

The Magic Carpet

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FINANCE AND ACCOUNTS HQ

NEW BUILDING FOR JUMBO ERA

A NEW Accounts Headquarters is to be built next to the Technical Headquarters at Santa Cruz. The three-storey building, which will cost Rs.40 lakhs, will be completed in April 1971.

The Accounts Department is now housed in a complex of barracks which were built in the old Tata Airline days as purely temporary structures. "These have become somewhat unsafe", said Mr. C.V.R. Rao, Financial Controller. "With the expansion of the Department the existing space is grossly inadequate."

The choice of the site for the new building was dictated by the need to bring the Accounts Department closer to all the other departments at Santa Cruz.

The new building with a floor space of 61,000 sq. ft.

will not only provide better working conditions for staff but also help in smoother functioning of the Department. Provision has been made for the building of three more floors to meet future space requirements. Among the amenities will be a conference room, a rest room for ladies and a library. "The last one is particularly important. We have never had a library", said Mr. C. L. Sharma, Assistant Controller of Accounts, who is co-ordinating the project.

The location of the Accounts
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Air Marshal M. S. Chaturvedi speaking at the IATA Social Gathering on November 12, 1969. Others seen in the photograph (L to R) Mr. K. B. Rao, President, IATA, and Mr. J. F. Mendonsa, Vice-President.

Towards greater prosperity

"AIR-INDIA'S labour policy has always been progressive. I believe that for a family to be happy it is essential that its individual members are also happy and satisfied", said Air Marshal M. S. Chaturvedi, General Manager, when he addressed the members of the Indian Aircraft Technicians' Association (Bombay Region) at their first Annual Social Gathering held at Santa Cruz on November 12, 1969. The IATA represents Aircraft Technicians of both Air-India and Indian Airlines.

Among those present were Mr. K.K. Unni, Asst. General Manager, Mr. K.G. Appusamy, Director of Engineering, Mr. C.V.R. Rao, Financial Controller, Capt. D.A. Samant, Regional Director (IA), Mr. A.H. Mehta, Director of Engineering (IA), and senior executives of both Corporations.

"I am happy to see your Union coming of age", said the General Manager. "It would now be possible for you to work more effectively towards your prosperity and in turn towards the prosperity of Air-India and the country. I mention this specifically because in the prosperity of Air-India lies your own prosperity."

Referring to the traditional concept of labour and management relations as two warring camps, the Air Marshal said: "This is completely anomalous in a public sector undertaking like Air-India". Firstly, the money invested in public sector undertakings belongs to all of us—to the public as against to an individual in private sector undertakings. Therefore, there are no personal or individual stakes involved. In a public sector undertaking, therefore, if the management tries to keep as much money as possible, it is not to fill its own pockets but to swell the national exchequer so that the dividend

(Continued on page 2)

New Gulf Service

AIR-INDIA inaugurated a second Gulf Terminator service on December 2, 1969. The service will operate between Bombay and Kuwait via Dubai unlike the first which operates via Bahrain.

The new service will leave Bombay every Tuesday at 4.00 p.m. (LT), and arrive in Kuwait at 06.35 p.m. (LT). It will depart Kuwait at 08.00 p.m. (LT) and arrive in Bombay at 03.00 a.m. (LT) on Wednesday.

The schedule of the new flight has been arranged in such a way that passengers arriving in Bombay on AI-136 from Delhi will be able to fly to Dubai and Kuwait on the new service. On the return service passengers from Kuwait and Dubai will be able to fly to Delhi on AI-125, and to Calcutta, Bangkok, Hong Kong and Tokyo on AI-102A.

Prime Minister, Mrs. Indira, Gandhi, bids farewell to Prince Souvanna Phouma, Prime Minister of Laos, at Delhi airport on October 27, 1969. The Prince left on our service to Bangkok. Mr. Dinesh Singh, Minister for External Affairs, is seen on the right.



CO-OPERATIVE WEEK The great debate

AS part of the programme arranged for the Co-operative Week the two premier co-operative institutions at Santa Cruz — the Air Corporations Employees' Co-operative Bank and the Air-India Staff Consumers' Co-operative Society—organised an interesting debate on November 7, 1969. The subject took the form of a resolution which said: "IN THE OPINION OF THIS HOUSE, the Canteen Services of Air-India can be managed efficiently and economically by a Consumers' Co-operative."

Nine members of the staff of Air-India and Indian Airlines participated in the debate, four speaking for the Resolution and five against. When the vote was taken at the end of the debate, the majority of the staff voted against the Resolution.

Mr. M. R. Apte, Deputy Controller of Stores, was the Chief Guest. The panel of judges consisted of Mr. P. K. Iyer, Mr. R. K. Bhatnagar and Mr. R. Vidyasagar.

Those who argued for the motion maintained that with the close association of consumers with the running of the canteen, there would be a greater appreciation of the consumers' needs. If the employees could run a Bank and a Stores, it should be possible to run a Canteen.



Mr. P. K. Iyer, one of the judges, is seen speaking after the conclusion of the debate. Others seen in the photograph are (L to R) Mr. M. R. Apte, Dy. Controller of Stores, who was the Chief Guest, and Mr. A. S. Banavalikar, Personnel Manager.

For the opposition these arguments made no sense, for it was the managements' statutory responsibility to run the canteen. Besides the management does not look for profits. As a matter of fact, it provides subsidy. It was difficult to see how a canteen could be run as an economic unit. The best solution would be for consumers to co-operate with the management.

At the request of the sponsors, Mr. A. S. Banavalikar summed up the debate. He said he had been trying for years to persuade the Unions to take over the running of the canteen, with the existing subsidy but "the unions, cleverly enough, decided not to meddle in this issue". He said that our Canteen services are generally considered to be of a very high standard, judging by the appreciative comments from many people.

In his speech, Mr. Apte suggested that considering the interesting nature of the subject a symposium on it would be

welcome and would provide opportunity for a much longer discussion.

The function ended with the announcement of the names of the prize winners. They were: Mr. T. R. Chandrasekhar, Mr. B. B. Achrekar, Mr. V. Pichumani, Mr. V. S. Shelikeri and Mr. P. M. Bajaj. The best-speech prize, donated by the ACEC Bank went to Mr. V. S. Shelikeri.

Towards greater prosperity

(Continued from page 1)

may go to all in the country and help in national prosperity. It is essential to understand this difference in order to establish healthy labour-management relations.

Trade Unions are an essential part of a democratic set-up. They are manifestations of individual freedom which is the essence of democracy. Healthy trade unionism can contribute tremendously towards the prosperity of the country. "Unfortunately, the reverse is also true and unhealthy trade unions can shatter the economy of a country completely", said the Air Marshal. "Luckily for us in Air-India, the majority of our staff are educated and reasonably intelligent. By and large our Trade Union leaders do not adopt uncompromising

attitudes".

Earlier the guests were welcomed by Mr. K. B. Rao, President of IATA who said: "The IATA was formed solely to safeguard the interests of the Aircraft Technicians. It was never our intention to undermine the interests of workers. He said that the social gathering organised by IATA was aimed at creating healthy relations and mutual respect between the labour and the management.

The highlight of the gathering was an entertainment programme which consisted of a puppet show by Mr. P. C. Kapse from the Jet Shop, orchestral music by the Jankar Music Circle and Mimicry by Rao brothers.

A partial view of the large gathering at the IATA Social. Seen in the front row (from R) Mr. C. V. R. Rao, FC., Mr. K. K. Unni, AGM, and Mr. K. G. Appusamy, DE.

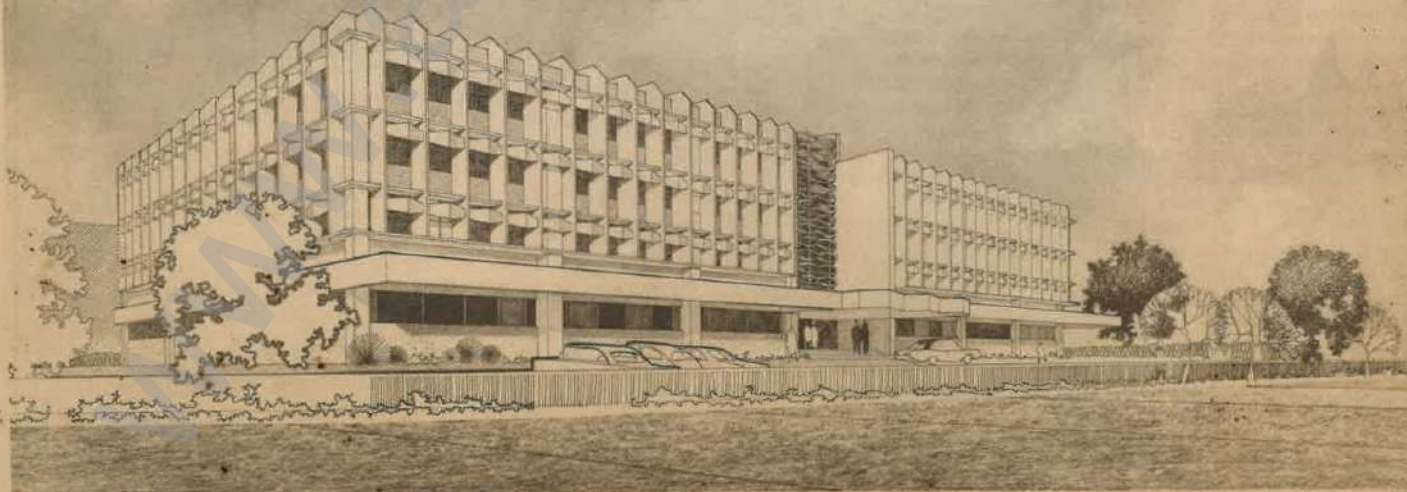


(Continued from page 1)

Headquarters closer to the other departments at Santa Cruz will centralise the Corporations' activities at Santa Cruz. The Accounts staff will,

for the first time, be able to enjoy the nearby canteen facilities. The staff from other departments will also find the new location convenient.

An artist's impression of the new Finance and Accounts Headquarters to be built next to the Technical Headquarters at Santa Cruz. The building is expected to be ready in April, 1971.



PERSONNEL DEPARTMENT New Management Development Division

A NEW Management Development Division has been formed in the Personnel Department. The other Divisions in the Department are: Employment, Welfare and Industrial Relations. The main task of the new Division will be to suggest ways and means for the proper development of managerial personnel. It will also be responsible for developing special selection tests for recruitment of various categories of staff.

The Division is headed by the newly appointed Personnel Officer Mr. Samir K. Das. He will be assisted by Assistant Personnel Officer Mr. M. V. Nahusharaj, a specialist in industrial psychology.

Background

Mr. Das has a varied academic background with nearly 10 years of experience in personnel management. He is 30 and took his Bachelor of Arts (Honours) degree in English from Calcutta University. He also holds a post graduate Diploma in Social Work (Labour Welfare) from the Indian Institute of Social Welfare and Business Management, Calcutta, and a Masters' degree in Business Administration from the University of Hawaii.

Before joining Air-India, Mr. Das was with Hindustan Steel Limited at Durgapur. In nine years he had risen from an Executive Trainee to Senior Personnel Officer and during this period had shouldered varied responsibilities, including industrial relations, manpower planning, promotion of executives, wage and salary administration, establishment and management development.

In 1966 he was selected by the East-West Center (a project of the Government of the United States in collaboration

Mr. M. V. Nahusharaj, Assistant Personnel Officer.



Mr. S. K. Das, Personnel Officer

with the University of Hawaii) for advanced studies/research in Business Administration. He was also sponsored for a professional study tour of the United States and paid visits to major U. S. Corporations, as well as noted Industrial Relations and Management Training and Research Centres in the United States.

He has been awarded a Doctoral Fellowship in Organisation Behaviour at North Western University, Evanston, Illinois and a research appointment at the Management Research Centre of the University of Rochester, New York. He attended a Trainer Workshop in Organisation Psychology conducted by the North American Research Group on Management as a special invitee.

AMA Member

Mr. Das is a member of the American Management Association, the American Society for Training and Development and the Management Institute for Training and Research in Asia. He is an Associate Member of the British Institute of Management, London. Last year he was awarded a Certificate of Recognition for promoting international understanding amongst the people of Asia, the Pacific and the United States.

Apart from his professional interests Mr. Das is a keen student of international affairs and in his free time likes to play tennis, billiards, badminton and table tennis.

Mr. Nahusharaj, who is 31, holds a Masters' Degree in Psychology from the University of Bombay. He attended a Workshop for Trainers conducted by the Management Institute for Training and Research in Asia and the Mana-



Miss Newcastle Beach Girl 1969, Julie Moore, waves from the steps of our aircraft at Sydney's Kingsford Smith Airport before flying for a holiday in Fiji. Mr. Joseph Aleck, our Airport Manager, Sydney, is seen with her.

The quiet giant

THE second phase of the preliminary engineering training on the Boeing 747 has begun at the Engineering Training Establishment with the start of a familiarisation course on the Pratt & Whitney JT9-D powerplant. The first phase covered training courses on the systems and airframe of the 747.

Already three batches of senior engineers including Mr. K. G. Appusamy, Director of Engineering, have attended the 12-hour course which is spread over four days.

gement Research Centre, University of Rochester, U.S.A. He also attended the Personnel and Organisational Laboratory (Sensitivity Training) conducted by the Indian Institute of Management, Ahmedabad.

Selection

He was with BEAM Services a firm of Management Consultants where he specialised in executive selection, organisation planning and general management.

Before coming to Air-India, he was with Larsen & Toubro Ltd. for over three years as an Industrial Psychologist in charge of their Personnel Planning and Selection Unit. He has done extensive research in personnel selection and has several research papers and articles to his credit.

The course is conducted by Mr. P. K. Iyer, Assistant Superintendent, who went to Pratt & Whitney at Hartford, USA, for an orientation course on the JT9-D powerplant. After his return to Bombay he spent considerable time studying the mass of material he had collected, preparing charts and slides before conducting the first course.

"The JT9-D is an advanced technology engine", said Mr. Iyer. "It has several new design features."

Mr. Iyer gave some interesting figures about the JT9-D. It is twice as big as the JT3-D fitted on the Boeing 707-320B. At 8,700 lb it is twice as heavy and its thrust (43,500 lb) 2½ times greater. Its air intake is 8 ft. wide or nearly twice as big as the JT3-D. Inside the combustion chamber the temperature will be 2,079°F, which is far higher than for the JT3-D.

"Despite this the engine will be considerably quieter than the JT3-D", said Mr. Iyer.

FRUSTRATION

FRUSTRATION is when you are happy with the thought of receiving Rs. 1,000 as bonus, but get only Rs. 600 after tax deductions.

FRUSTRATION is when after a promotion you get less salary than before, because you are now in the higher income bracket and liable for a higher incometax.

FRUSTRATION is when you hold a confirmed booking on a flight but are told at the airport on arrival that the flight has been overbooked and you cannot go.

FRUSTRATION is when you are off-loaded, at say a place like Dubai, on your way back from your first trip abroad and you have no money and the next flight is after three days.

FRUSTRATION is when your wife telephones you to say that she has booked seats for the theatre and as you are ready to leave the office your boss calls you and says, "Can you finish this job before you go? It is terribly important!"

FRUSTRATION is when you spend months preparing a scheme which you think your boss will approve, but he doesn't even look at it and says it will not work.

K. S. Mhatre

(* Based on the column by Jilly Cooper in the Sunday Times, London.)

LETTER FROM LONDON

Turning the pages of history

By Trevor Turner, London

HISTORY was made during the visit of the Chairman to London at the end of October when he presented Neville Hodgson with a memento for his 31 years of service with Air-India. Mr. Hodgson is the first Englishman to have completed such long service with the Corporation and to receive his watch from the Chairman. He joined Tata Airlines in May, 1937, as a Maintenance Superintendent and came to London in 1954 where he remained until he retired from his job as Station Engineer, London. Known to many of his old chums as "Titch" he now enjoys a happy retirement in his home at Hayes.

This happy ceremony took place at a reception given by the RD-UK to enable senior officers and their wives to meet the Chairman during the evening and we were very pleased that he spoke to us all. Also at the party were the GM and CD. We welcomed Mr. and Mrs. Peter Mahta who were in transit after a visit to the U. S. A. It is a long time since London has played host to so much "top brass".

During his London visit Mr. Tata turned back the pages of history when he entertained to a private lunch, two of the children of the late Nevill

Vincent—Charles and his wife Jennifer, and Henrietta with her husband Brian. This was undoubtedly a happy and personal occasion when memories of the Vincent family circle were remembered. Charles Vincent is now a Banker and Henrietta is married to Beaverbrook Newspaper Advertisement Director, Brian Nicholson.

There have been several farewells recently. Among these were Mrudulla Patel from Bond Street who has gone to live in Texas with her engineer husband, and Binny Dass who

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Above, Mr. J.R.D. Tata greeting Mr. Neville Hodgson before presenting him with a watch. Mr. Hodgson is the first Englishman to receive this Long Service Award. Below, a dramatic view of our aircraft at London Airport with the support vehicles around it.



ANNUAL REGIONAL MEETING

Prospects for the future

By M. Chudasama, New York

MR. S. K. KOOKA, our Commercial Director, was back in New York to visit Air-India's North American Headquarters after an absence of nearly three and half years but for an all too short visit, made shorter by unexpected commitments. His already crowded schedule was turned into a continuous series of meetings, with one full day for the Annual Meeting as the focal point at least for the sales staff.

Opening the Annual Meeting at 9.00 a.m. on November 3, 1969, Mr. Kooka reviewed the present market situation and the performance of the North American Region. His initial remark that "We knocked on the head Kansas and then Lima. Now we are about to knock Honolulu on the head, and the table around which you gentlemen are sitting is dwindling" was received in silence. Fortunately, the C.D.'s next remark was considerably more cheering when he added after a short pause: "But I am happy to say that we have now turned the corner on the North Atlantic and we are no longer next to Iberia with no one next to us!"

Prospects

Mr. Kooka also looked at the prospects for the future, particularly with the introduction of the Boeing 747s. He spoke of the new Flight Kitchen at Santa Cruz, of the Air-India beach front hotel at Juhu, expansion plans for increased frequencies on various sectors and the addition of new routes to the expanding network. To the relief of the regional sales staff, Mr. Kooka held out the prospect of successful negotiations for 747 operations via London and indicated that the interior of our 747s will be "a joy", thanks to the Art Studio and personal attention paid by the Chairman.

With regard to Indian Tourism, Mr. Kooka conveyed the impressions of Dr. Karan Singh that the marriage of Air-India and Department of Tourism in Europe was working very well, and perhaps sooner than was expected, similar 'vows' would be exchanged in North America and the U. K.

In closing, Mr. Kooka said that his faith in the region's revenue potential were bearing fruit and added: "I would like to see the U. S. A. responsible for 20 per cent of the Corporation's revenue, the U. S. A. first and U. K. second" to

which we added a collective "Amen" and applause.

Opening the morning working session of the Meeting, the Regional Manager, Mr. M. I. Qadir reinforced our belief that we had earned Mr. Kooka's accolade by adding: "This is my second meeting with the entire senior regional staff and thanks to your enthusiasm and effort, the Region is 5 1/2 per cent ahead of target in the first half of the year and close to 24 per cent above last year. Cargo sales are doing even better, 16 per cent over the target and up 58 per cent against last year. My own contribution is my good luck, which may be more important than you realise!"

Mr. Kooka's sense of humour was certainly infectious. Mr. Frank Martin, our Sales Manager, prior to unveiling a series of charts showing climbing sales curves in correlation to relative declines in seat capacity offered, related the story of the Austrian Foreign Minister, who was at the Congress of Vienna in 1815, when the Russian Ambassador died suddenly. When the notice of his death was brought to Metternich, the Austrian Foreign Minister at the time, he asked the person who told him of it, "What could have been his motive?"

You may have asked yourselves that when you looked at the Agenda and saw most of the time was reserved for you rather than us giving you a presentation. The reason for it is what Mr. Qadir has said—that the success of this Region lies in your hands and we must hear from you what your experience in the field is and what tools and what means you need to make it a success. "Maybe, Mr. Kooka has not visited us in three years because he felt everything was going well, at least that's what I hope it means," he said.

Mr. Charles Hardie, Chairman of BOAC, called on Air Marshal M. S. Chaturvedi, General Manager at our Head Office, during his recent visit to Bombay. Here Mr. Hardie (R) is seen in conversation with the Air Marshal.



Mr. S. K. Kooka, Commercial Director, talking to Mr. Preston Robert Tisch, President of the Loew's Theatres and Hotels. Listening (R) is Mr. Frank Martin, Sales Manager, USA & Canada.

Reviewing the healthy sales curves for the region, Mr. Martin credited the Area and District Managers and their staff and the innovative national tour programmes and increased charter activity. And like all good Sales Managers, Mr. Martin said: "If we are to meet the demands of the future, we need to increase the productivity of the sales staff, continue to improve our services and passenger handling. We need a larger and a higher advertising allocation."

Mr. M. C. Honsoti, our Commercial Manager-Cargo, who was attending an Annual Meeting of the Region for the first time, gave a rundown on plans for our own warehousing facilities, increase in cargo capacity, and the introduction of

containerised and palletised cargo as well as total marketing services for the export and import customers.

The Managers of our sixteen District and Area offices reviewed the problems, challenges and trends in their individual territories and in general agreed that delays at J. F. K., increasing on-line competition and charter activities were the major disadvantages, but, as in the past, could be overcome with the help of superior in-flight service and, hopefully, with an increase in staff and budgets.

Unusual feature

An unusual feature of the afternoon session was the preview of a half-hour multi-slide taped presentation, "Looking for India." This is the first professional presentation prepared in this Region for the promotion of India as a destination, developed in cooperation with the Government of India Tourist Office under the guidance of our New York Sales Headquarters. The reaction of the field staff was summed-up by Joe Boggs, D.S.M., Miami: "With this presentation as a tool, we can really sell India."

At the end of a busy day, we were happy to hear Mr. Kooka say: "It was worth coming back ... more than worthwhile ... the results are heartening."

Mr. Qadir thanked Mr. Kooka for attending the meeting and offering his advice and guidance, and hoped that Mr. Kooka's next visit would be sooner, and for a longer time.

At the end of the day, Mr. Kooka was still busy greeting the staff and our industry staff at a reception in the elegant Regency Hotel.



The Boeing 747

HIGHLIGHTS

- World scheduled traffic increased at a significant rate of 15.4 per cent in 1968. However this growth rate was below the 18.6 per cent and 17.4 per cent increases recorded for 1967 and 1966 respectively. Total scheduled international and domestic traffic in 1968 amounted to 37,670 million tonne-kilometres.
- The world's scheduled airlines carried 261 million passengers 308,000 million passenger-kilometres on their international and domestic services in 1968. This traffic increase of 12.8 per cent was lower than that experienced in recent years. Internationally, 55 million passengers and 114,000 million passenger-kilometres were flown on scheduled services, representing an increase of 9.6 per cent.
- This lower rate of growth in international scheduled passenger traffic was also reflected in international tourism figures for 1968. The overall increase in air and surface tourists was only a slight 3 per cent, to 141 million tourists, which compared with 6 per cent increase and 137 million tourists in 1967. Although the rate of growth in international tourism was down, air transport was less affected and in fact, showed an almost five times higher rate of growth, again reinforcing the trend to air tourism.
- The amount spent on international tourism—air and surface—is estimated at more than \$14,000 million in 1968. Although it is a very significant figure and still represents the largest single item in international trade, it shows only a slight change over 1967.
- Air freight traffic again increased much more rapidly than passenger traffic, regaining the momentum lost in 1967. World scheduled freight traffic was up 21.4 per cent to 7,930 million tonne-kilometres. Growth was most rapid in the international sector, where freight traffic increased by 25.1 per cent to 4,340 million tonne-kilometres pushing the international share of world air freight traffic to 55 per cent.
- Mail traffic has shown significant increases in recent years. On scheduled world routes airmail tonne-kilometres performed increased 24.3 per cent to 2,350 million in 1968.
- These were the general trends in traffic growth in 1968. In general they failed to meet the capacity offered by the airlines. The decline in load factors experienced in the last few years continued in 1968. With total scheduled capacity tonne-kilometres increasing by 18.8 per cent and tonne-kilometres performed by a lower 15.4 per cent, the overall weight load factor declined by 2.1 percentage points to 48.6 per cent. Passenger load factors were also down. On world scheduled routes the average passenger load factor was down by a significant 3.6 points to 53.4 per cent.

1968 marked by unfavourable financial trends

THE unfavourable financial trends that have been developing in the industry became even more pronounced in 1968 and that world scheduled airline operating expenses continued to increase at a faster rate than operating revenues—15.5 per cent versus 11.3 per cent. As a result, the airlines' operating profit declined from \$934 million in 1967 to \$550 million in 1968. This meant that the operating profit, expressed as a percentage of total operating revenues, has declined over the past three years from 9.5 per cent in 1966 to 7.4 per cent in 1967 and 3.9 per cent last year.

This is, of course, not a complete picture. When deductions are made for such non-operating items as interest payments and taxes, which amounted to some \$500 million, there was only about \$50 million left, or a return of 0.4 per cent on operating revenues in 1968. Indications are that these adverse financial trends are continuing.

The problem is essentially one of declining revenue yields, rising unit costs and declining load factors. Average revenue yields per tonne-kilometre performed declined by 2.8 per cent in 1968 from 33.2 cents to 32.3 cents. Unit operating costs per available tonne-kilometre increased for the first time in recent years on a worldwide basis by 1 per cent to 31.1 cents. The problem was compounded by the drop in load factors, which resulted from traffic not increasing at the same rate as capacity offered.

The number of turbo-jet aircraft in operation by the world's scheduled airlines at the end of 1968, providing 87

per cent of total capacity offered, was 32 per cent greater than at the end of 1967. The result was that the average weight load factor declined from 50.7 per cent in 1967 to 48.6 per cent in 1968.

The faster increase in airline costs is partly due to inflationary trends in wage and salary levels, and in costs of materials and services purchased by airlines as well as such other factors as airport delays. One particular cost item giving the industry considerable cause for concern is the rapid increase in airport and air navigation charges. It is a cost item over which the airlines have no control and which has increased at a very high average annual rate of 20 per cent in the last ten years, reaching \$527 million in 1968.

If these past trends were to continue, these charges on an industry basis would have a

considerable impact on the airline cost structure, rising to more than \$1,400 million by 1972 and about \$2,500 million by 1975. These charges already accounted for 4 per cent of total operating expenses in 1968 (much higher for certain airlines) and if they continue to increase at these rates they would amount to about 5.7 per cent of airline operating expenses by 1972 and to over 6 per cent by 1975.

Over the past three years scheduled airline operating expenses have increased at a higher average rate of 17.0 per cent per year than operating revenues which increased by a lower average rate of 14.2 per cent.

In recent years, the greater productivity and efficiency of jets over their predecessors made it possible for the industry generally to overcome inflationary trends.

Aircraft for 'Seventies

WHICH new aircraft types will dominate the airtransport scene in the next decade? There is the obvious and the most talked-about plane—the giant Boeing 747. This will be followed by the DC-10, the Lockheed 1011, and the A-300 Airbus. While it is true that these subsonic giants will add a new dimension to air transport, even more revolutionary changes are in the offing with the advent of the SSTs. The Concorde, the Russian TU-144 and the Boeing SST continue to make progress. Perhaps less spectacular, but of equal significance is the development of STOL (Short Take-Off and

Landing) transport for high density routes. "Interest in these machines is directed in improving the city-centre to city-centre times over short to medium stages," says the DG in his Report.

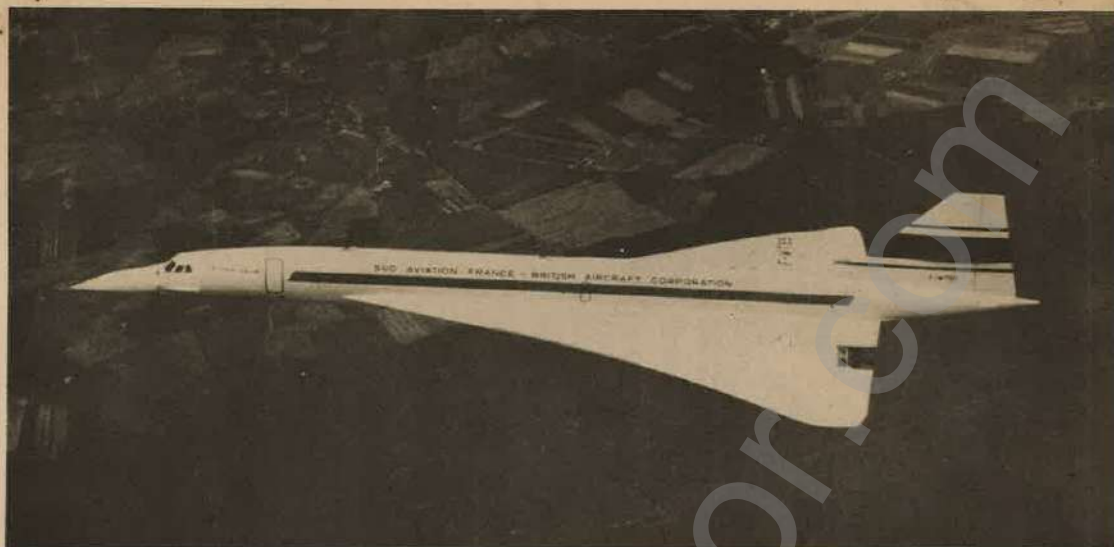
However, the advent of new aircraft, particularly the large-capacity one, is causing some concern to airlines. "The outstanding orders for these very large aircraft, together with follow-up orders for more conventional types which have been placed, will generate an expansion in the capacity of our members which exceeds the anticipated growth of our traditional markets," he said.

STAT THE INI

The 25th Annual General Transport Association was held October 20—23, 1969. As in the presented his Annual Report to The Report as usual is of a comprehensive picture of the industry significant extracts from it.

E OF DUSTRY

Meeting of the International Air
this year in Amsterdam between
ist, the Director General of IATA
the opening session of the Meeting.
interest and provides a compre-
as a whole. We present below



..... and the Anglo-French Concorde.

FLEET

AT the end of 1968 IATA member airlines were operating a total of 3,903 aircraft consisting of 2,471 jets, 645 turbo-props, 768 piston-engined aircraft and 19 helicopters. While the overall fleet size was up by only 5 per cent, or slightly less than 200 aircraft, significant additional capacity was added with the delivery of 523 new jets. Single and twin-engined piston aircraft were also replaced by 79 twin-engined turbo-prop aircraft. Recent estimates placed total outstanding subsonic orders and SST options at about US \$18,000 million, of which US \$2,000 million was for more than 350 conventional jets, and another US \$9,000 million for some 550 high-capacity jets so far ordered.

THE rate of expansion of the world economy and increases in personal and disposable income, growth in internal and external trade, are all inter-related with the future of air transport.

According to United Nations population projections, the world's population will grow at roughly similar rates to 1980 as those experienced since 1950. The population is forecast to increase by 155 million in industrially developed countries and by 547 million in developing countries over the period, with total world population reaching 4,330 million by 1980. These figures reflect a slight decline in the growth rate for developed countries and a slight acceleration in growth for less developed countries. The expectations are for a continuation in population shifts towards younger people, combined with increased urbaniza-

tion and a growing relative importance of professional, technical and managerial employment. These trends are most significant for air travel.

Business travel

Business travel depends largely on the growth in national economies and the volume of countries' regional and international trade. Prospective trends should provide a favourable climate for growth in business travel. Economic forces are tending towards regional and international business organization and investment, along with inter-governmental activity and cooperation, inclu-

ding greater participation in assisting less developed countries. These trends are likely to persist and business trips by air are therefore likely to keep growing. Increased leisure time and the general expectations of rising material standards of living for larger numbers of people over the next decade will also greatly enlarge the scope for personal travel, together with other factors, leading to further expansions in international tourism.

As to air freight, continued rapid growth of the world economy, especially international trade (partly as a result of increased specialization and partly the Kennedy Round results and further efforts to liberalize world trade) should provide a good basis for considerable expansion. Growth in

air freight should also be stimulated by service improvements with new all-cargo jets, better ground handling and containerization, increased airline marketing and promotion of the advantages of air shipment in modern distribution.

The future development of air transport will, of course, also depend both on competition from other modes of transport and its ability to maintain present time advantages over competing modes. This competition may be expected to become more intense in the years ahead. High-speed trains are now in operation which could, together with other ground transportation systems, provide strong competition, particularly over short to medium distances.

• •

Economic contribution of air transport

It is quite clear that the benefits brought by civil air transport to the nations of the world are very significant. Without a system of airports, airlines and various supporting services, any country would be effectively cut off from the mainstream of progress. The indispensibility of air transport is beyond dispute.

Transportation is a vital factor in nearly every kind of economic activity, and with the rapid growth of demand for fast transport of people and goods in the modern world, air transport is playing an increasingly important role. In some developing countries it has shown to be crucial to national development. The relatively modest capital outlays needed for airports and the

flexibility of air transport have often made it the most suitable mode of transport for many developing countries.

One of air transport's contributions to the general economy comes from its dynamic role in rapidly expanding international trade. There has been a tendency over the past several years for trade in scientific and more sophisticated products, notably those emanating from the electronics, chemical and transportation equipment industries, to expand faster than trade as a whole. Their products generally tend to move by air, so that the contribution of air transport is clearly significant in this area.

Tourism is the largest element in international trade,

and air transport has made an enormous contribution to this development. Improved airline service and the availability of attractive air fares to the travelling public have been important factors. In constant money values, average fares on many routes are now only about half what they were 15 years ago. Reduced travel times with increasingly faster aircraft have also made an important contribution by enabling people to travel long distances quickly and making shorter visits possible.

By assisting in the development of tourism and foreign trade, the airlines are making an important contribution to balance of payments positions and foreign currency earnings. The existence of good air ser-

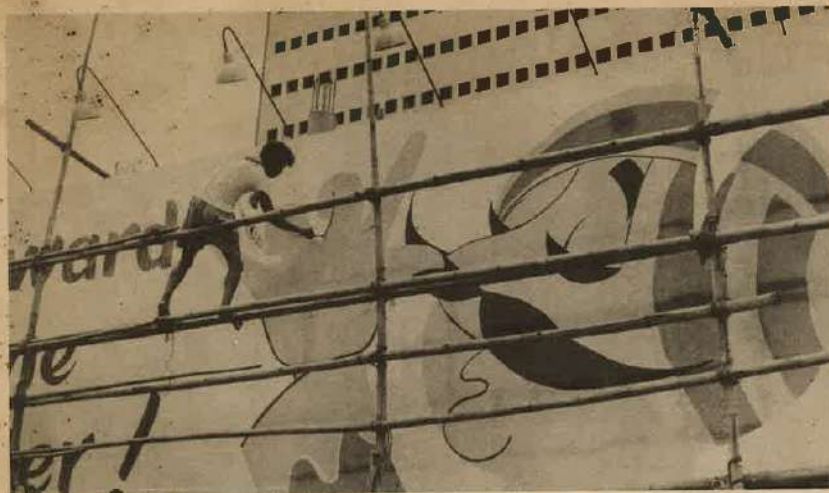
vices also enhances the attractiveness of a country for commercial and industrial interests because of communication and trade advantages. This benefit is of considerable significance in attracting foreign investment and in creating new foreign trade opportunities.

Airlines are also important purchasers of many services and of many goods other than aircraft. For instance, they have become large customers of the electronics industry, having already invested well over US \$1,500 million in computerizing operation ranging from passenger reservations to inventory control. In leading aviation countries, airline catering has developed into the most important restaurant activity. Many new industries have

come into existence as a result of the rapid expansion of air traffic in recent years.

As a growth industry, the airlines are important in providing expanding employment opportunities, which amounted worldwide to more than 800,000 airline jobs in 1968, generating considerable income through the multiplier effect and producing additional employment for many millions, more, with resulting income flows many times this amount for national and regional economies. For instance, preliminary analysis on the contribution of air transport to the United Kingdom economy shows that about 250,000 persons are directly employed through air transport.

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PAINTER

FEW of us, if any, really notice our hoardings being painted either at Kemp's Corner or at Nariman Point. A protective screen invariably hides our ubiquitous Maharajah as he emerges from the painter's brush at the hoarding sites.

But if you were curious and peep behind the screen you will see a short, diminutive man in shorts up on the scaffolding, wielding a brush effortlessly. He works fast and without a break.

The man is Stephen Creado, a free-lance artist, who has been painting our hoardings for years. He is 45. He had

never wanted to be anything but an artist. Unfortunately when he left school in 1942, he couldn't afford to go to an Art School and had to look for a job.

But he never wavered and a succession of jobs with various advertising agencies gave him the opportunities he was looking for—from small jobs to painting large hoardings. He even did cinema posters for a while. Then he decided to strike out on his own. He of course regrets that he never had the opportunity to study art, "so that I could learn to paint like all those artists", he said.

FLOWER GIRL

THE true art of flower arrangement is to conceal art.

In fact, this is one of the tests given to students wishing to learn flower arrangements, says Miss Radhakrishnan, who recently spent six weeks with Moyse Stevens Ltd., London.

Miss Radhakrishnan has been with Air-India for 13 years and now works at the Head Office. She has always been interested in the flower arrangements but she had no formal training. One of her ambitions was to go to Japan, because the Japanese are the greatest exponents of the art. But since the course there lasts for a year she

decided to go to London instead, for a short course.

"It was tough training from 9 a.m. to 5 p.m.—five days a week", said Miss Radhakrishnan, "and quite expensive, too".

Like any other form of art, flower arrangement requires imagination, aesthetic sense and a sense of colour. A really skilled person could make quite dramatic arrangements with just twigs and leaves. "And of course different occasions demand different arrangements", said Miss Radhakrishnan, who feels she has learnt a lot in the time she spent in London.



ON THE JOB:

PRITAM Singh Walia is a Chargehand in the Works Maintenance Division. He is an electrician. He has now designed a tool which facilitates the removal of the extension shaft on the motors of exhaust fans in the Process Shop. The tool has been found useful and he has been given a Suggestion Award of Rs. 50.

Walia, who is 47, has been with Air-India for 22 years. Before coming to Air-India he served in several companies including General Motors. One of his sons is a Plant Technician.

XAVIER CARDOZ is a Senior Aircraft Technician in the Components Overhaul Division. He is 47 and has been with Air-India for 21 years. His job goes under the general title of Bench Fitting, which involves filing, drilling, rivetting doing repairs to the various aircraft components.

It was while repairing the centre arm-rest leg structure of our aircraft chair that he got an idea which has won him a Suggestion Award of Rs. 50. The leg required frequent repairs until Cardoz modified it.

WHEN Senior Aircraft Technician Anant Shevade in the Jet Engine Overhaul Plant discovered that oil transmitter units on Pratt & Whitney engines were being damaged during removal because of difficult access to the screws, he suggested the use of standard bolts which would make for easier installation and removal. He was given a Suggestion Award of Rs. 50 for it.

Shevade is 46 and has been with Air-India since 1954.



NEWS ROUND-UP

Farewell

CAPTAIN E.M. Mellocastro, Catering Superintendent, was given an affectionate farewell by the staff of the Personnel Department recently on his retirement from the Corporation.

Mr. S. K. Nanda, Chief Personnel Manager, was the Chief Guest at the party which was held in the Air-India restaurant at Technical Headquarters.

Glowing tributes were paid to Captain Mellocastro for his work in expanding the network of canteens around our Base at Santa Cruz.

Speaking on the occasion, Mr. A. S. Banavalikar, Personnel Manager, recalled the difficulties of running the canteen in the early years. It was a dark dingy place. Captain Mellocastro and his staff have had to face formidable challenges from time to time, he said.

Mr. Nanda said that although his association with Captain Mellocastro was only for a year, he found him to be a disciplined and dedicated worker. He stressed the need for maintaining the highest possible standards in our Canteen Services.

Captain Mellocastro was visibly moved by the tributes paid to him. He thanked Mr. Nanda and Mr. Banavalikar and said that he could have achieved nothing without their support and co-operation of other staff. Among the many presents he received was a

brass table given by the Canteen staff.

The Personnel Department also bade farewell to Mr. N. K. Umer, Head Cook, who resigned from the Corporation after 25 years service. At the farewell given to him, Mr. Birhade, Assistant Regional Labour Commissioner (Central), Bombay, was the Chief Guest.

Maharashtra Mitra Mandal

ONE of the most active cultural organisations at our Santa Cruz Base is the Maharashtra Mitra Mandal, which has just published its Seventh Annual Report.

Among the many activities organised by the Mandal for its members during the year were picnics, music concerts, magic show and other variety entertainment programmes.

The membership of the Mandal now stands at 600.

Mr. S. C. Kale, Controller of Stores and Purchases, is the current President of the Mandal with Mr. K. R. Ghatge, Senior Accounts Officer, as the Vice President.

Housing Society

EMERALD Co-operative Housing Society formed by Air-India staff is to put up three buildings on a site next to the proposed University Campus at Santa Cruz. The buildings which will have 19 flats, will be completed in a year.

The bhoomi puja was performed on the Dassera day, October 20, 1969.

Up the ladder

MOST management development and training programmes over-emphasise promotion. This makes employees think too much of the future instead of concentrating on their pre-



Above, Mr. S. K. Nanda, Chief Personnel Manager garlanding Capt. Mellocastro at the farewell party. Below, Mr. N. K. Umer, photographed with the staff of Personnel Department after the farewell party.



The consignment of sandalwood oil being loaded on board our aircraft at Delhi.



sent jobs, said Mr. S. K. Nanda, Chief Personnel Manager. He was speaking at an informal tea party given by the Personnel Department to congratulate staff who had acquired academic qualifications in the last two years.

"Promotions are important and an employee should be helped to enlarge his capacity and experience for greater responsibility, but he should earn advancement mainly by outgrowing the present job", said Mr. Nanda. Promotion should be compared to climbing up a ladder, requiring effort and sacrifice, and not to an escalator, he added.

Earlier, Mr. A. S. Banavalikar, welcomed the staff and asked them to recount their experiences, what had made them decide on particular courses and what they planned to do. What emerged was many interesting stories of individual struggles, hopes and ambitions.

Export cargo

ONE of the largest consignments of sandalwood oil was flown on our service from Delhi to Amsterdam on October 29, 1969.

It was sent by Messrs Mathura Prasad Shripakash, an important firm in Uttar Pradesh, dealing in export of sandalwood oil.

The consignment consisted of 360 tins of 5 kgs. each.

SPORTS NEWS

Bridge Growing interest in game

THE Inter-departmental Bridge Tournament (Knock-out) for 1969 was won by Mr. R.P. Rele and Mr. A.R. Rele of the Engineering Department. They defeated Mr. V.M. Patankar and Mr. K.N. Desai from Accounts.

The Engineering Department also won an exciting victory in the Team of Four (Duplicates) finals. Mr. T.R. Srinivasan, Mr. N.A. Kochrekar, Mr. S.V. Karandikar and Mr. Nadkar formed the Engineering Department team who defeated the Commercial Department team consisting of Mr. V. P. Ganpule,

Mr. N. S. Dikshit, Mr. K.S. Vaidya and Mr. M. N. Bhat Sanurkar, the winners of last year.

There is a growing interest in the game amongst our staff. The Knock-out Tournament attracted as many as 48 entries as compared to 30 in the past few years. For the Team of Four there were 12 entries.

AUSTRALIAN RULES FOOTBALL Delhi crowds delighted

TWO of Australia's greatest football clubs—East Perth and Subiaco—who flew into Delhi by an Air-India service, gave a thrilling display of the Australian Rules Football in two exhibition matches at the National Stadium, Delhi. A large crowd watched the two teams battle for honours.

The simplicity of the rules of Australian football and the direct method of attack enabled the uninitiated in the crowd to follow the play and enjoy their first taste of the distinctive brand of handling, code.

On the opening day a well-placed drop-kick by Austin Robertson of Subiaco snatched an exciting victory over their great West Australian rivals East Perth by 126 points to 121 points. On the second day, East Perth turned the tables on Subiaco in a startling fashion by 164 points to 88.

Central's Chief Executive Councillor Vijay Kumar Malhotra inaugurated the Exhibition Tournament. Dr. Karan Singh, Union Minister of Tourism and Civil Aviation, gave away the prizes on the concluding day.



Major S.G. Srinivasan, our Manager, Germany, with the trophy he recently won in the Union International Club's Men's Single Tennis Championship.



Above, photograph shows (L to R) Mrs. Inder Sharma, Dr. Karan Singh, Union Minister of Tourism and Civil Aviation, Mr. K. Carton Area Sales Manager, Perth, Mr. R.K. Sattawalla, Information Officer. Below, Dr. K. Warner, President of the Subiaco Club presenting the trophy to Mr. R. K. Narpatsingh, Manager-Northern India



Passport to happiness

WE permit too many opportunities for happiness to slip by because we labour under two major delusions.

One of these is that we shall be happy—

When we arrive at a certain destination;

When we can be with a certain person;

When our schooling is finished;

When we get a better job;

When we arrive at a certain income;

When we are married;

When the baby is born;

When we recover from our illness.

When our bills are paid;

When we own a new car;

When we move into a new home;

When some disagreeable task is finished;

When we are free from some encumbrance.

The second delusion is that we can buy a ticket, or admission, to happiness. We seem never to learn that, wherever we go, we take our happiness or unhappiness with us; and that whatever we do, it is how much of ourselves we put into the doing which influences our happiness, far more than what the outside world contributes.

The only way we can insure happiness is to train ourselves to be happy in spite of, not because of, what life does to us. When we succeed in doing this, we become wise and useful adults.

David Dunn.

Is that spirit still with us?

October 14th 1969

Mr. J. R. D. TATA,
CHAIRMAN,
AIR INDIA
BOMBAY

Dear Sir,

I was deeply moved by your speech congratulating the pioneers of Air-India.

You asked—"Is that spirit still with us? ... whether working for Air-India is nothing more than just another job".

Let me assure you, Sir, for many of us working for Air-India is something very special indeed and we are intensely proud to be associated with the National Carrier.

In eight years of service for Air-India I have come across numerous dedicated workers belonging to my generation—imbued with that spirit of service, enthusiasm and involvement in a worthwhile cause.

Speaking for myself, eight years ago when I joined Air-India I was thrilled and tremendously excited to be part of an organisation which contributed to the prestige and progress of the country. They have been busy, wonderful eight years. In many ways the happiest years of my life. With each year that sense of involvement in a unique cause has grown deeper and my national pride and delight of being an Air-India employee has not diminished with time.

To thousands of us you embody that marvellous spirit; you are the epitome of it. We have the greatest affection and regard for you. That's why I'm writing this to you.

I have decided not to sign my name because I feel if I do so, what I have tried to tell you would be lost.

With deep affection,

An Air India Employee.

(Continued from page 4)

is returning to Calcutta. We are also saying goodbye after 14 years to Derek Soloman who is leaving Air-India to join the IATA Clearing House in Geneva.

Phyllis Bocarro from Sales, Bond Street, has been elected Vice-Chairman of the Women's Travel Club of London, an important position and Gordon Smith from Cargo, Cardiff, has been elected National Chairman of the U.K. Air Cargo Club. We send them our good wishes.

One of our oldest and most colourful moments of pageantry is the Lord Mayor's Show. This is the procession throughout the streets of the City of London when the Lord Mayor of London takes up office. The Lord Mayor chooses the theme for this event which is always watched by thousands of people who enjoy the spectacle of fabulous floats, military bands and the Lord Mayor in his ancient horse-drawn coach.

The theme this year was tourism and "Come to Britain." In 1968 over four million tourists came to Britain. As a result for every pound earned in foreign currency nearly one shilling came from tourism.



Silence

*Silence—the ground is silenced
To sleep another winter through
Bleak—bold—bare—the scene,
Where rivers laughed, whilst flowers grew.*

*Dormant the soil activated the mind
Flooded with thoughts of a Summer day
An unperceiving mind discerning
The merriment in the month of May.*

— Air Hostess Meher Heroyce Moos

Air-India's Hockey Team recently visited Washington to participate in the John F. Kennedy Hockey Memorial Tournament on October 11 and 12. The team members pictured here on their departure from London Heathrow were: (L to R) Front Row, Mr. R. Hutchinson (not a team member) Duty Officer, Mr. J. Washington, Catering, Mr. G. D'Souza, Reservations, Mr. C. Clyne, Traffic, and Mr. M. D'Sa, Passenger Relations Officer. Second Row: Mr. M. Neaves, Traffic, Mr. J. Pereira, Accounts, and Mr. K. Rafi, Cargo. Back Row: Mr. A. Ilwadi, Traffic, Mr. H. Toussaint, Engineering, Mr. L. Oliveira, Load Control and Mr. P. Rodrigues, Cargo. Although Air-India were knocked out in the semifinals they came second in the league games.

WHO'S WHO & WHERE

Promotions

HEAD OFFICE	TO
S. B. Mathur, Staff Officer to GM	Wing Commander
OPERATIONS DEPARTMENT	
V. P. Roal, Bombay.	Sr. Captain
M. B. Daroovala, Bombay.	Sr. Captain
H. R. P. Sharpe, Bombay.	Chief Tech. Instructor
D. H. Dallas, Bombay.	Chief Flt. Engineer
STORES DEPARTMENT	
S. Jambunathan, Bombay.	Asst. Stores Manager (Admin.)
D. Oliver, Bombay.	Asst. Stores Manager (Maint.)
B. P. Pai, Bombay.	Asst. Supdt. Stores
C. H. Kajle, Bombay.	Asst. Supdt. Stores
B. Y. Pai Bombay.	Asst. Supdt. Stores
COMMERCIAL DEPARTMENT	
Miss R. P. Bharucha, Bombay.	Dy. Chief Air Hostess
Miss S. Sipahimalani, Bombay.	Dy. Chief Air Hostess

Postings

OPERATIONS DEPARTMENT	TO
M. A. Khader, New York.	Bombay
T. N. Naik, London.	Bombay
S. Padmanabhan, Bombay.	Moscow
ENGINEERING DEPARTMENT	
S. R. Ghosh, Bahrain.	Bombay

At Nariman Point...



Hi-jack!



Photo News

EDUCATIONAL TOUR No. 1—A group of travel agents were taken on an educational tour of Tokyo and Hong Kong by Air-India recently. Mr. H. S. Uberoi, DSM Poona (second from left) accompanied the group. They were seen off at Bombay Airport by Mr. G.S. Chhugani, Sales Officer (L)



EDUCATIONAL TOUR No. 2—The second group of travel agents who went on a tour of Madrid at the invitation of Air-India seen at Bombay airport before departure. Mr. M. K. Sippy, who saw them off is second from right.



Above left, Laurie Crowe, Miss Hibiscus 1969, photographed with Mr. S. R. Tamhane, Manager, Fiji, before her departure for Singapore on AI-107A of November 5, 1969. Above right, Dr. Vikram Sarabhai, Chairman of the Atomic Energy Commission, arrived in Sydney on November 18, 1969, by Air-India on a visit to Australia as a guest of the Federal Government. He is seen at Sydney Airport with Mr. G. Raj, Dy. High Commissioner for India in Australia (R) and Mr. D. P. Mizra, RM-Australasia.

