

The Magic Carpet



VOL. 16 NO. 1 THE STAFF MAGAZINE OF AIR-INDIA JANUARY 1972

New Uniform for receptionists

Mrs. Perin Dewani and Miss Sherena Coorlawala (pictured alongside) wear the resplendent new uniform sari for receptionists which has been introduced from January 26, 1972.

The sari has been woven from Indian handloom silk, rich and glossy in texture, and created exclusively for Air-India by the well-known fashion designer, Roshan Kalapesi, whose designs for clothes and jewellery have been sold in Sweden, Italy, France, U.K. and the U. S. A. Her collection of leather garments was exhibited at the Paris Trade Fair in 1969.

A very special feature of the sari is the blending of a hand printed all over delicate motif—a traditional design of Rajasthan—with a bold motif of an ornate design, in contrasting colours, on the skirt and extending from the shoulder to the pallav. The bold motif is inspired by carvings on ancient stone columns adorning the cave temples of India.

The uniform is in two different colour schemes. One sari has a straw colour background with the body design

(Continued on Page 8)



14-DAY WAR

How Air-India kept the flag flying

FRIDAY, December 3, 1971, ended like any other Friday for staff at the Headquarters in Bombay, with everyone leaving the office with thoughts of the week-end ahead. At 5.30 p.m. the usual rush was on. Lifts were choked and the street below was crowded as people hurried to catch their trains and buses. But almost a thousand miles to the north of Bombay, Pakistani jets were screaming at tree-top level to launch pre-emptive attacks on Indian military air fields. The war was on.

For the next fortnight it was to dominate everyone's life in Air-India, particularly our operations, engineering and traffic staff at the airport. With the air war in full swing from the very first day, it was obvious that our scheduled services would be disrupted. There was also the possibility of air attacks over Bombay.

On Friday night with Bombay plunged into almost total darkness because of the black out, Air Marshal M. S. Chaturvedi, General Manager and Mr. K. K. Unni, Assistant General Manager, met with operations, engineering and commercial staff in the Manager's Office at Bombay Airport. Present at the meeting were Capt. R. V. Goday, Operations Manager (Central Division); Capt. C. P. Narayanan, Dy. Operations Manager (CD); Mr. Om Sawhney, Engineering Manager (HQ); Mr. J. D. Billimoria, Dy. En-

gineering Manager (Line Maintenance); Mr. Balendu Shah, Commercial Manager-Sales; Mr. K. L. Ramchander, Manager, Santa Cruz; Mr. B. P. Baliga, Senior Engineer in charge of Production Planning and Mr. V. V. Joshi, Operations Superintendent (Planning). The immediate problem was whether or not to operate AI-111 Boeing 747 flight to New York that night. It was decided to operate AI-111 as scheduled and cancel AI-131 which was to leave the next morning. AI-111 was to combine loads of both the flights and omit Delhi.

Darkened airport

At 11.00 p.m. that night as passengers began to arrive at the darkened airport, the check-in started in the dim glow of candle light. It was so dark inside as well as outside the airport that traffic staff found it almost impossible to move about and most of them considered themselves lucky that they were not involved in an accident. Cargo loading was particularly difficult as nothing but the smallest torches were allowed. Despite these difficulties, the job was done pretty much on time.

Just as the aircraft was about to taxi out, the air-raid siren sounded. For a minute no one knew what to do next, whether to off-load the passengers and allow them to take shelter in

the terminal or to leave them where they were. Mr. Ramchander, in consultation with the Commander, Capt. S. F. Pedder, Deputy Operations Manager (HQ), decided to let the passengers and crew remain on board. As the seconds ticked slowly, the tension grew. The next 45 minutes, before the all-clear signal sounded, were probably the longest experienced by everyone at the airport. Fortunately nothing happened and the aircraft left Bombay as scheduled.

(Continued on Page 2)

NATIONAL DEFENCE FUND

Air Marshal M. S. Chaturvedi, General Manager, presented a cheque for Rs. 9,265 to Dr. Karan Singh, Union Minister for Tourism and Civil Aviation for the National Defence Fund on behalf of our Northern Region staff on December 16, 1971.

In addition, a sum of Rs. 1,01,724 has been collected by our Accounts Department from our staff for the NDF. Further contributions are being collected.

Air Corporations Employees' Co-operative Bank has also donated Rs. 5,001 to the NDF and has opened a special Savings Account in which staff can deposit money for the NDF. The bank is also investing Rs. 50,000 in Small Savings Scheme in order to help the national defence efforts.

Boeing 747 simulator installed

OUR Boeing 747 simulator has been installed. By the time this appears in print the two-week acceptance tests would be over and the three-month reliability checks would be under way. The simulator is expected to be fully operational by about April 1972.

The acceptance tests were done by Captain D. Bose, Operations Manager (Training Division); Mr. S. V. Kadle, Manager, Technical Training; Mr. Sidney Shukla, Sr. Simulator Instructor; Mr. E. K. Nair, Asst. Superintendent and Mr. P. K. Bala, Sr. Simulator Maintenance Engineer.

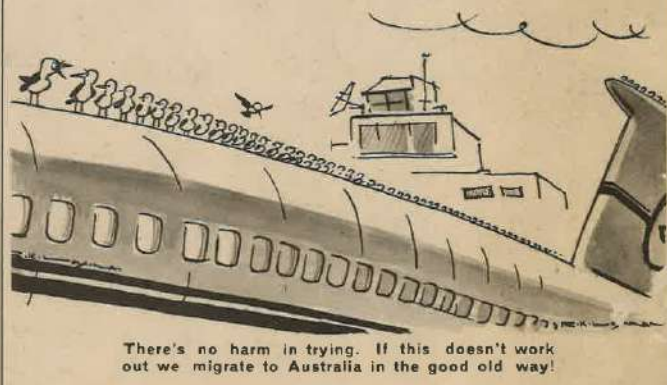
The various units of the simulator, packed in giant crates, arrived in Bombay at the beginning of November on board the ship "S. S. Jalakirti" from Canada. The crate containing the cockpit section alone weighed something like 30,000 lb. It was 14 ft. long, 22 ft. wide and 13 ft. high. The other crates were equally large.

Mr. Abreo, Assistant Controller of Stores (City) was present at the docks along with few stores staff to personally supervise the off-loading of the crates and their clearance through the customs.

The transporting of the crates to our Engineering Base involved elaborate arrangements including the hiring of special trailers. Because of the delicate equipment involved the crates had to be transported late at night at walking pace so as to avoid damage. It took four hours to cover about 20 miles from the docks to the airport.

The unpacking of the crates took a long time because the delicate electronic equipment inside and a representative of the insurance company was present throughout. The installation work began soon afterwards under the supervision of CAE Canada staff who were assisted by a team of our engineers led by Mr. Nair.

Thumbs up!



There's no harm in trying. If this doesn't work out we migrate to Australia in the good old way!

Air-India is proud to serve the nation



पर्यटन तथा नागर विमानन मंत्रालय
MINISTER OF TOURISM & CIVIL AVIATION

December 18, 1971

My dear Shri Tata,

During the recent war imposed upon us by Pakistani aggression, Air-India has rendered extremely valuable service in many ways. Please accept my personal appreciation for all that has been done by your Corporation, and convey this to your Management as well as all the employees of the airlines. I am sure that they will continue to work with dedication to meet the difficult problems that lie ahead.

With good wishes,

Yours sincerely,

J.R.D. Tata

Shri J.R.D. Tata,
Chairman,
Air-India,
Bombay.

AIR-INDIA

218 Buckley Road,
Nariman Point, Bombay 1.

27th December, 1971

Dear Dr. Karan Singh,

I am grateful to you for your kind letter of December 18, received on the 24th, expressing appreciation for the special services rendered by the Corporation during the recent war, which I am communicating to all members of the Management and to the staff. Air-India is proud of serving the nation at all times, and we all felt great satisfaction in being able to contribute to the war effort. It is good to know that our services have been appreciated.

Thanking you again for your kind letter and with all good wishes for the New Year.

Yours sincerely,

J.R.D. Tata
(J.R.D. Tata)

Dr. Karan Singh,
Minister of Tourism & Civil Aviation,
Government of India,
NEW DELHI



Mr. O'Neal bids goodbye to Air-India

In 1958 Mr. O'Neal became Deputy Engineering Manager responsible for production and planning functions of the various overhaul and maintenance divisions. From 1960 to 1962 he served as the Resident Representative at Seattle for the Boeing project. A year after his return to Bombay, he became Engineering Manager, with responsibility for the day to day administration of the Engineering Department.

In 1968 Mr. O'Neal was posted to Seattle again as Resident Representative for the Boeing 747 project. He returned to Bombay last April to take over as Deputy Director of Engineering. Apart from responsibility for production and quality control in maintenance and overhaul groups, Mr. O'Neal was associated with different technical Committees for the evaluation of new equipment. He was also a member of the Labour Relations Committee.

Mr. Om Sawhney, Engineering Manager (HQ), is holding current charge of the post of Deputy Director of Engineering in addition to his own duties.

MR. NORMAN D. O'NEAL, Deputy Director of Engineering, is leaving Air-India this month after 34 years service. It is understood that he is to take up an appointment with the Australian Department of Civil Aviation.

Mr. O'Neal, who is 56, joined Tata Airlines in 1937. Since taking his Aircraft Maintenance Engineer's Licence in 1940, he held several important appointments in our Engineering Department.

In 1946, as an Assistant Superintendent, he was responsible for setting up a Maintenance Base in Madras for our fleet of Dakotas. Transferred to Bombay in 1948 as Superintendent, he took over the Maintenance Division of the domestic fleet and later was put in charge of the entire Maintenance Division covering both the domestic and international fleets.

14-DAY WAR

(Continued from Page 1)

The next day it was decided to advance 1.00 a.m. departure of our flights to 9.00 p.m. The Schedules Committee, consisting of Mr. Baliga, Mr. K. M. Mohan, Mr. Joshi, Mr. T. A. Lavangia and Mr. R. S. Kamat, worked throughout the week-end rearranging our schedules. In the meanwhile several international airlines operating through Delhi had diverted their aircraft to Bombay and our traffic and engineering staff had a busy time during the day at the airport.

Schedules committee

The Schedules Committee meeting continued throughout Monday, first with the GM and later with Mr. Balendu Shah, Commercial Manager—Sales. By now it was apparent that the conflict was intensifying on all fronts, and the danger of an aerial attack on Bombay had increased. Flights to and through Calcutta and Delhi had already been suspended, although a few services were operated between Bombay and Delhi as and when required.

With GM's approval it was decided to switch entirely to day-light operations out of Bombay. No flights were to be cancelled except one Boeing 747 London terminator. It was also decided that no aircraft should be kept at Bombay airport during night. The aircraft were to be ferried to Madras in the evening. Although Air-India switched to daylight operations, several foreign carriers continued to operate through Bombay airport at night,

keeping our traffic staff busy. "Traffic staff did a magnificent job under the most difficult conditions", said Mr. Ramchander.

These decisions meant a complete reorganisation of schedules which kept the Schedules Committee busy all the time, preparing daily schedules. Later in the week as the pattern of operation settled, the Committee was able to issue an emergency time table. The day light operation imposed a special burden on our Engineering Department, particularly Maintenance, who had to complete their checks during the limited time available during the day. Fortunately there were few technical delays.

Control centre

The Operations Department in the meanwhile had set up a special Operations Control Centre at the airport which was manned by Operations Managers throughout 24 hours. Even the Dy. Director of Operations Capt. J. S. Dhillon, took his turn at the Centre. The shift timings for all staff were changed with the night shift staff working as much as 15 hours at a stretch.

All staff unions had already told the Management that they would co-operate with the Management in keeping the normal operations going. Everyone rose to the occasion magnificently, but when it was all over 14 days later everyone heaved a sigh of relief and was glad to be back to normal.

AT NARIMAN POINT



Father, forgive Dick;
for he know not
what he doeth !



Now that the
Generals
are silent !

Air fare break for leaders

by Art Buchwald

THERE are so many heads of State, presidents, vice presidents, premiers, kings, queens, prime ministers and emperors travelling to other countries these days that the airlines have decided to offer special air fare rates to world leaders.

Freres A. Jacqua, chairman of the Special Fares Division of the International Airline Association, told me: "The International Airline Association has just completed a study which shows that, as a group, world leaders are travelling more than any other profession. Therefore we have made special discount rates to assure they will go by air."

"That's wonderful," I said.

"We are trying to get world leaders to take their wives with them on their trips; so we are now advertising a new rate. If you are the head of your country and you are on an official State visit to another country, you can take your wife for \$99 plus tax, providing you don't stay in the country for more than four days."

"It hardly pays for a leader to leave his wife at home at those rates," I said.

"If you can get 10 heads of State to travel together on the same plane, our airlines will offer a 25 per cent discount, and the leaders don't have to stay together once they land at the airport," he added.

"Too bad those fares weren't in effect when the Shah of Iran celebrated his country's 2,500th anniversary," I commented.

"We also have other special fares," Mr. Jacqua said. "If you're the vice-president of a country and you visit any NATO dictatorship and stay for less than 30 days, you can take your Secret Service men with you at half fare."

"That's better than student rates," I cried. "Do you have any special rates for dictators?"

"Yes, we have a new totalitarian rate. Any dictator may fly at a 40 per cent discount providing he travels in uniform."

"What about heads of State who have been deposed in coups d'etat?"

"Any head of State who has been kicked out by a military coup may travel to any other country for 20 per cent less, providing he does not fly on the weekend."

"I imagine you also have a family plan for deposed leaders?" I inquired.

"We do. They can take one wife or two mistresses and up to 10 children for half price, but there is no discount if they go over their luggage allowance."

"Is there any difference in rates charged to leaders of the communist



CHILDRENS' SPECIAL: Alistair Smith (L) and Peter Charles (R) seen with hostess Vimal Malami at London airport before leaving for India.

world and those charged to leaders of the free world?" I wanted to know.

"Every airline has its own policy on that. For example, EL AL, the Israeli airline, will give a discount to Soviet leaders, but only on a standby basis—they have to wait to board to see if any seats are left."

"We also have arranged charter fares for the United Nations. We plan to fly Peking delegates to New York for \$125 and Taipei delegates back to Taiwan for the same price. The

reason we can charge so little is that the planes will be filled both ways."

"What about someone like Henry Kissinger, who is not a head of State but is travelling on business for the President?"

"He has to pay the full fare," was the answer, "but if he travels with a companion she can go for half fare."

(Reprinted by special permission from Famous Features Syndicate)



Above, Mr. B. B. Patel, Sr. Technician (centre) after performing the Pooja. At left is Mr. V. P. Chakradeo, Progress Clerk and the priest. Below left, looking at the CSD and Electrical Equipment test stand are

New Accessories Overhaul Shop opened

THE new Accessories Overhaul Shop just opposite the Technical Building at our Engineering Base in Bombay was opened on December 2, 1971. The opening ceremony was performed by Mr. B. B. Patel, Senior Technician, who is the longest serving employee in the Shop. He has been with Air-India for more than 30 years.

The new Shop, built at a cost of Rs. 25 lakhs, brings for the first time all the aircraft accessories overhaul facilities under one roof. Previously the engine accessories overhaul facility was attached to the Jet Engine Overhaul Shop and the hydraulic systems were being overhauled by the Components Overhaul Division.

According to Mr. K. G. Appusamy,

Director of Engineering, the new Shop will form the nucleus of the Ancillary Division which will also include the present Instrument and Electronic Shops. These two Shops are to be merged into an Avionics Division, which will be accommodated on the first floor to be built above the new Shop.

With an area of 30,000 sq. ft., the new Shop consists of a main hall, engine accessories room, hydraulic test room, stores block and a rest room for staff. The main hall is divided into two sections, one devoted to the overhaul of pneumatic systems and the other to electrical systems. The entire Shop is equipped with a special air cooling system, with the exception of the engine accessories room which is fully air-conditioned.

The entire Shop was planned by Mr. Jal Wadia, Deputy Engineering Manager in charge of the Shop, and his deputy, Mr. D. K. Billimoria, Assistant Engineering Manager. It is designed to handle about 600 major units of pneumatic, hydraulic, electrical and fuel systems of aircraft. Apart from our own Boeing 707s and 747s, the Shop will also overhaul and test engine accessories and fuel systems of Indian Airlines' Caravelles and Boeing 737s, as well as the pneumatic system of IA's Boeing 737s.

Elaborate test facilities have been built to test each of these systems. Wherever possible, test equipment has been designed and fabricated locally, thus saving considerable amount of

(Continued on Page 7)

(from L) Mr. D. K. Billimoria, Asst. Eng. Manager; Mr. Jal Wadia, Dy. Eng. Manager and Mr. D. P. Nimkar, Eng. Manager (Overhaul). Below right, an interior view of the new Accessories Overhaul Shop.



SOURCES OF REVENUE

4) There was a considerable decrease in tourist traffic to India owing to frequent dislocations in the services of Indian Airlines and the subsequent lock-out which lasted for about two weeks in March 1971.

Air-India carried 21 per cent more passengers in 1970-71 than in 1969-70. The total for the year was 487,12 passengers as compared to 402,609 for the previous year. In terms of Passenger Tonne Kilometres, however, the traffic increased by only 10.7 per cent from 160.36 million to 177.57 million. Also, the Cargo Tonne Kilometres registered only a marginal increase of 3.1 per cent from 81.55 million for 1969-70 to 84.12 million for 1970-71. Mail Tonne Kilometres, on the other hand, showed a drop of 7.3 per cent from 9.49 million to 8.80 million.

Air-India flew a total of 39,460 revenue hours in 1970-71 as compared to 38,213 in 1969-70, with a fleet utilisation of 11.34 hours per aircraft per day or 4,139 hours per year as compared to 10.90 hours or 3,979 hours in the previous year.

The Annual Report says that Air India's profitability during 1970-71 would have been much better but for the following factors:

1) The retrospective wage revisions effected under settlements reached with staff unions resulted in a substantial increase in the wages and related staff costs, amounting to Rs.403.63 lakhs - Rs.334.90 lakhs in India and Rs.68.73 lakhs outside India - for the two years 1969-70 and 1970-71.

2) Because of the Corporation's very high utilisation rate, the loss of the 707 aircraft entailed a substantial curtailment of operations.

The Annual Report says that the Government of India invested in February 1971, an additional sum of Rs.5.00 crores of which, in accordance with past practice, Rs.2.5 crores were credited to "Equity Capital" and Rs.2.5 crores to "Loan Capital". As a result, the total capital of the Corporation stood at Rs.31.82 crores as at March 31, 1971, as against Rs.26.82 crores as at March 31, 1970.

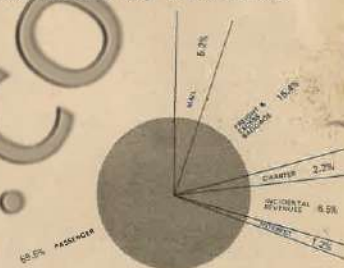
The Board has approved the payment of a dividend of 6 per cent on the equity portion of the capital of Rs.15.91 crores amounting to Rs.81.89 lakhs. The dividend will be paid out of the General Reserve.

Foreign exchange earned/saved

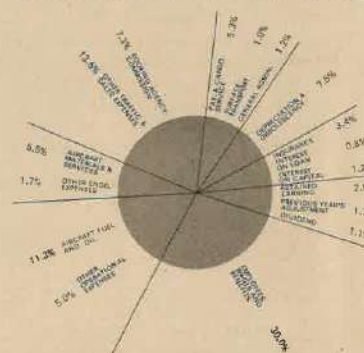
The net foreign exchange earned/saved by Air-India during 1970-71 amounted to Rs.13.16 crores as against Rs.9.87 crores in 1969-70.

Supersonic aircraft

While the Corporation continues to hold its delivery positions for the two Anglo-French Concorde supersonic aircraft, those for the two US-SSTs were automatically abandoned along with the project, consequent upon the US Senate's decision to stop the allocation of further funds to it. The Corporation's deposit of \$400,000 has been refunded.



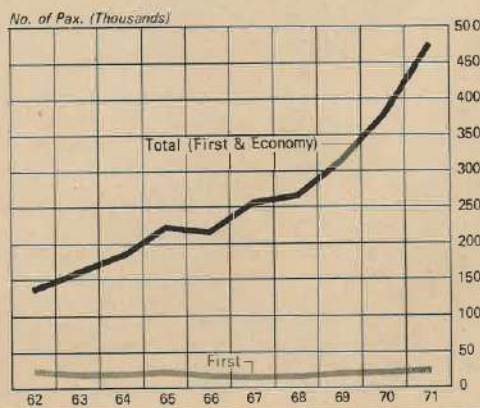
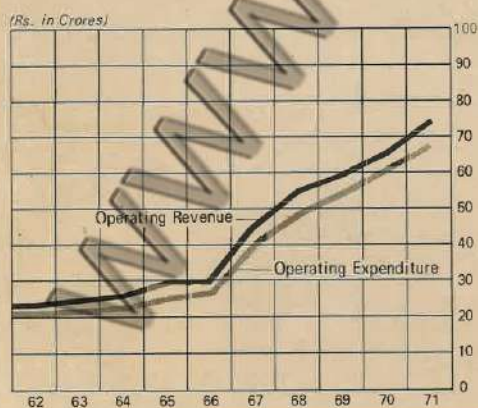
DISTRIBUTION OF REVENUE



HIGH

- Operating revenue increased by 11.1 Rs. 73.50 crores in 1970-71.
- Operating expenses on the other hand increased by 10.2 per cent to Rs. 68.92 crores.
- As a result, the operating profit for the year was 6.5 per cent, the highest ever achieved, which was 6.5 per cent net surplus for the year was Rs. 2.70 crore.
- Total capacity provided during 1970-71 was only 1.9 per cent up on the previous year, while the revenue tonne-kilometre rose by 10.2 per cent from 256.57 revenue tonne-kilometre to 283.02 million.
- This led to a rise in the load factor to 75.2 per cent, the second successive year in the 1970s to be in the 75 per cent mark.
- Total number of passengers showed a growth of 487,121, a growth rate of 21 per cent. The number of passengers carried was 10.2 per cent from 1,809 million to 1,996 million.
- Passenger tonne kilometres rose by 10.2 per cent from 81.55 million to 84.12 million. The cargo tonne kilometre rose by 8.80 million, or 9.49 per cent from 9.49 million to 8.80 million.
- Revenue from cargo, including excise duty, increased by Rs. 11.39 crores to Rs. 11.47 crores. The operating cost on cargo fell by Rs. 19.20 lakhs to Rs. 3.84 lakhs, also declined by 7.2 per cent to Rs. 8.80 lakhs.
- Air-India flew a total of 39,460 revenue tonne-kilometres for the previous year. During the year, the aircraft was in the air for 10.90 hours per day in 1969-70, the highest for the industry.
- Operating cost for available tonne kilometre was Rs. 1.22 for the previous year.
- The ratio of operating expenses to operating revenue was 93.5 for the previous year.

GROWTH OF PASSENGER TRAFFIC



REPORT 1970-71

CHAIRMAN'S STATEMENT

Air-India is being subjected to a cumulation of adverse factors

THE year under review was the 18th consecutive one in which the Corporation operated at a profit. If Air-India has been able to maintain such an enviable record in a fiercely competitive international industry noted for its marginal profitability and changing fortunes and trends, it was, I believe, largely because, with the concurrence and support of the Government of India, it has been run throughout on strictly commercial lines, has always used the best and most competitive equipment available, maintained the highest possible standards of service, achieved low costs of operation, and combined a measure of boldness with caution in its planned development.

While Air-India has been fortunate over the last decade in achieving a smooth transition from propeller driven aircraft to the jets, and a gradual but continuous growth to its present position without any interruption in its profitability, it cannot totally or always escape the risks and uncertainties ever present in an industry operating in an unstable and unpredictable politico-economic environment, to any change in which it is highly sensitive; an industry whose thin profit margins at the best of times, leave little cushion to absorb the impact of any development adversely affecting its costs or revenues, or both. For instance, the impact on its finances of a large re-equipment programme, of a world-wide economic recession, of international tensions or conflicts, etc. Air-India is unfortunately being subjected today to a cumulation of such adverse factors, as a result of which it is operating at a loss for the first time in 18 years.

Backlash

We are now getting the full backlash of the world-wide recession in air travel which started in 1969 and has caused such heavy losses to the industry as a whole.

While on the one hand, our revenues are being seriously affected by the recession, on the other our expenditure has risen sharply by nearly Rs. 2 crores per year in additional wages resulting from the settlements made after protracted negotiations with the seven Unions with which we have to deal in India, and by Rs. 6.81 crores per annum in additional interest, depreciation and insurance charges on the first two Boeing 747s commissioned in May 1971.

The closing of the Pakistan air space to us as a result of the hi-jacking of an aircraft of our sister Corporation and subsequent tragic events on our

Eastern Frontiers have hit us doubly, first in imposing on us a considerable burden in the costly diversion of many of our services so as to avoid overflying Pakistan territory, and also in diverting some of our traffic to other carriers which are not affected by this ban.

The recession in air travel mentioned earlier has also hit us indirectly, by encouraging a number of airlines operating on our routes to divert to themselves, by illegitimate means, traffic which would have normally come to us, and in some cases, had already been booked on Air-India. This they do by resorting to mal-practices such as secret rebating of agreed fares and violation of Indian foreign exchange regulations. While there has always been a certain amount of such mal-practices, they have in the past year grown to an intolerable extent which not only threatens the whole fares and rates structure of the industry, but causes heavy losses to us in revenue and to the country in foreign exchange.

Root causes

The seriousness of the situation facing the whole industry including Air-India, is such as to justify an attempt in this statement to analyse some of its root causes. Basically, the plight of the world's air transport industry is due to a combination of excessive capacity and spiralling costs. The latter is mainly a symptom of the inflationary forces which have stalked every country in the world during the last ten years, and which stems mainly from a world-wide rise in the level of wages exceeding the rise in labour productivity notwithstanding massive capital investments.

Apart from this factor and that of the current economic recession which, like all earlier ones will, hopefully, be of a temporary character, the basic problem and perennial disease of the international air transport industry lies in the excessive capacity provided, due itself to two main causes, only the second one of which can be said to be within the control of the airline industry.

The first is that an international airline is treated by almost every country in the world, however small its population or its foreign trade, as a status symbol, instead of the highly specialised, complex and competitive commercial enterprise that it actually is. Unable to afford the high route frequencies, latest equipment and costly standards of service provided

by the larger carriers, most of them resort to mal-practices in order to attract traffic, in violation of their obligations as Members of IATA, as well as of the terms of bi-lateral treaties between their country and the countries to and through which they operate.

The second cause of excessive capacity lies in the policy adopted by the major airlines throughout the past twentyfive years of planning their operations, both in respect of aircraft capacity and frequency of services, on the basis of a 50% load factor. This, in effect, means that the capacity offered on every route is, on the average, equal to twice the demand and every flight is planned to operate half empty. While, in the interest of flexibility and passenger convenience, capacity offered must, necessarily, exceed the demand for seats, it is clear that an excess of as much as 100% is both unreasonably high and unnecessarily costly. By inflating costs, it not only makes operations unprofitable or marginal, but also comes in the way of reducing fares.

In the IATA Traffic Conference, which are periodically held to recommend changes in fares, rates and regulations, the scheduled airlines have consistently failed to agree on fixing fares low enough to secure the increased traffic and higher load factors which would otherwise be forthcoming. The fact that the traffic is there, is shown by the remarkable growth in recent years of the non-scheduled or supplemental carriers who, operating outside IATA, charge much lower fares than the scheduled carriers and consequently operate at much higher load factors. At the same time, because they are not compelled to fly regular services on fixed schedules and are free to operate only over a few high density routes of their choice, their costs of operation are substantially lower than those of the scheduled carriers.

Fares

In order to meet competition from such non-scheduled operators, an increasing number of the larger IATA carriers have created, outside IATA, wholly owned subsidiaries of their own on the principle that "if you can't beat them, join them". This has led to the Gilbertian situation that leading Members of IATA have been able to undercut, through such subsidiaries, the fares and charter rates they themselves have approved in Traffic Conferences.

(Continued on Page 7)

| Revenues in Lakhs | Amount | Percent |
|----------------------------|-----------------|--------------|
| Passenger | 51,70.83 | 89.5 |
| Mail | 3,84.14 | 5.2 |
| Freight and Excess Baggage | 11,49.62 | 15.4 |
| Charters | 1,66.59 | 2.2 |
| Incidental Revenues | 4,81.53 | 6.5 |
| Interest and other Credits | 89.19 | 1.2 |
| Total Revenue | 74,38.90 | 100.0 |

| | | |
|--------------------------------------------------|-----------------|--------------|
| Employees Wages and Benefits | 22,28.93 | 30.0 |
| Aircraft Fuel and Oil | 9,42.46 | 11.3 |
| Other Operational Expenses | 3,72.36 | 5.0 |
| Aircraft Materials, outside repairs and Services | 4,06.68 | 5.5 |
| Other Engineering Expenses | 1,26.34 | 1.7 |
| Booking Agency Commission | 5,42.97 | 7.3 |
| Other Traffic and Sales Expenses | 10,01.28 | 13.5 |
| Passenger and Cargo Service | 3,93.83 | 5.3 |
| Surface Transport | 78.17 | 1.0 |
| General Administration | 90.43 | 1.2 |
| Depreciation and Obsolescence | 5,54.51 | 7.5 |
| Insurance | 2,53.51 | 3.4 |
| Interest on Loan | 60.23 | 0.8 |
| Interest on Capital | 88.83 | 1.2 |
| Retained Earning | 1,87.97 | 2.5 |
| Previous Year's Adjustment | 1,26.43 | 1.7 |
| Dividend | 81.89 | 1.1 |
| Total Revenue | 74,38.90 | 100.0 |

RIGHTS

per cent from Rs. 66.14 crores in 1969-70 to

increased by 11.4 per cent from Rs. 61.84

year 1970-71 was Rs. 4.58 crores, the third per cent better than for the previous year. The

at 515.53. Available Tonne-kilometres was ar, while total capacity utilised rose by 7.2 metres to 275.17 RTKms.

7.1 per cent from 50.7 per cent to 54.3 per which the load factor has crossed the 50 per

significant rise from 402,609 in 1969-70 to revenue passenger kilometres were up by 4 million.

0.7 per cent from 160.36 million to 177.57 increased only marginally at 3.1 per cent the mail tonne kilometres dropped by 7.3 per

baggage, improved by 0.7 per cent from the other hand, the revenue from mail was pres. Revenue from the free market charters 16 lakhs.

ie hours in 1970-71 as compared to 38,213 eetwise utilisation of the aircraft improved 11.34 hours or 4,139 hours per annum, one

metre in 1970-71 increased to Rs. 1.34 from

ting revenue for 1970-71 was 93.8 as com-



Senators Church and Saxbe being seen off by Consul N. N. Gupta (left) and Deputy Consul General Axel Khan en route to India on the 747 inaugural flight.



Congressman Gallagher (centre) talking to Ambassador L. K. Jha (right) and Mr. M. I. Qadir at the Maharajah Lounge before the departure of our 747 inaugural flight.

December brought sound of different jingle

by M. Chudasama, New York

FOR the Air-India staff December brought the sound of a different jingle—money. With the thawing of the Presidential wage-freeze, our union-management negotiations were successfully concluded with a 14 per cent raise for the staff. Santa may not stuff the stocking, but the little Maharajah does stuff the pay envelope.

December also brought another kind of gift for the staff—the long awaited service pins, for five, ten, fifteen and twenty year staffers. Leading the longtimers in this region is Mr. G. D. Bhatt, Senior Flight Operations Officer, who joined Air-India on April Fool's Day, 1944, and close behind are Mr. M. I. Qadir, Regional Manager, and Mr. Vasant Deshmukh Reservations Manager, both of whom joined in 1946. The honour of being the first and longest serving local staff goes to Miss Patricia Koenig, Secretary to the Regional Manager, who joined in 1958 when Mr. P. F. Mahta,

Deputy Commercial Director opened our offices in New York.

Out of the total staff of 330 employees, 124 have been with us five years or more as of August 1, 1970, and by December of this year, their ranks will have swollen further. Considering the general high rate of turnover in this country, our long-timers certainly indicate healthy employee relations.

Not all the news was good in December. The outbreak of hostilities in India had a direct effect on our passenger load factor, which was particularly unfortunate as the confirmed bookings had indicated a bumper December. A casualty of the war.

We bade farewell to Mr. Ramchandran, our longtime Regional Accounts Manager, who joined Air-India in 1948 and who has now joined Olympic Airways as Financial Controller for the Western Hemisphere.



Mrs. Ellen Connett (in sari) is reunited at JFK Airport, New York, with her husband and family after flying in from India on our service. She was rescued by the Indian Army from the Jessore Jail where she was held by the Pakistan Army for two months for attempting to aid the people of Bangla Desh.

A Dog's Life

AN operator reported failure of an aft cargo compartment smoke detection system to test during a preflight check. Inspection revealed that the 28-volt AC power supply was not reaching the aft detector amplifier. The aeroplane was dispatched with no cargo in the aft compartment. During a subsequent wiring check a live dog

was found in the space between the cargo compartment ceiling and the main cabin floor. Damage to several wires was discovered, apparently caused by the dog chewing the wire bundle. The dog had been missing since being shipped in the aeroplane five days earlier.

(From Boeing Service Bulletin. Contributed by Mr. S. C. Kale, Controller of Stores & Purchases)

OBITUARY

Mr. G. V. Naidu and Mr. R.G. Puranik

WE regret to report the deaths of two members of staff in November 1971.

Mr. G. V. Naidu, Senior Aircraft Technician in the Components Overhaul Division, died on November 14, 1971. He was 55.

Mr. R.G. Puranik, also a Senior Aircraft Technician, died on November 27, 1971. He was 53.

Mr. Naidu was ill for quite some

time. He joined Air-India in May 1947 as a Mechanic 'C' and became a Mechanic II in February 1956 and a Senior Aircraft Technician in April 1966.

Mr. Puranik joined Air-India as an Electrician in May 1949. He was re-categorised as Senior Aircraft Technician in April 1966.

We send our sincere condolences to the members of their families.



Mrs. Kathy Newnes, secretary to the Regional Purchase Manager, assisting in drawing the winners of a contest run by Lord & Taylor department store recently. In the centre is Mr. W. J. Lippincott, President of the Fifth Avenue store with Mr. C. Hackett, Eastern Manager of 'Ask Mr. Foster'. The contest received an astonishing 15,000 entries.

CO-OPERATIVE WEEK

THE excellent work being done by the two prime co-operative institutions started by Air-India and Indian Airlines staff—the Air Corporations Employees Co-operative Bank and the Air-India Staff Colony Consumers' Co-operative Society—was highlighted during the Co-operative Week. The Week was jointly sponsored by the two institutions.

During the Week, the Bank launched a drive to enroll names for its special Members' Benevolent Fund. A total of 747 names were enrolled during the week. The Bank itself received 161 new applications for membership. The Benevolent Fund, which was started by the Bank to provide special assistance to its members, grants Rs. 500 to those who retire. However, in the event of a member's death, the Fund pays Rs. 1,500 to the family.

As in the past, a debate was held during the Week, in which 16 speakers took part. Mr. V. Pichumani of Accounts won the first prize of Rs. 50. Mr. P. M. Bajaj and Mr. L. V. Nulkar were awarded second (Rs. 25) and third (Rs. 15) prizes respectively. A consolation prize of Rs. 10 went to Mr. B. B. Achrekar. These prizes were given by Air-India.

A special prize for the best speaker given by the Consumers' Society was awarded to Mr. M. V. Balan. The Bank's special prize for the best speech was awarded to Mr. R. Vidyasagar and the President's personal prize went to Mr. S. V. Dhuri.

The panel of judges was headed by Mr. Hans Bhugra, Municipal Councillor, who was the Chief Guest. The other members were Mr. M. N. Narayan Rao, President of the Bank, Mr. P. K. Iyer, President of the Consum-

ers' Society and Mr. N. R. Kshatriya, Assistant Personnel Officer (Welfare).

It was not all speeches, however. A lively entertainment programme was presented by a group of children, Mr. S. G. Bhagwat and Mr. Achrekar. Mr. Achrekar's mimicry, and particularly his imitation of flute, received a well deserved applause. A prize of Rs. 50 was given to the children and Rs. 20 each to Mr. Bhagwat and Mr. Achrekar.

LONG SERVICE PINS

MR. C. S. PINTO, Regional Manager-East Asia, presented long service Mementos to staff in Hong Kong and Tokyo. The first to receive the Pin in Hong Kong was Mrs. A. Leung, Secretary to the Manager, who has been with Air-India since 1954. She received a 15-year Pin.

In Tokyo a total of 33 staff out of 90 received these long service awards. Six staff received 15-year Pins. They were: Mr. V. R. Ramanathan, Station Engineer; Mr. K. L. Banerjee, Station Engineer; Mr. T. Inoue, Sales Development Manager; Mr. H. Imamura, Area Sales Manager, Osaka; Mr. S. Nagasaki, District Cargo Manager and Mr. T. Kohnobe, Chauffeur to the Manager-Japan. Nine received 10-year Pins among whom was Mr. D. V. Gidwani, Sales Manager-Japan. The rest received 5-year Pins.

In Prague Mr. P. B. Dhar, Manager-Eastern Europe, presented the pins to his staff. Mrs. V. Maderova, Dist. Reservations Manager, who is the longest serving employee in Prague, received a 15-year Pin. Those who received the 10-year Pin are: Mr. K. Krbec, Airport Manager; Dr. (Miss) O. Stepankova, Airport Secretary; Mr. V. Kurka, Accts. Manager and Mrs. M. Plzenska, Sales Representative-Admn. Two staff received the 5-year Pin.

WHO'S WHO & WHERE

POSTINGS

COMMERCIAL DEPARTMENT

| | | | |
|-------------------------------------------------|-----------------------------------------------------------------|---------------------------------|------------------------------------------------------------|
| Mr. N.H. Dastur, <i>RUCE</i> , Geneva | Dy. Commercial Director, Bombay (Aug. 1, 1972) | Mr. D.B. Joshi, New York | Subdt. Space Control, Bombay (May 1, 1972) |
| Mr. P.F. Mahts, Dy. Commercial Director, Bombay | Regional Director, USA & Canada, New York (July 1, 1972) | Mr. F.E. da Gama, Beirut | Commercial Department, Bombay (April 3, 1972) |
| Mr. M.I. Qadir, RM-USA & Canada, New York | Regional Manager, Continental Europe, Geneva (July 15/16, 1972) | Mr. K. Ranganathan, Calcutta | Manager, Beirut (March 20, 1972) |
| Mrs. C. Muzumdar, Bombay Dist. | Commercial Department, Bombay (To be notified) | Mr. M.S. Sodhi, New York | Dy. Manager, Santa Cruz (April 1, 1972) |
| Mr. H.M. Kaul, London | Asst. Commercial Manager - Sales, Bombay (March 1, 1972) | Mr. K.P. Datta, London Airport | Dy. Manager - Cargo, Santa Cruz (March 1, 1972) |
| Mr. A. D'Lima, Bombay | Manager, London | Mr. B.H. Billimoria, Santa Cruz | Passenger Service Manager, London Airport (To be notified) |
| Mr. J.S. Joglekar, Tehran | Commercial Department, Bombay (February 15, 1972) | Mr. P.H. Bhandarkar, Santa Cruz | Airport Manager, Delhi (March 13, 1972) |
| Mr. Y. Ibrahim, Abu Dhabi | Dy. Manager-Eastern India, Calcutta (March 17, 1972) | Mr. L.M. Khosla, Delhi | Assistant Manager, Singapore (April 7, 1972) |
| Mr. T.K.P. Pillai, Santa Cruz | Manager, Abu Dhabi (March 1, 1972) | Mr. G.S. Ramchand, Singapore | RM-India's Office, Bombay (April 1, 1972) |
| Mr. V.N. Kayshap, Santa Cruz | Airport Manager, New York (February 7, 1972) | Mr. S. Prakash, Rome | Asst. Manager-Ground Handling, Bombay (April 3, 1972) |
| Mr. B.N. Rustomjee, Zurich | Dy. Manager-Western India, Bombay | Mr. G. Mathias, Rome | Assistant Manager, Rome (February 21, 1972) |

OPERATIONS DEPARTMENT

| | | |
|-----------------------------------------------|----------------------|-------------------------|
| Mr. A.K. Chakravarty, Flight Engineer, London | Mr. P.A. Khan, Perth | Flight Engineer, Bombay |
|-----------------------------------------------|----------------------|-------------------------|

ACCOUNTS DEPARTMENT

| | | | |
|-----------------------------|------------------------------------------------|----------------------------|------------------------------------|
| Mr. K.R. Ghatge, Santa Cruz | Regl. Accounts Manager, USA & Canada, New York | Mr. S.G. Gurjar, Amsterdam | Accounts Manager, Teheran |
| Mr. R.N. Desai, Santa Cruz | Accounts Manager, Cairo | Mr. H.P. Salve, Teheran | Asst. Accounts Officer, Santa Cruz |
| Mr. E.H. Parbhoo, Cairo | Asst. Accounts Officer, Santa Cruz | | |

(Continued from Page 5)

Apart from the fact that we did not have, up to now, spare aircraft capacity with which to operate a separate charter company, we were, as a matter of policy, unwilling to adopt this means of winning back some of the traffic taken from us by non-scheduled operators outside and within IATA and by IATA Members who consistently rebated fares on our routes, in the hope that the situation would be brought under control by appropriate action within IATA. In the absence of such improvement, however, and with the loss of revenue becoming intolerably large, a decision was recently taken with the approval of the Government of India, to set up a wholly owned subsidiary company of our own, under the name of AIR-INDIA CHARTERS LIMITED which will shortly begin operations.

Although the world air transport industry has in the past safely surmounted previous crises mainly because of the spectacular growth of air traffic, the underlying causes of the present crisis transcend the effects of a mere temporary recession in traffic growth, and it is doubtful that the IATA Traffic Conference machinery for fixing fares and rates, can, in its present form, survive for long the

trends and forces which have overtaken the industry in recent years.

IATA has come under criticism as a rate fixing cartel which prevents the full development of air transport by keeping passenger fares and freight rates at excessively high levels. This is an unfair but natural criticism on the part of those who are unaware of its functions and objectives and of the built-in limitations within which its fare making machinery has to operate. Over the past twenty-five years, IATA has made an outstanding contribution to the orderly development of international air transport by providing not only invaluable technical, financial, legal and other specialised services and guidance to its Members, and to the air transport industry as a whole, but also the only workable system devised up to now for achieving world-wide agreement on passenger fares and freight rates through the machinery of periodic Traffic Conferences in which all the Members of IATA participate on equal terms.

Unanimity rule

The IATA Traffic Conference machinery is today substantially the same as it was when IATA was created in 1945 and when the number of its Members was only about 60. A fundamental rule in its procedures which is at the root of much of the trouble in reaching agreement, has throughout been that every resolution passed at Traffic Conferences is subject to a unanimity voting rule. While the system worked reasonably well in the earlier years it has gradually proved itself less and less able to cope with the conflicting interests of the growing number of IATA Members which today exceeds 100. The unanimity rule coupled with the fact that most of the airlines of the world outside the USA are now either wholly or largely owned by their respective Governments who have, and use, the power to approve or disapprove every resolution passed at Traffic Conferences and to issue directions to suit their national carriers contrary to IATA resolutions, places the Conference machinery under such severe strain that it is showing clear signs of breaking down.

This is not surprising, for the task of reconciling the severely conflicting requirements of orderly development, individual airline interests, national prestige, the need for the lowest possible fares,

financial viability, etc. has now become well nigh impossible of achievement by voluntary agreement between a hundred airlines. All the more so, as the unanimity voting rule in effect gives every Member of IATA a right to veto.

A singular aspect of this complex picture is that many of the same Governments, having approved IATA Traffic Conference resolutions on fares in which their national carrier has participated, have for purposes of Tourist Traffic Development, openly encouraged non-IATA, non-scheduled airlines to operate into their country free from control over fares, routes and schedules, thus seriously affecting the economic viability of the former.

It, as is presumably the case, all Governments agree that there must continue some orderly regulation of fares and rates on a world-wide basis and if IATA Traffic Conferences are to remain the instrument of such regulation, their procedures will have to be changed, involving in my view, the replacement of the unanimity voting rule by some more viable means of achieving agreement. If that is impossible or unacceptable, the only alternative, probably a worse one, would be for Governments themselves, through the International Civil Aviation Organisation (ICAO), to take over the fares and rates making functions. In either case, it seems clear that all Governments should agree on enforcing agreed fares and rates on all carriers, scheduled and non-scheduled, if the present chaotic situation is to be resolved.

Whatever system is adopted, the basic objective must be to enable the greatest economically justifiable reduction in fares, so as to promote the maximum rate of traffic growth. The total fare structure must also be greatly simplified for, the present IATA fare structure is an absurdly complicated one.

Air-India has, in IATA Traffic Conferences, consistently been an advocate of lower economy fares, particularly with a view to promoting the flow of tourist traffic towards India. It has achieved some measure of success in its efforts in this direction. It was mainly responsible for the introduction by the Governments of India and Britain in 1967 of a special emigrant fare from India to the U.K., intended to tap the large market in ethnic traffic which had been subject to flagrant mal-practices by some carriers, who consistently resorted to rebating of IATA fares. With the restrictions imposed on

immigration into England in 1970, this special fare was abolished. Similar mal-practices by some carriers in the ethnic market in North America, are being countered by the introduction of a specially low excursion fare to India which has recently been introduced by a directive issued by the Government of India.

Whatever the future of IATA, Air-India will continue within the limitations of its size and resources, to play its full part in the positive activities of the Association. It must, however, insist, along with other Members who believe in honest adherence to freely undertaken obligations, that whatever fare structure is approved is effectively enforced. This, unfortunately, is clearly not the case today, the IATA compliance machinery having proved totally incapable of preventing mal-practices. If IATA is unable, or unwilling, to exercise the necessary control over defaulting Members, we hope the Government of India will intervene insofar as mal-practices committed on services to and from India are concerned, and will make it clear to those airlines who resort to them, that deterrent action will be taken against them.

In the meantime, faced with the stark realities of the present situation in the world and within the industry, and also with the special and costly handicaps we face as a result of the tensions on India's frontiers, the Corporation must be prepared to operate at a loss for a year or two until the return of normalcy and the end of the current recession which will permit the resumption of traffic growth.

Although the immediate and short term prospects are, thus, unfavourable, the long term prospects remain bright, for there can be little doubt about the tremendous traffic growth potential to and from India in the years to come and of Air-India's capacity and competence to carry its fair share of such traffic. Meanwhile, every effort will be made to utilise, through charter operations, the surplus capacity which Air-India will have acquired by the purchase of its four 747 aircraft. Maximum efforts will also continue to be made to reduce costs and increase efficiency. I personally have no doubt that if Management can secure the full co-operation of all the members of its highly competent and experienced staff in India and abroad, we shall successfully overcome our present difficulties and re-establish the profitability of our operations within a short time.

(Continued from Page 3)

foreign exchange expenditure. For instance, take the pneumatic facility, to overhaul and test aircraft air-conditioning and pressurisation systems, which is probably the most complex. It was designed and built by us at considerably lower cost than other airlines, all of whom called in outside experts to do the job. Part of the system are three specially built giant compressors which cost Rs. 8 lakhs. It is the first time such huge compressors have been built in this country. Each of these is capable of pumping out 1,400 cu. ft. of air per minute at 110 lb. per sq. inch.

Mr. Wadia told the Magic Carpet that they were planning to start at a later date an overhaul and test facility for the auxiliary power unit installed on the Boeing 747. "We plan to do it entirely here with about \$50,000 of imported equipment", he said.

MISCELLANY

KAC staff trained by Air-India

A SHORT course on servicing of our Boeing 747s was conducted by two instructors from our Engineering Training Establishment—Sr. Technical Officers, Mr. A. H. Khan and Mr. G. K. Bhagwat—at Kuwait. A total of 31 technicians from Kuwait Airways and one instructor from their Training Centre attended the Course.

Apart from two days of class room lectures, which were held at KAC's Training Centres the trainees were given "On-the-job" instructions twice on our Boeing 747 during transit

through Kuwait.

In addition, the instructors also conducted a special class on 747 cargo door operation and cargo handling for KAC traffic staff. A Boeing film on cargo handling was shown during the lectures.

The instructors had taken with them 35 copies of diagram books specially compiled and printed for the Course. They also carried copies of 747 Servicing booklet and Components Location Guide for the KAC staff.

Worker-trainees get certificates

MR. G. N. SAPRE, Regional Director, Central Board for Workers' Education presented certificates and prizes to 44 Air-India worker-trainees on December 10, 1971 who completed the Unit Level Course under the Workers' Education Scheme sponsored by the Government of India. The courses in English, Hindi and Marathi were conducted by Air-India Worker-Teachers.

Mr. A. S. Banavalikar, Personnel Manager, presided over the function, which was held at our Technical Building.

The Workers' Education Scheme

was introduced in Air-India in 1960 with the deputation of Mr. P. P. Tari from our Engineering Department for the three-month Worker-Teacher Training Course. He was followed by Mr. P. V. Chitnis from Stores in 1961, Mr. P. B. Velankar from Engineering in 1965 and Mr. J. N. Kokate from Stores in 1968. In 1969 three staff were deputed for the Course—Mr. R. Vishvanathan from Commercial, Mr. T. R. Chandrasekhar and Mr. C. S. Dande, both from Engineering.

So far a total of 311 worker-trainees have attended the Marathi/Hindi classes and 131 English classes.

Proof of pudding lies in eating

THERE'S more to being a vegetarian than just eating vegetables. Well, we in India knew it all along. To a New Zealand journalist, however, it was a discovery after he had sampled some of the delectable vegetarian dishes prepared by Mr. V. S. Bakshi, our Catering Superintendent, in Auckland. Mr. Bakshi was in Auckland at the invitation of the New Zealand Vegetarian Society.

The New Zealand Vegetarian Society had made special arrangements for Mr. Bakshi to show his culinary art to a specially invited Auckland audience. The demonstration was also televised.

"I was asked to prepare food for about 100 guests", Mr. Bakshi told the Magic Carpet, "but two or three times that number turned up. It didn't matter, though. They were all happy to share".

Mr. Bakshi who has held similar demonstrations in other parts of the world

before, has by now developed an effective technique of presentation. He is not intimidated by the television cameras. In fact, he chats quite happily while cooking.

Answering questions from the press, Mr. Bakshi said that the trend today is towards vegetarianism, because vegetarian food is cheaper. The dishes hold their aroma better and provide more variety. He said that he can cook 12 dishes using cauliflower as a base and ten with spinach as the main ingredient.

Mr. Bakshi said that vegetarian food is more readily digested than meat. He pointed out that even astronauts, while in space, are on a vegetarian diet. Besides religious or humanitarian reasons, many people turn to a meat-free diet for health reasons. With the exclusion of animal fats, the blood has a lower cholesterol level, which is better for people suffering from high blood pressure, heart or kidney conditions, he said.

Mr. V. S. Bakshi, Catering Superintendent, demonstrating how to cook some of the vegetarian dishes



Delhi Diary

by S. P. Dutt

MR. R. K. THADANI, 38, has taken over as Manager-Northern India from Mr. R. K. Narpatsingh who has been transferred to Australia.

Hailing from a prominent business family of Karachi, Mr. Thadani joined Air-India in 1956 in Delhi. After working in various Departments in Delhi for seven years, he served in Beirut, Geneva and Frankfurt as Asst. Manager. Thereafter he was posted back to Delhi as Asst. Manager in June 1968, and later became Deputy Manager.

Delhi has now become the largest station with 14 sales outlets and approximately 1,000 staff, second only to Headquarters in Bombay.

* * *

We welcome Mr. Ashok Vaid, 36, who has taken over as Deputy-Manager-Northern India. Although a 'native' of Delhi, this is the first time that he has been posted here. Having joined Air-India in Bombay in 1961, he had short spells in London and Tokyo before he returned to the Headquarters in Bombay last year.

* * *

We would like to congratulate the staff on their excellent performance during the recent conflict with Pakistan. Staff had to put in several hours extra work as a result of dislocation of air services. They all did so unhesitatingly and ungrudgingly. Air-India was the only international airline operating a restricted number of services from Delhi, so one can imagine the tremendous stress under which our staff had to work. Now we are almost back to normal.

The Executive Offices are now well established in Himalaya House on Kasturba Gandhi Marg, a stone's throw from the Booking Office at Scindia House, which continues to house the entire Reservations Section now.

* * *

Pavan Lumba



Mr. R. K. Thadani, Manager-Northern India, Delhi.

The Management recently commended Mr. R. K. Marwah, Traffic Assistant in our Reservations Section, for his honesty. While on duty, he found a wallet on the Counter, with a large amount in foreign currency. The wallet belonged to a foreigner who had left it there by mistake. Mr. Marwah gave it to the Cashier.



(L) Mr. R. K. Marwah and Mr. K. B. Khanna.

We congratulate Mr. K. B. Khanna of our Accounts Section on his team's victory in the Delhi State Bridge Championship held by the U.S. Embassy. He now wants to join hands with other players in Air-India and participate in International Meets. Any takers? We also congratulate Mr. Pavan Lumba of Sales for having won the Interline Table-Tennis Championship organised by PanAm. The prize is a free round-the-world trip.

Talking of sports, a combined Indian Airlines/Air-India team played against the Kenya table tennis team which participated in the Afro-Asian Table Tennis championship in Peking. Needless to say, they beat our side.

(Continued from Page 1)

in rich saffron and jade pink and the bold motif on the skirt and pallav in deep amethyst. The other sari has a shell gray background with the body design in bright turquoise and parrot green. The bold motif on the skirt and pallav is in deep sapphire blue.

The saris are to be worn with matching amethyst and turquoise colour 'cholis' (blouses).