

TIGERREVIEW

Vol. 33, No. 10, Nov./Dec. 1979

Flying Tigers "do it better"
for stricken Indochina.

(Story on Page 3.)



Flying Tigers Captains
Arch Hall and Hal Ewing.

CIVIL DEFENSE
SURVIVAL RATION BISCUIT
CONTENTS 42 POUNDS
NO. OF BISCUITS PER POUND MIN. 62
DATE OF PACK 1962

From the President:

A Talk with Tom Grojean about Flying Tigers Today, and Beyond.

In early November, the impact of the economy and the fuel situation upon Flying Tigers became evident. The airline was forced to initiate a drastic belt-tightening program that involved the elimination or tabling indefinitely of several projects and a cutback in employee force.

In the face of the austerity measures, President Tom Grojean has devoted a number of hours to communicating directly with employees about the status of the company and the outlook for the future. Here are some of the questions and answers.

Why have we initiated such a drastic austerity program?

Tom: The company is in an acute profit squeeze — in fact, it's in a loss position. Our loss level is significant. We reported a \$13 million loss for the third quarter this year and are still recovering.

Well, as late as early October, you said you thought we could see this through without heavy changes. What happened?

Tom: In October we expected to realize a modest profit. Instead, we wound up with a loss. Think about it. October is always one of our best months. If we couldn't make money in October, we certainly couldn't project any better results for the rest of the year. Then we swing into our traditionally soft period — the first quarter of the year. It became evident that we needed to do something significant — and immediate.

What are the reasons for the losses?

Tom: Rising fuel costs, of course. We all know about that. But then, the cost of everything is going up: Labor; materials; operational expenses. Actually, our revenues are up six or seven percent over last year. But our costs are up 30 percent. One of the main problems is pricing. Domestically, we have been adjusting our rates as quickly as possible. But internationally, there is still a regulatory lag. We are not allowed to simply raise our prices to meet increasing costs. So we're falling significantly behind there.

A few months ago, we talked about the necessity of growth. It's still a necessity in our business. But now we have to trim our sails before we can grow. We need to cut all expenses that

are not necessary for *today's* operations. Cutting back our employee force was not an easy decision to make; it *was* an essential one. The belt-tightening measures we've instigated will save us millions of dollars in 1980, and hopefully by mid-year we'll be back in a growth mode again.

Well, why not just weather the storm?

Tom: We can no longer be sure just how long that storm will last, and there is dramatic uncertainty regarding the fuel situation. We enjoyed a \$38 million profit in 1978. We are now looking at a loss for 1979.

How does the move impact our situation with Seaboard?

Tom: The airline's financial situation at the moment doesn't affect the merger. The parent company — Tiger International — can fund the acquisition, and hopefully the merger will actually help us return the company as a whole to profitability.

What can we do as employees of Flying Tigers to help see this through?

Tom: First of all, everyone needs to recognize the nature of the times. We're not the only ones in a squeeze. Look around you. The Air Transport Association of America recently reported that the earnings of the country's airlines had dropped \$580 million in the first nine months of the year, despite a 13.5 percent gain in traffic; the industry's worst financial quarter since the 1975 recession. What does that reflect? Astronomical costs, eating up the gains in business. We all need to give constant attention to identifying ways we can help reduce the operating expenses of the airline. Think before we spend money on telephone calls, use of supplies, travel expenses. They all add up.

It sounds pretty grim. Can we really make it through?

Tom: I'm confident that we will be healthy again. It's just a matter of when. When you go from a profit to a loss position, it takes time to restore yourself to profitable levels.

What programs are you emphasizing to offset our high costs?

Tom: Getting new business. A marketing/sales team approach. Aggressive pricing. Improved service to support

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OUR COVERS

Front: Flying Tigers do it better for stricken Indochina — Two Flying Tigers pilots recently helped organize an emergency shipment of goods from Los Angeles to Bangkok, Thailand for distribution to Cambodian refugees. On our cover, Captains Arch Hall, left, and Hal Ewing help load the freight into the bellies of a ferrying DC-8 passenger plane. The goods were sponsored by Food for the Hungry. *(Story on page 3.)*

Back: Dedicated to Bob — Flying Tigers' first new B747-200 to join the fleet has been named after the airline's founder and president of 33 years, Bob Prescott. The aircraft was dedicated at world headquarters in Los Angeles, November 2. *(For more on the dedication, see page 6.)*

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Flying Tiger Line is a Tiger International Company.



FLYING TIGERS TRAINING CENTER

Flying Tigers has announced a \$3.7 million expansion of its flight training center located at world headquarters in Los Angeles. The 45,000 square-foot, four-level structure will house a new 747 simulator currently on order from the Link-Miles Division of the Singer Company; Flying Tigers' existing DC-8 simulator; administrative offices; and classrooms and facilities for training pilots, flight attendants, maintenance and terminal personnel. Construction will begin in January with completion set for late 1980. RMA Architectural Group of Costa Mesa designed the building.

From the Corporation

Tiger to Sell Mortgage Insurance Subsidiary

Tiger International has announced its intention to sell its private mortgage insurance subsidiary, Tiger Investors Mortgage Insurance Company.

"Tiger International has made a strategic decision to concentrate future expansion in transportation-related businesses," said Wayne M. Hoffman, chairman and chief executive officer of Tiger International. "Our proposed acquisitions of Seaboard World Airlines and Hall's Motor Transit show our commitment to establish Tiger as an integrated transportation company. We have available cash and bank commitments which are sufficient to finance these purchases."

Hoffman pointed out that substantial growth opportunities have been opened to Tiger International through actual and prospective deregulation in the transportation industry. The favorable outlook for expansion of Tiger's primary businesses led to this strategic reassessment. As a result, Tiger has decided to sell Tiger Investors Mortgage Insurance (Tiger IMI).

Tiger IMI was purchased for \$37 million in late 1976 during a period when Tiger International's growth opportunities in transportation were constrained by regulation, and has had

superior financial results since its acquisition. Tiger IMI earned \$4.8 million pretax income in 1976, and is expected to earn about \$14.0 million of pretax income in 1979. Mortgage-backed securities insured by Tiger IMI have received a "AA" rating from Standard and Poors — the highest accorded this type of security.

Hoffman indicated that the sale is expected to result in a substantial profit to Tiger International. He pointed out that several competitive private mortgage insurance companies have been purchased recently at substantial premiums over book value. Tiger IMI's year-end book value will be approximately \$65 million. Hoffman stated that the proceeds of the sale will be used for general corporate purposes.

Lazard Freres and Company will manage the sale.

15% of Hall's Acquired

Tiger International announced that it has completed its acquisition of 15 percent of Hall's Motor Transit Company common stock at an average price of \$20.82 per share.

New Facility Opened In Newburgh, N.Y.

Flying Tigers has opened a new freight facility at Stewart Airport in Newburgh, N.Y., providing lower New York State industry with faster and easier access to the domestic and international routes served by the airline.

Flying Tigers will provide a shuttle truck service between Stewart Airport and Flying Tigers' international gateway and domestic airfreight terminal at JFK International Airport five times a week for the convenience of customers in New York State and the surrounding areas. The truck deliveries to JFK will be timed to meet Flying Tigers' B-747 and DC-8 stretched jet-freighter prime-time flights.

At its Stewart Airport freight facility, Flying Tigers will assemble and containerize cargo so it is ready for immediate shipment when it arrives at the JFK terminal.

"This new service will help increase the competitive edge of New York State businesses in domestic and world markets by providing faster, more convenient distribution," notes Regional V.P. Dick Haberly.

TIGERTWX Are You Reading It?

Want to know more about your company? Find out what's happening in the industry? Learn who's been doing what around the system? You'll find it in TIGERTWX, a new system of communication initiated by President Tom Grojean to provide employees around the system with information as it breaks on company events or industry developments affecting the airline.

TIGERTWX is sent to all Flying Tigers offices and terminals via telex and is to be posted on every employee bulletin board. The TWX, dispatched each Monday evening from headquarters and posted at locations the following morning, carries information about new aircraft and facilities, personnel announcements, management decisions and notes on employees who have been "doing it better" for the airline.

Comments and short items of systemwide interest are welcome, Grojean said, and should be directed to the Public Relations Department at headquarters.

Relief: Just a Tiger Flight Away

On April 12, 1975, Flying Tigers, under contract with the U.S. government, operated the last U.S. commercial flight out of Phnom Penh, Cambodia as the city fell to Communist insurgents. The airline had been transporting rice from Saigon to the besieged capital for 43 days to feed the people whose food supply had been cut off by the advancing rebel forces.

On Saturday, November 24 this year, Flying Tigers was the first commercial U.S. carrier back into Phnom Penh, with mercy again the mission. The chartered DC-8 jetfreighter carried 77,000 pounds of food, medicine and supplies sponsored by two private American relief organizations — Operation California and the American Friends Service Committee — for the first direct United States-to-Cambodia mercy flight since the oppressive Pol Pot regime was overthrown in January.

Direct Flight

The flight, which left Los Angeles International Airport shortly after noon on Thanksgiving day, was the culmination of weeks of delicate negotiations and planning. The goal: to send goods to Cambodia by air directly from the U.S., despite the fact that the two governments do not currently recognize each other.

Until now, U.S. participation in relief supply missions to Indochina generally has been funneled through UNICEF, the International Red Cross and

other international concerns outside the country, with flights operating mostly from Europe.

"We wanted to prove that we could cut through the red tape and open the door for direct aid from the U.S.," said Operation California organizer Llewellyn Werner, who spearheaded the effort together with Los Angeles attorney Richard Walden. Contact was made with Cambodia's embassy in Moscow, requesting clearance for the flight. This request was then relayed to Cambodian diplomats at the United Nations who forwarded it to Cambodia. In the meantime, intricate operational details were ironed out with the help of Flying Tigers.

"We did this because we thought it should — and could — be done," Werner said. "A race is dying in Cambodia, and there are a lot of people in this country who would like to help prevent that. With direct aid, we can." Werner and Walden have raised close to \$250,000 for Indochina relief since June, and have been responsible for organizing two flights of goods to Thailand. Although Flying Tigers aircraft were not used in those flights, the planes were loaded by the airline at its LAX terminal.

Flying Tigers provided a reduced rate for the Thanksgiving flight, which was underwritten mainly by actress Julie Andrews and her husband, producer Blake Edwards. Fuel was donated by Mobile and Gulf oil companies, and the

more than \$1.5 million in supplies came from various Southern California companies.

On board the DC-8 were canned meat, seed grain, baby formula, syringes, bandages, intravenous feeders, tourniquets, surgical instruments and antibiotics. (The plane left LAX with some 84,000 pounds on board, but had to leave 7,000 pounds in Anchorage due to strong headwinds across the Pacific.)

The Flying Tigers flight crew, Maintenance Representative Ray Raduziner and Charter Operations Supervisor Ted Schmidt were joined on board the flight by Werner and Walden; two representatives of American Friends Service Committee; and four journalists.

Cordial Reception

Although it was uncertain upon departure whether or not the passengers in addition to the Flying Tigers staff would be allowed into Cambodia, the reception on arrival proved to be cordial, and the group was allowed a two-day visit to tour the countryside, observe the distribution of goods and meet with Cambodian officials about the possibility of future direct aid from the U.S.

"We have the assurance of top government representatives that direct U.S. aid will be welcome," Werner reported upon his return to the U.S., "and we hope this will be only the first of many such flights."

It is estimated that some 30,000 tons of food and medical supplies a month for the next six months would be needed to stave off mass starvation among the refugees in Cambodia. Current relief supplies going into the country are estimated at only about half that.

Members of the news media including film crews from the three networks and nearly every local television station turned out for the loading and departure at LAX. Also on hand was California's Governor Jerry Brown, a friend of organizers Werner and Walden. (Werner is a former top aide to Governor Brown.)

Responsible for the smooth operations at the terminal that day was Chief Operations Supervisor John Carey, assisted by Senior Operations Supervisors Rick Duke and Dennis Hicks, Lead Ramp Servicemen Guy Washington, Harry Simpson and Tim Wallace, and the terminal's day shift employees.

"The entire shift did an outstanding job under adverse conditions," said Carey. The "adverse conditions" involved assuring the safety of a number of extra people present in the area during the loading process, including the Governor, television film crews, news representatives and officials of the two



Operation California organizer Llew Werner, left, is interviewed on the ramp at Flying Tigers' LAX terminal by Channel 7 newsmen Fred Anderson. Relief goods, foreground, await loading on a stretched DC-8 jetfreighter for flight to Phnom Penh.



Above left: Governor Jerry Brown, right foreground, wishes departing organizer Llew Werner good luck on first direct Cambodian flight. Flying Tigers with a hand in the smooth operations that day included, standing l-r, John Carey, chief



ops. supervisor; Joe Neri and Bob Mason, RSMs; and Tim Wallace, lead RSM. **Above right:** Arrival in Phnom Penh. Ramp was used to off-load freight by hand. In foreground, ABC TV cameraman records the off-loading.

organizations shipping the goods. "The crews really had to concentrate on what they were doing," Carey commented. "Everyone pulled his load to get this flight out efficiently. They did a super job."

The trip to Phnom Penh took 31 hours, including stops in Anchorage, Japan and Hong Kong. Although the aircraft was loaded in about an hour at Los Angeles, off-loading in Phnom Penh stretched over four hours due to lack of equipment at the airport. The aircraft then continued on to Taipei where it was returned to scheduled service.

More Airlifts

The flight, another benchmark in Flying Tigers' long list of successful and challenging airlift activities, is one of several Southeast Asia relief programs in which the airline has been involved in recent months.

The weekend prior to the Thanksgiving flight, some 30,000 pounds of freight was loaded into the bellies of a Flying Tigers DC-8 passenger plane ferrying to Bangkok. The aircraft space was chartered by Food for the Hungry, an international organization which distributed the life-saving food and medical supplies throughout the Sa Kieu camps along the Thailand/Cambodia border.

The emergency shipment was coordinated by two Flying Tigers pilots, DC-8 Captains Harold Ewing and Arch Hall. Actress Tippi Hedren, who has served for the past eight years as an overseas volunteer relief worker as well as an officer in the Food for the Hungry organization, was on hand and assisted members of various civic groups with loading of the aircraft at Flying Tigers' headquarters maintenance facility at LAX.

Other civic groups and individuals in the relief effort included Mike Regan, L.A. Office of the Civil Defense; Dr. William Roberts, World Scope Ministries; Mile High Boy's Camp; and Than

Pok, Board Chairman of the United Cambodian Community.

Passengers, Too

The passenger plane was enroute to Bangkok for yet another airlift operation — the transportation of Laotian, Cambodian and Vietnamese refugees back to the United States. The airline has operated some 14 of these flights

during November and December from Bangkok, Singapore and Kuala Lumpur in Malaysia.

Instrumental in the planning and coordination of all these airlift and relief flights is Flying Tigers' tireless Charter Programs Department, under the direction of General Manager Charter Programs Doug Smith and Director Charters & Contracts Ned Wallace. •



Above left: Maintenance Foremen George Reeves, left, and Ray Raduziner on hand for Cambodian flight. Raduziner accompanied the flight to Phnom Penh. **Above right:** Awaiting takeoff from LAX, l-r, are crew members S/O Cub Beard; Captain Jim Gohm; F/O Kurt Sachau. Mechanic John Powers, right, makes a few last minute checks.



Food for the Hungry

— While volunteers and Flying Tigers loaded 30,000 pounds of relief goods into the belly of a DC-8 passenger plane headed for Bangkok recently, members of Los Angeles' Cambodian community expressed their thanks. Actress Tippi Hedren, Captains Ewing and Hall, are standing behind at right.

• DIALOGUE •

A new *Tigereview* series featuring discussions with top Flying Tigers executives on important company and industry issues.

Anatomy of a Merger

Things you'll want to know about the merger of Flying Tigers and Seaboard World Airlines.

Following months of negotiation and hearings, the proposed merger of Flying Tigers and Seaboard World Airlines is nearing final resolution. On October 18, Seaboard's stockholders voted overwhelmingly to approve the merger, leaving it now up to the Civil Aeronautics Board and the President of the United States.

During the hearing process, witness after witness testified that the merger would greatly benefit the shipping public. The two elements of government most responsible for transportation policy and analysis — the Department of Transportation and the CAB's Bureau of Domestic Aviation — came out strongly in favor, complemented by the endorsements of many shippers, including John Emery.

Two government bodies — the Department of Justice and the CAB's Bureau of Consumer Affairs — opposed the merger. But it is significant that not a single airline joined them in claiming that the merger would be anti-competitive.

Flying Tigers believes that the merger will be good for the shipper, good for the United States — and good for both airlines, their employees and their stockholders.

Instrumental in the orchestration of the merger for Tiger International is Senior Vice President Joe Healy. The following Dialogue with him in his new transportation systems planning role with Tiger International examines the merger, the reasoning in support of it and the anticipated results.

We've been pursuing this merger with dogged determination, even when it seemed hopeless. Why is it so important?

Healy: It has long been Flying Tigers' goal to provide shippers the world over with reliable, scheduled airfreight services. The merger of Flying Tigers and Seaboard will accomplish this, extending our combined services virtually around the world from the U.S. to Asia and to Europe.

Well, what about going to Europe independently?

Healy: Flying Tigers has applied for route authorization and certification to European points as a logical extension of its service. Likewise, Seaboard has applied for authority to serve Asian nations on a unilateral basis.

Despite these independent actions, however, a merger of the two specialty carriers makes a lot of sense, and would be more efficient and economical than starting operations "from scratch" in new parts of the world. Seaboard does have a major asset in the transatlantic market, including an in-place European infrastructure; existing authorizations and agreements with foreign governments; skilled management and technical personnel; fuel supply contracts which are becoming increasingly valuable; and a "presence" in Europe dating back to 1946.

Just as Seaboard has these advantages in Europe, Flying Tigers offers the same types of advantages in Asia, where it has been operating scheduled services for the past ten years. Sure it would be possible for the two airlines to "go it alone"; but it really makes the most sense for the two operations to combine their assets and expertise.

What about duplication in the two systems? Overlap of people, and facilities and equipment?

Healy: Fortunately, in terms of personnel and facilities, there isn't much duplication at all. Flying Tigers' international routes are transpacific, and Seaboard's international routes are transatlantic. Combining them is like plugging one end of an extension cord into another. Domestically, while Flying Tigers has an extensive system serving 19 cities, Seaboard has a very limited schedule, with a single aircraft flying from New York to Chicago to Los Angeles to San Francisco and back to New York on a five-times-a-week schedule. Both airlines have facilities and personnel in New York and Boston, and, to a much lesser degree, in Chicago, Los Angeles and San Francisco. The greatest overlap exists in New York, where Seaboard maintains

its world headquarters.

There is duplication in terms of equipment, and that's one reason why this merger is so attractive. Both airlines operate stretched DC-8 and Boeing 747 aircraft only. There are some equipment and container differences — but no major compatibility problems, as far as we can see.

What's the feeling outside the two companies with regard to the merger? How do shippers view it?

Healy: Since not a single shipper filed in opposition against the planned merger during the hearings — and a number of very powerful shippers took the time to appear and endorse it — it seems evident that the merger is viewed as a positive development for the shipping public.

By combining the two carriers, the resulting worldwide carrier will be able to provide greatly enhanced service benefits to shippers in Asia, Europe and the United States. Shippers will have the advantages of single-carrier responsibility for point-to-point operations, reduced paperwork, increased security, more city pairs and greater geographic coverage. Scheduled reliability will be enhanced, and more competitive rate structures can be expected.

What about other airlines? How do they react to the merger?

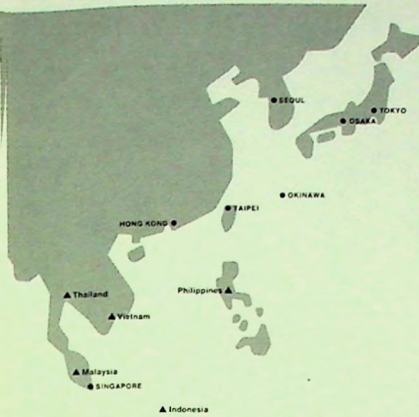
Healy: Well, not a single carrier came forward to oppose it — a situation unique in administrative hearing experience.

Then why is there any opposition at all to the combination?

Healy: We don't believe there is any basis for opposition. It's difficult to rationalize the position of the government's watchdog agencies in this particular case. Since the primary role of the Department of Justice's anti-trust division is to assess the impact upon competition in the United States, the issue of Seaboard's single-aircraft flight schedule would not seem to pose a threat to the current competitive balance of the air-cargo industry. In fact, an already highly competitive market has been further stimulated since deregulation of the domestic air-cargo industry in 1978. There are literally scores of new air carriers now in the air, and 74 carriers alone were "grandfathered" under Section 418 of the Air Cargo Deregulation Law. Many other applicants have also received new authority, and more are still waiting for certification.

Is there any merit at all to an "anti-competitive" argument?

Healy: None whatsoever, especially when you stop to ask yourself who our competitors really are; because you can't just talk about competition in the



Current and Authorized Service Points for Flying Tiger Line and Seaboard World Airlines

- Cities Points Currently Being Served
- ▲ Countries Authorized But Not Currently Served



air. We're not in the business of flying; we're in the business of moving freight. We must compete with other scheduled airfreight carriers; with air charter operators; with airfreight forwarders; with combination aircraft with belly space or mixed cabin configurations; with trucking companies; with high-speed rail services; and — in international markets — even with container-ships.

Depending on the particular needs of the shipper, any and all of these modes can and do compete with one another. Any commodity that can be moved by air can also be moved by surface — no matter how valuable or perishable. The merger of Flying Tigers and Seaboard will not impact this fact of life.

What will an "expanded" Flying Tigers/Seaboard look like?

Healy: There will probably be little change in terms of Asian service. The domestic schedule, which currently supports our Asian flights, will be expanded to support the new European opportunity, as well. This beefed-up service will link U.S. cities — both traditional "gateways" and interior cities — with key points in Europe. For example, we would provide direct, single-carrier service linking 38 American cities with Frankfurt; 39 with London; 39 with Paris; 46 with Milan; 44 with Amsterdam; 43 with Zurich; 46 with Brussels; and 37 with Copenhagen.

While Seaboard has operating authority in England, Scotland, France, Switzerland, Italy, Netherlands, Germany, Ireland, Luxembourg, Norway, Sweden, Denmark, in Western Europe, and Bahrain the Middle East, its actual service is currently limited to five key cities — Frankfurt, London, Paris, Zurich and Milan.

Flying Tigers has proposed a preliminary service pattern which would significantly expand this system in terms of both points served and frequencies.

Major European cities such as Lon-

don, Frankfurt, Paris, Amsterdam, Brussels, Copenhagen, Zurich and Milan will be destination points for a greatly expanded transatlantic service.

Are there any other benefits?

Healy: While the primary beneficiaries will be shippers the world over, everyone seems to benefit from this merger.

The stockholders are obviously in favor of it, as are employees of both airlines, since the merger will mean increased opportunities for advancement, enhanced security and an improved outlook for long-term workforce stability.

From a national standpoint, the combination of the two airlines also strengthens the available resources offered to the United States government under the Civil Reserve Air Fleet Program (CRAF), in which Flying Tigers is already the largest single participant, pledging 100 percent of its fleet for national emergency use.

Finally, there are very real and tangible benefits to having a United States "flag airline" actively competing in the transatlantic market — carrying American exports abroad and foreign imports back. U.S. airlines have been steadily losing business to other nations' flag airlines in recent years. If Flying Tigers were to capture the same proportion of transatlantic business as has been the case in the Pacific, this would generate \$100 million annually in revenues. Apart from helping the national balance of payments, this would have a considerable and positive impact upon U.S. employment figures.

So what's our future, in a nutshell?

Healy: Demand for airfreight services will continue to increase in the decades ahead, and Flying Tigers must be responsive, creative and professional in meeting these needs. But it's not just that simple. There will be increasing energy restraints and skyrocketing fuel

costs to deal with. To cope and survive, we'll need to push our efficiency and productivity to the highest possible levels.

Deregulation has been a major spur to Flying Tigers' growth in recent years; but free market conditions still dictate that success is the reward for those most capable of competing. More than on new facilities and modern equipment, the essence of our future draws heavily on the will of our people to succeed and to compete aggressively. That's where Flying Tigers has the edge. We've always met our challenges — no matter how dramatic — with a positive, competitive approach, and there's no reason to believe that we'll do it any differently now. "Passive" is a word Tigers just don't know the meaning of.

While we may not have the bulk capacity of surface modes, or anywhere near the number of aircraft of our major flying competitors, we do have a tradition of professionalism and service going back to 1945. Seaboard, founded in 1946, can also boast a proud history of serving airfreight users in its part of the world.

Overall, the proposed Flying Tigers/Seaboard merger is one of those unique situations where there are only positives. While it offers no anti-competitive threat to other American carriers, it will provide other nations' carriers with a good "run for the money."

At the same time, the expanded benefits for shippers the world over — with increased services, market-responsive rates, single-carrier responsibility and better schedules — will be of considerable value, not only to companies dependent upon reliable airfreight services, but to consumers in every part of the world.

This is a very dynamic industry in a very dynamic world. Our collective job — whether our personal origin be Flying Tigers or Seaboard — is to keep our spot as the world's leading airfreight airline. We got to the top by being good. We'll stay there by being better. ●

To Bob. Anne-Marie Prescott splashes champagne on the new "Robert W. Prescott." With her are, l-r, VP-Public Relations Nissen Davis; Prescott's daughter Kirsten Smith; President Tom Grojean and his wife Terri; and Chairman Wayne Hoffman and his wife Laura.



Flying Tigers gather to watch the dedication of the airline's first new B747-200. Photo by employee Dave Stratton, Crew Control.

First New B747

Dedicated to Bob

Scores of Flying Tigers, amassed on the ramp at headquarters last November 2, could see their reflections in the shiny silver fuselage of Flying Tigers' first new B747 — one of two Boeing 747-200 jetfreighters to be delivered to the airline this year.

The employees had gathered to witness the dedication of the new aircraft, named after the airline's founder and president of 33 years, Robert W. Prescott.

Employees heard brief words of greeting from President Tom Grojean and Chairman Wayne Hoffman, and then watched as Mrs. Bob Prescott — Anne-Marie — splashed champagne from a silver bowl onto the new plane. Mrs. Prescott and Prescott's daughter Kirsten Smith also had brief messages for the gathering.

The \$55 million jetfreighter joins the airline's existing fleet of seven 747-100s and 21 stretched DC-8s. The 747-

200 aircraft can transport more than 240,000 pounds of cargo at 575 miles per hour over a 3,600-mile range. The second 747-200F, delivered in December, has been named in memory of another Flying Tigers founder, the late Captain Tom Haywood.



Family Affair — Anne-Marie Prescott, far left, widow of Flying Tigers' founder and first president, Bob Prescott, and Bob's daughter Kirsten Smith, near left, address the Flying Tigers "family" (detail above) during the brief dedication ceremonies.

How To Get Away To It All

Positive Space Weekend to Colombia

A positive space weekend mania shopping spree to Bogota, Colombia, is being offered to interliners, their parents and retirees by New Horizons Unlimited. The departure dates for the roundtrip Miami-Bogota program are every Friday January 18-March 28, 1980. The cost of the three-day package is \$135, plus an additional \$30 for parents and retirees. (Price is for double occupancy; single supplement is \$40 additional.)

The program includes positive space round trip air transportation from Miami to Bogota on Avianca 747 flights; U.S. international departure tax; two-nights' accommodations at deluxe hotels with private baths or showers; all hotel service charges and taxes; half-day get-acquainted city sightseeing tour with English-speaking guide; round trip transfers; portage tips for one bag per person at airport and hotel; and your tourist card.

Early morning departures allow for a full day of shopping on Friday in Bogota. The next morning sightseeing tour will show you the city's main attractions including the Gold Museum, The Cathedral, City Hall, Government House and the House of Bolivar. Remainder of this day is yours. Late morning Sunday return will arrive mid-afternoon in Miami.

For information and brochures on this or other interline programs, contact: New Horizons Unlimited, P.O. Box 747, Madison Square Station, New York, NY 10010, or phone (212) 475-7664.

Caesar Presents Paris and London

Caesar Hotels combines two of Europe's most exciting capitals for an eight-day Paris/London interline vacation. Departures are from Toronto, Canada via Air Canada 747, with linkage flights available to Toronto.

Enjoy all of the traditional highlights of Paris and London. In London, Caesar hosts will be available to help with theatre arrangements, and one highlight "not to miss" is Caesar's optional Pub-Crawl.

Price for this trip in January and February is \$329 per person, double occupancy, and \$359 in March and April. Price includes round trip airfare, sightseeing, services of a Caesar host/

hostess, breakfast daily, some meals, and full transfers. Employees, dependents and retirees are eligible.

For additional information on this and other Caesar interline vacations, contact: Caesar Hotels, 7730 Forsyth Blvd., St. Louis, MO 63105. Telephone: (314) 727-1503.

Getting Away . . . Safely

The National Safety Council urges employees to get away to holiday fun safely this season with these safety tips:

- **Be a good host.** Accidental deaths on the road double between the first of December and New Year's Day, and more than half of all traffic fatalities during that time involve drinking drivers. As a host, you're responsible for the safety of your guests. Pour moderate drinks at your party, and make that last "one for the road" coffee or water. If there's a "high-spirited" guest in the crowd who's driving, arrange for a cab or alternative transportation.

- **Practice the "one for one" rule.** If you're imbibing and then driving, follow the "one for one" rule. That's one drink an hour or one hour before driving for each drink. That's the time it takes for the body to eliminate the alcohol in one average drink. If you've had several drinks, at least allow an hour before you get into your car to head home.

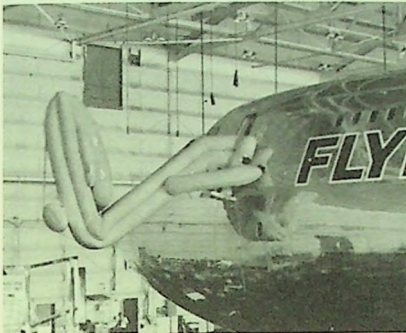
- **Pedestrians drink too . . .** and they are hard to see at night or in bad weather. Keep a watchful eye out for weavers and wobblers on foot.

- **Take a break.** Long trip or short, start early. Expect bad weather and heavy traffic. Keep your speed down and maintain a safe following distance. On long trips, take a break or let someone else take the wheel after two hours or 100 miles, if possible, or whenever you feel drowsy or fatigued.

- **Buckle up.** On any trip — long or short — buckle up your safety belts, and see that your passengers are buckled in as well.

- **Fondue pots and chafing dishes** are festive touches for holiday meals and buffets, but they can be dangerous if misused. Center the pot on a fair-sized table, so it can't be knocked off, and put it on a metal or fire-resistant hot pad. Don't fill alcohol burners too full. The fuel expands when hot and can spill flaming liquid onto the tablecloth.

Have a happy — and safe — holiday season.



Down the Chute!

Before Flying Tigers could put its new Boeing 747-200 jettfreighter into service, government regulations required that the airline demonstrate its ability to operate the aircraft's emergency equipment, including the escape chutes providing a means of emergency evacuation from the upper deck lounge where the cockpit is located. In the hangar at headquarters (above, top to bottom) one of the upper deck chutes was deployed; cascaded to the hangar some 28 feet — or three stories — below; and is given the ultimate test by Flight Attendant Kathy Styer. A handful of other emergency-trained employees also braved the steep slide down. Tigereview thanks Jack Wasson, Boeing representative, for the photos and information.

Flying Tigers After Hours

SFOers Tour the Wine Country

The sweeping and ever-growing popularity of California wines around the country, and indeed around the world, is undeniable, with Napa, Sonoma and Mendocino Counties in Northern California among the state's leading wine-producing regions.

On October 13, driven by a never-ending "thirst" for knowledge, a group of SFO employees, their families and some visitors from around the system set out on a tour of the wine country,



Some Tigers who joined the tour from other terminals are, **above l-r**, Lynn Morasch, LAX; Rich Neill, DEN; Donna Sanders and Barbara Baxter, LAX.

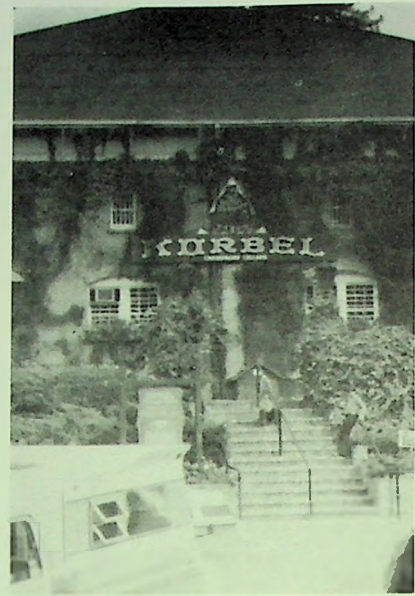
and wrote another memorable chapter in the Flying Tigers SFO activities book, reports *Tigereview* correspondent John Denker, chairman of the SFO employee committee.

The day began with a tour of the more than 100-year-old Red Hill Cheese Factory — the oldest producing cheese factory in California. The guided tour ended at the factory's store and sampling room.

Lunch was at the Union Hotel in the picturesque town of Oxidental, California. Salad and soup were served family-style, followed by Italian-style chicken, pasta and sherbet.

Next on the tour was a visit to Korbel Winery, selected for its fine offering not only of dinner wines but also champagne. Fireplaces and crystal chandeliers and wine goblets accented the sampling room along with the "world's largest" champagne glass, holding 32 gallons of champagne.

The two chartered buses carried sixty people each on the outing, and whether you were a connoisseur of fine wines or simply a novice along for a pleasant day, you wouldn't have been disappointed.



Korbel Winery, noted for champagne as well as its fine dinner wines, was a high point of the tour.



The ORD Champs — Standing, l-r: Jerry Lasala, RSM; Matt Iannacco, RSM; Mario Gamboa, RSM; Roman Benyk, traffic agent; John Schounaman, lead RSM; Stan Glowacki, RSM; Team Captain Don Tomasiewicz, traffic agent; Dave Frick, traffic agent; Tom Friend, operations supervisor; and Mark Mann, RSM. **Kneeling, l-r:** Dave Davis, operations supervisor; Team Manager Jerry Blahut, lead RSM; Lou Falco, RSM; and Art Clark, operations supervisor. **Not pictured:** Bob Ackley, RSM; and Tony Bitunjac, lead RSM.

Chicago Champs!

Chicago Operations played in the O'Hare Softball League this past summer and recently reported the team's successes there. The ORD team played a ten-game scheduled with double elimination in the playoffs, finishing the season with nine wins and one loss for a tie for first place with the U.S. Customs team.

Due to technicalities, Customs drew a bye, and Flying Tigers had to face American Airlines in the first round. It was a tough game, but the Tigers survived 24-16 and advanced to the quarterfinals against Customs. Once again, ORD Tigers stood up to the challenge to beat Customs 19-8 and gain a spot in the semi-finals. Customs dropped down into the losers' bracket.

The next opponent was a team fielded by J.E. Bernard export agents, but as witnessed by the score of 27-3, Flying Tigers had very little trouble winning. The championship game was against the Customs team, which had worked its way back out of the losers' bracket. From the beginning, Customs never had a chance, bowing to a powerful Tiger team by a score of 21-9, reports Chicago *Tigereview* correspondent Carol Clock, customer service secretary. Team Manager Jerry Blahut presented the first place championship trophy to Ken Campbell, operations supervisor.

Golfers Get Together For Tourney of Champs; Mark Another Good Year

On November 4, 1979, the Flying Tiger Golf Club completed its 17th season with its annual Tournament of Champions at Jack Kramer's Los Serranos Country Club in Southern California. Fifty-two eligible players participated in this event. In order to be eligible to play in the Tournament of Champions, you must have been a low gross or low net winner in one of the Club's regular monthly tournaments, reports Chairman Al Penrose, manager-maintenance training and publications and the 1979 champion.

Tournament of Champions winners were:

Employees:

Low Gross — Jim Wilson — 79
Low Net — Al Penrose (86-18-68); Don Eatchel (92-22-70); and Jim St. Ores (96-25-71).

Guests:

Low Gross — Tibby Max — 92.
Low Net — Bill Spicer (96-20-76); Chuck Hanks (95-18-77); and Woody Hanks (99-22-77).

Closest to Pin:

Employees: Al Penrose, 2'5" on the 9th hole; and Tom Grider, 18' on the 17th.

Guests: Ev Johnson, 17'9" on the 9th; and Tibby Max, 14'8" on the 17th.

"This was another outstanding season for the FTGC, highlighted by our 17th annual two-day tournament at the Sahara Hotel and Country Club in Las Vegas, Nevada," Penrose said. He reports that the Las Vegas event drew 86 participants and "a good time was had by all," aided by more than \$3,000 in prizes and a cocktail party hosted by Pratt & Whitney.

The Flying Tigers Golf Club events were organized this year with the help of the 1979 committee including Tigers John Baker, Audrey Marshall and Joan Tobin.

Chairman for 1980 will be headquarters Confidential Secretary Marie Hoffman. Flying Tigers around the system are encouraged to join in on any of the upcoming tournaments, held at the following Southern California locations:

Jan. 13	Sun.	San Clemente
Feb. 24	Sun.	Pomona National
March 16	Sun.	Los Serranos
April 20	Sun.	Palm Desert Country Club
May 10	Sat.	Soule Park — Ojai
June 21	Sat.	Valencia
July 20	Sun.	Azusa Greens
Aug. 17	Sun.	Green River
Sep. 27	Sat.	Pala Mesa
Sep. 28	Sun.	Pala Mesa
Nov. 2	Sun.	Los Serranos

For further information, contact Al Penrose, mail code NO1, or Marie Hoffman, KO3, at headquarters.

Thanks to Prime-Time . . .

Today's Maine Lobsters can be Tomorrow's Dinner Out West

The day starts early for Maine lobstermen like Robert Morris of Tenants Harbor, a small coastal town about three hours north of Portland.

Morris sets out in his 40-foot boat by 5:30 a.m., checking traps, rebaiting new ones, and hauling in a day's catch. After a long day at sea, Morris docks his boat at Atwood Brothers Seafood, also in Tenants Harbor, at about 2:00 p.m., weighs and sells his catch, and heads home for the evening.

But at Atwood Brothers Seafood, work has just begun.

Atwood Brothers, a 50-year-old family-owned business, buys lobsters from about 15 independent fishermen in Maine's central coastal region. With air and surface transportation, the lobster company ships fresh fish to restaurants, fish markets and wholesalers throughout the United States.

Using the Flying Tiger Line's prime-time night airfreight service at Boston's Logan International Airport, Atwood Brothers delivers Morris' lobsters to businesses in California, Arizona, Florida and the Midwest before Morris

ventures out for his next day's catch.

"Flying Tigers' night airfreight service works out ideally for us," says Peter Larsen, family partner in Atwood Brothers. "We're dealing with a perishable product that *must* be guaranteed delivery. With Flying Tigers we have time to truck the lobsters the three-and-a-half to four-and-a-half hours it takes to get to Boston — the closest major airport — and still get them to our customers by 6:00 a.m. the next morning."

According to Larsen, his company had difficulty shipping freight on passenger airline flights because they usually depart between noon and 7:00 p.m., far too early to accommodate the schedules of Atwood Brothers' fishermen and truckers.

Atwood Brothers, which began using airfreight on a limited basis 20 years ago, ships an average of 325,000 pounds of lobsters a year with Flying Tigers.

Larsen explains that the expansion of airfreight services over the last two decades contributed largely to the growth of the fishing industry in Maine — one of the state's biggest businesses.

"Airfreight has opened up new markets for us in the West and Southwest," says Larsen. "Before we transported by air, our market was limited to places mainly on the East Coast, where we could truck lobsters and deliver them fresh. Now the sky is the limit."

For fishermen in the Maine coastal region like Robert Morris and buyers like Peter Larsen, additional markets provided through the use of prime-time airfreight means a better standard of living.

"The main source of income for all the small communities around here — Tenants Harbor, Port Clyde, Spruce Head — is fishing," explains Larsen. "We need reliable night airfreight service like Flying Tigers' to attract buyers and get to distant markets."

"The more markets we have, the greater the demand for lobsters, and the higher the price we can get."



Here today, gone . . . today?? —
Robert Morris of Tenants Harbor, Me., hauls in one of the many lobsters which make up his catch today, and someone else's dinner tomorrow. Morris sells his lobsters to Atwood Brothers Seafood, also in Tenants Harbor, which uses Flying Tigers' Boston overnight airfreight service to ship fresh lobsters to cities as far away as Los Angeles.



Do you have a question or comment or a letter you've received from someone outside the airline, that you think deserves recognition? Send it to The Mailsack, c/o Public Relations, HDQ-H01. All correspondence must be signed; names will be withheld upon request.

Super Seminar

• I would like to compliment Flying Tigers and the World Trade Association of Philadelphia for the excellent "Export for Profit" seminar held in Philadelphia. The choice of speakers and the overall presentation of the seminar was remarkably professional. The information was not only informative, but extremely interesting. The efforts by Flying Tigers to encourage exporting, and its willingness to assist companies in doing so, is to be commended and encouraged. Once again, my thanks for your efforts and my compliments for a job well done.

James E. Reynolds
Vice President — Air Division
John A. Steer Co.
Philadelphia, Pennsylvania

Customer Relations

• On behalf of Airborne Freight Corporation and our visitors from Exxon, I want to thank Neil Connelly (operations supervisor-Houston) for his instructive tour of your facility. We look forward to a continuing relationship of service to our mutual customers and cooperation between Flying Tigers and Airborne.

Marv Tabor
District Manager
Airborne Freight Corporation
Houston, Texas

Grateful Interliner

• I recently flew as a non-revenue passenger on one of your flights from JFK in New York to San Juan, Puerto Rico. As a first officer for Ransome Airlines of Philadelphia, I have taken many trips as a "non-rev" passenger, but this

one with you was without a doubt the most enjoyable. The return trip with **Captain Bob Sharp and his son Ernie** was one I won't soon forget. They had no problem keeping up with all my questions, and were anxious to make me feel at home on the plane. I certainly do appreciate the agreement between your airline and ours, and I would like to express my thanks for allowing us space available travel.

Thomas F. Brielman
Ransome Airlines
Philadelphia, Pennsylvania

Editor's note: FAA regulations permit flight crew members of other airlines to ride on Flying Tigers flights.

Customers Say Thanks

• I wish to thank you for the professional service that Pilot Air Freight Corporation received from all your personnel in PHL, and especially **Mr. Bruce Barash** (general manager). Recently, PAF tendered a shipment to you in PHL that required a two-position bulk load to LAX. Mr. Barash advised me that Flying Tigers would have this shipment in LAX at 0630 the following morning. I must admit I was very skeptical, as the move involved a transfer enroute. But the shipment was on time and I again express my appreciation for the exceptional service, and look forward to increased business with you in the future.

John K. Zimmerman
Service Manager
Pilot Air Freight Corp.
Philadelphia, Pennsylvania

• We wish to express our appreciation to your LAX staff for the tremendous support and assistance given 3-Way Air Freight earlier this year when it was our responsibility to move a full-scale F-18 mock-up to the Paris Air Show from Los Angeles. The F-18 pieces were large, uncrated and extremely fragile, so naturally special handling was required by all involved. Flying Tigers responded to the domestic portion of this move with the diligence necessary to get the F-18 into JFK undamaged and in time to make the connecting flight to Europe.

Anthony Bonino
Vice President/General Manager
3-Way Air Freight
Sunnyvale, California

Letter to Al Hicks, general manager Republic of Taiwan:

• Cornell-Dubilier Electronics (Taiwan), Inc. has put a lot of trust and confidence in Flying Tigers as our main carrier of freight both to and from Taiwan over the years. This confidence has been built from our inception over ten years ago. During your recent labor problems, this confidence was reaffirmed in your assistance to assure us of alternate transport. All of us at CDE concerned with customer

service want to thank you and your staff for your help during that unusual period. We are delighted that we are again back to normal.

Philip H. Vokrot
Vice President-Materials
Cornell-Dubilier Electronics
Taiwan

• All of us at Pernick would like to thank Flying Tigers for the smooth transporting of our "babies" from Seoul, Korea to Charlotte, N.C. recently. I have been handling imports here for four years, and I have to admit, this was the best move ever. Thanks again for making my job a lot easier and assuring Mark Pernick that he can depend on Flying Tigers for all our cargo moves.

Pamela Collins
Mark Pernick & Sons, Inc.
Pernick Knitting Machine Co., Inc.
Rock Hill, South Carolina

Editor's note: Due to the airline's handling of this shipment, along with the excellent efforts and follow-up of Jack Widener, sales representative in Charlotte, this account was taken from a competitor and placed with Flying Tigers.

• This letter is in appreciation for the speedy service and prompt attention received from **Colleen Hearn** (customer service-LAX) with regard to routing my shipments. These shipments are cut flowers and highly perishable. Due to Colleen's excellent handling, I am able to keep my customers happy, contented and repeating.

Bryan Lee
Sales Manager
Porter Farms
Encinitas, California

• This is a letter of recommendation for your night supervisor **Bruce Curran** (Boston). Our company was in a critical situation one night recently, and we had to have a shipment to Chicago. Mr. Curran moved this shipment to Chicago, saving our company thousands of dollars. In my estimation, you have only quality supervisory personnel in your corporation.

John H. Owens
Traffic Manager
Robert Reiser & Co., Inc.
Boston, Massachusetts

• I wish to thank **Hank Bennett** (account executive-Cleveland) and your **Flying Tiger Line personnel** for the assistance received in moving our dry ice container recently. This is a difficult area for us to move our freight, and the type of assistance we received will prove invaluable for future shipments.

Kevin J. Odell
Traffic Specialist
Dhysol Division —
The Dexter Corp.
Olean, New York



Special Thanks from Bell

• As we come to the closing of Bell Helicopter International and its active relations with the country of Iran and the now deposed Shah, I would like to take a moment to personally thank Flying Tigers as a company and specifically some of its employees whom we have had the sincere pleasure of working with over the past six-and-a-half years.

On April 1, 1973 Bell Helicopter International sent its first planeload of personnel and cargo into the country of Iran. Since that time, some 211 additional flights were sent to Iran, of which 121 were Flying Tigers chartered aircraft. In this timeframe, Bell Helicopter International transported some 12.7 million pounds of cargo and thousands of employees on various tours of service. In its activities, Bell Helicopter International and Flying Tigers loaded many varied configurations in the DC-8s and loaded the first all-cargo 747 flight to depart from the world's largest airport — Dallas/Fort Worth — just after its opening in 1975.

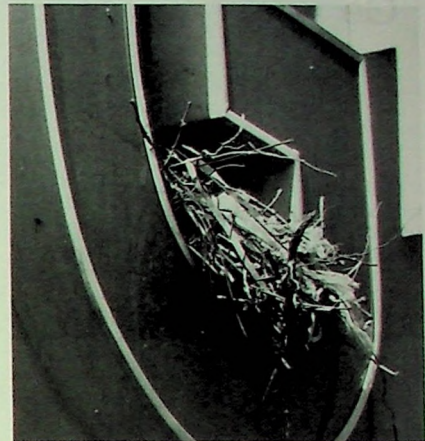
The various departments and individuals within Flying Tigers were all very cooperative throughout the many ordeals which arose: Charter Sales — Mr. Ken Roe; Operations Services — Ned Wallace, Maynard Ekedal, Dave Laux, Glenn Van Winkle, and the total load master crews; Structures and Systems — Jens Mathiesen; and Hazardous Material Handling/Flight Safety — Ken Snow.

Without their complete cooperation and sacrifice of their families due to the many early morning interruptions, the tasks that were accomplished could not have happened.

In closing, I wish your company much continued success, and may these gentlemen be forever rewarded as they strive to keep Flying Tigers the great company it is today.

G. William Brown
 Manager, Material Distribution
 Bell Helicopter International

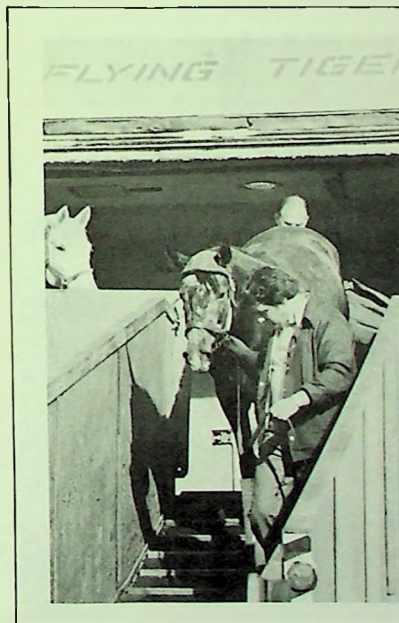
At top: Special logo created for Flying Tigers/Bell International charter flights.



Birds of a Feather . . .

Residing just steps away from where Flying Tiger Line pilots earn their wings, residents of these birdnests (above) at the Samuel B. Mosher Flight Training Center at headquarters in Los Angeles must feel right at home. From nests perched precariously in the letters on the south wall of the building, juvenile birds are fledged and taught to fly just like the pilots inside. This story is "not just for the birds" however, as one anonymous Flying Tiger employee warned: Just beware when walking below those nests. It can be a real fowl situation!"

— Photos and story by **Tim Gallagher**,
 Public Relations Department student intern.



A "Lift" for Spectacular Bid

Spectacular Bid — hottest racehorse on the tracks these days — arrived at Los Angeles International Airport December 3 from Baltimore, Maryland on board a chartered Flying Tigers DC-8, along with 26 other thoroughbreds. The Kentucky Derby and Preakness winner will race four times at Santa Anita Racetrack in Southern California this season. Charter Representatives Roger Peake and Gene Ford accompanied and supervised the move.

Left: Spectacular Bid is led from the plane at LAX.

A Message from George



Maruyama

Longtime Tiger George Maruyama, manager-quality control, spent several weeks in the hospital recently fighting a bout with cancer. The following letter from George is in response to the many cards, letters and well-wishes he received.

Thanks to all... it is very gratifying to receive so many expressions of get well wishes from all of you at Flying Tigers, Tiger International, the different branches of government services and our vendors. There is no way to express my gratitude to each of you. I think you all know me well enough for me to say that I've spoken with St. Peter and have asked him to give me a fighting chance.

*Thanks with love,
George Maruyama*

P.S. I've had my first five cobalt treatments, and I'm fueled up and ready to go as soon as the doctor's release is ready and signed.

Scholarship: Is Your Child Eligible?

It's time to start thinking about the 1980 Peter Prescott Memorial Scholarship Awards program, honoring graduating high school senior children of Flying Tigers employees each year.

Eligible are children — including adopted and step-children — of Flying Tigers employees who have been employed by the company continuously, full-time, for two years prior to the March 1, 1980 application deadline. Applicants must be graduating high school seniors under 21 years of age by the application deadline.

The Peter Prescott Scholarships are presented to students who are planning to continue college or university educations in either academic or occupational fields. Awards for students pursuing four-year academic educations are \$2000, and \$1000 for those planning two-year occupational study.

The money, to be used for the recipient's educational expenses, is deposited at the rate of \$500 per year with the college or university of the student's choice. The scholarships are awarded on the basis of character, scholastic and extracurricular achievements in high school and the College Entrance Examination Board test scores. Six scholarships were awarded in 1979.

For further information contact Carol Skelly, employee services representative, HDQ-K16, or Alice Wain, personnel representative, HDQ-K16. **Remember, the deadline for applications is March 1, 1980.**



Tom Grojean

A Talk with Tom Grojean

(Continued from Inside Front Cover.)

increased rates. Reliability. We must make sure we're selling the best product.

Okay, but I'm just one person. What impact does anyone's job in particular have on the situation?

Tom: Teamwork. That's the key. All parts working together. You should understand your job and know where it fits into the company; know what it contributes, and what the absence of it would mean. You contribute to the functions of a department in this company. If you don't do a good job, the department can flounder and have a negative affect on the entire airline. It's the old "for want of a nail" philosophy. A handful of employees falling down on the job can affect the operation on down the line. The main thing is that we all work together to our fullest potentials. The experts tell us that the recession is going to get worse before it gets better. We need to get tough, so we can come out stronger than we were going in.

These are not the best of times, to be sure. We have a tremendous amount of uncertainty facing us in the economy and the fuel situation. But we also have the Tiger spirit, and I know that's going to help us through these times and back to a position of financial health. Years before I ever came to Flying Tigers, Bob Prescott called in his staff and told them that he was closing down the airline. It just wasn't making it, and financial ruination seemed imminent. Well, his employees wouldn't have any part of that. They said, "Isn't there something we can do about it?" They sat there, tossing around ideas, coming up with suggestions, and even offered to take pay cuts. Prescott figured if that was the kind of team he had, they'd give it a go... and make it. And you know the rest. Here we all are, because those employees wouldn't say die. In 20 or 30 years, there's liable to be another group of Flying Tigers looking back at us... and telling the same story.

SMOOTH RIDE —

Nearly 40 years ago, John Logan (right) rode this motorcycle from Fairbanks, Alaska to Seattle to help demonstrate the feasibility of an Alaska-to-U.S. highway system. The 201-day, 2,500-mile journey made folk heroes of Logan and his co-rider Slim Williams. Today, courtesy of Flying Tiger Line, the motorcycle that made that journey is part of an exhibit at the University of Alaska in Fairbanks. The airline transported the motorcycle back to Alaska especially for the exhibition.



In Memoriam

Jens Mathiesen, manager-structures and systems engineering, suffered a fatal heart attack on Sunday, November 4. Born Jens Aage Steinert Mathiesen in Denmark in 1927, Mathiesen had devoted his life to the world of aviation, both in his career and his leisure time. He learned to fly as a young man, subsequently earned various ratings, and had been active in soaring as well as powered flight.

Mathiesen came to Flying Tigers in 1967 as a senior engineer, and was named manager-structures and systems engineering a year later. Before that he was with Canadair in Montreal, Canada during the period when Flying Tigers acquired its CL-44 swingtail fleet from Canadair.

"Jens was always taking on innovative projects — like developing more efficient animal transport systems or measures to improve the performance and reliability of our fleet aircraft," said Chuck Steeves, senior director of engineering. "He was a dedicated employee, always devoted toward improvements in his areas of responsibility. He was extremely interested in whatever he was doing. It goes without saying... we'll miss him."



Mathiesen



Morgan

Jack Morgan, international tariff instructor, passed away in his sleep December 2. Jack had been with Flying Tigers since May, 1967.

Michael Kalinowski, traffic agent at the airline's JFK terminal in New York, passed away December 7 after a lengthy illness. Mike joined the airline in 1976 and worked both in New York and Philadelphia.

Flying Tigers were saddened to learn that **William E. Bartling**, one of the airline's founders and a longtime employee, passed away in November.

A native of Indiana and a graduate of Purdue University in engineering, Bartling began his aviation career as a Navy dive bomber pilot, flying with General Claire Chennault's Flying Tigers in China. There he met up with Bob Prescott and the men whom he was to join in giving life to Flying Tigers — the airline.

"Bart" flew as a pilot for the airline and later was in charge of operations and aircraft development. His positions included vice president-transportation and vice president-research and development, but more than that, Bart was one of the moving forces that helped write the phenomenal history of the Flying Tiger Line, in particular through those frenetic early years.

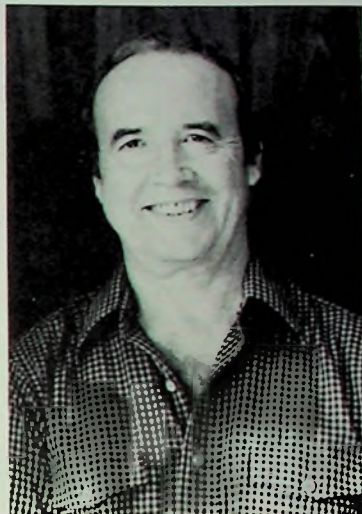
Bart himself recounted, in the pages of a 1949 *Tigereview*, some of his first days with the fledgling carrier:

"I was enjoying life back in Indiana on leave from the China National Aviation Corporation (the famed 'hump' transport pilots) when I received word that the boys were getting together to form an airfreight airline. I decided to go in with them, and it wasn't long after I was 'counted' in that I found myself equipped with a Budd Conestoga and a chartered flight to deliver some Florida-bound passengers from LaGuardia Field.

"Leaving New York on Saturday, we arrived in Miami Sunday, where we left our passengers. Here we learned that a load of gladiolas was waiting in Ft. Meyers. We picked up the flowers and hopped to Dallas, Texas, where we gassed and phoned to Oklahoma City that we were coming in and would want a crew change for California.

"Oklahoma City said okay to come along, but upon arrival, the expected relief crew had been dispatched elsewhere. With flowers aboard, there was nothing to do but refuel and take off for California — which we did — via El Paso to avoid weather — and arrived back in Long Beach at 3:00 a.m. Tuesday.

"Looking back on that flight today, it seems like a 'long weekend', but in those days it was all part of the deal — and everyone, pilots and mechan-



Bill Bartling

ics alike, were ready to go anywhere, with anything, at any time."

During his career with the airline, Bill Bartling was well-known for his ability to get the most out of the company equipment.

"Interesting thing about the C-54," Bob Prescott commented once. "It was supposed to carry about 16,000 pounds. Bill Bartling (then in charge of operations), with the help of a lot of research and removing unnecessary weight, got its capacity up to 20,000.

"The Connies carried as much as 45,000 pounds — again due to the engineering expertise of Bill Bartling, because everybody else was flying them with 36,000 to 38,000 pounds."

"Bart was really an inspiring force, especially in those early days," notes Dorothy Phillips of schedule administration, herself nearly a 29-year Tiger. "When I went to work for him in operations, he always cautioned us to 'never lose sight of the picture'. At the same time, he encouraged everyone to learn as much about the entire operation as possible, even if it didn't directly affect your job. He was a consummate teacher, and if you didn't learn as fast as you might, he wouldn't give up on you."

Bartling leaves two sons, William and Robert, both currently employed at Flying Tigers.



Our New Boeing:
Dedicated to Bob.
(Story on Page 6.)

