

The Magic Carpet



VOL. 18 NO. 5 THE STAFF MAGAZINE OF AIR-INDIA MAY 1974

Chairman now Air Vice Marshal

Mr. J.R.D. Tata, our Chairman, has been promoted to the honorary rank of Air Vice Marshal.

Mr. Tata was granted an honorary commission in the Air Force in the rank of Group Captain on September 27, 1948. On October 4, 1966, he was promoted to the honorary rank of Air Commodore.



Mr. Raj Bahadur, Union Minister of Tourism and Civil Aviation (L), seen with Mr. K.K. Unni, our Managing Director and Air Chief Marshal P.C. Lal, Chairman and Managing Director of Indian Airlines, at the TAAI Convention in Calcutta.

TAAI Convention

Govt. urged to withdraw taxes on aviation fuel

THE 23rd annual convention of Travel Agents Association of India held in Calcutta between March 18-20, 1974 urged the Union and the State Governments to immediately withdraw excise duties and sales tax on fuels for the development of aviation and tourism in the country.

A resolution adopted on the second day of the convention also suggested that substantial additional resources should be placed at the disposal of Indian Airlines for buying modern aircraft, increased allocation of foreign exchange for tourist promotional activities and liberalisation of restrictions on imports of equipment and machinery for tourist comforts.

Speaking on "Energy Crisis and its Impact on Tourism", Mr. K. K. Unni, our Managing Director, called for a bold policy for larger investment by the Government in aviation so that tourists—both domestic and foreign—could have more facilities.

He, however, said the increase in the fuel price was not likely to inhibit tourism in India. Affluent tourists would continue to visit this country. Mr. Unni urged the withdrawal of sales tax and excise duties on fuel.

Participating in the deliberations of the convention, the Chairman of Indian Airlines, Air Chief Marshal P.C. Lal, said despite the hardship and difficulties due to increased price of fuel, IA would go on making constant efforts to increase its operational efficiency.

Air Chief Marshal Lal said IA had been embarking on large-scale economic measures involving Rs.5

crores to offset the "tremendous increase in the operational cost". In place of Rs.700 crores for 1,000 litres of fuel, IA at present had to spend Rs.1,700 crores, he said.

Among the economic measures are cutting out unproductive stations from schedule flights. Already 17 such stations have been eliminated, he added.

The Managing Director of "The Statesman", Mr. C.R. Irani, who inaugurated the convention on March 18, 1974, spoke strongly against the discrimination in respect of foreign tourists in visiting some parts of the country. This only "hampers" the growth of tourism in India, he said.

Mr. Somerset Waters, President of a travel agency in the U.S., suggested, among other things, tapping of new sources of energy to face the fuel crisis.

(Continued on page 2)

Mr. Unni elected to IATA Exec. Comm.

MR. K.K. Unni, our Managing Director, has been elected to the Executive Committee of International Air Transport Association. Mr. Knut Hammarskjöld, Director General of IATA, sent a special message to Mr. Unni to inform him of his election and to congratulate him.

The Executive Committee of IATA is the highest policy making body of international airlines. Policy matters concerning all aspects of airline industry are discussed and decided upon by the Committee.

Fun & games on Executive Club Annual Day

It was a perfect evening—cool and pleasant. As the sun set and twilight faded, the lawns of the Air-India Executive Club were aglow from multi-coloured lights strung across trees. A light breeze tugged at clusters of balloons tied to coconut palms and soft strains of music wafted across the Juhu sands.

The place hummed with activity as 250 officers, their wives and children foregathered for the Annual Day of the Club. The laughter of delighted children mingled with the excited voices of adults around the games stalls which were only abandoned when Mr. B. P. Baliga, Master of Ceremonies for the evening, announced children's races. Children, finding themselves the centre of attraction, participated in all the races with gusto and drew rounds of applause from admiring parents.

Fine show

The excitement over, everyone was glad to sit down and let the well-known ventriloquist Ramdas Padhye take the stage for the next half hour. He spoke in English and Hindi to the obvious delight of everyone. He was followed on the stage by the magician Datta Dharampurkar who works in our Simulator Section, with couple of very good tricks, including setting fire to a girl's hair.

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Mr. K.G. Appusamy, Deputy Managing Director, presenting a hockey stick to Ashish, son of Mr. R.P. Hudlikar, Dy. Controller-Ground Handling Department, during prize distribution at the Air-India Executive Club Annual Day. Mrs. Nanda, wife of Chief Personnel Manager, is in the centre. At right is Mr. K. Govindan, Manager-Flight Despatch.



New Catering Manager for LAP

MR. F.J. Franklin who has joined Air-India as Aircraft Catering Manager at London Airport from March 1, 1974, brings to his new job many years of professional experience in airline catering.

He was with BOAC for nearly 20 years before joining Air-India. Starting as a cabin crew in BOAC, he rose to be their Catering Officer in charge of Eastern Routes and was responsible for setting standards for inflight meals, procedures and catering agreements. He was in Lagos for some time and later spent seven years in Nassau as BOAC's Senior Catering Officer.

Mr. Franklin studied Hotel and Restaurant Management at the Westminster School, London. In early '50s he served for couple of years in the British Army catering establishment at the headquarters of the Eastern Command.

In London he will supervise our catering and ensure that our service standards are maintained.

The Franklins have two sons and live near London Airport.

Mr. G. Franklin, our new Catering Manager at LAP.



Children's three-legged race about to start.

Executive Club

(Continued from page 1)

Before the game of housie started, Mr. K.G. Appusamy, Deputy Managing Director, was invited by Mr. S.K. Nanda, Chief Personnel Manager, to distribute prizes to the children. Both Mr. Appusamy and Mr. Nanda spoke briefly on the Club's activities and thanked the Executive Club for a fine show.

Later everyone had refreshments and listened to the 747 Beat Group. Everyone agreed that it was an excellent show, thanks to the arrangements made by the members of the Managing Committee of the Club.

TAAI Convention

(Continued from page 1)

Our Eastern Region, led by Mr. H. D. Billimoria, our Manager, took active part in making the TAAI Convention a success.

Among those who attended the Convention, apart from Mr. Unni and Mr. N.H. Dastur, Deputy Managing Director (Commercial), were: Mr. C. S. Pinto, Regional Director-East Asia; Mr. I.D. Sethi, Commercial Manager-Marketing and Sales; Major S.G. Srinivasan, Regional Manager-India; Mr. R.K. Narpat Singh, Manager-Australasia and Managers and Sales Managers of Indian Stations.

The wellknown ventriloquist Ramdas Padhye.



A girl sits calmly as magician Datia Dharampurkar gets ready to set fire to her hair.



Letter from Moscow

Engine change in Moscow in record time

AN engine change in sub-zero temperatures at Moscow during winter is hardly something that any engineer would relish. So when our Boeing 707 'Everest' got stuck in here, Mr. S.R. Ghosh, our Senior Maintenance Manager, had a difficult job ahead of him. Messages went to Bombay and a new engine came promptly on the fifth pod with a team of engineers headed by Mr. J.N. Rao, Assistant Superintendent. In the meanwhile Mr. Ghosh had removed the engine.

Special arrangements were made at Moscow Airport by the acting Airport Manager, Mr. K.S. Ramchandran, with the local authorities to permit our engineering team from Bombay to go to the aircraft straight. The job of changing the engine was done in less than six hours. Traffic staff thoughtfully provided sandwiches and coffee to the engineers. One interline engineer who watched our people finish the job in record time congratulated them and said: "Well done!"

□ Traffic staff not to be outdone by Engineering set their own record by offloading 25 tonnes of cargo manually in just an hour and twenty-five minutes and loaded in a little less than five hours over 25 tonnes of cargo from Moscow for the return flight.

□ Commemorating India's Republic Day, the authorities of School No. 21,

situated at Prospect Mira (the Road to Peace!), Moscow, dedicated a room of the school to "Nehru Museum", which was declared open by Dr. K.S. Shelvankar, Indian Ambassador to USSR, in the presence of a distinguished gathering.

The credit for this superbly organised Museum with a remarkably thoughtful collection of articles, photographs and paintings of Mr. Nehru, goes to Mrs. Sumkina Evgeniya Petrovna, the soft-spoken Director of the School, her deputy Mrs. Grinberg Zinaida Ijlinichna, the teachers and the enthusiastic students, who all worked hard to make it a success.



Mrs. Gomez, wife of our Manager, Moscow, presenting a Maharajah to Miss Marina Ribachuk while Mrs. Grinberg Zinaida Ijlinichna, Dy. Director of the school, looks on. (Photograph by Mr. K.S. Ramchandran, Asst. Airport Manager, Moscow).

By A. K. Krishnan

Re-visit India Campaign by Tourist Dept.

AS a gesture of goodwill to the overseas tourists who visited India during the period from November 24, 1973 to January 31, 1974, when Indian Airlines services were disrupted due to the lock-out, the Department of Tourism has announced a "Re-visit India" scheme to encourage such visitors to come to India again.

A discount of 50 per cent will be allowed to such tourists by the Indian Airlines on its domestic sectors in India. Major tour operators and hotels have also offered similar discounts on their services. The "re-visitors" will pay only half the room rent in the hotels participating in this scheme subject to a maximum of three days in each city.

The tour operators will offer one city sightseeing tour and two transfers from airport to city and back in each city at half rate. All these concessions will be allowed for a maximum period of 15 days and can be availed of any time between May 1, 1974 to December 31, 1975. The concession is being offered through the Government of India Tourists Offices abroad who will verify the fact that a particular passenger travelled to India during the period from November 24, 1973 to January 31, 1974.

Prospect for tourism are bright in Darjeeling area

— says MD

AIR-INDIA is making all efforts to promote international tourism to Darjeeling and surrounding areas, said Mr. K.K. Unni, our Managing Director in Darjeeling on April 7, 1974. Mr. Unni was in Darjeeling to preside over the graduation ceremony of the 88 Basic Mountaineering Course. He presented 30 tiny replicas of an ice axe to the trainees.

He told newsmen that the only bottle neck was the entry and inner-line permits required by foreigners to visit Darjeeling and Sikkim. He appreciated the efforts of the West Bengal Government and the Union Minister for Tourism to convince the Union Government to scrap or relax the permit system. If this was done, the region would be flooded with foreign tourists, he said.

Mr. Unni suggested that Indian embassies abroad should be authorised to issue such permits on the spot to avoid any harassment to foreigners after they come to India.

He said that trekking was a favourite sport of foreigners and pointed out that Air-India was ready to popularise sport in the Himalayas. In fact, 3,000 such tourists came to the Himalayas last year, and 5,000 had already been booked by Air-India for this year.

The Planning Commission on the recommendation of the India Camping Foundation had provided for setting up camping sites in various places of the country in the Fifth Plan, according to Mr. Unni.

He said with the drive launched by Air-India in collaboration with Indian Tourist Offices abroad, the inflow of foreign tourists into India, including Darjeeling, was likely to increase.

Mr. Unni was accompanied by Commander M.S. Kohli, our Tourism Manager and leader of the successful Indian Everest expedition team in 1965.



FC appointed to Board

Mr. C.V.R. Rao, our Financial Controller, has been appointed as Director of the Air-India Board from February 1, 1974. The formal Government notification announcing his appointment was issued on March 23, 1974. Mr. Rao, 55, became FC in 1968.

Centaur will be blend of east and west says Mr. Oberoi

SANTOSH Kumar Oberoi, who joined the Hotel Corporation of India recently as General Manager for "Centaur Hotel", Bombay Airport, is an ebullient man brimming with ideas.

"Centaur" will be an exclusive 5-star deluxe hotel for transit passengers. It should be ready for occupation by the end of this year.

"We have tried to blend the sophistication of the West with the traditional hospitality of the East in our new hotel", declared Santosh Kumar with pride. The new hotel will have 300 rooms - twin bedrooms and studio rooms for the middle income group and executive suites for the more affluent customers. "If a customer asks for a personal bearer we will arrange for one - and for a price of course."

Located in the lobby will be four restaurants - a rotisserie, a continental restaurant, an oriental restaurant with Chinese and Indian cuisine and a coffee shop which will operate for 24 hours. The bar, known as the Centaur Bar, will have special decorative and lighting effects.

"We have built the hotel in such a way", says Santosh Kumar, "that each room faces the garden and the swimming pool. While our customers can go to the health club for a sauna, a Turkish bath or just a plain massage, a few pull-ups at the gym or may be a dip in the circular swimming pool, we will look after their kids, if they have any, in a nursery where a full-time nurse will attend to the children and their needs."



Mr. Santosh Kumar Oberoi.

(Continued on page 6)

The Shopping Complex in the hotel will have a variety of facilities for the transit passengers - a barber shop, a beauty salon, a chemist, a boutique, a jeweller and a newspaper stand with both Indian and foreign newspapers. The other facilities will include a conference room and convention auditorium to accommodate nearly 300 people.

Santosh Kumar is hopeful of 60 to 70 per cent occupancy rate from the outset and the Management has planned a massive PR campaign for our sales offices to sell the hotel in their regions. A major advantage for passengers travelling on Air-India will be the facility to check in their baggage the previous night if they have an early morning flight. All clearance will be obtained before departure and all that the passenger will have to do is to undergo a security check and board the plane. Even transport from the hotel to the airport will be provided.

Largest ever group of businessmen flown to India

MR. Ali Dharmasey, District Sales Manager, Poona, achieved a notable success recently when he finalised travel arrangements for a group of 52 businessmen and their wives from UK to India and back on our service. The group visited India at the invitation of Mr. S.L. Kirloskar, Chairman of the Kirloskar Group of Companies, Poona.

It was the largest single group of

first class passengers ever to fly on our service and required a change of configuration on our Boeing 747 from the normal 46 first class seats.

Mr. Dharmasey specially flew to London to accompany the group to India. During their nine-day stay in India they visited Delhi, Agra, Bangalore, Poona and various other places in Maharashtra and Karnataka where Kirloskars have their plants.

The group of businessmen and their wives, who flew to India and back on our service recently at the invitation of Kirloskar group in Poona, are seen at London Airport before departure to India.

No Surname?

MANY Malay men and women do not use a surname. They use their Christian name followed by their father's name with a word in between. If the person is a man, the word in between is "Bin". If the person is a woman, the word is "Binte". "Bin" is equivalent to "son of" and "Binte" is equivalent to "daughter of". For instance:

Mohd. Bin Abdullah (man)
Sharifah Binte Ali (woman)

The prefix used by most Malay women does not normally indicate their marital status, i.e. whether she is married or unmarried. The title used is "Cik" (pronounced "Chik"). Shades of women's lib!

Contributed by Mr. M.G. Khairaz, Manager, Kuala Lumpur.

Moscow (Continued from page 2)

In an exhibition put up by the East European and Middle East carriers, Air-India had an oriental kiosk specially flown from Geneva - thanks to the splendid work of our Publicity Section, Bombay - which was a centre of attraction. Speaking on the occasion, Mr. Malcolm Gomez, our Manager, thanked the organisers of the Exhibition for their co-operation. He said: "Air-India and Aeroflot operate six flights a week between India and USSR. I am confident that before long Air-India and Aeroflot will have a daily frequency between our two countries".



AIR-INDIA

-WHERE EVER



UNTIL a couple of years ago, airlines made only about 2½ cents out of every dollar a passenger paid for his ticket or about 2½ paise for every rupee. That is not much, you will probably say, and you will be right. Today, airlines do not even earn that much.

THE travel pundits keep telling us that this is an era of mass travel, without realising the havoc it has played with airline finances. The airlines, including Air-India, are caught in a vice. On the one hand, the cost of air travel has steadily declined under consumer pressure and on the other cost of everything else including wages, materials and, no fuel, has gone up by leaps and bounds. Since January this year under the relentless pressure of fuel prices, there have been two hikes in air fares but not sufficiently high to cover the yawning gap between earnings and expenditure.

As the Chairman said in our last Annual Report: "... if the average yield earned during 1970-71 just prior to the introduction of our Boeing 747s into service had been maintained in 1972-73, we would have made a net profit of about Rs.5.00 crores, instead of a loss of Rs.94 lakhs. Even if the yields had been maintained at the 1971-72 level when they had already registered an appreciable decline, we would have made a profit of Rs.2.50 crores".

It is true that as far as a passenger is concerned a rupee stretches much farther than it does for almost anything else one buys these days. What's more, the quality of air travel is immeasurably better today than it was a dozen years ago. Today's jets are more spacious, offer faster service and are quieter, cleaner and safer than ever. To provide a service like that takes a lot of money and a lot of skilled people.

Fuelling the Jets

You can get a good idea of what's involved by tracing where that rupee goes when someone buys an Air-India Ticket. Now let us take a stack of 100 paise. Take away 34 paise, the biggest chunk, and you have the fuel and oil bill for 1974-75. If this doesn't make you sit up and take notice, consider this. In 1971-72, we had to pay only 12 paise in a rupee for fuel. In 1972-73 it had risen to 15 paise, but since October 1973, the fuel prices have shot up to unprecedented levels.

Among the international airlines, Air-India is probably the worst hit by the fuel prices, because the fuel prices in India are among the

highest in the world. To complicate matters further there is the crippling sales tax we have to pay in Bombay and Calcutta.

Staff costs

We are above all, a people business. From the moment someone makes a reservation through the time he checks in his bag, boards the plane, eats and claims the bag at the other end, he's dealing with and is served by people. Also there are, as you know, hundreds of us concerned with his trip that he seldom or never sees.

So the second largest chunk of that ticket rupee will go to our staff in wages, salaries and benefits. This works out to 24 paise in a rupee. Before the fuel costs went up to their present levels, staff costs were the biggest single item of expenditure for Air-India.

Paying for the Equipment

When we buy a new plane, you do not see the full price listed as such on financial statements for that year. As does every other business, an airline spaces out the costs of big assets over several years during which the assets can be expected to earn income. Accountants call this depreciation and amortization.

That part of the ticket rupee, then, which goes toward paying for aircraft and for the wear and tear associated with their use, accounts for seven paise from the stack of 100 paise.

Materials, supplies and maintenance

Next take away a hefty 11 paise for materials, supplies and maintenance items. Airframe and engine spare parts and accessories, electronic replacements, paints, chemicals, shop tools -- all come under this category. So do the inflight food, beverages and catering service.

As in other aspects of airline economics, inflation has harassed cost managers in supplies and maintenance. The problem was more or less neutralised in mid-Sixties when we realised productivity gains from jets, but since then these gains have waned under the impact of several

factors -- enormous cost of a substantial rise in the price of all the fuel bill.

Landing fees

Our route network is spread wherever our planes land, whether chartered or charter service. Landing fees, which go to airports, apron areas, terminal facilities and access roads, maintenance and improvement of their facilities. These fees have tripled in the last few years.

This is not all. We have to pay at all the places we operate. So we have to pay lines or agencies that handle accounts for another four paise. To insure our planes and equipment against accident and damage, we pay away another two paise.

Communications

The vast phone network forms the nerve system of the airline. Well as such mundane services, heat cost us another two paise.

Sales and

To augment our own resources, we draw on the services of travel agents who receive a commission for



A TICKET- Y RUPEE GOES

Even Air-India which was an exception in this marginal industry for many years has suffered losses in the last three years and will do so again this year. Why? How, for instance, will Rs. 154 crores we hope to earn in 1974-75 be spent?

of introducing the jumbos, wage bill and now to top

and Insurance

ans five continents and d either on their sche- es, we have to pay the o support runways, taxi- ninal buildings, parking oads; in other words for ements of airports and fees vary from place to in the last decade. It is esents five paise for us. o not handle our planes rate to. It would be un- to pay to the other air- o the work for us. That r paise. And we have to other property against l businesses do it. Take for it.

ons, utilities

teletype network that of a modern airline, as rvices such as light and paise.

Advertising

marketing efforts, we travel agents, who re- their work in arranging

trips. Such commission represents about five paise from our pile of 100 paise.

Another five paise goes for advertising world-wide. Filling seats poses a special problem for us all over our net-work. Most people prefer to travel by their own national carriers, so we have to make special efforts to attract traffic by an aggressive sales promotion, advertising and Public Relations campaigns.

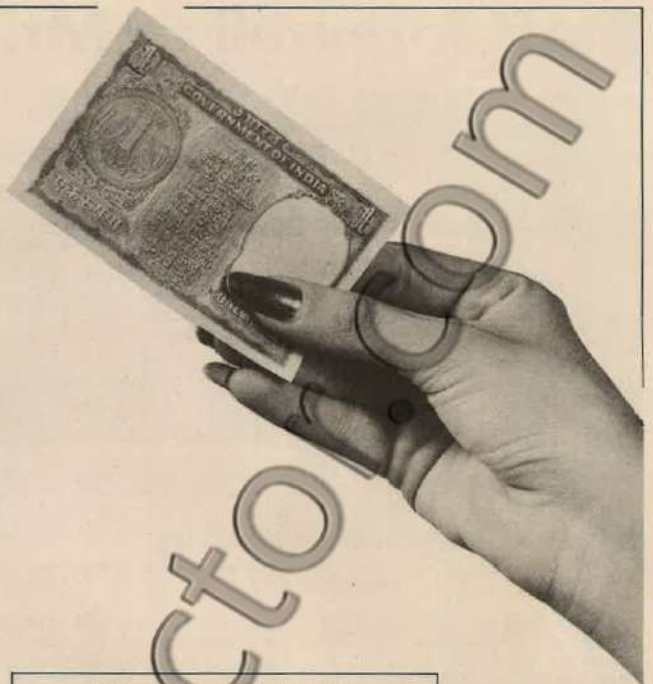
The Cost of renting money

An airline can pay for new equipment out of profits or by issuing shares or by borrowing from banks and other lenders. Usually it employs a combination of two or more of the alternatives. Publicly-owned airlines like Air-India can approach the government for their capital needs.

Airlines need enormous quantities of capital for new equipment. The new wide-body jets cost anything from \$18 million to \$25 million each. And for the period 1971-75 airlines have committed nearly \$6 billion for the new generation of aircraft and related ground equipment.

Because earnings have been inadequate over several years, leaving little for investment, airlines have had to borrow heavily. In the case of Air-India, the Government has given us an additional Rs.20 crores in the last three years by way of capital to bring our total capital to Rs.46.82 crores, half of which is equity capital and the other half loan capital, on which we have to pay interest regardless of our financial results.

Besides we borrowed over Rs.100 crores from the Ex-Im Bank and other Commercial Banks in the USA for our fleet of Boeing 747s, for which we have to pay interest. Our total interest payment comes to four paise.



And there are other miscellaneous expenses like stationery, office equipment and rents which take another six paise out of our original 100.

What's left

Now you will ask: what's left of our pile of 100 paise? If you total up all those paise, you will discover that nothing is left by way of profit. Instead to cover all expenses Air-India will in fact have to spend an extra nine paise for every rupee it will earn in 1974-75. This will amount to a loss of about Rs.13 crores.

A closer analysis of those figures reveals a startling fact. Six of those nine paise are accounted for by the rise in fuel prices since the budget was approved by our Board. Even so, no management can lean back and contemplate such a projected loss with equanimity, without coming down heavily on expenditure.

True, you can do nothing to reduce the fuel cost, except that in our case large proportion of our fuel bill is accounted for by taxes we have to pay on our fuel uplift in India. No other international airline in the world is burdened with such taxes at its home base.

There is the probability that the fares will go up further which should generate extra revenue for us, thus reducing the gap between earnings and expenditure.

The Management has already taken several steps to curb expenditure like stopping new recruitment, restructuring the pattern of crew scheduling and a drastic cut in all avoidable expenditure. These steps, of course, will take some time before they begin to show positive results.

In the meanwhile those nine paise will loom large in our accounting.



Staff farewell to Mr. Rama Rao...



Mrs. Shobha Avasare of Commercial Admin. garlanding Mr. B.S. Rama Rao at the staff farewell party.

Officers and staff of Commercial Department foregathered at the Recreation Centre, Air-India Building to say goodbye to Mr. B.S. Rama Rao, former Deputy Commercial Director (Admin), at a farewell party on March 28, 1974.

The Recreation Centre was tastefully decorated for the party which began with a cultural programme - a brief sarod recital by Brij Narain, son of the wellknown sarangi player, Ram Narain. Hostess Lata Pardesi sang a popular Marathi song.

Speaking on the occasion, Mr. N.H. Dastur, Deputy Managing Director (Commercial) said: "I was happy to have Mr. Rama Rao at my side for a year after I took over as Commercial Director. Now that he is no longer with Air-India, I am beginning to realise the amount of work he did because Mr. Balendu Shah and I have to do a couple of hours of extra work every day".

Mr. S.K. Kooka, former Commercial Director, and now Chairman of Air-India Charters Limited, was specially invited for the party. As usual he made a very humorous speech. He said: "Many years ago when Mr. Rama Rao came to see me in our Bank of India building office, if he had worn his collar back to front and removed his tie, I would have mistaken him for a padre. He is the most unflappable man I have known. While most of us lose our

heads some time or the other, Mr. Rama Rao kept his cool throughout. I used to lean very heavily on his right arm.

"As you know, Mr. Rama Rao began his career working for Sir Mirza Ismail, the wellknown Dewan of Mysore. He probably started on Rs. 250 in the general office, something like our own, where a man has no future. He quickly realised that if he wanted to get ahead, he would have to do something original. He therefore sent in a note to Sir Mirza Ismail and suggested that Sir Mirza should have all his speeches printed. Sir Mirza sent for him a little later and asked him if he was the young man who had written the note. Mr. Rama Rao said 'yes'. Sir

Mirza promptly gave him an increment of Rs. 150 and congratulated him on his remarkable intelligence.

"Mr. Rama Rao has been a pillar of strength to me. He has both his sons in Air-India. We shall therefore always have a Rama Rao in Air-India".

Next to pay tribute to Mr. Rama Rao's work in the Commercial Department was Mr. Balendu Shah, Deputy Commercial Director, who said that he missed Mr. Rama Rao very much, having worked closely with him for several years.

Earlier, Mr. T.H. Padmanabhan, Office Assistant, the longest serving staff in the Commercial Admin., in his welcome speech said that Mr. Rama Rao was the most compassionate man that he had come across. He was the epitome of what an executive should be. He wished Mr. Rama Rao a happy retired life.

In his reply Mr. Rama Rao thanked Mr. Kooka, Mr. Dastur, Mr. Shah and staff of the Commercial Department for giving him such 'a wonderful farewell party' and that he and his wife would cherish the memories of Air-India. In a humorous vein, he said that his only regret was throughout his career he had to work under superiors (starting with Sir Charles Todhunter in Mysore) whose handwriting was illegible - a remark which was greeted with loud laughter.

The party concluded with a vote of thanks by Mrs. C. Chellaram, Deputy Commercial Manager (Admin). The compere of the evening was Mr. Anwar Abbas, Assistant Manager (Traffic Admin). Afterwards refreshments were served on the terrace to all the guests.



Brij Narain playing the sarod with his brother Shiv accompanying him on the tabla and sister Aruna on the tanpura. In the inset photograph is seen our hostess Lata Pardesi.

Dr. V. Ramchandran, Manager, Training College, making a presentation to Mr. N.A. Netto at the farewell party given by the staff of the Training College.



...and Trg. College farewell to Mr. Netto

"Mr. Netto was an excellent teacher - cool, patient and friendly", said Dr. V. Ramchandran, Training Manager, at a farewell party arranged by the Instructors and staff of the Training College to bid farewell to Mr. N.A. Netto, Senior Instructor.

"No wonder he was so popular with every trainee who has passed through this college in the last 11 years. As you know, Mr. Netto joined the college in 1963 soon after its inception, so he had something to do with the building up of this institution". Dr. Ramchandran added. He wished Mr. Netto and his wife the best of health and prosperity in the years to come.

Mr. Netto joined Air-India in 1954 as a Senior Traffic Assistant in the Booking Office and spent the greater part of the next nine years at the Itinerary Counter before joining the Training College. He is not quite finished with Air-India yet, as he is engaged at the moment in writing a reservations manual on contract basis.

WEDDING



Miss Girija Mani, daughter of Mr. P.S. S. Mani, Cargo Service Manager, London, to Murali, son of Mr. M.S. Ramaswamy, Chairman, Stanes Group, South India. Girija is a student at Stella Maris College, Madras. Dr. Murali, M.D. an Asst. Professor of Medicine at the Madras Medical College, stood first in the M.D. examination and received a Gold Medal in 1972.

Centaur (Continued from page 3)

Commenting on the training facilities for those joining the hotel, Santosh Kumar said: "We are looking out for people who have not had prior experience so that we can train them according to our requirements. For this we are planning to set up a Training Department in the basement of the hotel to impart training in food and beverage and hotel management. For the trainees we are going to have special class rooms, showers, lockers and a subsidized cafeteria. For the first six months a German Chef and a German Housekeeper will train our boys and girls who will later serve in different capacities."

Santosh Kumar may sound ambitious. Well, he should be, for he has had 22 years experience in hotel management with a chain of luxury hotels. Rawalpindi-born, Santosh Kumar graduated from the University of Punjab and received a diploma in Hotel Management from the Scottish College of Commerce, University of Strathclyde, Glasgow (Scotland). He had his initial training at the Hotel Plaza Athenee, Paris, in 1957 and in the Claridges Hotel, London, in 1958-59.

Before joining the Hotel Corporation of India, Santosh Kumar was Executive Assistant Manager with the Oberoi-Sheraton, Bombay, and earlier he was Executive Assistant Manager, Hotel Oberoi-Intercontinental, New Delhi and Manager of the Oberoi Palace Hotel, Srinagar.

OBITUARY

Mr. S. F. Balsara

Mr. S.F. Balsara, Aircraft Maintenance Engineer II, died at his residence in Bombay recently. He was 52.

Mr. Balsara who was born in Gujarat joined Air-India as a mechanic in January 1955 after 12 years with various companies including Tata Aircraft, Asian Overseas Airways and Indamar Company. He became an AME II in 1958.

Hard working and meticulous, Mr. Balsara will be missed by his colleagues. He is survived by his wife and two children.

Mr. Cyril Pinto

Mr. Cyril Pinto, Assistant Administrative Officer, Quality Control and Technical Services Division, died recently at the age of 47. He was not keeping well for some time and was admitted to the Tata Memorial Hospital two days before his death.

Born in Goa, Mr. Pinto joined Air-India as a clerk in August 1946. He became a Senior Clerk in 1954, Office Assistant in 1955 and Assistant Admin. Officer in 1962. He leaves behind his wife and six children.

Fine show by ladies of Handicraft Centre

THE staff of our Handicraft Centre staged an excellent variety entertainment programme during their Annual Social Get-together at the Indian Airlines Sports Club Pavilion at Santa Cruz on March 14, 1974. The programme included a Marathi play and folk dances.

Mr. P.V. Gole, Director of Personnel and Industrial Relations, was the Chief Guest on the occasion and Mrs. Gole distributed the prizes and certificates. Mr. S.K. Nanda, Chief Personnel Manager, presided.

Speaking on the occasion, Mr. Gole congratulated the staff on their excellent performance and said that he was pleased with the progress made by the Handicraft Centre so far. Mr. Nanda traced the growth of the Centre and commended the work done by Mrs. Ina Talpade, Welfare Assistant.

Earlier Mr. V.L. Gosalia, Personnel Officer, welcomed the guests. In her report Mrs. Talpade said that

the Centre had done a lot of work for our Stores Department. Orders worth nearly Rs.100,000 were completed in the last three years. "This year we hope to receive orders worth Rs.45,000", she said.

About 120 ladies from the Staff Colony come to the Centre every day. Some of them attend tailoring classes. A number of competitions are held every year by the Centre for the ladies.

The Centre, which was started on the suggestion of the Government of India, was opened by Mrs. Chandrika Unni in January 1963. It is housed in one of amenities blocks in the Staff Colony.



Above, a large gathering watching the variety entertainment programme put up by the ladies of our Handicraft Centre. Below left, Ina Talpade, presenting a bouquet to Mr. P.V. Gole, DP & IR, while Mr. S.K. Nanda, Chief Personnel Manager, looks on. Right, some of the ladies of the centre seen in a play on Women's Lib'

HCI Dramatic Group Makes its debut

THE Staff Dramatic Association of the Hotel Corporation of India made its debut with a variety entertainment programme at the Birla Kreed Kendra, Bombay, on March 29, 1974.

The 2½-hour programme, produced entirely by the HCI staff, consisted of three one-act plays in Marathi, Hindi and English and a few songs in Hindi.

The Hindi play "Tammanna" was written, produced and directed by Mr. M.R. Gaikwad of HCI and its cast consisted of Mr. Gaikwad, Mr. S.T. Kotian, Mrs. V. Rodrigues and Mr. S. R. Bajkar.

The English play "There's Always Room for One More" was written, produced and directed by

Wg. Cdr. S.B. Mathur, Manager, General Services, and the cast included Mr.R.B. Bhatnagar, Mr. Ramesh Mathai, Mr. N. Esteve and Miss Joy Marrett.

The Marathi play "Taruni ani Rahasya" was written by Mr. Gangadhar Gadgil, wellknown Marathi author, and directed by Mr. K.A. Parab. Its cast consisted of Mr. Parab, Miss S. Sule, Mrs. S. Ukadgaonkar and Mr. Bajkar.

Among those present were Mr. Eric Pereira, Managing Director, HCI, Mr. D.P. Nimkar, Controller, Ground Handling Dept., Mr. V.R. Kulkarni, Controller of Accounts, HCI and several senior executives of Air-India and HCI.



A scene from the Marathi play staged by the HCI staff. (L to R) Miss S. Sule, Mrs. S. Ukadgaonkar and Mr. S.R. Bajkar.



Scene from the English play with (L to R) Ramesh Mathai, R. Bhatnagar, Miss J. Marrett and N. Esteve.

World cargo traffic will quadruple-1980

World air cargo expected to quadruple by 1980, according to forecast by Lockheed-Georgia. Total revenue miles will be 42 billion with higher load factors and improved scheduling. In following five years to 1985, air cargo will again double to 88 billion revenue ton miles....

ESSO Aviation News

Mr. D'souza says goodbye to Operations

Mr. S.P. D'Souza, Administrative Officer (Operations), who is due to retire on June 3, 1974 after 27 years of service with the Corporation, said goodbye to Air-India on March 18, 1974. It was his last day at the office before going on leave prior to retirement.

Capt. J.S. Dhillon, Director of Operations, presented him with a transistorised wall clock and Rs.700 in cash on behalf of the Operations Department staff at an informal function on that day.



Capt. J.S. Dhillon, DO, making a presentation to Mr. S.P. D'Souza.

What is a customer?

(The following was noticed by Mr. S.A. Bhide, Security Officer, in a Department Store in the USA)

- A customer is the most important person ever in this office - in person or by mail.
- Customer is not dependent on us; we are dependent on him.
- A customer is not an interruption of our work .. he is the purpose of it. We are not doing him favour by serving him; he is doing us a favour by giving us the opportunity to do so.
- A customer is not an outsider to our business .. he is a part of it.
- A customer is not a cold statistic; he is a flesh and blood human being with feelings and emotions like your own, and with biases and prejudices.
- A customer is not someone to argue or match wits with us. Nobody ever won an argument with a customer.
- Customer is a person who brings us his wants. It is our job to handle them profitably to him and to ourselves.



Mrs. Billimoria, wife of our Manager-Eastern India, presenting a cup to Mr. N. Daniel who won the championship in the Sports Meet organised by our Calcutta office. Mr. H.D. Billimoria, our Manager-Eastern India, is on the right.

Daniel wins championship

N. DANIEL was awarded the individual championship in the 7th Annual Sports Meet organised by the Air-India Recreation Club, Calcutta, at the St. Thomas School grounds in Calcutta recently.

Daniel was first in both the 100 metres and 200 metres races and went on to win the shot put event. He was also a member of the winning relay team.

Mr. H.D. Billimoria, our Manager-Eastern India, Calcutta, was the Chief Guest on the occasion and

Mrs. P.H. Billimoria distributed the prizes. Speaking on the occasion, Mr. Billimoria stressed the importance of sports and of team spirit particularly.

Apart from Daniel, the others to win first prizes were: V. Khalkho (400 mtrs. Race); Tulshi Ram (800 mtrs. Race); Anup Banerjee (High Jump and Long Jump); D.P. Daw & S. Narayan (3 Legged Race); B. Nag (Veteran's Race); Ajit Banerjee and party (Tug-of-War) and D.P. Daw (Go As You Like - fancy dress competition).

Well done, Dubai!

The Managing Director
Air-India
Nariman Point
Bombay.

9th March, 1974

Dear Sir,

My wife and I wish to place on record our gratitude for the 'all-out' assistance provided to us by Air-India, Dubai, late February this year in an extreme emergency. Let me elucidate.

On the 23rd of February during my absence from Dubai on a business trip to Bombay, my wife fell seriously ill. Air-India, Dubai, immediately went into action to provide my wife all possible assistance. Mr. B.J. Nazareth, District Sales Manager, Dubai, realising that constant surveillance was necessary, acted on his own initiative and organised a band of volunteers to stay at my wife's side to ensure she would be cared for. He then used his influence to have her immediately admitted into the best local hospital.

It was solely due to this young executive's initiative that I was finally traced to the Taj Intercontinental, Bombay, at 0330 hours, on Sunday, the 24th February, and informed of my wife's illness. At this stage, I was reassured that Mr. Nazareth had matters well in hand and that, in the event of my not being able to return to Dubai immediately, all arrangements had been made by him to ensure that my wife would be sent to Bombay by Flight AI-812, leaving Dubai at 0005 hours on Monday, 25th February. An escort nurse, ambulance to the Dubai airport, and all necessary medical assistance had already been arranged for by Mr. Nazareth.

Within an hour of receipt of this trunk call, Mr. John Marshall D'Souza, Dy. Superintendent, Provision & Stock Control, Santa Cruz, arranged a seat for me by a Kuwait Airlines flight to Dubai. At Dubai, I was met by Mr. Nazareth, rushed to the hospital to see my wife and then provided every assistance in completing the documentation and formalities necessary for her flight to India. Despite the impossibility of obtaining seats at such short notice, Mr. Nazareth then provided tickets for my wife, two escorts, my young daughter, governess and myself. I still feel he sweet-talked some other passengers into giving up their seats. At Santa Cruz Mr. John Marshall D'Souza had arranged for a leading specialist, Dr. Noel Lewis, and an ambulance to meet the aircraft. He personally supervised the transfer of my wife's stretcher to the ambulance and rushed her off to the Holy Spirit Hospital, Andheri.

My wife is now well on her way to recovery. We have discussed the entire episode and both of us shudder to even visualise what her fate could have been without the prompt and uncalled-for assistance that Air-India, Dubai, so magnificently provided.

Our gratitude is due to Mr. S. Srinivasan, Manager, Trucial States and staff of Air-India, Dubai, to Mr. John Marshall D'Souza, Provision & Stock Control, Santa Cruz, and the Air-India traffic staff who assisted us when AI-812 of 25th February arrived at this end.

We specially wish to place on record our gratitude to Mr. Nazareth, Air-India, Dubai. This young executive has tremendous initiative and drive. Couple this with his capacity to think clearly in an emergency of this sort and with the personal interest shown in his dealings with prospective travellers by Air-India, and what emerges is a glowing example of the type of executive that so successfully projects Air-India's image the world over. We predict that this young man will go far and wish him every success in his career with Air-India.

One finds it difficult to express or set down in words our gratitude. All we can say is "Thank you Air-India for a job well done".

Very truly yours

Sd/-

Conrad C. de Sa
Engineer Tech.

Dubai Petroleum Coy.
Dubai, U.A.E.

WHO'S WHO & WHERE

PROMOTIONS

Headquarters

Mr. C.P.K. Nair,
Bombay
Mr. P. Jayant,
Bombay
Mr. A.A. Vete,
Santa Cruz

Chief Administrative
Manager (Feb. 1, 1974)
Dy. Director, MIA
Division (Feb. 1, 1974)
Security Officer
(Feb. 1, 1974)

Commercial Department

Mr. R.A. Shah,
Bombay
Mr. D.N. Lingam,
Kuwait
Mr. Indu Seth,
Prague
Mr. E.L. Nottmha,
Santa Cruz

Station Manager
(March 1, 1974)
Station Manager
(March 1, 1974)
Station Manager
(Jan. 1, 1974)
Station Manager
(March 1, 1974)

Operations Department

Mr. K.E. Warrier,
Santa Cruz

Junior Officer
(Aug. 2, 1973)

Mr. K.J. Machado,
Santa Cruz

Station Manager
(March 1, 1974)

Mr. K. Somashekhar,
Santa Cruz

Asst. Crew
Scheduling Officer
(March 11, 1974)

Mr. K.S. Gill,
Delhi

Station Manager
(March 1, 1974)

Mr. V.M. Vachharajani,
Santa Cruz

Asst. Crew
Scheduling Officer
(March 1, 1974)

Mr. A.D. Gonsalves,
Frankfurt

Station Manager
(March 1, 1974)

Mr. J.R. Gomes,
Manila

Station Manager
(March 1, 1974)

Mr. R.K. Khajotis,
Hong Kong

Station Manager
(March 1, 1974)

Mr. H.S. Oberoi,
Calcutta

Station Manager
(March 1, 1974)

Mr. P.S.S. Mani,
London

Station Manager
(March 1, 1974)

Mr. R.M. Chatrapal Singh,
Fiji

Station Manager
(March 1, 1974)

Mr. M. Pais,
New York

Station Manager
(March 1, 1974)

Mr. B. Mehra,
Los Angeles

Station Manager
(March 1, 1974)

Mr. R.C. Puri,
New York

Station Manager
(March 1, 1974)

Mr. G. Mathias,
Doha

Station Manager
(March 1, 1974)

Mr. P.S. Kaimal,
Santa Cruz

Asst. Station Supt.
(Dec. 1, 1973)

Accounts Department

Mr. E.H. Parbhoo,
Santa Cruz

Accounts Officer (Offg.)
(March 1, 1974)

Mr. H.S. Desai,
Santa Cruz

Accounts Officer (Offg.)
(March 1, 1974)

Mr. A.S. Rao,
Santa Cruz

Accounts Officer (Offg.)
(March 1, 1974)

Mr. C.M. Amin,
Santa Cruz

Accounts Officer (Offg.)
(March 1, 1974)

Mr. P.R. Mukherjee,
Calcutta

Accounts Officer (Offg.)
(March 1, 1974)

Mr. S.G. Gurjar,
Santa Cruz

Accounts Officer (Offg.)
(March 1, 1974)

Mr. G.P. Karkaria,
Santa Cruz

Accounts Officer (Offg.)
(March 1, 1974)

Mr. C.K. Mirchandani,
Santa Cruz

Accounts Officer (Offg.)
(March 1, 1974)

Mr. D.E. Cooper,
Santa Cruz

Accounts Officer (Offg.)
(March 1, 1974)

Mr. P. Kapoor,
Delhi

Accounts Officer (Offg.)
(March 1, 1974)

Engineering Department

Mr. T.G. Nawathe,
Santa Cruz

Asst. Admin. Officer
(March 1, 1974)

Personnel Department

Mr. H.P. Talokar,
Santa Cruz

Deputy Personnel Manager

POSTINGS

Commercial Department

Mr. M. Gomez,
Manager,
Moscow

Manager,
Tokyo
(May 15, 1974)

Mr. K.J. Machado,
Airport Manager,
Calcutta

Traffic,
Santa Cruz
(March 28, 1974)

Mr. F.V. Mascarenhas,
Manager,
Kuwait

Manager,
Madras
(April 1, 1974)

Mr. Ravi Mani,
Dy. Manager,
Frankfurt

Commercial,
Bombay
(April 1, 1974)

Mr. M.Y. Mathure,
Manager-Traffic Services
& Facilitation,
Bombay

Manager,
Cairo
(April 1, 1974)

Mr. G. Mathias,
Asst. Manager,
Rome

Manager,
Doha
(April 9, 1974)

Mr. Aji Singh,
Asst. Regional Manager-India,
Delhi

Manager,
Moscow
(May 1, 1974)

Mr. H.S. Oberoi,
Asst. Manager,
Beirut

Asst. Station Manager,
Calcutta
(April 3, 1974)

Mr. Indu Seth,
Asst. Manager,
Bangkok

Manager,
Prague
(April 1, 1974)

Mr. M. Zahid,
District Sales Manager,
Bangalore

Asst. Manager,
Paris
(April 1, 1974)

Mr. R.R. Tewari,
Asst. Station Manager,
Delhi

Asst. Station Manager,
Bangalore
(March 15, 1974)

Seen at the 4th International Conference of Transport organised by the Trade Union International in Warsaw are (L to R): Mr. W.T.S. David, Vice-President, ACEU, working in Indian Airlines, Madras, and Mr. J.E. Machado, Joint Secretary, ACEU, from our Ancillary Overhaul Division.

