several technical sub-committees. The functions of the Technical Committee are:

- Preparation of the detailed budgetary requirements for the project and keeping the Management informed of any changes required from time to time.
- Initial review and acceptance of the detailed technical specification of the aircraft and

(Continued on the next page)





negotiations with Boeing on contractual terms.

- Subsequent to execution of purchase agreement, review changes proposed by Boeing from time to time and update the specifications.

- Negotiate with Boeing on optional technical changes required by Air-India for better performance, efficiency, service of life and passenger comfort.

- Ensure that the expenditure incurred in the project is within the budgeted and sanctioned amounts under various heads.

- To liaise with Boeing on all matters pertaining to the project.

- Co-ordinate all other requirements of the project with the assistance of the various committees and sub-committees set up for the purpose.

- Submit quarterly progress reports to the General Manager and other Departmental Heads on the status of the project highlighting areas where critical action is called for.

The Technical Committee is headed by the Director of Engineering. The Director of Technical Planning, Director of Operations and Dy. Director of Engineering are members. In addition, other departmental heads are co-opted as required.

### Committees

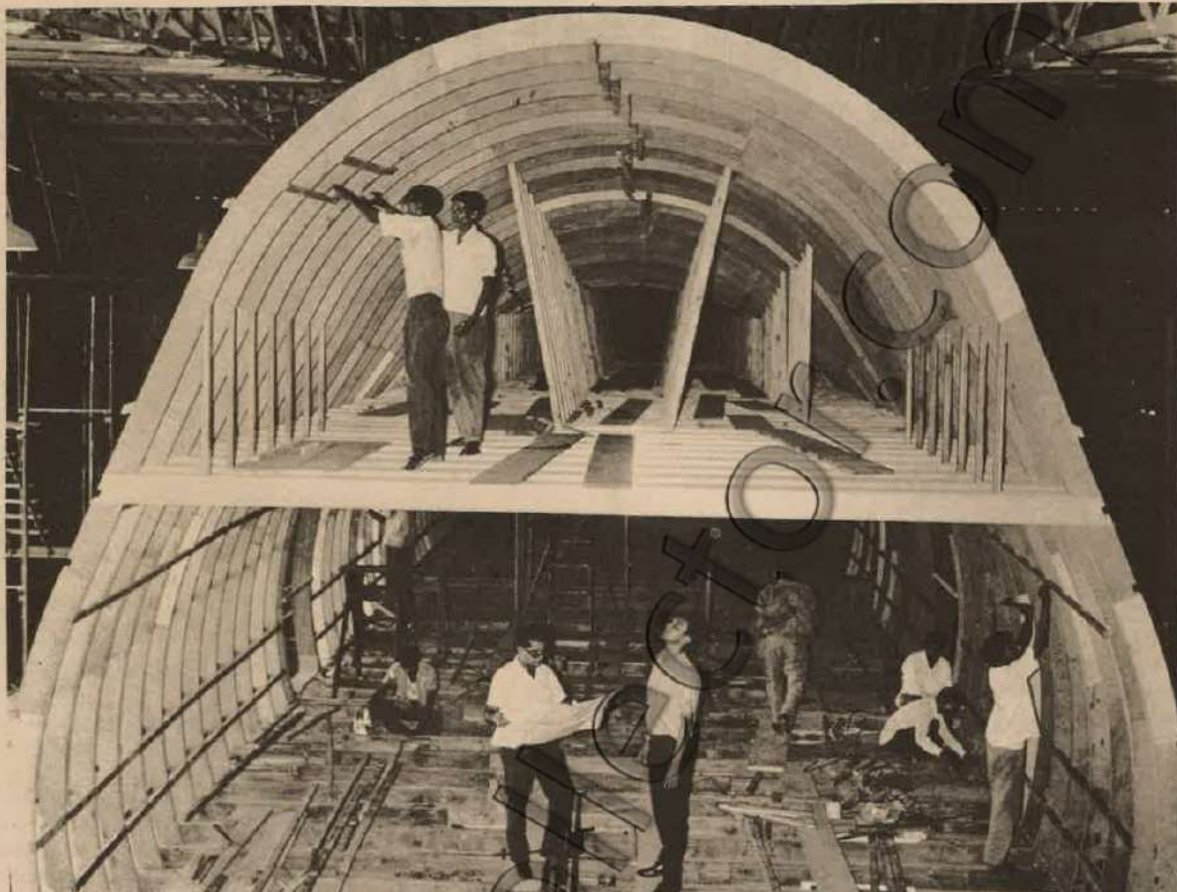
Now to the Committees which assist the Technical Committee in detailed planning.

The Initial Provisioning Committee is headed by the Controller of Stores and Purchases and is responsible for approving the recommendations and placing of orders for ground equipment, workshop equipment and tools, initial requirements of rotational items and spare parts and to ensure that all orders are placed in time to meet the delivery requirements. The committee also has to ensure that the expenditure on spares and equipment is within the budget allocations.

The Ground Handling & Facilitation Committee, headed by the Commercial Manager-Ground Handling, is responsible for preparing recommendations for all equipment and facilities needed for passenger, baggage and cargo handling for the 747 on the apron as well as in the terminal areas.

The Ground Handling Committee is also responsible for reviewing passenger and cargo handling procedures and ensure proper co-ordination with airport authorities for provision of adequate facilities.

The Cabin Interior Com-



mittee is headed by the Commercial Manager-Customer Service, and has on its representatives from Technical Services and Publicity Divisions. This committee is responsible for drawing out specifications of the galley complexes, passenger chairs, lounge furniture and also make recommendations in respect of furnishings, colour schemes of various areas including toilets and for exterior colour scheme. The committee works out in detail cabin service standards and requirements for 747 in flight service. The activities of this committee also involve work of technical specialists and experts and therefore, adhoc working groups are formed from time to time for studying special items.

The selection of passenger seats, interior decor and colour schemes, interior passenger cabin layout including the partitions, coat compartments, toilets, bars and galley complex, upholstery materials, lounge and state room arrangements are the most time consuming items from the point of view of decision making. After all with all operators buying 747s, the only way Air-India can be different from others is in respect of the cabin decor and inflight service. The planning on these items goes through a number of phases. First working groups are formed to submit preliminary specifications. These are discussed in the Cabin Interior Committee and the proposals

are put up to the Technical Committee. The Technical Committee after considering the proposals takes up with Boeing Company for the feasibility of incorporating our requirements and for their suggestions. Boeing also submits budget costs. These proposals with the alternatives are then put up to the top management. Final decision is made with regard to these items by the Chairman himself, after which Technical Committee negotiates with Boeing or the vendors concerned for incorporation of the requirements.

In addition to the three committees mentioned above, there are eight technical sub-committees dealing with specific problems connected with the operation and maintenance of 747s. They are: Building and associated Facilities, Maintenance, Ramp Equipment & Tools, Overhaul Facilities and Equipment, Electronic, Communication and Navigation, Ground Personnel Training, Flight Crew Training, Avionics and Operational Requirements.

While all the sub-committees meet as and when required, the Technical Committee normally meets once a month and reviews all the activities of the various committees. There is a full time Secretary of the Technical Committee assisted by a Senior Technical Officer to receive and disseminate information to the various committees, to correspond with Boeing and other vendors and send papers to the Chairman of the Techni-

The full-scale 747 Cabin Mock-up being built in the old Publicity and Stationery Stores hangar opposite the Customer Service at Santa Cruz. It will be used for training our cabin crew. The mock-up will be furnished to the same standards as our Boeing 747 with identical interior decor, seats, galleys and even exterior markings. There will also be an upper deck lounge with the spiral stair case. The cabin mock-up, which will cost Rs. 11 lakhs, is 103 ft. long (actual aircraft cabin length 188 ft.). The entire design and construction work is being done by our Works Maintenance Division under the direction of Mr. B.M. Apte, Deputy Engineering Manager, who is seen (holding the blue print) on the floor of the mock-up with Mr. Peter Latouch, Supervisor.

cal Committee where immediate decisions are required.

The Technical Committee also lays down target dates by which specific recommendations should reach the Technical Committee so that no delay occurs in the progress of the project. So far 26 meetings of the Technical Committee have been held and the status of the project is considered satisfactory. We plan to work out a critical path chart detailing the entire range of activities involved in the project to help the Committee to maintain a close follow up on the very critical items.

With about 18 months to go for delivery of the first two aircraft, the tasks accomplished can be briefly summarised as follows:

- Decisions on 90 per cent of the buyer furnished items have been taken with regard to passenger seats, galley complex, communication and navigation equipment, life rafts, etc.
- The technical specifications of the aircraft have been brought up-to-date and several master changes have been accepted to increase the operating efficiency of the aircraft.
- The required number of

spare engines have been ordered.

- Flight and ground crew training programmes for the initial requirements are already finalised. A CAE 747 flight simulator from Canada has been ordered and is expected to be delivered in the latter half of 1971. Some ground crew courses on 747 have already commenced.

- The interior configuration of the aircraft and colour schemes as well as the upper deck layouts for lounge and staterooms have also been finalised.

- Evaluation of the 747B aircraft, which was announced by Boeing subsequent to our order of 747s was carried out and decision has already been taken to convert the first aircraft ordered to 747B standard.
- Negotiations on the purchase agreement for the third aircraft completed and agreement signed.

- Cockpit instrumentation layout and switching arrangements have been finalised.

- Hangar and workshop expansion projects are in hand.

- Cargo container specifications have been finalised and development of these contain-

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## NEWS ROUND-UP

### Missing bag

QUICK thinking and some smart detective work earned Junior Canteen Assistant R.U. Nagdev unstinted praise and gratitude from Mr. G. P. Chaturvedi, Manager, Indian Airlines, Siliguri.

While attending a course on Product Knowledge at our Training College in Bombay he left behind a bag in our staff canteen at NTB. The bag contained Rs. 450 and some important papers.

Although there was nothing in the bag to indicate the owner's identity, Mr. Nagdev found that the bag belonged to Mr. Chaturvedi and returned it to him.

### Medical Benefits Scheme

The Contributory Medical Benefits Insurance Scheme for families of staff is to continue for another year. It has been announced that the Oriental Fire and General Insurance Company have agreed for the extension of the period till September 30, 1970.

For the remaining three months of the current year, the premium rates are to go up from Rs. 175 to Rs. 185 per employee per year. For the period thereafter new rates are being negotiated. The burden of the extra premium will not fall entirely on the staff but will be proportionately shared by the Corporation. At present 2,300 employees are members of the scheme.



Mr. Sanat Surti photographed against the background of the 747 panels he designed.

### To greener pastures

On October 17, 1969, our Publicity Section arranged a small and informal farewell party to bid goodbye to Mr. Sanat Surti, Assistant Chief Artist. Mr. Surti has left Air-India after nearly 10 years to join Clarion McCann Advertising Agency.

In his inimitable, lyrical, Indian miniature style, Surti designed a series of publicity items like the menu cards, greeting cards, posters and even the large aluminium mosaic mural at our New York Booking Office. His recent assignment was the preparation of designs for the interior of our 747—a marathon job which he handled with his customary patience, diligence and perfection.

### Goodbye Doctor

THE Air-India Executive Club of Juhu echoed with gay laughter and friendly banter one evening last month. The occasion was the party to bid farewell to Dr. V. R. Kalokhe, who retired from the Corporation recently after 21 years service.

The party was organised by the senior officers of the Engineering Department. Among those who attended were Mr. K. G. Appusamy, Director of Engineering, Capt. K. Vishvanath, Director of Planning (Technical), Mr. C. V. R. Rao, Financial Controller, Capt. S. C. Maulik, Operations Manager (Central Division), Mr. S. K. Nanda, Chief Personnel Manager and several senior officers from the Engineering, Personnel and Operations Departments.

It was a rare demonstration of affection and regard for Dr. Kalokhe who was one of the most popular doctors in our Medical Clinic at Santa Cruz. He was invariably cheerful and inspired confidence in his patients.

"He was a nice gentleman", said a guest at the party, "we shall miss him."

### Holiday Home

It has been announced by the Personnel Department that our Holiday Home at Mount Unique at Mahabaleshwar has been given up. Efforts are being made to find a suitable bungalow for a Holiday Home



Dr. Karan Singh (L) with Mr. D. P. Mitra, our Regional Manager-Australia, and Mr. Barry Windsor (R), our District Sales Manager, Sydney. The photograph was taken at a reception given by Air-India and the GOI Tourist Office in Sydney.

### Tale of a Raincoat

A war-time Air Force raincoat has flown more than three quarters of a million miles. The raincoat which belongs to the Travel League of Queensland clocked its 850,000th mile on an Air-India flight recently, somewhere over the Hindu Kush mountains between Delhi and Moscow. It's temporary owner on the flight was Mr. Brian Eggleton, Queensland and Papua New Guinea Manager of Thomas Cook and Son.

The story goes that Queenslanders, because of their climate do not own topcoats, so this one is in great demand by travel agents going abroad, and must be booked well in advance.

It is always held in a custody by the current Travel League President and is passed to the incoming president with great ceremony at each annual general meeting.



Mr. Brian Eggleton wearing the Travel League of Queensland raincoat before boarding our Boeing 707 at Sydney.

Mr. C. V. R. Rao, Financial Controller, making a presentation to Dr. V. R. Kalokhe at the farewell party held at the Air-India Executive Club. Mr. S. R. Shenoy Dy. Engineering Manager (L), and Mr. S. V. Tipnis, Manager, Santa Cruz (sitting) are also seen in the photograph.

World-renowned film actress, Jane Fonda, arrived in Bombay on Air-India's Boeing 707 service on October 26, 1969, en route to Delhi. Jane Fonda is on a tour of India and Nepal for two weeks.





## ACEC BANK

## Annual Report

THE Air Corporations Employees' Co-operative Bank made a net profit of Rs. 181,289 in 1968-69 as against Rs. 136,953 in the previous year, according to the 17th Annual Report of the Bank which has just been published.

The Report says that the Bank made all round progress during the year. The share capital of the Bank rose from Rs. 1,697,110 to Rs. 1,779,930 and the Cumulative Deposits from Rs. 4,499,022 to Rs. 5,245,090 in 1968-69. The working capital increased by Rs. 977,968 to Rs. 10,477,267 and the membership by 252 to 6,044.

## Schemes

Various schemes started by the Bank of help the members continued during the year, with the exception of the Utility Articles Scheme which was suspended because it was found to be uneconomical.

The Bank's origins go back to the Air-India Employees' Co-operative Credit Society formed in 1952, with an in-

terest free loan of Rs. 5,000 advanced by Air-India. Three and half years later, the Society was turned into a Bank. It was inaugurated by Mr. B. R. Patel, then General Manager of Air-India on October, 31, 1956.

In 1956 the Bank had a membership of 2,034 and a share capital of Rs. 4,02,290. Its net profit for the year was Rs. 19,983.

## Elections

In the elections held in August 1969 a new Board of Management was elected for 1969-70. They are: President, Mr. M. N. Narayan Rao (AI), Vice-President, Mr. S.D. Gawa (AI), Hon. Secretary, Mr. R. B. S. Kunde (AI), Directors of the Board of Management: Mr. V. G. Nerurkar (AI), Mr. M. G. Gogate (IA), Mr. V.N. Pai (IA), Mr. M. P. N. Kutty (AI), Mr. A. V. Dharap (IA) and Mr. M. V. Wagale (AI). Members nominated by the Corporations: Mr. Y.K. Khale (AI), Mr. P.G. Karkhanis (AI) and Mr. R.K. Bhatnagar (IA).

## Blast of the 747

THE Boeing 747 is the most talked about subject in the airline industry today. Everything about the aircraft is big, including the problems it is creating. Whatever the passengers' reactions to it—and no one expects them to be unfavourable—the fact is that the Jumbo is causing a lot of grey hair to sprout in airline offices. The blast of the Jumbo is being felt everywhere.

The latest area to feel the impact is the International Airlines Technical Pool, the billion-dollar co-operative business being run by the airlines.

"The IATP is facing a crisis over the cost-sharing formula for the 747 spares", said Mr. T. R. Srinivasan, Senior Tech-

Mr. T. R. Srinivasan



nical Officer, who is a member of the Steering Committee of the Pool.

The problem revolves around the fact that every member airline of the Pool is expected to share equally the cost of spares at any given station irrespective of the frequencies it operates through the stations. "Many of the smaller operators like Air-India feel this will impose an unequal burden on them", he said.

## Meetings

Mr. Srinivasan has represented Air-India at the Pool meetings for several years. With his election to the Steering Committee last year in Madrid, he is now directly concerned with formulating spends IATP's. "This is a complex problem which the Steering Committee will have to solve", he said.

He is 44 and has been with Air-India for 23 years. He has come up the hard way, having started his career in the Air Force as a technician during the war.

(Continued from page 3)

our Chief Personnel Manager. Mr. Bawa came to Air-India from the Advanced Management Services, a well-known firm of Management Consultants in Bombay. He holds a Master's Degree in Personnel Management and has been with Escorts and Hindustan Machine Tools as Industrial Relations Officer.

A 32-year-old bachelor, Mr. Bawa has travelled extensively in India. He is a hockey enthusiast. His other hobby is writing and he has had several articles published in the Economic Times.

Mr. Joginder Singh Bawa



## Dear Maharajah

Honourable Maharaja

I am aged 13. I am doing my X class.

I am on the look out for a penfriend whenever I used to visit Madras (40 miles from here) I have seen your picture in several places and I was longing all these days to establish friendship with you Highness. Early morning newspapers sometime come out, carrying your picture with a beaming and pleasing smile dressed in different costumes. Enclosed is one of such picture which I reproduced with the help of my paint box. I trust your Highness like it.

It came to my mind, after finishing the portrait, that I should send that to you, as my compliments, of course FREE OF COST. Would you in turn send me one of your figure, a small statue to be kept on my radio set? It will enable me to have your "Darshan" every day. A line in reply from your Highness is Eagerly awaited.

With regards to your goodself I remain,

Yours truly,

C. R. Sekar

Dear Master Sekar,

Your charming letter of September 19, 1969, and your attractive drawing brought a great deal of sunshine into my office.

May I congratulate you on your initiative and on your talent. When you grow up, I am sure you could, if you so wished, become a very fine advertising man, because you have the ability to draw and also to write.

I am asking our Manager in Madras, Mr. P. S. Rajaratnam, to send you one of our small Maharajah models and an overnight bag, which please receive with our compliments and our gratitude for your interest in Air-India.

With every kind wish to you,

Yours sincerely,

(sd/-) S. K. Kooka  
Commercial Director



Air-India

tisement reproduced by Master Sekar. The original drawing is in colour.



(Continued from page 8)

ners in India has been undertaken.

- Processing of ramp equipment specification is in hand and some orders have already been placed. Staff have completed their familiarisation training with the aircraft, engine and equipment manufacturers and are now in the process of evaluating equipment required for the workshops and float requirements of rotational items.

- Tentative schedules for operation of the first two aircraft have been drawn up to achieve utilisation of 3,500 hours per aircraft per annum from the start of operations. It is proposed to operate four India-U. K. services per week with three extending to New York. Both Bombay and Delhi are proposed to be served by Air-India with the 747s.

- Extensions and modifications to airport buildings, aprons and taxiways, to meet the capacity requirements of 747s have already been taken in hand by the Airport authorities at most airports where Air-India proposes to operate the 747s and are expected to be ready by the time the aircraft are introduced in 1971. In India Bombay and Delhi airports will have the necessary modifications and extensions completed by late next year.

In conclusion I should like to highlight some of the special and technical features of the 747 as compared to the present generation of subsonic jets.

- In full economy 10 abreast configuration, the aircraft is capable of accommodating 490 passengers. However, in the configuration selected by Air-India for the initial operations, there will be only 353 seats

- In addition to the full passenger payload, the aircraft has a total cargo and baggage capacity of around 62,000 lbs. Except for a single bulk cargo compartment in the rear, the entire cargo and baggage has to be either palletised or containerised.

- The aircraft are now available in four different configurations: The 747 basic aircraft with JT9D-3 engines of 43,500 lbs. take-off thrust with an all up weight of 710,000 lbs. and a range of around, 3,600 nautical miles.

- The 747B aircraft with JT9D-7 engines of 45,500 lbs. take-off thrust with all-up weight of 775,500 lbs. and a range of 4,400 nautical miles. There is also a 747C version which is similar to the 'B' but is convertible for cargo.

747F is also similar to the 'B' but it is a pure freighter.

## WHO'S WHO & WHERE

### Promotions

#### COMMERCIAL DEPARTMENT TO

S. Srinivasan, Dubai.	Stn. Manager (Offg.)
S. N. Rustumji, Zurich.	Stn. Manager (Offg.)
V. L. Badami, Bombay.	Stn. Supdt. (Offg.)
R. K. Rustogi, Cairo.	Stn. Supdt. (Offg.)
M. P. Theophilus, Teheran.	Stn. Supdt. (Offg.)

#### ENGINEERING DEPARTMENT

M. N. Gopalswamy, Bombay.	Asst. Supdt.
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#### OPERATIONS DEPARTMENT

R. M. Patel, Bombay.	Jr. Officer (Signals)
P. K. Rajan, Bombay.	Jr. Officer (Signals)
C. J. F. Sequira, Bombay.	Jr. Officer (Signals)
P. A. Menon, Bombay.	Jr. Officer (Signals)
S. Raman, Bombay.	Jr. Officer (Signals)

#### ACCOUNTS DEPARTMENT

K. K. Chatterjee, Bombay.	Sr. Accountant
M. R. Sirwala, Bombay.	Sr. Accountant
S. B. Vachana, Bombay.	Sr. Accountant
E. K. M. Nambiar, Bombay.	Sr. Accountant
G. W. Gadkari, Bombay.	Sr. Accountant
R. K. Awad, Bombay.	Sr. Accountant
V. Raghupathy, Bombay.	Sr. Accountant
J. K. Patel, Bombay.	Sr. Accountant (Computer Operator)

R. D. Tungare,

Supdt., Punch Room.

#### STORES DEPARTMENT

M. V. Bichu, Bombay.	Asst. Supdt. (Printing)
A. N. Sridhar, Bombay.	Asst. Supdt. (Printing)

### Postings

#### COMMERCIAL DEPARTMENT

A. C. Mahajan, Perth.	Manager-System Reservations, CHQ.
K. L. Ramchander, Bekut.	Asst. Commercial Manager-Sales, CHQ.
R. R. Amin, Madras.	Area Sales Manager, Nairobi.
J. S. Joglekar, Singapore.	Manager, Teheran.
H. M. Kaul, Teheran.	Manager, London.
E. Pereira, Geneva.	Manager, Eastern Europe, Prague.
D. Menezes, Prague.	Manager, Tokyo.
R. Mani, Geneva.	Asst. Manager, Geneva.
S. Prakash, Geneva.	Asst. Manager, Rome.
S. J. Fernandes, Rome.	Acting Manager, Geneva.
Indu Seth, Fiji.	Area Sales Manager, Bombay.
S. R. Tamhane, Bangkok.	Manager, Fiji.

#### ENGINEERING DEPARTMENT

I. A. Sumitran, Bombay.	AME I Bahrain
P. S. Baboo, Bahrain.	AME I Bombay
H. K. Sen, Bombay.	AME I Moscow
S. K. Saxena, Moscow.	AME I Bombay

Mr. Romesh Thaper, Chairman, India Tourism Development Corporation and Mrs. Thaper seen with Mr. S. Khanna, our Duty Officer at Delhi Airport before boarding our aircraft for Paris.



Mayor of Honolulu Mr. Frank Fasi and Mrs. Fasi photographed at Bombay Airport.





(See story on page 1)

# ON 37TH ANNIVERSARY WE WISH OUR MOST BELOVED CHAIRMAN

**15TH OCTOBER, 1969.**