

AIR-INDIA

Magic Carpet



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JULY 1976

CROSSING THE TARGET

Our senior executives get together in London and New York to take stock of a happy situation. For full story with pictures turn to page 3.

OUR FLYING GIRLS GET NEW LOOK

The colourful new uniforms (modelled by our hostesses at left in the Maharajah Lounge of Emperor Akbar) are sure to be a runaway success. Story on page 3.

YEAR OF FULFILMENT

The MAGIC CARPET is proud to carry a special supplement on the year that was. This highlights Air-India's achievements including a detailed account of the record profit made by the Corporation during the year ending March 31, 1976.



RANDOM JOTTINGS

By Youthful Mind

WHEN I was a youngster, he taught me arithmetic and I called him 'sir', and put up my hand if I wanted to go where little boys go. Today, he is just as spruce and dapper as I remember him 35 years ago. He has the same zest for life and a glamorous daughter on Air-India's 17th floor. And I would like to quote Master Johnnie Alves' adventures with Air-India from two recent issues of "Eve's Weekly".

Honey, I've just returned from a short trip to London and the Hague. If any of you get the idea that by saying so I am trying to show off, you are absolutely right. The fact that I travelled free, thanks to the courtesy of my daughter who works in the best international airline in India, is neither here nor there.

Then, we have an Alves called Johnnie at the counter. When I presented my free ticket at the Air-India counter, with a broad smile, especially cultivated for getting big favours, the man behind the counter smiled and said, "Please wait Sir, there are 27 other free travellers waiting in the queue. We cannot even provide seats for fare paying passengers." Then I straightened my tie, looked important and said, "My daughter is the secretary to the manager, facilities and procurement branch." I guessed there must be such a designation as Air-India has hundreds of managers. He then turned politely to me and whispered, "Ssssh Sir, the facilities and procurement manager is in the queue too."

Talking about passengers requesting for preferential treatment, Johnnie says: There was a bloke called Pimputkar who claimed that he was a relative of Mr Kooka. A Mr Indelencio D'Souza said he was Mr Sukthankar's nephew, while

others remembered that they had met the duty officer at the Bandra Feast. Not one of the officers lost their temper or was rude to the passengers. Truly a Maharaja service even if they say "No." I wish other public sector organisations learnt a few things from Air-India and treated us citizens with such respect and courtesy.

On board. I am normally frightened to fly, but the reception I get on board the Air-India plane reassures me. The angel at the plane door greeted me with folded hands and welcomed me with a smile that turned my legs to jelly. What a wonderful feeling it is to be up there in the air and made to feel at home by charming hostesses who look after your every need!

I believe all wives should spend a year or two as an Air-India hostess, says Johnnie. They place the food lovingly before you — unlike the way it's thrown at me at home. "Do you need a blanket Sir? Would you like an extra pillow? Are you comfortable?" — questions I have only heard before on the first three days of my honeymoon.

When Heathrow arrived and the captain made a smooth, three-point landing, I heard a voice which said she was sorry to see me go. "Fly with me again," she said. Boy! I need no second invitation. Then, as I passed the charming hostess with my bag in hand, she bid me goodbye, once again with such an overwhelming and endearing smile, that I forgot all politeness, threw caution to the winds and, in my excitement, kissed the purser instead.

Thank you, Johnnie. As I said, you haven't changed much. Even 35 years ago, you were always one for the girls.

-J.R.M.



The Third Merchants Cup golf tournament sponsored by Air-India was a runaway success. The picture shows Mrs Srinivasan, wife of Major S.G. Srinivasan, Regional Manager-India, presenting the trophy to the winners, Mr Amarjit Singh and Mr Gurdip Singh.

CAPITAL CLOSE-UP

S. P. Dutt snoops around

THE Merchants Cup Golf Tournament sponsored by Air-India was held at the Delhi Golf Club for the third year running. The tournament was a great success and has now become an established event for the golfing community of the Capital. It attracted almost 50 teams this year with a total of 96 individual participants.

Keen competition resulted in a three way tie between M/s Jaaj Enterprises, H.L. Sodhi & Sons and Godfrey Philips, whose teams returned net scores of 148. Jaaj Enterprises were declared winners as they had a better score on the last eighteen holes. K.L. Sodhi & Sons came second and Godfrey Philips third.

Holders Air-India 'A' whose team comprised of Maj S.G. Srinivasan and Mr F.J. Nagarvala returned a net score of 149 and were fourth.

The lowest net score card was -69 of Mr N.P. Singh of Godfrey Philips and the lowest gross score of 76 was tendered by Billo Sethi.

The Stableford competition was won by Mr A. M. Suri of Bharat Refineries and the Bogey competition by Mr A.K. Rangaswamy of Nestle's.

British Airways team comprising of Mr J.R. Gorman and Mr A. Mackintosh were presented the highest wooden spoon for getting the highest net score of 186.

Edmund D'Souza of Air-India 'B' playing off a handicap of 18 returned a net score of 73.

A well attended dinner was held on

the lawns of the Club after the tournament where Mrs Srinivasan, wife of Maj S.G. Srinivasan, Regional Manager-India, gave away the prizes.

We bade farewell to Mr J.T. Advani, the Administrative Officer who has retired. A unique gesture by Mr Advani was to give a cheque for Rs.101/- for the welfare of the staff. This was appreciated by everyone.

Mr S.V. Krishnan of Palam had an unusual experience. He received a letter from the Life Insurance Corporation of India addressed to his wife informing her of his 'sad demise'. Fortunately he received the letter himself. Apparently a computer had played a trick. He confirms he is hale and hearty.

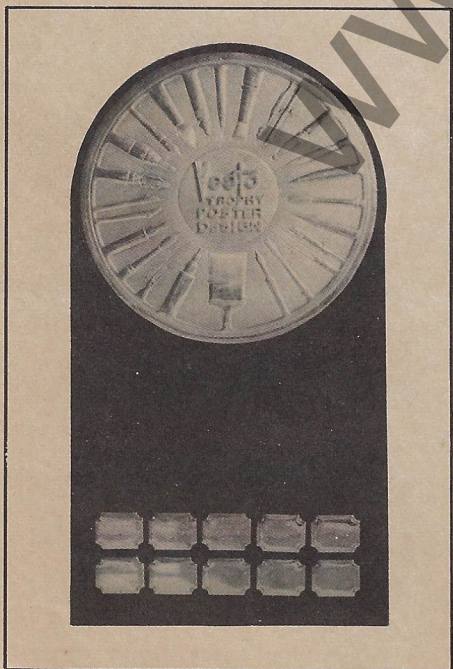
Wedding Bells rang for Supriya Seth of Facilitation, for Ashok Parashar of Sales and Kirti Gujral of Reservations. Edmund ("Bunny") D'Souza and Capt P.P. Singh of Sales are also now married.

We would like to congratulate Mr Vikram Kaul of Facilitation Unit on his becoming a father. All my friends had baby girls last year. Vikram has broken the spell. Perhaps this signifies the end of the International Women's Year.

We wish Mr G.K. Kapoor, Deputy Manager, a speedy recovery after his short illness.

We had recently taken up space in a stall belonging to the Ministry of Tourism and Civil Aviation at the New Era of Progress exhibition. Our display was well attended. The Pavilion was awarded a consolation prize for its displays.

Awards for Ideas



AIR-INDIA won a spate of publicity awards this year. At the Ninth All India Awards function held by the Advertising Club of Bombay, Air-India was presented two awards in the category of direct mail.

Mr J.B. Cowasji, our Commercial Manager-Publicity, who was present on the occasion, received the award from Mr S.K. Kooka, Chairman, Air-India Charters Limited. Mr Kooka, his erstwhile boss, was tickled pink by Mr Cowasji's remark while receiving the award, "After 20 years of receiving 'bluenotes', it is wonderful to receive an award from you." Mr Kooka laughed at the remark.

At the 27th CAG Annual Exhibition, Air-India once again won the Veeto Trophy (left) and a Certificate of Merit for the posters designed by the Air-India Art Studio. Mr Ramesh Kharat, our artist, received the award from Mr Chhedi Lal, Lieutenant Governor of Pondicherry.

Bullet New York-Bombay Service

AIR-INDIA becomes the first airline in the world to introduce a one-stop flight from New York to Bombay. The flight AI-112, which formerly touched down at Kuwait and New Delhi on its London-Bombay sector, will now fly direct from London to Bombay.

AI-112 will leave New York every Saturday at 2045 hours local time (0045 hours Sunday GMT), and after a brief halt at London, will fly direct to Bombay arriving at 2325 hours on Sunday (1755 hours GMT).

The total elapsed time from New York to Bombay — a distance of 12,872 Kms (8,046 miles) — will be 17 hours 10 minutes. This new 'bullet-service' fulfils a long-standing need for businessmen and tourists who prefer fast, direct flights from the United States to India, the time saved with the re-scheduling of the flight being 5 hours 5 minutes.

Air-India operates a daily Boeing 747 service to New York via London. With the extension of the twice weekly Bombay-Moscow service again to London from April 1 this year, London is being served by eight additional terminator services — two Boeing 747 and six Boeing 707. Air-India also operates two Boeing 747 services a week to Sydney, one via Perth and the other via Madras, Singapore and Perth. There are now eleven Boeing 707 services a week to the Gulf area, serving Kuwait, Bahrain, Muscat, Doha, Dubai, Abu Dhabi, Dhahran and Baghdad. The other 707 services include four services a week to Tokyo, two to Osaka, three to Nairobi and two to Singapore. In addition, two scheduled 13-pallet Boeing 707 freighter services are operated every week to London via the Middle East and Europe, and one flight a week to Tokyo.

CROSSING THE TARGET

U.S.A.

"MR Mahta and his team had assured me that the target would not only be met, but exceeded. I am delighted that this promise was realised in full. The Corporation's overall results are inextricably tied-up with the performance of the North American Region with its tremendous potential. The U.S. - India route accounts for a little more than 50 per cent of the Corporation's revenues. I once again emphasise that load factor is not a meaningful yardstick, and the critical criteria is fare mix. The sales emphasis must, therefore, continue to be on improving both First Class and full fare economy uplift. I congratulate Mr Mahta and his team for their contribution to the Corporation's revenues and hope with confidence that even better results would be achieved in the coming years."



K.K. Unni
Managing Director



N.H. Dastur
Dy. Managing Director (C)

"THE region had been able to contribute its share to the economic well being of the Corporation by earning Rs 31 crores and 47 lakhs exceeding the target by Rs 5 crores and 60 lakhs. Particularly significant was our performance vis-a-vis the industry. Our uplift during the last two years has improved by 14.9 per cent whereas the industry posted a decline of 13 per cent. Equally important was a 5 point improvement in overall load factor, and a decided qualitative improvement in the fare mix with First Class traffic moving up by 44 per cent and full fare passenger loads by 48 per cent. The result in terms of revenue over the two-year period has been a 80 per cent improvement, contributed nearly equally by passenger and cargo sales. The cost ratio has been reduced to 32 per cent from a high of 54 per cent two years ago."



P.F. Mahta
Regional Director
USA & Canada

U.K.



AT WORK:

IN this photo-feature, we present scenes of the UK Sales Conference held recently in London. Mr Maneck Dalal, who opened the conference (above), was joined on the top table by Mr N.H. Dastur, Mr Inder Sethi, Mr R.K. Narpat Singh, Mr K.L. Ramchander and Mr K.J. Govewalla.

In his inaugural address, Mr Dalal gave a review of the achievements

of the UK region, while in reply, Mr Dastur congratulated them on having crossed their target figure for the year 1975-76. The general theme of the discussions were how best the region could organise themselves to meet this year's target, which, needless to say, is even higher.

There were informal discussions held during the meeting (top right)

and on one occasion, Mr Narpat Singh had gathered together the UK Cargo Sales staff (below), who attended the conference, for an impromptu discussion.

While there was work during the day, in the evening there was a certain amount of relaxation and enjoyment, and conference delegates were joined by the husbands and wives. (below).



Flying girls go snazzy

THE new uniforms for Air-India's Indian and European hostesses to be introduced shortly on Air-India's Boeing 707s and 747s are dazzling, colourful and snazzy.

The uniforms for the Indian hostesses are the creations of fashion designer Dinoo Dosabhoj, Creative Controller of Laxmi Vishnu Textile Mills Limited. The European and Japanese hostesses will, however, wear an adapted version of the famous French couturier, Jacques Esterel's creation for our ground receptionists in London.

Dinoo has been in the vanguard of textile and fashion designing for a number of years. "To design for Air-India has been extraordinarily complex and perhaps because of that, one of the most exciting assignments I've handled."

The project took several months to finalise and after the Chairman gave his Okay, the machinery was set in motion. As she explained, "I spent hours at the drawing board seeking the unusual, the striking, the unimitable! When I thought I had what I wanted, I shortlisted a few designs, got them tailored and had a few hostesses model them. The girls helped with suggestions and we decided on a few designs."

Once the designs were approved, the process of matching and mixing began. "I wanted a rich, natural texture for the sari so I decided on silk. For the kameez I opted for an uncrushable washable fabric."

While the sari and the churidar-kameez ensemble are traditional Indian outfits, the Chairman insisted that even the pant-suit, for the European and Japanese hostesses, must have an Indian character.

Jacques Esterel's pant-suit for our European ground hostesses was

adapted to project that certain Indianess, a distinct quality in which Air-India excels. This was done by adding the typical Indian print on the blouse.

To preserve the traditional and blend it with the modern, Air-India drew inspiration from 17th century Kangra miniatures of Rajasthan. The loves of Krishna, of the gopis and Radha, so very vividly illustrated on the panels of our first four 747s, now project themselves on the saris of our hostesses. Young gopis, full-bodied and sprightly, play, sing and dance against the backdrop of lush green trees, as parrots and mynahs amble around gracefully.

The body of the sari is ornate with stylised foliage and exotic jungle thickness from the Kangra paintings. The two colour schemes, lush green and a combination of orange and brown, represent the colours of the Indian countryside in summer and autumn.

The churidar-kameez too has a colourful variation - a printed jacket with the design inspired by the intricate weave of a traditional Naga shawl. In this ensemble there are two combinations; the leaf green kameez with brown churidar and a leaf green chunni, and a marigold yellow kameez with a brick red churidar and a similar coloured chunni.

The jacket is in a vivid variety of red, yellow, green, brown and black - an intricate arabesque of brilliant colours. Brown and gold Kolhapuri slippers complete the outfit.

The pant-suit is in two colours combination - leaf green and beige. The Naga design on the blouse reflects the Indian mood set by the churidar-kameez ensemble. -N.N. □



AT LEISURE: Tony Kamerman from London Sales with interliners at the party, while K.L. Ramchander talks informally with the Stokes. Joan works in the Tours Department in London.



Magic Carpet: Can you tell us briefly, about Air-India's Provident Fund Scheme?

J.N. Mogrelia: Our Provident Fund is governed by the Air-India Employees' Provident Fund Regulations of 1954. All Provident Fund monies are kept in a separate Fund which is administered by a Board of Trustees. Every India-based employee subscribes to the Fund each month at 8 1/3 per cent of his basic salary plus certain allowances (let us call it P.F. Salary) and an equal amount is contributed by the Corporation. The full Corporation's contribution is payable to an employee who has put in at least 5 years' membership of the Fund, the only exception being Air Hostesses, who are paid full Corporation's contribution if they resign within five years on account of marriage. Over and above the compulsory subscription of 8 1/3 per cent of P.F. salary, a member is allowed to voluntarily subscribe upto an additional 11 2/3 per cent of his P.F. salary, but there is no contribution by the Corporation on this additional subscription which is otherwise subject to all the rules of the Fund.

Q. What advantage does an employee derive from this Fund?

A. The primary purpose of the Fund is to enable an employee to compulsorily save every month a certain sum which can be made use of by him at the time of his retirement or by his family in case of his death while in service. From the investment point of view his money is safe and earns at present a tax-free interest of about 6 1/4 per cent. Moreover, his income-tax is reduced due to tax benefits available under the Income-tax Act. Also, in times of need, an employee can make temporary or permanent withdrawals against his own subscription in the P.F. Account. Provident Fund monies are not liable to attachment under any decree or Order of any Court in respect of any debit or liability incurred by the member.

A. By law, the Corporation cannot utilise the P.F. monies for its own use. The P.F. accounts are audited by examiners as well as Government Auditors every year, and the audited account along with the Annual Report on the working of the Fund is required to be submitted by the Trustees and to the Corporation and the Government.

Q. As the President of the Fund, what advice would you give to your members?

A. I would advise our members to ensure that his nomination in the prescribed form has been sent to the P.F. Section. If a member has a 'family' he is required to nominate only a member of his family as defined in our regulations. The definition of a 'family' is very narrow and includes only wife, children, dependent parents, etc. with the result that if a nomination is made in favour of even a brother or sister, it would be treated as invalid, if the member had dependent parents at the time of his nomination. There have been many cases where after marriage members have not changed nomination in favour of their wives and children with the result that P.F. dues have been paid to the dependent parents, leaving the wife and children out in the cold. In cases where there is no nomination or the persons nominated are outside the definition of the term 'family', it is the practice

PROVIDENT FUND

Magic Carpet Interviews

J. N. MOGRELIA
By Director of Finance

Q. Can you say a little more about tax relief?

A. The amount contributed by the Corporation towards P.F. account of the member is completely exempt from tax and is not taken into account for computing the total taxable income. The employees' subscriptions including any voluntary

thus held back is refunded to the nominee on production of the "Estate Duty Clearance Certificate".

Q. Is it advantageous for a member to make voluntary additional subscriptions to the Fund?

A. As I stated earlier, an employee has an option to voluntarily subscribe upto additional 11 2/3 per cent of his P.F. salary so that his compulsory and voluntary additional subscriptions do not exceed 20 per cent of his P.F. salary. The Income-Tax Act allows maximum deductions along with LIC premium etc. to the extent of 30 per cent of taxable income or Rs 20,000/- whichever is less. Those employees who are subject to heavy income-tax, find it beneficial to make voluntary additional subscriptions. Some employees even go to the extent of investing in 'the Public Provident Fund Scheme 1968' introduced by the Central Government to take advantage of the tax benefits to the maximum extent.

Q. What are the withdrawal facilities available to members?

A. Repayable withdrawals are allowed to members to meet expenses in connection with prolonged illness of a member or his family, for expenses in connection with marriage or funeral in the family, payment of Life Insurance premium of a member or his wife or children. Withdrawal is allowed to the maximum extent of 3 months P.F. salary, and is repayable in 12 or 24 equal monthly instalments. The rate of interest charged at present is 9 per

cent per annum flat on the original amount of the loan.

Permanent interest-free withdrawals are allowed to members after completing 20 years of service or 10 years before retirement, whichever is earlier, for meeting cost of higher education of children, marriage of children, etc.

Q. Why is the rate of interest, viz. 6 1/4 per cent so low?

A. The Government has laid down the pattern of investments for P.F. and it is not possible for the Trustees to declare interest at a rate higher than 6 1/4 per cent, in spite of the fact that the entire income of the Fund is exempt from Income-tax and all expenses of the Fund are borne by the Corporation. Recently, the pattern of investments has been liberalised by the Government and now 50 per cent of the P.F. monies are allowed to be invested in investments such as Post Office Time Deposits, Special Deposits with a scheduled Bank etc. earning a rate of 10 per cent interest per annum while the remaining 50 per cent are to be invested in Central and States Government securities earning a low yield ranging between 3 per cent to 6 1/4 per cent per annum.

Some members are under the mistaken impression that the Trustees can invest P.F. monies in Shares of reputed limited companies, fixed deposits with companies, Unit Trust of India or fixed deposits with nationalised banks. Since July 1975, the Government has allowed 20 per cent of P.F. monies to be invested in a Special Deposit with a scheduled bank. In any case if a rate of interest higher than 7 1/2 per cent is declared, the excess will be subject to income-tax.

Q. How big is the P.F.?

A. As on March 31, 1975, we had 8,800 members and our total investments stood at Rs 12.87 crores, out of which Rs 5.26 crores are invested in the form of old 12-year National Defence Certificates which yield an average rate of 6 1/4 per cent per annum. Our yearly investments reached Rs 1.45 lakhs in 1974-75. Yearly interest income of the Fund amounts to Rs 90 lakhs. Yearly repayable withdrawals to 2,200 members amount to approx. Rs 40 lakhs while permanent withdrawals to 180 members amount to Rs 23 lakhs.

Q. How do you check that P.F. monies are not misused?



"The purpose of the Fund is to enable compulsorily saving to be used at the time of retirement."

additional subscriptions, together with LIC premium and savings in certain Cumulative Times Deposit Schemes of the Post Office are allowed as deduction from the total salary income on a sliding scale.

The P.F. monies, together with interest thereon, when paid to the employee at the time of retirement, resignation etc. are completely exempt from income-tax. The entire balance of P.F. amount standing to the credit of a member is exempt from Wealth Tax as long as the employee is a member of the Fund. But the same is subject to Wealth Tax after retirement or resignation from service depending upon the nature and extent of other wealth of the member.

The yearly interest paid on the P.F. account is exempt to the maximum extent of 7 1/2 per cent.

I may mention here that in case an employee dies while in service, P.F. monies payable to the nominee attract the provisions of the Estate Duty Act and in fact a statutory obligation has been cast on the Trustees to deduct Estate Duty, if applicable, before releasing the P.F. amount to the nominee. The duty

"Members should make sure that the PF monies are not frittered away in pursuit of short-term gains."



"I would strongly advise members to desist from a temptation to withdraw from the PF account."

of the Fund to make enquiries about the dependents of the member and in certain cases even ask for "Secession Certificate" thereby delaying the settlement process by months or even years.

A computerised statement of accounts showing the closing balance due to a member as at March 31 every year is sent to the member for confirmation. Members are advised in their own interest to return the duplicate copy of the statement to the P.F. Section, duly confirmed.

There is a tendency among members to obtain withdrawals from the P.F. at the first available opportunity. I would strongly advise them to desist from such temptation as the P.F. monies should be used as a last resort. The very purpose of P.F. is to enable a member to accumulate a reasonable sum on which he and his family members can fall back after retirement. As retirement benefits in India are by no means liberal compared to Western countries, members should exercise all restraint and make sure that the P.F. monies are not frittered away in pursuit of short-term immediate gains.



Looking at LONDON

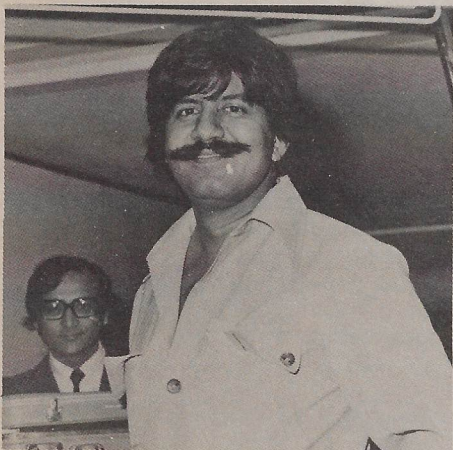
With Trevor Turner



On selling a bestseller

THE District Sales Managers from the offline stations in the UK meet in London once a month for discussions with the Passenger Sales Manager and the marketing team. Recently however, instead of the normal monthly meeting, they had a one-day Seminar organised by the United States Travel Service, when they were 'brainwashed' about things

American, in order to assist them with their Trans-Atlantic selling. Seen here and digesting one of the booklets are (left to right) Jock Dann, District Sales Manager - Manchester; Dick Lewis, District Sales Manager - Cardiff; Andy Shaw, District Sales Manager - Glasgow and Trevor Walker, District Sales Manager - Leeds.



Saying Hello

ALLAN FERNANDES, the newly appointed Divisional Manager (Press and Publicity) for the India Tourism Development Corporation, popped into London on a hasty visit, during which time he met a number of people involved with tourism, the advertising agents for Air-India and the Indian Tourist Office in the UK and several senior executives from the London travel scene.



FOOTBALLERS VISIT

It is not every day that footballers travel to India, and in April of this year, when the UK Soccer Season was coming to an end, the Crook Town Football Club boarded one of our 747's on the start of a two-week visit to Calcutta, as guests of the Mohan Bagan Football Club. Crook Town is in County Durham and accompanying the group were a number of fellow footballers from other Clubs such as Darlington and Hartlepool. They played five matches in Calcutta including an All India Charity Game. There was another fixture in Darjeeling and then it was back to work in the north of England.

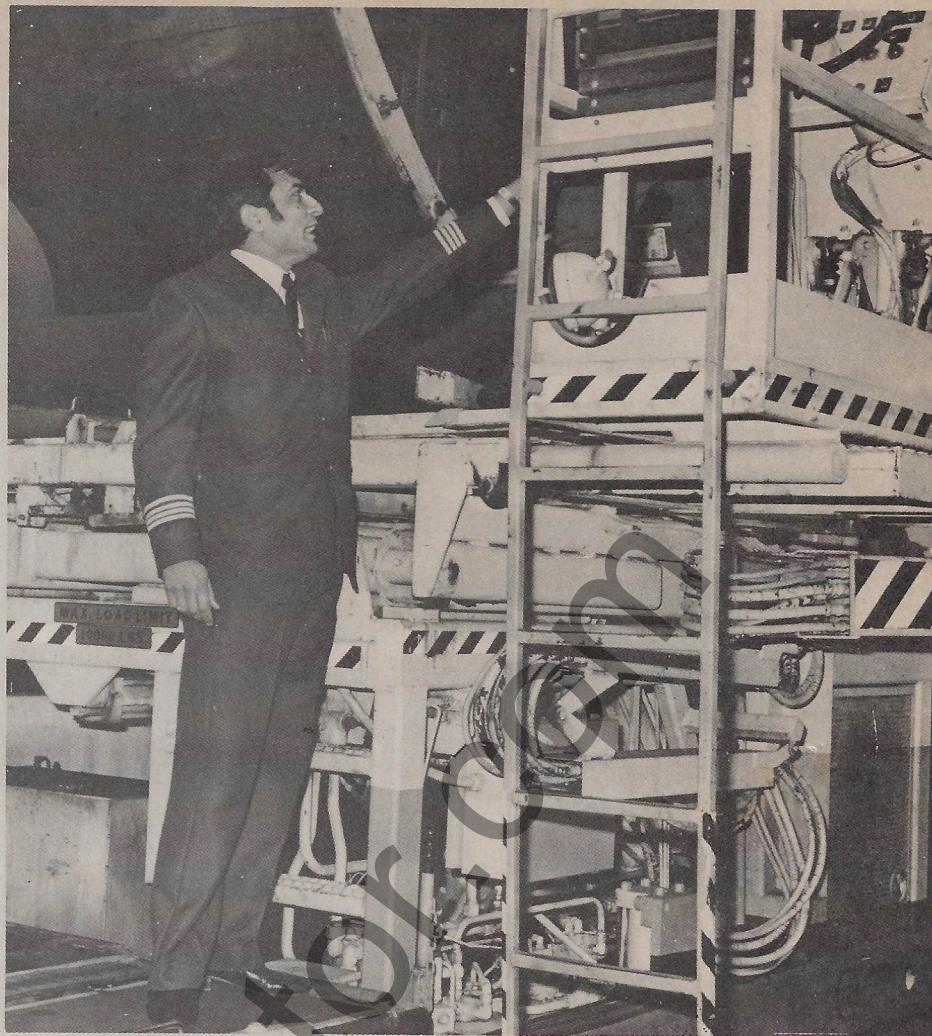
Indo-Pak Aviation Talks

WELCOMING the Pakistani delegation, which was led by Mr Mohsin Kamal, Joint Secretary in the Aviation Division, Mr A. S. Bhatnagar, Joint Secretary, Ministry of Tourism and Civil Aviation, said that civil aviation was perhaps the only field in which the principles of bilateralism and peaceful co-existence were followed so successfully. The ever increasing number of aircraft in the skies throughout the world bore testimony to this. "Ours are technical level discussions", he said, "and I am sure that the technical experts with their positive approach to problems will come out with conclusions which are of mutual benefit to the two countries."

It was in this spirit, Mr Bhatnagar said, that he had requested his dele-

gation to tackle the problems with the object of finding solutions. He was sure that the same constructive approach would be forthcoming from the Pakistani delegation and that the deliberations would be concluded successfully and would thus fulfil the desire of the two Prime Ministers for normalisation of relations between the two countries. "I am firmly convinced", said Mr Bhatnagar, "that India and Pakistan can together play a vital and effective role in establishing durable peace and prosperity in this vast sub-continent."

On June 17, 1976, the leaders of the two delegations signed a Memorandum of Understanding regarding, the resumption of overflights, restoration of airlinks between the two countries, and other allied matters.



MEN AT WORK

Raj Nanda

OUR new Ramp-Handling Unit at London-Heathrow Airport, has been in operation for a number of months, so I took the opportunity of talking to Mr Raj Nanda, who is in charge of the unit, about the various problems he has experienced since he arrived in London to set up the unit.

Mr Nanda has 27 staff, 11 of whom were transferred from Engineering and Cargo and the rest were employed directly. He feels that without dedication of his staff, he would not be in a position to speedily and efficiently handle all the Air-India flights to and from London. It has been our experience that the baggage and cargo handling time has substantially improved since this unit has been in operation.

Considerable capital investment in equipment and facilities was made to set up the unit and Mr Nanda feels the capital cost will be recovered in about two years.

At the moment, only Air-India flights are being handled and it is envisaged that without too much additional recruitment of staff, it should be possible to take on addi-

tional handling of other carriers.

Briefly, the unit is responsible for unloading/loading of baggage and cargo and its transportation to and from the clearing areas. At the moment, the aircraft pushout is also being done by the Ramp-Handling Unit. The unit works in close liaison with the Engineering Department and is administratively controlled by the Regional Maintenance Manager, London.

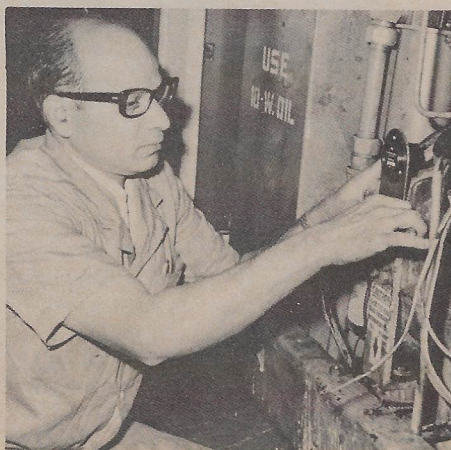
Had we not set up our own unit, we would today be paying approximately £400 per 747 handling and £250 for each 707 handling. It is expected that at the present rate of utilisation, there would be a saving of about £15,000 in the first year of operation.

A Workshop has been established to enable the unit to be independent in carrying out most of its maintenance and repairs, thus making it economically viable.

It is anticipated that in the foreseeable future, this unit will start handling other carriers and/or ad hoc charters. This is likely to further augment the revenue from the Ramp-Handling Unit. -Peter Lawton

Ramchandra Patkar

MR Ramchandra T. Patkar, 51, Foreman in our Ground Handling Division, is an extraordinarily resourceful and ingenious man. He was recently awarded a cash award of Rs 300 "in recognition of the initiative and interest" shown by



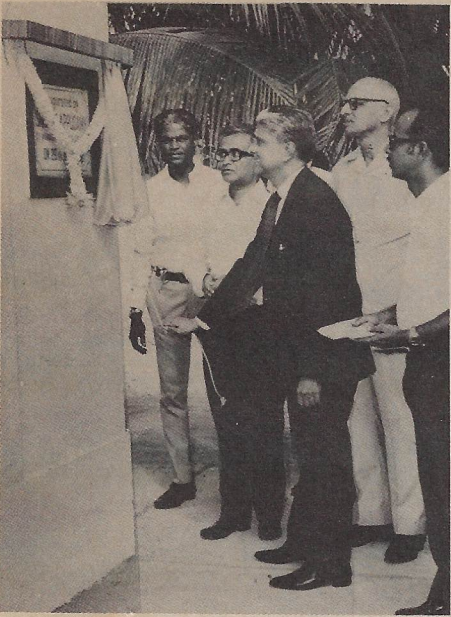
him in connection with a major modification on the Bajaj Conveyor.

Mr Patkar has done half a dozen other major modifications to the various vehicles used by the Ground Handling Division which has resulted not only in their better functioning, but has saved the Corporation a great deal of money.

Between 1942-50, Mr Patkar was with the Indian Army in the Engineering Corps. After serving a few other engineering firms in Bombay, he came to Air-India almost 21 years ago.

As a Foreman, he is responsible for maintenance and servicing of the numerous ground support vehicles in the division. These vehicles are complicated enough to require expert attention all the time and sometimes hit unsuspected snags. This is a kind of challenge which Mr Patkar loves. -K.S. Mhatre

Housing for staff



IN brilliant sunshine and to the strains of music, Mr K.G. Appusamy, Deputy Managing Director, inaugurated two buildings of the Urvasi Co-operative Housing Society at Kalina, on May 26, 1976, close to our Engineering Base.

Mr C.N.C. Sekhar, Senior Accounts Officer and President of the Society, and Mr P.R. Dasan, Asst. Crew Scheduling Officer, who is the Secretary, conducted Mr Appusamy to the entrance to one of the buildings for the traditional cutting the tape.

Among those who attended the inauguration were Mr P.V. Gole, Director of Personnel and Industrial Relations; Brig M.P. Joseph, Controller of Civil Works and Properties; Mr S.K. Nanda, Chief Personnel Manager; and Mr J.N. Mogrelia, Deputy Director of Finance.

Addressing the members of the Society and their families, Mr Appusamy said, "I can see many happy faces in this gathering. As the saying goes, two of the most difficult things in one's life are to build a house and perform a marriage.

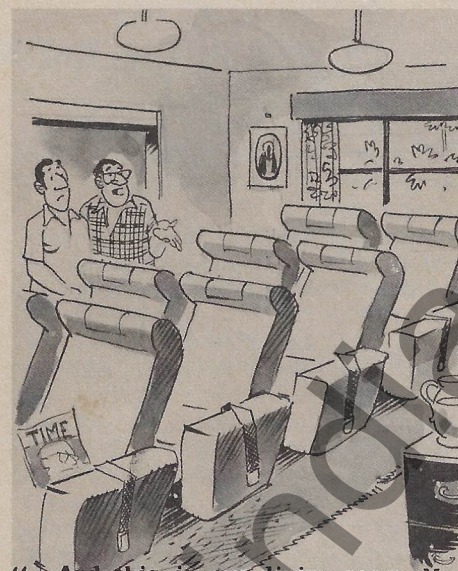
"I am aware that this project was held up for lack of funds for a long time. Last year when I saw this place, I was not at all sure that the buildings would be up within a year. I must congratulate your architects

and contractor for having done a quick job after the loan was sanctioned by the Corporation

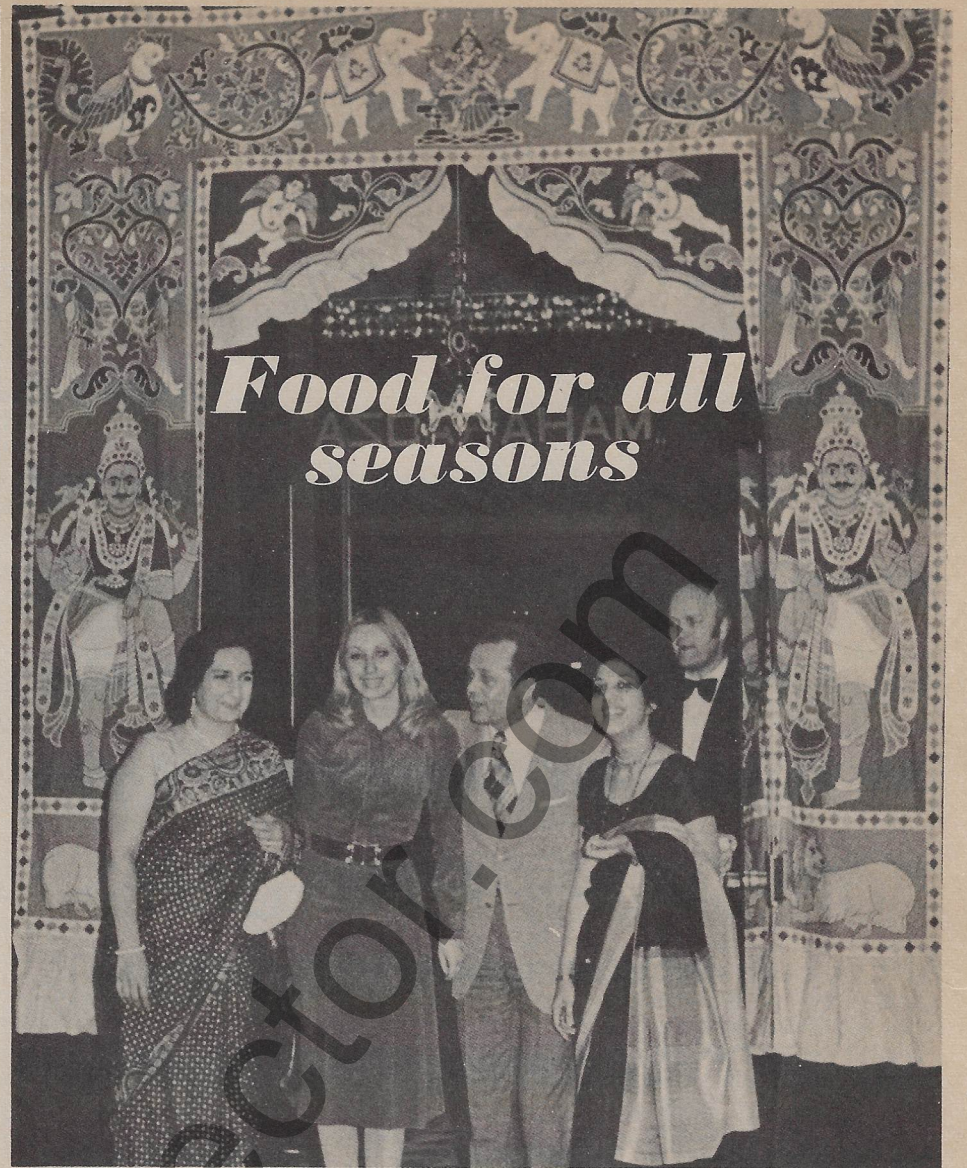
"In the mid-Sixties, when the Corporation's financial position was better, the Corporation sanctioned loans to as many as 47 staff co-operative societies to build 800 flats. But in the last few years, our financial position has been difficult and, therefore, we have not been able to provide money for staff co-operative societies. In fact, last year we had decided only to grant individual loans to staff to buy their own flats. However, because of the difficulties you were facing, we allotted whatever money we had to your Society."

Mr Gole, who presided over the function, also spoke on the occasion. He said, "Housing in a city like Bombay is probably the most difficult problem and co-operative societies appear to have provided a partial answer to this. Of course, co-operative movement is beset with many problems, but that is another story. Let me join Mr Appusamy in congratulating all of you".

Earlier Mr Sekhar in his speech of welcome said that but for the Management's timely help the Society would not have seen the light of the day. The function ended with a vote of thanks by Mr Dasan. □



"...And this is our dining room. My wife is an Ex-Airhostess, you see".



Mrs Vaish and Mrs Rajabally receiving guests at the function.

INDIA Month was held at Hotel Yugoslavia from April 3, 1976 to May 4, 1976 at the Maharaja Restaurant. The function was inaugurated by Mrs L. Krishnan, wife of the Indian ambassador, who performed the opening ceremony by lighting an oil lamp.

On the first night 250 guests, ranging from politicians to travel agents and airline managers, sat together to sample the delectable Indian dishes prepared by three cooks from Chefair. With Air-India flags and the regal maharajah in the background, the famous Sami sisters, Indira Srinivasan and Maya Sami, sang beautiful Indian songs and later surprised the audience by singing Yugoslav songs as well.

This event triggered off tremendous interest in Indian food and during this month Hotel Yugoslavia served a number of Indian dishes; prominent among those were Chicken Tikka, Fish Tikka, Shami Kabab, Sheekh Kabab, Chicken Makhnwalla, Lamb Vindaloo, Papad, Purees and spiced vegetables. In fact, four of the dishes have even been included on the regular menu.

The month-long programme was ably conducted by Mr Ashok Vaish, Manager-Eastern Europe and Mr A.M. Rajabally, Area Sales Manager, Belgrade, and their wives who constantly briefed Mr Dusko, the Chief Chef and Mr Branko, the Asst. Chef of Hotel Yugoslavia in the preparation of the Indian dishes. □

Funfare at Mandal function



THE members of the Maharashtra Mandal, Air-India, Bombay, were treated to a variety entertainment programme at the Air-India Auditorium recently. The function was organised to celebrate their Annual Day.

The evening opened with a 'Maharashtra Geet' rendered by P.D. Kulkarni of Space Control, and his party, followed by a 'Powada', a

popular rural folk song, and two songs by Paresh Pevekar of Commercial.

The highlight of the programme was a captivating performance by Vipin Reshmia on an uncommon instrument he calls the 'Music Gun'. This instrument emanates a variety of tunes, ranging from soft whistles to the sound of blaring trumpets. The finale of the item was 'Been' music

(snake charmer's music) which had the audience spell-bound as it would a cobra.

Mr P.V. Gole, Director of Personnel and Industrial Relations, while welcoming the Chief Guest, Mr Ramnath Pande, State Minister for Labour, Transport and Tourism, said: "Such cultural programmes go a long way to bring a sense of togetherness amongst the staff. By providing this auditorium Air-India has contributed to the cause of culture to a large extent. We hope the staff can utilise these facilities."

Mr Ramnath Pande, Maharashtra Minister, thanked the organizers of the MM and said, "Being a non-Marathi speaking man myself, I am particularly honoured to be invited to this function". He added, "Such cultural programmes are the ideal media for a better understanding between different communities."

The evening ended with a one-act play, 'Vithal to ala ala' written by the veteran Marathi playwright, P.L. Deshpande. This comic play was presented exclusively by the Air-India staff, with prize-winning performances by Madhav Bhide, who played the role of a Brahmin priest. Virangan Patil as the village teacher created a number of humorous situations to make the play a rib-tickling comedy. -S.L. Bapat □

On the move...up

The following staff have been promoted:

COMMERCIAL DEPARTMENT:
Miss S. Majai as Deputy Chief Air Hostess; Mr E.G. Rangnekar as Assistant Chief Artist; Mr A.K. Goswami, Mr N.V. Tamhane and Mr M.Y. Wagle as Asst Station Superintendents.

ENGINEERING DEPARTMENT:
Mr N.K. Chakrabarty, Mr V.M. Srivastava, Mr A. Shamsi and Mr R.P. Srivastava as Aircraft Maintenance Engineers Gr I; Mr A.N. Sukerkar, Mr N. Shetty, Mr R.S. Kaushik and Mr K.P. Raghavan as Engineers II; Mr R.D. Rajan as Administrative Officer; Mr A.R. Moraes as Manager-Administration; Mr J.K. Mehta as Establishment Officer and Mr V.H. Desai as Asst. Administrative Officer.

OPERATIONS DEPARTMENT:
Mr S. Halbe as Dy. Manager - Crew Scheduling.

GROUND HANDLING DEPARTMENT:
Mr J.P. Joshi as Senior Technical Officer and Mr K.P. Asthana as Asst Controller.

FROM THE MAILBAG

A PRAYER

I refer to the March issue of "Magic Carpet" (Page 5) under the column "Chairborne" and the last item headed "A Prayer".

Readers will be interested to know that the quotation is part of a syndicated article written by Art Buchwald the wellknown columnist in the New York Herald Tribune some years back. It is often treated as a classic comment on the pitfalls of

satisfactory travel arrangements and what unmakes a successful tour.

The Canadian Interline Group however makes interesting use of this humorous piece of Mr Buchwald which, as if by an unwitting editorial twist, appears on the same page as Mr Kooka's scintillating address on facilitation.

From : R.N. Kaul, Ipoh, Malaysia

STILL ANOTHER TRIBUTE

YOUR article in the June issue of the Magic Carpet on Capt V.N. Shirodkar was most informative. To this I would like to add a few anecdotes related to this worthy captain.

Twenty years ago when I met Capt Shirodkar for the first time he was a flying instructor. He was literally idolised by our pilots. I relate an experience in the words of one of my colleagues who joined Air-India then as co-pilot: "When I entered the Super Constellation cockpit I was stunned. Compared to the DC-3 this cockpit looked like an unmanageable collection of instruments, lights, switches, knobs and levers. How I managed to start the engines, taxi out and take-off I'll never know. But I do remember that I was asked to climb to 4000 ft. And Someone had forgotten to fit an altimeter on the instrument panel. As I was frantically looking for the altimeter Capt Shirodkar said, 'Watch your speed!' I looked at the speed. I was aghast. It was dangerously low. I was so nervous and tense that I shoved the control column forward with one convulsive jerk. Had there been any passengers on board I would have brought the breakfast out of every one of them. When Capt Shirodkar took over controls from me I knew what was coming. Of course Air-

India couldn't afford to waste money on training a nervous, ham-fisted jackass like me. Just then Capt Shirodkar said, "Oh, come on. Relax. May I offer you a cigarette?" I looked at him. I saw a cheerful face, understanding eyes and an encouraging smile. That was all I needed. I never looked back after that."

Though Capt Shirodkar rose from line pilot to the position of Director of Operations he never suffered from the disease, which in non-medical circles is known as Promotionitis. Promotionitis causes paralysis of certain facial muscles because of which the patient is unable to smile. However, the paralysis is temporary and intermittent and usually occurs whenever he is dealing with his subordinates.

In its virulent form the disease so affects the olfactory bulb located in the brain, that the sense smell goes hay wire. So much so that in any proposal that is sent up or down to him, the patient smells a rat!

Innumerable pilots have benefitted from the Shirodkar magic. Today even our outstanding senior pilots and flying instructors will readily admit that they owe a lot to the guidance and advice of Capt Shirodkar.

From : Madhav Thosar, Simulator Instructor, Santa Cruz

Write to Editor, Magic Carpet, 20th Floor, Air-India Building, Bombay 400 021

AIR-INDIA

QUIZ



Mr K.K. Unni presents a bouquet with his best wishes to Mr P.D. Baliwala on his retirement. Mr B.J. Sukthankar (centre) looks on grimly.

Pioneers Say Goodbye

Mr P. D. Baliwala

THE staff of our Stores Department bade a touching farewell to Mr P.D. Baliwala, Controller of Stores and Purchases, who recently retired from the Corporation in mid-May. The farewell party was held in the first-floor canteen hall in the Technical Building at Santa Cruz.

Mr K.G. Appusamy, Deputy Managing Director, who was the chief guest, recalled his close association with Mr Baliwala for many years. "At one stage, we even shared the same room as Deputy Chief Inspectors".

Mr Appusamy described Mr Baliwala as "a stickler for perfection" and added: "He has a reputation for being a very strict disciplinarian, but, as you must have discovered, he is kind and generous".

He is a great administrator, said Mr Appusamy. He took on any job that was given to him even when it involved sacrifice on his part. "Had he stayed on in the Engineering Department, he would have certainly been the choice to become the Director of Engineering but when the Corporation needed him to take over the Stores, he did not hesitate".

Mr Baliwala had been with Air-India for almost 37 years and served the airline in many different capacities. He was an Instructor in our Engineering School, later becoming its Principal, and many of our senior engineers today were his students.

"Many of you must have been wondering why he never received his 25-year watch", said Mr Appusamy. "The fact is that Mr Baliwala was with Indian Airlines for a short period after nationalisation and returned to Air-India in 1956. I can only remedy the situation by presenting him a 25-year watch now".

Mr N.H. Dastur, Deputy Managing Director (Commercial), who was also present, paid an equally handsome tribute to Mr Baliwala. He said: "I have seen many bosses who were either liked or loved or respected, but none who was liked, loved and so thoroughly respected. Mr Baliwala preached a morality which he practised himself. The qualities of his heart were wellknown to everyone who came in contact with him".

Mr V.N. Herekar, Deputy Director of Engineering, who has succeeded Mr Baliwala as Controller of Stores & Purchases, said: "He is my Guru.

He taught me a lot about airline engineering and I am happy to take over from him".

In a rare gesture of affection, the Stores staff presented a farewell address to Mr Baliwala, which was read out at the party by Mr P.D. Marathe, Deputy Controller of Stores & Purchases. It traced Mr Baliwala's career in aviation since 1937.

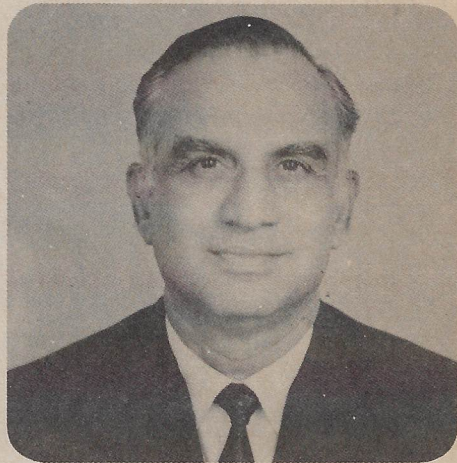
In his reply, Mr Baliwala said that it is customary to say good things about a person on an occasion like this. "Nevertheless I am very touched by the sentiments you have expressed and I wish to express my gratitude to all of you. I could not have achieved anything in the Stores Department within the short period I was there without your help and support".

In a reminiscent mood, Mr Baliwala described how he had started his aviation career as an apprentice mechanic with the Bombay Flying Club in 1937 and had taken on the additional job as a storekeeper. "I started off as a storekeeper and I am ending my career as a Storekeeper - albeit as a Chief Storekeeper".

After the speeches, Mr R.V. Gadgil, Storekeeper, rendered two songs - one in Marathi and the other in Hindi.

The function ended with a vote of thanks by Mr Aubrey D'Souza who did a fine job as a Master of Ceremonies.

Mr C. S. Pinto



ALL staff of our Hong Kong office gathered at the residence of Mr Michael Mascarenhas, Manager-Hong Kong, to bid farewell to Mr Stan Pinto, Regional Director-East Asia, and Mrs Joyce Pinto.

Mr Pinto, one of the 'pioneers', as Mr Mascarenhas described him, retired after thirty years service, the last five of which have been spent in Hong Kong as Regional Director-East Asia.

Mr Pinto joined Air-India as Airport Manager, Bombay, in 1946, and was then made Manager, Bombay Region. In 1963, he got his first posting abroad as Manager-Singapore, Malaysia and Indonesia, and in 1969, returned to Bombay as Commercial Manager in charge of Ground Handling. During this period, he was engaged in the important task of negotiating, handling agreements, formulating airport handling procedures and selecting equipment for the 747s, and in compiling and publishing the airline's Ground Handling Manual.

All of us who know Mr Pinto well cannot picture him in retirement, so it comes as no surprise to learn that his is to be an 'active' retirement. Mr Pinto has accepted an excellent offer from a leading hotel chain - the Taj Group - and so his many years experience with Air-India will continue to benefit the promotion and development of tourism.



Questions :

- Who are the three gentlemen circled in the picture?
- The man seated in the centre attained senior position in Air-India. What was his designation when he retired?
- Where was this picture taken and in which year? (For detailed story see next issue.)

Answers to June Quiz

- Pic. 1: 1. Dakota. 2. Work being done on a Dakota wing.
 Pic. 2: 1. Capt V.N. Shirodkar. 2. Director of Operations.
 Pic. 3: 1. Santa Cruz. 2. Air-India's Terminal Building.



Mr Segan has been experimenting with several ideas. He recently arranged for a recording of a solo piano recital by a well-known pianist and orchestral compositions for boarding music. The recording was done in HMV studios in Calcutta. This was the first time such a recording was done in India.

Air-India has for entertainment on its Boeing 747s a wide selection of programmes to suit fastidious music buffs; Indian and Western, Classical and Contemporary, a sound for every ear. To add to the entertainment, Air-India also offers the finest selection of films with the highest calibre of visual reproduction, combined with high fidelity sound. Music on Programme 19, (picture below) currently playing on our 747s, has a selection from the world's finest performers. In the classical section Arvind Parikh plays Rag Jog Kauns on the sitar, with a number of Bengali singers ranging from S.D. Burman to Manna Dey presenting a treat of Indian traditional songs in the folk music category. Channel 7 has Indian popular film songs with Lata Mangeshkar taking the lead and Mohammad Rafi and Vani Jairam following up with some very successful numbers.

On the Western front Air-India has Brahms Symphony No. 3 as well as selections from Chopin, Wagner and Schubert. For most young people who fly Air-India, Western popular with Sammy Davis, Jr. and Frank Sinatra to the more explosive Western young sounds, from Uriah Heep to Jimmy Hendrix, is a big draw.

Besides making the selection of music, Mr Segan, who has an excellent voice, also makes the introduc-

WHAT sort of boarding music should you have on an airliner?—music that you hear when it is on the ground and during take-offs and landings. Should it be something lively with a fast beat or should it be slow, soft and soothing?

Inflight Supervisor Om Segan says it should be the latter. He should know for he has been closely associated with the selection of boarding music for our aircraft for the last few years. "The boarding music is intended to put the passenger in a

SOFT TOUCH OF MUSIC

through the headphones of OM SEGAN

relaxed mood. Anything lively would be entirely unsuitable."

When we received our first Boeing 747, with its multiple-channel audio-entertainment system, it was decided to reserve three channels for Indian music - classical, light classical and popular. The latest records of Indian music were sent to the Bill Board Company in the USA, with whom Air-India had signed a contract, for providing the taped music; they were to select the Western music.

"The problem came when people began to complain about the quality of Indian music," says Mr K.L. Ramchander, Commercial Manager - Customer Service. "We had to do something about it. Knowing Mr Segan's interest in music, I asked him if he would help in the choice of both Indian classical and popular music. He willingly agreed."

Since Mr Segan has taken over this responsibility, there has been a marked fall in the number of complaints. In fact, there have been letters of appreciation for the quality of music.

"As far as the Indian classical music is concerned, we have sequenced the ragas in such a way that there is a blending of melodies. We also have a proper mixing of the Hindusthani and Carnatic varieties", said Mr Segan. "We pay equal attention to the selection of popular music as well".

Because of the music tapes are changed every three months, selection of music is a continuous job.

tory announcements in Hindi for the Indian music along with Miss Luku Sanyal (both photographed above), who makes the English announcements. She is a TV news reader in Bombay.



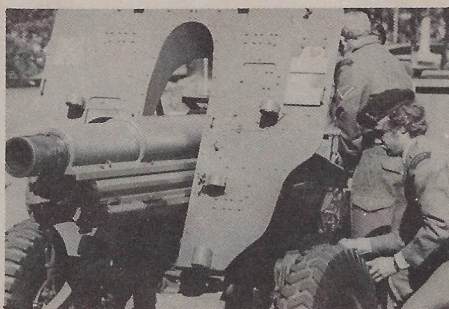
CALL OF THE FLUTE

AIR-INDIA 747
Celestial Entertainment

CHAIRBORNE

Naosherwan Nalavala

Bombardier



Alan Rynan, who serves as our Regional Office Driver in Sydney, has the distinction of being a Lance Bombardier in the Australian Army Reserves. Recently he was called upon to participate in the 21-gun salute to celebrate the Queen's birthday, held in grand style at Lady Macquaries Chair in the Botanic Gardens of Sydney. The guns used were 105mm Pack Howitzers from the 5th battery, 7th Field Regiment, Royal Australian Artillery.

For Alan it was a red letter day. He was able to meet a number of his old colleagues as well as get an opportunity of being 'in practice'. The picture above shows Alan packing up the guns.

Goodwill

When most carriers refuse to carry unusual cargo, Air-India comes in the forefront. Recently our charter flight to Muscat carried a consignment of 10 tons of ice-cream valued at Rs 2.00 lakhs. Some time back Air-India had carried Rs 35,000 worth of ice-cream to Muscat for the Oman National Day celebrations. That is when the ice-cream boom began. A recent survey carried out by the company that exports ice-cream, revealed that consumers in the Gulf countries have a definite preference for dairy ice-cream from India as compared to the non-dairy, non-milk fat ice-creams of the UK, Australia and New Zealand.

While this consignment was sent on our Boeing 707, our jumbo recently carried from Madras to Singapore 20 kg of jasmine. With the flowers went a simple packet of sweet-smelling, green leaves known in Tamil Nadu as Kanakambaram. The flowers were plucked from a garden at Madurai and transported to Madras for onward transmission on Air-India. The interest in these jasmine flowers was unconsciously created by South Indian women who wore these flowers in their chignon and travelled on Air-India to Singapore. The fashion caught on and now the targetted export of jasmine flowers is 500 kg.

Honesty

Last month the Magic Carpet carried two stories on the honesty of our staff. D. Mathurlal, Sweeper in the Catering/Cabin Service Division, found jewellery on a Garuda flight, which he promptly forwarded to the right authority. He was given an award of Rs 200. J.D. Meher, Peon in the Operations Department, found a bundle of currency notes and he too handed it over to the Security Officer. The Management rewarded him with a purse of Rs 101.

We have now received a letter from Qantas Airways in Bombay, informing us that Mr U. Singh, a Driver with our Transport Division, happened to notice a crew bag which belonged to a Qantas Flight Engineer. It appears the bag fell unnoticed off the crew

vehicle. The driver noticed the bag lying on the roadway, retrieved it and delivered it to the airport authorities. This act of honesty and devotion to duty was placed on record with gratitude.

Child Prodigy

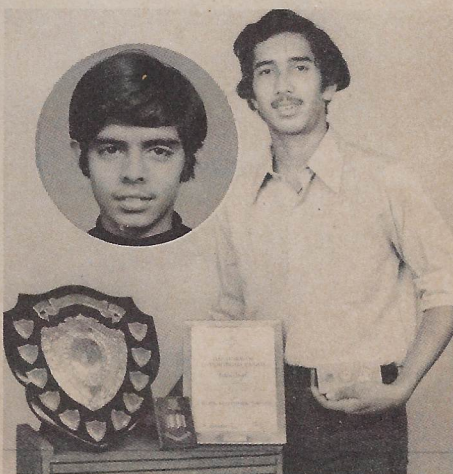
Ten-year-old Kavita Sundaresan was the cynosure of all eyes and the pride of her father K.S. Sundaresan, our Assistant Manager, Muscat, as she went up the rostrum to receive a bouquet of flowers presented by Mr K. K. Shah, the Governor of Tamil Nadu, who was also the chief guest at a Bharat Natyam 'Arangetram' performance. Mr Shah congratulated the talented Kavita and wished her many years of success. In a special word of advice to her parents, the Governor asked them to give finest training in dancing to young Kavita, since dancing, besides being an art, was also a means of keeping the body healthy. The function was attended by Mr Sundaresan's colleagues in Madras, where he was Administrative Officer before his posting to Muscat, as well as by Manager-Southern India, Mr F.V. Mascarenhas and his family.



Winning Duo

It is a matter of pride for parents when their progeny distinguish themselves in either the field of academics or sports. In this case it is a matter of honour for Mr R.K. Narpat Singh Commercial Manager-Cargo, whose sons Karan Singh and Prithviraj Singh have excelled in the field of athletics. Karan Singh (with medals in hand) was recently judged one of the two best all rounder Wilsonite as well as the best Scout of the Cathedral and John Connon School in Bombay. He also received the Bronze Award of the Duke of Edinburgh Award Scheme.

Prithviraj Singh, the younger brother, has also excelled and has collected a cluster of medals in sports. Last year he secured the first prize in gymnastics in his class and the second prize for the Cathedral and John Connon School. He also won the first prize in high jump, breaking the school record, and distinguished himself in the long jump event, once again setting a new school record.



AIR-INDIA

Magic Carpet

**Year of Fulfilment**

JULY 1976

SUPPLEMENT

THE PRIME MINISTER SPEAKS... On The Public Sector



INAUGURATING the National Convention of Public Enterprises in New Delhi in April this year, the Prime Minister, Smt. Indira Gandhi, said: "This is the right time to have such a big gathering of all our public sector undertakings, because we are all aware of the improved situation and the good work that you have done. It is the major effort made by the Chairman, Managing Director, the Managers and other executives of the public enterprises which has brought about this change.

"We are meeting at a time when the national morale is high and there is a mood of confidence in the public sector. For the first time you need no longer be apologetic or on the defensive."

The economy as a whole, said the Prime Minister, had performed very well this year. We had just provided for the biggest increase ever for development in the coming year. "After five years of problems and challenges when we had to grapple with immediate problems, we are today in a position once again to move forward swiftly along the road of national development."

Paying a compliment to public enterprises, the Prime Minister said that in the last two years, they had generated as much gross internal resources as during the entire Fourth Plan. "This is commendable. I am sure you will continue to justify the nation's confidence."

"I am glad that some of your projects are disproving the false charge that the Government is unimaginative compared to a private owner. We do not believe that the profit-motive is the sole driving force of economic growth, but profits are important in order to add to the nation's savings. Profits are also one way of testing managerial efficiency and must come through better utilisation of capacity and resources, by greater efficiency and productivity and by securing better cooperation of labour. This involves better use not only of machinery, but of men, that is, of human resources.

"We want workers to have a sense of partnership with the management and develop kinship with the whole enterprise. This is part of our whole concept of democracy. Our people must feel more involved in what is happening, try to understand it and even help with new ideas and with the experience which they gain.

Speaking of economy, the Prime Minister advocated the strictest self-control in expenditure. The old arts of prudence, she said, were now being reinforced by modern methods of efficient inventory control and material management.

"There are certain more basic deeper problems," the Prime Minister stressed. "How can production improve? How can the nation's morale be kept up? There must be a positive effort on the part of every citizen to help in this endeavour.

"The economic situation has improved somewhat, but the world today is in a period of crisis, and in a period of crisis we need every ounce of strength, every bit of alertness to be able to meet it and to increase our strength so that we are not victims of anything which could weaken us in any way. Because we stand up strongly for our policies and because other people respect us for so doing, that is the reason why we are basically under attack. It does not matter whether we are under attack or not, but I am mentioning it again and again that you must not be diverted from what is your goal, and that goal is not only to make a success of the job which you hold at this moment, but to make a success of yourselves as good citizens of this country."

"Corporation Steered Back Into The Black" - MD

I know that all of you will be proud of the fact that Air-India has made a net profit of Rs6.35 crores during the year ending March 31, 1976. This is the highest profit that India's flag-carrier has ever made and the credit must rightfully go to each and every one of you. I, therefore, take this opportunity of congratulating you on your excellent performance, co-operation, support and hard work. We can truly call the year that was: Air-India's Year of Fulfilment.

Running an airline these days is no easy business, with the fierce competition that exists and steeply rising costs of operation. After the unfortunate set-back we had during 1974-75 as a result of disruption of our scheduled operations for a period of three months, **we have once again steered the Corporation back into the black** and this in a difficult

year when many international carriers with greater resources at their command have suffered heavy losses and continued in the red. We have thus demonstrated our flexibility and our resilience in meeting the challenges and vicissitudes of the international air transport industry. Our marketing and sales efforts to improve the load factors and our market shares, our campaign to arrive at an optimum mix of high yield and low yield traffic, the various measures pursued by us in exercising strict control over expenditure, the judicious deployment of our fleet on the various routes in our net-work, our sustained efforts to give better service to our customers - **all these have begun to produce concrete results and are now gathering momentum.**

We have begun the current financial year with the addition

of a fifth 747 aircraft to our fleet. This addition has come after a period of four years. We have replaced the two weekly 707 services to Australia with 747 services and this has enabled us to remain competitive on this route. We have opened two new online stations viz. Baghdad and Seychelles. The financial results for the first three months of the current year, viz. April, May and June have been satisfactory. The outlook for the current financial year is good. **All in all, Air-India is well poised for another year of success.** Let us firmly resolve to meet the challenges ahead.

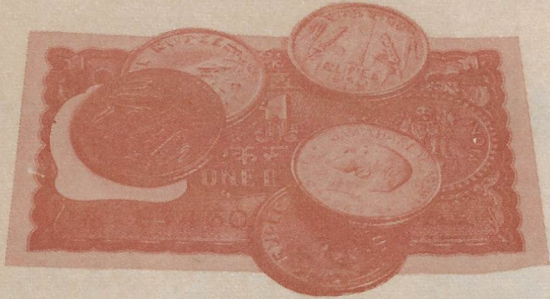
I conclude this message by repeating our Prime Minister's call to the Nation to work harder and produce more. By so doing, we will serve the interests of our Airline and the country.



K.K. UNNI
Managing Director

ACHIEVEMENTS OF AIR-INDIA

PROFIT



For Air-India the year 1975-76 was remarkable in more ways than one. It was the year in which Air-India expanded its service, enjoyed industrial peace and made its highest net profit of Rs 6.35 crores since its inception.

Air-India's performance is all the more remarkable when viewed against the background of industrywide losses during the year which was characterised by depressed traffic and steep allround increases in costs, particularly fuel. As a result of the world economic recession, passenger traffic declined in most major markets. The problem was compounded by persistent inflationary pressures which pushed up airline costs in every direction causing most airlines heavy losses.

Air-India met this challenge successfully by aggressive selling efforts, imposing a tight control over expenditure and judicious re-deployment of its capacity to maximise its revenues. Air-India revenues during the year reached Rs 193.95 crores according to the provisional figures for the year. The total government investment in the Corporation stood at Rs 64.82 crores on March 31, 1976, divided equally between equity capital and loan capital.

Ever since nationalisation Air-India financed much of its growth from its own internal resources, having ploughed back into the business almost Rs 100 crores during the last 22 years.

CARGO



To boost the flow of export cargo, Air-India for the last one year, has been operating special 13-pallet exclusive freighter services, which make three round trips a week, two to the UK and one to Japan. As a result, from April 1975 to March 1976, a total of 17,349 tons of cargo have been carried as compared to last year's cargo uplift of 10,832 tons. Additionally, the total cargo uplift on sub-charters and extra sections total 1,443 tons.

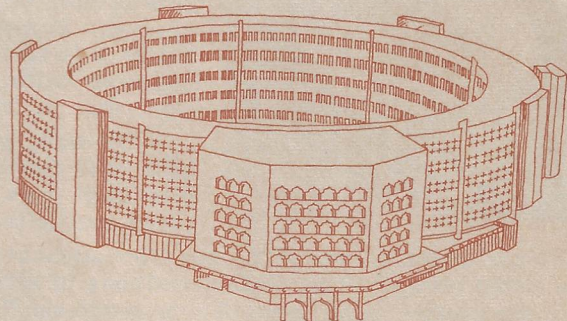
Air-India has always encouraged manufacturers to send their cargo by air. It has therefore tried to promote air cargo through various special commodity rates and co-rates offering discounts varying from 50% to 70% of the general cargo rate for air shipments from India. The results have been encouraging and today a wide range of commodities is being sent by air; apart from perishable items such as meat, fruit and vegetables, this includes handicrafts, garments, handloom fabrics, carpets, rugs, leather goods, sports equipment, silverware, mica and electronic goods.

EXPANSION



Air-India's fleet, which consisted of nine Boeing 707s and four Boeing 747s, was augmented by the purchase of a fifth Boeing 747 aircraft, in December 1975. As a result, Air-India has been able to step up its services on different sectors. Commencing from April this year, Air-India introduced two Boeing 747 flights to Australia in place of two 707 flights, and at the end of last year increased its flights to the Gulf from seven to 11 flights a week, in addition to several extra sections. Baghdad was added to Air-India's network as an online station from April 6, 1976 and Seychelles from June 25. Presently, Air-India serves 35 online and 102 offline sales offices throughout the world.

CENTAUR HOTEL



The 300-room Centaur Hotel at Bombay Airport is the first of the two hotels built by the Hotel Corporation of India Ltd, a wholly-owned subsidiary of Air-India. The Hotel, built at a cost of nearly Rs 7 crores, has all the amenities of a 5-star hotel, including a swimming pool, a shopping arcade, a Health Club, a beauty salon, a secretarial service, as well as facilities for banquets, conventions and conferences. Despite the proximity to the airport, the Hotel has been effectively sound proofed by double-glazed windows. Air-India's First Class passengers and hotel residents can check-in at a special counter as well as go through baggage and Customs clearance.

ENGINEERING



Air-India is entirely self-sufficient in engineering, operational and training facilities which compare with the best in the world. The Boeing 747 hangar is one of the largest in Asia and is fully equipped to handle all 747 maintenance work. In addition, facilities exist for the complete overhaul and repair of a wide range of jet engines. Apart from its own engines, Air-India overhauls and repairs engines for Indian Airlines and Trans-Mediterranean Airlines. Among the engine types handled are Pratt and Whitney JT3Ds, P & W JT8Ds and Rolls-Royce Conways, and Avons. Air-India is now preparing to handle General Electric CF-6 engines which power Indian Airlines' Airbus, due to arrive in India later this year.

STAFF WELFARE



Air-India spends substantial sums of money on staff welfare, which includes canteen facilities, housing, education, medical care, contribution to welfare fund, sports and Holiday Homes. During the year 1975-76, there was no loss of mandays/manhours due to strike/lockout and the relations between the Management and the Unions have been cordial. Periodic meetings have been held with the unions and various demands have been settled amicably. In order to publicise the 20-Point Programme for economic progress, initiated by the Prime Minister, slogans were displayed in different languages in prominent places at all the Air-India stations in India to help motivate employees to do better at their jobs.