

## Flying Tigers Launches TV, Radio Campaign

Flying Tigers has launched an aggressive sales and advertising campaign in the Los Angeles area to attract more shippers and increase yields\*. A substantial television and radio campaign commenced October 19 urging air cargo shippers to call Flying Tigers "in the first place".

Commercials include a catchy jingle featuring the phrase "We pick it up, we fly it, we deliver it" and a message delivered by actor Mason Adams, who plays the editor in the popular network TV series "Lou Grant".

Mike Gurley, regional western vice president, explained that in preparation for the increase in business expected to be generated by the campaign, additional

phones have been installed at LAX, additional truck drivers have been added to the pick up and delivery service and rigid service standards have been implemented. Prior to airing of the campaign, an orientation meeting was held for all terminal employees to explain the campaign and its anticipated results, to show them the commercials and to "fire them up for the surge in business."

Gurley added that while the advertising and sales effort was aimed at attracting direct shippers, the terminal had also reviewed all of its procedures for dealing with wholesale customers as well.

"Although one of the reasons for expanding our pick up and delivery program was the decision by several major forwarders to start their own airlines, we still have plenty of forwarders who still want to do business with us. We believe that we can always be the number one carrier for both retail and wholesale shippers.

"Los Angeles is proud to have been selected to kick off the expanded pick up and delivery campaign," Gurley said. "We believe that we can dramatically increase the number of domestic shipments transported from and to the Los Angeles area while substantially improving the yield per pound\*."

\*See "What yield means to Flying Tigers" and Flying Tigers President Tom Grojean's comments, this page.



Actor Mason Adams narrates Flying Tigers' new radio and television commercials presently airing in the Los Angeles area.



Tom Grojean

## Jackson Named Senior Director Traffic Services

Ian Jackson has been named to the new position of senior director-traffic services, reporting to Senior Vice President Scheduled Services Russ Emerson.

In the new post, Jackson will be responsible for monitoring the day-to-day traffic flows within the Flying Tigers system to insure that service standards are met, and where traffic volumes/service warrant, working with the necessary departments to add extra sections. Other duties include overseeing space allocation for traffic flow within the system, field coordination of the Priority Air Service (PAS) program; terminal operating procedures and publication of those procedures; the terminal audit team; claims administration; ULD planning and control; UPS and national account services program; and day-to-day terminal operations and flight reliability.

Jackson, a 15-year Flying Tiger, was most recently director of North American services reporting to Pete Hubbard, senior vice president-marketing and sales.

## Environment Concern of New Committee

Flying Tigers has formed an environmental committee to act as a clearing house for local, state and federal environmental issues affecting the airline.

Committee members include: Larry Nagin, vice president administration and law; Dick Keffer, vice president-flying; Tom Sullivan, regional director of flying-SFO; Bob Younker, project engineer-technological development; Bob Hyatt, manager of flight operations engineering; and Dona Tanaka, paralegal.

The committee will review environmental issues such as federal and local noise controls as they arise, coordinate with the affected areas of the airline and determine the company's position.

## From The President

## Expanding Our Horizons

In response to the problems that have caused the world's airlines to suffer massive and unacceptable losses, Flying Tigers has launched an extensive campaign to improve its services, reduce its costs, increase its profits and broaden its customer base.

First on our list is improved service. We have identified areas needing improvement and have instituted measures to assure that nobody offers better service than Flying Tigers. Targeted areas include: on-time performance, effective customer communications, realistic and enforceable service standards, simplified paperwork and reasonable rates.

We must also take a hard look at everything we do and try to find ways to do them better and for less money. Measures already taken have included initiating cost reduction and fuel conservation programs, parking aircraft whose operation was a continuing drain on the airline's profits and furloughing a number of employees.

In an effort to increase our customer base — especially since many of our larger domestic forwarder customers have gone into the airline business themselves — we have launched an advertising and promotional program in the Los Angeles area aimed at attracting more business. After a "shakedown" in this market, the program will be expanded to other domestic cities.

I would like to stress that our efforts to attract retail shippers in no way signals any desire on our part to walk away from the forwarder community. On the contrary, we will continue to offer forwarders the services that have always attracted them to Flying Tigers. We are and intend to remain the best forwarder airline in the world.

I believe that with this balanced strategy, and the concerted effort of each employee to make it work, we can serve both the forwarder and the retail shipper — and return Flying Tigers to profitability in the very near future.

## Starting December 5

## Flying Tigers/Saudia Service Set

Flying Tigers in cooperation with Saudi Arabian Airlines (Saudia), will begin the only direct B747 jettifreighter service from the United States to Saudi Arabia on December 5.

The once-a-week widebody flight will operate on a New York-Houston-Chicago-Jeddah routing, with a technical stop in Paris. Under the two-year agreement, Flying Tigers will provide aircraft and crews, while Saudia will provide services in Jeddah.

The service agreement provides that Saudia will utilize 70 percent of the cargo capacity on Flying Tigers' B747 aircraft. Each carrier will market its services independently of the other.

The new service departs John F. Kennedy International Airport each Saturday at 6:30 p.m., arriving in Houston at 9:00 p.m. The aircraft departs Houston at 11:00 p.m. for arrival in Chicago at 1:15 a.m. The flight departs Chicago at 3:15 a.m. and stops in Paris before terminating at Jeddah at 3:34 a.m. on Monday. The aircraft will then operate from Jeddah to Hong Kong, where it will be placed into Flying Tigers scheduled route service to the United States.

"The expansion to Jeddah adds another world market to our scheduled all-cargo route system," said John E. Flynn, executive vice president. "One year ago, we added Europe to our domestic and Asian network."

## What Yield Means To Flying Tigers

To better understand the economics of the air cargo industry, it is important to have a basic understanding of yield — and its effect on our business.

Yield is used two ways — yield per revenue ton-mile (RTM) and yield per pound. A revenue ton-mile equals one ton of revenue traffic carried one mile. Specifically, yield per RTM is the revenue we receive for carrying a shipment, divided by the number of ton-miles represented by the shipment. Yield per pound is the revenue we receive for a shipment, divided by the number of pounds in the shipment.

Yields are critical because many of our costs can best be expressed on a cost per revenue ton-mile and a cost per pound basis. Therefore, when we evaluate the overall profit or loss of a market, flight or service, we can do so most meaningfully by comparing our yields per RTM or per pound to our costs per RTM or per pound.

If our revenue yields are higher than our costs, we are profitable and can afford to maintain or expand our market, capacity or service. If yields are not higher than our costs, we must undertake one or more of the following alternatives to correct the situation: improve service so we can charge higher prices, and therefore obtain a higher yield; lower unit costs through improved efficiency and higher productivity; or close the market, cancel the flight or drop the service.

It is also important to note that certain kinds of shipments — smaller, denser, more service sensitive — produce higher yields than others. For instance, 1,000 pounds of automotive parts produce higher yields — and contribute to higher profits — than 1,000 pounds of ping pong balls.

Understanding these basic concepts can help us see why domestic yields produced by Flying Tigers, presently averaging 43 cents per pound, are less than half those produced by forwarders.

## In This Issue

**Changing Face Of The Air Cargo Industry** . . . . . 2

Address to the Los Angeles Air Cargo Association by Flying Tigers Executive Vice President John Flynn.

**Fuel Conservation — Everyone Can Help** . . . 3  
Facts on fuel-saving by Bob Younker, project engineer - technological development.

**The Inside Story** . . . . . 3  
Jet-powered car from London to Los Angeles; Flying Tigers ships solar-aircraft.

**Training Is Top Priority** . . . . . 4

**Regional News**  
Europe . . . . . 6  
Asia . . . . . 6

**Regular Features**  
**News from Tiger International** . . . . . 2  
**Welcome, On the Move, In Memoriam** . . . . . 7  
**Crew Corner** . . . . . 7  
**On the Safe Side** . . . . . 8  
**How To Get Away To It All** . . . . . 8

## Mexico Service Continues

Flying Tigers U.S./ Mexico service, which was set to be excluded from the new schedule, will continue to operate with two frequencies per week. Both truck service and flight #441 will connect Chicago with Houston for the Wednesday and Saturday flights to Mexico City.



## Flynn Speaks

# Changing Face of the Air Cargo Industry

Addressing the Los Angeles Air Cargo Association October 8, Flying Tigers Executive Vice President John Flynn offered some insights into the future of the air cargo industry. The text of his speech follows:

I am delighted to have this opportunity to address the Los Angeles Air Cargo Association because it gives me an opportunity to share with you some answers to a few questions we have been asking ourselves at Flying Tigers.

What, we said to ourselves, is the air cargo industry going to look like in the next few years. Not statistically — but in form and substance. We all know our industry is changing, but will the changes continue? And if so, what direction will they take?

In our search we have uncovered some clues — and in true dramatic fashion I propose to reveal these clues in some logical order.

Initially we found two clues to future relationships in the air cargo industry. Both emanate from the same source — deregulation — which is a process where the government removes itself from the picture and lets events take their free course. Most of what happens under deregulation would probably have occurred anyway under regulation, but to a less acute degree and over a greater timespan.

Deregulation has been implemented almost totally in United States air cargo. Consequently, the domestic cargo deregulation experience may give us a preview of what will eventually happen in air cargo worldwide. The second clue is how deregulation in other industries has affected the customer/agency/producer relationships in those industries.

### U.S. Domestic Air Cargo

Domestic air cargo was the first part of the United States airline business to be deregulated. The air cargo deregulation law went into effect November 9, 1977, which was well ahead of U.S. passenger airline deregulation. So we've had some time for the effects to sink in and produce results. What have been these results in terms of shipper/forwarder/airline relationships?

One of the most noticeable results has been the blurring of distinctions among shippers, forwarders and carriers. In contrast to the neatly-defined pre-deregulation classification of these three categories, we now have forwarders operating large fleets of aircraft in scheduled airline service, and shippers' associations acting like forwarders. We even have trucklines and railroads entering air business. Roadway Express, one of the nation's largest trucking firms is test marketing air express service; Burlington Northern, one of the nation's largest railroads, owns one of the nation's leading airfreight forwarders; Norfolk & Western Railroad has announced its desire to buy control of Piedmont Airlines; and Tiger International not only is the parent of Flying Tigers, but also of several trucklines.

The most aggressive expansionary moves, however, have been made by major airfreight forwarders into what previously was

considered the airlines' preserve of scheduled airplane operation. Only four out of a total of 1,609 U.S. airfreight forwarders have taken up scheduled airplane operation — these four are among the largest U.S. forwarders. The schedules they operate are extensive — and growing — and carrying cargo that otherwise would have been carried by the scheduled airlines. They carry in their own airplanes a very high percentage of the air cargo they develop.

Another significant sign of the times is that the Airfreight Forwarders Association has changed its name to Air Freight Association to encompass the newly-acquired scheduled airline activities of its members.

### Scheduled Airlines Branch Out

The scheduled airlines so far have used some restraint in not invading the forwarders' "turf", but this is now beginning to occur just in order for the carriers to regain some measure of competitive balance.

The first major move in that direction was United Airlines' announcement August 18 that on September 9 they would be launching overnight door-to-door air cargo service to 12 major cities, and, on October 5 extending this to all of the points they serve. This will put United in head-to-head confrontation with forwarders and express operators in these markets. Once United does this, it will put even more pressure on the other scheduled airlines to provide the same broadened range of service as United and the forwarders.

Secondly, since deregulation, there has been a tremendous — almost explosive — development within the U.S. of small package express traffic by air. Some companies, like Federal Express, specialize in this business, but almost everyone participates in it, including scheduled airlines, forwarders, and express services. Thus, delineating carriers into fixed classifications is outmoded because these companies are competing against each other to carry the same traffic from the same customers, many of them in their own airplanes.

A development related to small package express growth is the expansion of courier services. Here again categorizing carriers into classes is hard to do because where some companies have concentrated exclusively on courier cargo, others operate courier service as an adjunct to airfreight forwarding and/or small package express. Courier services fill a special niche, moving mostly documents. Couriers are a relatively more important factor in the international field where they are not subject to as much competition from small package express services, and where the courier has an advantage in clearing customs with packages classified as baggage rather than cargo. The major worry about the future on the part of both small package express and courier services is technological advancement in electronic transmission of documents. Such developments could have a major negative impact not only on a small package express and courier services, but also on the carriage of

mail by air.

A phenomenon connecting U.S. domestic cargo deregulation has been a rapid increase in the growth of cargo carriage by commuter air carriers. We all have heard a great deal about newly developing passenger airlines in the U.S. since deregulation, but cargo development by commuter carriers has been an equally spectacular event. The number of commuter carriers has increased by 20 percent since deregulation and the number of all-cargo commuters has increased by 50 percent. Cargo tonnage on commuters both combination and all-cargo has increased 100 percent since deregulation.

### Toward An Integrated System

The common thread is that transportation companies, when released from government restrictions, reach out to provide a full range of cargo services to their customers. This is inherent in efforts by airfreight forwarders to operate their own airlines as well as trucks and terminals. It's inherent in the moves by airlines and airfreight forwarders to join the small package bandwagon. It's inherent in the melding of express and courier services — and even in the growth of commuter cargo services, because they are filling what previously was a vacuum in short-hop air service and positioning themselves to be part of a larger integrated cargo system.

Their objectives are twofold: to be able to meet customers' demands over a wide spectrum of services, and to be able to provide an integrated (through one-document) door-to-door movement of a customer's cargo. Both objectives are logical. We all know about the "one-stop-does-all" theory which says that customers would rather have a truck make only one delivery to a multi-purpose carrier, than to engage in expensive multiple deliveries to separate single-purpose carriers. And cargo shippers constantly are searching for ways to simplify life for themselves, which a single-document door-to-door service certainly does. John C. Emery, Jr. recently described these objectives, wrapping them in an obvious but forgivable Emery sales pitch, as follows: "We have to be realistic. Air forwarding is now doing business in a different way. Deregulation has fostered a new ballgame. In a few short years we have reached the point where we now offer shippers total transportation services. We have our own trucks and aircraft; we have space reserved on other aircraft; and we have our own domestic and foreign personnel to handle the paperwork for customers. The result is fast, door-to-door delivery on an international scale, aided by our EMCON computerized tracking system."

The inevitable result of all of this will be the establishment of a number of major air transportation "supermarkets" in the 80s. They will take care of all of the customer's air-related transportation needs. They will be built by assuming new activities or through acquisitions or mergers with other transport entities.

These developments will make air cargo shipping more simple and at the same time more flexible for the customer — and anything that assists the customer will help to expand the market, to the benefit of all concerned. There still will be room for smaller entities that wish to specialize in some aspects or geographical areas. This is the case even today where four U.S. air freight forwarders have expanded into operating airplanes on a large scale, but the other 1,605 forwarders have elected to take other courses.

### International Air Cargo

The same trends are discernible in international air cargo, but on a slower timescale since deregulation has not taken hold to the same extent as inside the United States. The flag airlines of Scandinavia, France, Switzerland, Germany and other countries either have purchased part or all of major airfreight forwarders in their countries or are allied with them through government ownership.

The European economic community's Directorate General of Transportation is conducting a study designed to lead to a joint door-to-door small package express service by European airlines within Europe. Three airlines — British Airways, SAS and Lufthansa — are about to experiment with a door-to-door system for larger consignments within the U.K. and Europe. A number of small cargo airlines are starting into business and developing in various countries where governments will permit. Some national flag airlines have established their own air and/or truck feeder services within their own countries or are tied in with them through government ownership. A Dutch-related firm has applied to the U.S. CAB to increase its stockholdings in DHL corporation from 9.9 percent to 21 percent. This firm has interests in air cargo pick up and delivery services in various countries, whereas DHL corporation holds U.S. airfreight forwarding and airline operating rights and acts as a major international air courier.

Once the trend to full service supermarket air cargo market-

ing has started, it will gather momentum in a snowballing effect through efforts of the major transport enterprises to provide service options at least equal to those of their competitors.

### Deregulation In Another Industry — A Comparison

When the U.S. securities industry first was deregulated there was a wave of horizontal mergers among investment banking and brokerage firms. Now financial institutions of a different stripe in turn are gobbling up some of the merged companies. For example, the giant Prudential Insurance Company is in the process of swallowing Bache, Halsey, Stuart, Shields, and American Express is taking over Shearson, Loeb, Rhoades. The combined entity in each case will be a financial supermarket intended to serve the diverse needs of a wide spectrum of customers as well as to cross-fertilize activities within the organization. Phibro Corp., a commodity trading firm owning steamship and banking facilities, is acquiring Salomon Brothers, another one of the major U.S. investment banking firms. In this case, it appears that the motive is a commodities-based supermarket.

Thus we see a parallel move to the supermarket syndrome in another deregulated industry. It is notable, however, that the relationship of customer/agent/producer has not changed very much in the deregulated industries. Although the mergers and consolidations have vacuumed up a number of existing companies and reconstituted them into a smaller number of supermarkets, there are many other companies out there specializing in one or another industry activity. This is true in both the U.S. domestic air cargo and the U.S. securities business. Commissions were deregulated in the U.S. securities business which has resulted in a different scale of commissions according to the customer size, and bargaining power; and some stock brokers refer to themselves as "discount houses", charging lower commissions but offering fewer services to the customer in

Continued on page 3.

## FLYING TIGERS *review*

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Flying Tigers is a Tiger International Company

# TIGER

Tiger International News

## TigerAir Names Three To New Positions

TigerAir, Inc. has announced the appointment of three key executives to new positions: Thomas C. Walker, senior vice president fixed base division; L. Craig Woodhouse, senior vice president supply and manufacturing division; and Stephen Epstein to vice president human resources.

Walker will be responsible for the company's four current Fixed Base Operations in Burbank, California, Salt Lake City, Utah, Denver, Colorado, and Westchester County, New York, and the expanded network of FBO's now being added. He was previously vice president and general

manager of TigerAir's International Aviation Services at Westchester County Airport, located north of New York City. His office will be located at TigerAir headquarters at Atlanta, Georgia.

Senior Vice President-Supply and Manufacturing Division L. Craig Woodhouse will be responsible for TigerAir activities which include providing auxiliary fuel tanks, spare parts and, through its Aviquipo subsidiary, a worldwide distribution of aircraft products.

Vice President Human Resources Stephen Epstein, formerly senior director of human resources, will continue to handle all aspects of human resources management for TigerAir and its subsidiaries.

## Flynn Speaks

Continued from Page 2.

return. However, in spite of these changes in form the basic relationships have remained. Smaller companies apparently can develop and survive, especially if they concentrate on a specialized activity or area.

### Conclusion

If you go along with our theory that activities in a regulated environment reveal basic economic drives that point to events that will show up later in a less regulated environment, then the consolidations occurring in U.S. domestic air cargo indicate that something along the same line will occur in other geographic areas. Even if you don't buy our theory altogether you must admit there is a trend in that direction and basic marketing logic behind it.

These developments aren't all bad, but they aren't all good either. Getting from here to there involves untold dislocations and

anguish — witness the bitter running debate about airline deregulation and the changes and upheaval which have taken place in the U.S. airline industry since deregulation. Even in Europe, almost all of the air cargo charter operators have disappeared from the scene as a result of intensified competition from less-fettered scheduled carriers.

So what monumental conclusion have we drawn from our scrutiny of the air cargo industry? Well we have found that while carriers may be changing their spots — or stripes — the shipper is still basically the same. He is still telling us that service is more important than price, that he wants to deal with as few different companies as possible and that honest communication about the status of his goods is of great value to him. Which leads us to conclude that while everything changes — it really stays the same. It doesn't matter to the shipper what his carrier calls himself — only that he does what he promised to do.



## Fuel Conservation

# Everyone Can Help

by Bob Younker, project engineer-technological development

*Bob Younker, 10-year Flying Tiger, has been involved in our fuel conservation effort since the program was initiated in October 1979.*

The high cost of jet fuel and its impact on profitability is mentioned in virtually every piece of literature addressing the status of airlines today. Flying Tigers is certainly no exception. And many of us, as concerned employees ask, "What can I do to help?"

Until now, information has been available showing that flight planning uses a computer utilizing a dynamic programming technique to produce the minimum cost track and altitude between stations; pilots fly optimum climb, cruise and descent profiles to minimize fuel consumption; maintenance washes the airplanes to reduce parasite drag and have changed the leading edge of the horizontal stabilizers on older B747s to reduce cruise drag; fuel administration continues to negotiate contracts aimed at decreasing the per gallon fuel price; and information systems is installing a computerized load planning system designed to save fuel by helping to optimize the center of gravity with respect to the mean aerodynamic chord.

But how does this affect us? Many of us can't be expected to understand the technical jargon being used.

Well, there is one way which many of us can do something. We can make sure that when a Flying Tigers plane takes off, there is no extra weight on board because of something we haven't been aware of. For example, if every flight during the year had one COMAIL letter on board

that wasn't really necessary we would have used 39 gallons of fuel to carry that extra weight — that's only one ounce per flight. If we ship 1,200 pounds of obsolete records from JFK to HDQ for storage, that could take 48 gallons of jet fuel. If a case of oil takes a joy ride on the 071-072, that would cost \$14.50. By being aware of small potential savings that can add up to big savings, it can make each of us a candidate for saving fuel.

Fuel burn for a given distance varies primarily with airspeed, altitude, temperature, wind, and airplane weight. If weight is reduced, the plane will operate at a lower attitude, or angle of attack, which results in less drag and, hence, reduced fuel consumption. More simply, it takes more energy to lift a larger weight and our energy source is jet fuel. In reports on fuel conservation, the amount of fuel saved for weight reduction is usually stated as a yearly total. This is an extension of other analysis which expresses the weight reduction. Average conditions are used since the fuel saving value varies with trip distance, cruise altitude, and landing weight. For analysis the figures in the box below can be used.

These values are quite good when used over a series of flights of varying lengths and gross

weights, but for individual flights or for operational purposes specific computations should be made.

At this point, it may be of interest to see how to get from numbers like 6.5 gallons per hour per 1,000 pounds to the fact that one pound per flight will save 625 gallons per year. The answer is leverage. Planning shows that during 1981 our B747 fleet will fly 50,000 hours and our DC8 aircraft more than 40,000 hours. So if the weight of each flight during the year is reduced by 1,000 unnecessary pounds, it will take 625,000 less gallons of fuel. At today's prices, that is close to \$725,000 a year.

Now that we know the economics and technical aspects of the problem, perhaps we can all think of ways to reduce weight without impacting customer service or safety. For example: employees in terminal operations should use pallets instead of igloos or containers whenever practical — representing a tare weight savings of some 400 pounds; secretaries can make sure that no unnecessary papers are mailed around the system; mechanics should make sure planes are clean and no unnecessary COMAT is on board; and managers should understand fuel-saving techniques and make sure employees understand and use conservation methods. The list goes on. BUT — EVERYONE can help!

### A/C Type

B747-100/212B  
B747-245/249  
DC-8-63F  
DC-8-61F

### Extra fuel required each hour to carry an additional 1000 lbs.

6.6 gallons  
6.3 gallons  
7.0 gallons  
7.5 gallons

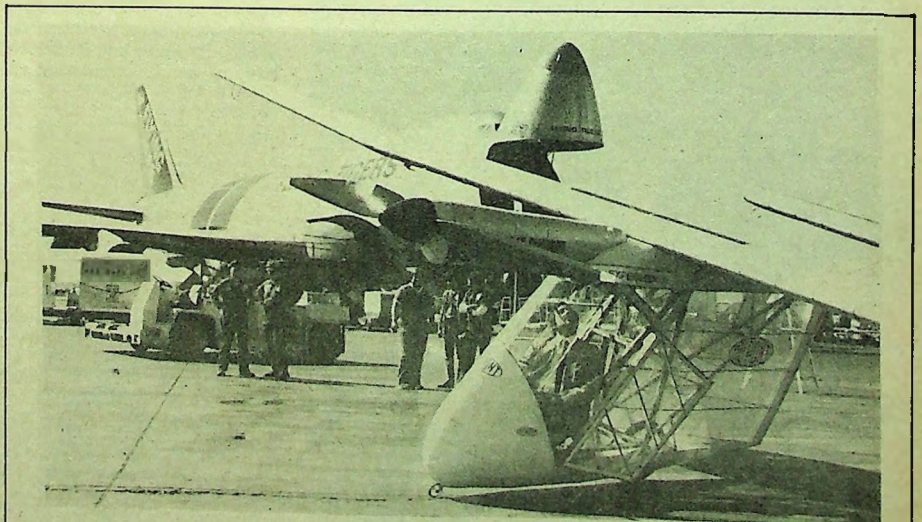
## The Inside Story

### Shipments, Charters, Worldwide



## Jet Powered - Land or Sky

Thrust 2 and crew — the British challenger to the world land speed record recently arrived in Los Angeles from London on board a Flying Tigers B747 jetfreighter. The jet powered car, enroute to the Bonneville Salt Flats in Utah, will attempt to break the world land speed record of 622.407 miles per hour held for the past ten years by American Gary Gabelich. Pictured above, during unloading of the car at LAX, l-r: Steve Godfrey, sales executive-Southern England; Alan Kelly, public relations representative-HDQ; Roy Patterson, forwarder agent; David Brinn, Project Thrust financial director; Richard Nobel, driver and chairman of the project; Nobel's wife; and Gordon Flux, chief mechanic on the car.



## Like Father, Like Sun

The Solar Challenger, the world's only sun-powered airplane, was carried recently on a Flying Tigers B747 to a victorious homecoming in Chicago. The ultra-lightweight aircraft, which is powered by 16,128 photovoltaic energy cells, returned to America after its historic 188-mile crossing from France across the English Channel to England. It is the sistership of the Gossamer Albatross, the first aircraft to cross the English Channel on human power. It's pilot, Stephen Pracek, and crew assembled the dragonfly-like plane and ran its small electric motor for welcoming guests and the news media. Jim Rubino, ORD account executive, pictured above in the aircraft, examines the 217-pound airplane's interior while other ORD personnel look on.

*New Home, New Directions*

# Training — Top Priority

Training and development is now under one roof and in a new home since recently moving to the north wing of the Samuel B. Mosher Training Center at headquarters.

According to Dick Battle, vice president - personnel relations, this move is in keeping with management's commitment to strengthen company training programs. "We recognize that thorough training at all levels is the foundation for a successful company. Although many companies cut back on training programs during difficult times, Flying Tigers is committed to improving its programs. We feel that solid training is the key to recovering from these difficult times — and coming out stronger than ever," he said.

Don Ashbrook, director - training and development added, "With instructors, classrooms, materials and equipment at one training facility, we are now better able to serve the company. Also, by working primarily from one central location we will save money."

**New Training Concept**

"The objective of our programs is twofold: (1) to create a highly competent professional workforce in the technical environment, and (2) to create a management group with a high level of management skills who can inte-

grate both management and technical skills to produce an efficient and productive work group for Flying Tigers. It is important to remember we are working with both human and technical skills which must be fine-tuned in order to meet company objectives.

"We are practicing a new approach to training — and I think it's an exciting concept. We are currently creating course curriculums for all major job classifications within the company," Ashbrook said. He went on to explain that the department offers complete job-related curriculums integrating classroom instruction and on-the-job training for sales representatives, customer service representatives and operations supervisors. The series of courses are tailored to thoroughly train employees — both new-hires and experienced — in the skills required to perform their respective jobs. New employees are required to take each course in their programs, while experienced employees take only subjects pertaining to their specific needs.

"We try to make our programs totally employee (student) focused by structuring our curriculums with teaching methods and media most effective for the students and which simulate real, on-the-job situations. Our objec-



Employees representing different locations and departments, participate in an International Rates and Tariffs class at the training center at headquarters. Front row, l-r, Vince Gallagher, marketing manager - NYC; Mike Bronowich, account executive-SYR; and Rick Therien, traffic agent-LAX. Second row, l-r, Claire Wong, customer service agent-BOS; Carol Martinez, customer service agent-BDL; Rose Acre, customer service agent-SYR; Annette Rothig, customer service agent-ORD; Margie Hinze, customer service supervisor-ORD; and Toni Ill, chief operations supervisor-LAX. Back row, l-r, Bari Hayden, former sales representative-SFO; Mary Van Dover, customer service agent-MIA; Mike Carlbloom, traffic agent-MSP; Donna Sanders, instructor; Donna Wernet, traffic agent-ANC; and Johnny Wong, rating specialist-HDQ.

tive is for employees to reach a specific level of competency — not to pass or fail them," he added.

**Restricted Articles Training**

"In addition to employee training, our courses in tariffs and hazardous materials (restricted articles) have become very popular among our customers and competitors," explained Mary Donovan, manager - training and development. "Flying Tigers is recognized within the air cargo industry as an authority in the transport of restricted articles."

Within the company, Restricted Articles Training and Recurrent Training are recommended for

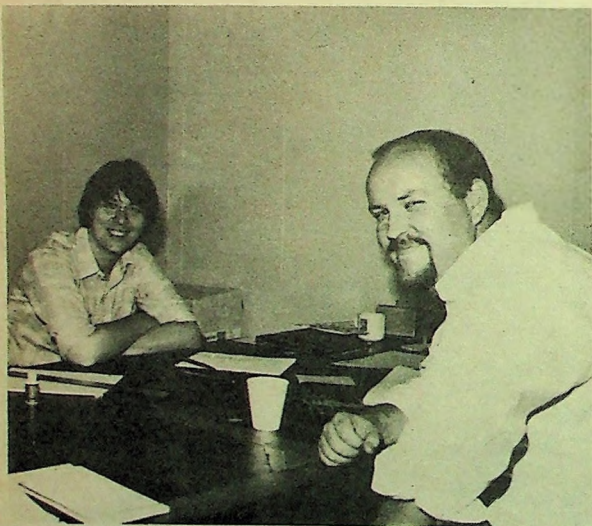
operations, customer service and sales personnel. Three workshops have been designed especially for the shipping public — a five-day course and two- and three-day seminars which educate the shipping public in regulations governing the transport of restricted articles by air.

Training and development also offers rates and tariffs courses for forwarders and IATA agents, in addition to Flying Tigers personnel. Courses offered include USA Price Schedule Application, USA International Tariffs and Asian International Tariffs. Linda Filby, Debbie Hinkle and Donna Sanders instruct these courses.

"Student evaluations of the courses have been favorable," Donovan said. After completing the hazardous materials course, one student commented: "It was the best seminar on this subject I ever attended." A recent rates and tariffs "graduate" remarked: "I thought this was one of the best Flying Tigers classes I have attended." Other students offered similar praises.

**Sales Training**

The sales training program is designed to teach employees successful sales techniques. Courses within the curriculum include: Service Knowledge; Listening/ Professional Selling Skills; Pro-



Pictured above, l-r: John Jordan and Ken Scully, operations supervisor training instructors. At right, department director Don Ashbrook.



Instructors pictured above, l-r: are Linda Howaniec, KIAC training; Lenore Samela, sales training; and Debbie Hinkle, rates and tariffs.

Professional Selling Skills Review/Managing Time and Territory; and Account Development Strategy/Interpersonal Skills.

Donovan noted that new salespeople are required to take all four courses and experienced salespeople take only the latter three subjects.

Students pointed out some of the benefits of sales training. "I found the course most useful in teaching how to avoid the pitfalls of selling — and how to avoid overselling," one student said. Another student remarked, "The course instills confidence and a general positive feeling of being able to perform sales duties in a professional manner." Other appraisals concur: "The course is extremely helpful in bringing together varied sales concepts;" "I am very impressed with this program — techniques used are highly effective in all areas of life;" "The course is a very interesting, timely and overall excellent forum for people in sales."

Sales training instructors are Dan Heimer and Lenore Samela.

**Customer Service Training**

Customer service training is divided into initial and advanced sections. The initial program (CSTP-Initial) includes three courses developed specifically for inexperienced customer service representatives: Orientation to Customer Service; USA Price Schedule Application; and USA International Tariffs/Service Knowledge. A fourth course, Procedures/Interaction and Sales Skills is currently offered to both experienced and inexperienced customer service personnel. The specific training needs of experienced customer service representatives are addressed through CSTP-Advanced which includes two courses: USA Price Schedule Application/Service Knowledge and USA International Tariffs/Import and Export Procedures.

Comments like: "This class was wonderful;" "The course enlightened me to many Flying Tigers services and capabilities;" and "Overall the class was excellent" indicate students' satisfaction with the program.

Mary Kay Lambert, Armand Arias and Donna Sanders instruct customer service training courses.

**Terminal/Operations Training**

"Technology, supervision and leadership are emphasized in the operations supervisor training program. Technical training focuses on skills required of the work force in performing opera-



The traffic agents pictured above recently graduated from a DC8 and B747 Weight and Balance workshop held at JFK. Pictured l-r: Larry Kiang, Pete Schubert, Charlie Saturno and Carlos Sanchez-JFK; James Hanley-BOS, Ron Gilbert-JFK; Eric Duval-CDG; and Willis Cortez-JFK.

tions functions; leadership training deals with problem solving, effective communications and motivation and supervisory training covers the interaction of management principles with technical skills to create a productive workforce," Neil Brooksby, manager-training and development explained.

Curriculum in the operations supervisor training program includes: Orientation to Supervision; Flight Line Management; Warehouse Management; Office Management; and Labor Relations/Leadership Development. All five courses are required for the new operations supervisor and should be taken in order. Experienced supervisors should complete four courses: Flight Line, Warehouse and Office Management; and a new course, Interaction Management.

John Jordan, HDQ and Ken Scully, JFK instruct operations supervisor training courses.

Other operational training courses are conducted throughout the system by regional coordinators. Subjects include: DC8 and B747 Weight and Balance, Leadmen Workshops, Ramp Servicemen Training; and Ground Support Equipment Training. The coordinators also assist terminals in other performance and problem solving functions as needed. "The purpose of this group is to keep in close contact with the terminal's day-to-day training needs," Neil Brooksby said. Coordinators are John Jordan, Mark Taylor, HDQ and Martin Mehan III, ORD.

**KIAC Training**

"KIAC training has been a vital part of Flying Tigers for a num-

ber of years and continues to keep pace with new computer technology. The focus of the training is to keep both field and headquarters personnel up-to-date with the latest changes while continuing to offer scheduled classes to supervisors, traffic agents and customer service representatives," Brooksby said. "New programs are now being developed to help the company cut costs and increase productivity by using KIAC," he added. KIAC instructors are: from HDQ, Linda Howaniec, Rick Ramhag, Ginny Maiolo and Susie Grace; Jo Ann Collins, ORD; and Jim Aiken-Europe.

**Supervisory Management Courses**

Training and development also offers a number of supervisory development courses. Taught by Terry Hillis and Adele Plotkin, the courses include Process of Supervision, Interaction Management and Leadership Development.

Don Ashbrook explained that one of the greatest advantages of the training program is flexibility. "By offering complete curriculums and independent studies, training and development provides vertical as well as horizontal training," he said. "We look forward to expanding existing programs and developing new ones so that more Flying Tigers employees can benefit from the courses we offer."

For additional information about training and development programs, class schedules and registration, write the department at HDQ T257 or phone (213) 646-7496.



Pictured at left, Neil Brooksby, manager-training and development.



Instructors, above, discuss the training and development program with department manager Mary Donovan. Seated l-r: Al Hollander, hazardous materials training; Mary Donovan; Mary Kay Lambert, hazardous materials training; Dan Heimer, sales training; and Sherry Fontenot, hazardous materials training.



Some of the people responsible for "making it happen" in training and development include, seated, l-r, Mary Kay Lambert, hazardous materials training; Armand Arias, customer service training; Mary Donovan, manager; and Donna Sanders, customer service training; standing l-r, Terry Hillis, supervisory development; Adele Plotkin, supervisory development; and Don Ashbrook, director.



**Oops!**

In the October 5 issue of Flying Tigers Review, a photo caption accompanying the "Thoroughly Modern Maintenance" story was inadvertently omitted from page 5. The caption should have appeared as follows:

Instrumental in getting MACH on-line from computer systems operations, at left, Nina Trampier, systems analyst below, Stan Balcomb, director; below, left, Dave Washburn, computer programmer.



**Management Classes Resume This Fall**

With its successful introduction last spring, the Management Association's Transportation Management Program resumes this fall with a new course — International Business.

Like last year's courses, Business Economics and Physical Distribution Management, the class emphasizes the practical application of academic theories to the transportation industry in general — and Flying Tigers in particular.

The program is offered in cooperation with California State University - Northridge and Flying Tigers' training and development department. The college-level course will meet for two-and-a-half hours, once a week for eight weeks and will require reading, examinations

and term projects.

A catalogue describing the fall program, including registration forms and information on dates, times, fees and location, will be mailed to Management Association members. Members are encouraged to enroll promptly to take advantage of this educational opportunity.

The association's management development committee, chaired by Michael O'Halloran, senior financial analyst-operations administration, is coordinating the program. Committee members include: Annabelle Page, credit supervisor-credit and collections; Frank Schneider, work scheduler-maintenance; and Tish Rodriguez, computer programmer.

# Flying Tigers in EUROPE

## Flying Tigers 1000

# Victory at Brands Hatch



### Tennis is Their Game!

Among participants in Flying Tigers' 1981 London terminal tennis tournament now underway are, above l-r, Ray Scaife, cargo serviceman, and John Boorman, administration agent. The tournament, which started in August, advanced to semi-finals earlier this month with Brian East, import manager, matched against John Boorman and last year's champion Stan Jelinik, cargo serviceman, facing Paul Kornas, operations supervisor. The matches are being held at a park located near the airport.

For the first time, a major motor race carried the "Flying Tigers" name with our sponsorship of the Brands Hatch 1000 kilometer World Endurance Championship race held in England September 27. As an added bonus, one of two cars sponsored by Flying Tigers finished second in the six-hour classic, and its owner, American Bob Garretson, gained enough points to win the 1981 World Endurance Championship for Drivers.

Held in the heart of Kent, the Flying Tigers 1000 was open to more than 30 vehicles. Top international drivers Desire Wilson — the only woman to have won a Formula I race — Preston Henn, Bobby Rahal and Bob Garretson, drove two Kramer Porsche 935 K3 Turbo vehicles for Flying Tigers.

Britain's Guy Edwards and Spanish driver Emilio de Villota won the race in their Lola T600 Cosworth.

Our London staff took the opportunity to entertain shippers and journalists at the Brands Hatch reception suite where they got a bird's-eye view of the race and were served an American style lunch of chili con carne, hamburgers, hot dogs and apple



Good show — Bob Wetherill, left, GM-U.K. and Ireland, and Al Hicks, right, VP-Europe, congratulate, center l-r, Bob Garretson and Bobby Rahal, runners-up in the Flying Tigers 1000 race at Brands Hatch.

pie. Hosting the event were Al Hicks, vice president-Europe; Nissen Davis, vice president-public relations and advertising; Bob Wetherill, general manager-U.K. and Ireland; Burt Hubbs, director scheduled services and charter operations-Europe; and Mike Braund, sales manager-U.K. and Ireland.

In a program message to the thousands of spectators who turned out to watch the race, Flying Tigers' President Tom

Grojean said, "As the world's largest air cargo carrier, we have flown racing cars all over the world, but this is the first time we have had the honor of having a race named for us. It is not inappropriate, however, because there is a direct correlation between car racing and air cargo — both depend on speed and reliability for success. Although we will be cheering hard for the cars bearing our name, we wish all the drivers God-speed as they traverse this famous track. On this, our first anniversary in the United Kingdom, we are pleased to be able to announce that we are increasing the frequency of our Boeing 747 freighter flights from the United States to the U.K. from seven to twelve a week. This expanded transatlantic freight capacity should adequately provide for the needs of the shippers of high performance equipment and other goods as the economies of our two countries improve."



Fast! The 180 mile per hour Kramer Porsche 935 K3 Turbo car, above.

Flying Tigers, a volte,  
vola persino aereoplani.

Chez Flying Tigers, nous transportons  
même des avions.

Manchmal fliegen wir sogar Flugzeuge  
in unseren Flugzeugen.

At Flying Tigers, sometimes  
we even fly airplanes.



Flying an airplane is always an unusual event. But when it's first started us to fly this 4.5 million dollar "Solar Challenger" the world's first solar powered aircraft, it was truly an event for Flying Tigers.

Our part of this historic project was to safely deliver the Challenger from Los Angeles to Paris. Then, on July 10, the Solar Challenger crossed the English Channel as a spectacular 51/2 hour, powered only by the sun and its 1600 solar cells.

Our congratulations to the Solar Challenger Team and the thanks to the Pilot for the opportunity to be a part of this fantastic event.

If you have cargo to ship anywhere in the world, remember Flying Tigers. Even if your cargo isn't as historic or unusual, we'll get it there safely and on time. Otherwise, we couldn't stay number one in the business.

**FLYING TIGERS**  
Westward bound with Flying Tigers.

In any language, the Solar Challenger's ride on Flying Tigers was important news for European shippers, and Flying Tigers got the word out via trade journals in Italian, French, German and English, above. The photo features the solar Challenger being off-loaded in Paris, France following its Flying Tigers flight from Los Angeles. For more on the Solar Challenger, see *The Inside Story*, page 3 of this issue.

Flying Tigers in

# ASIA

## KUL Opens New Doors

Kuala Lumpur is growing. Malaysia's Kuala Lumpur International Airport Terminal II offi-

cially began operation August 15. The \$4 million terminal, capable of serving up to 10,000 passengers an hour during peak periods, includes 20 check-in counters, closed circuit television providing up-to-date flight information, a baggage conveyor system and improved departure and arrival halls.

This terminal, however, is only a temporary arrangement. KUL's budgeted airport expansion project, costing some \$76 million, is slated for completion in 1984.

In the meantime, Flying Tigers KUL offices were relocated August 1 to the Malaysian Airways System Cargo Agent Warehouse. The KUL personnel are enthusiastic about the more comfortable and attractive surroundings, and are looking forward to working at the new terminal.



Tigerface logo marks the entrance to Flying Tigers' new KUL office, above.

—Submitted by Penny Foo-KUL



**Mureen Aria** (manager customer relations-HDQ), **Frank Hall** (district sales manager-IND) and all of your **Chicago staff**, special recovery was made which provided Burlington Northern Air Freight with service above and beyond the call of duty.

It has always been a pleasure working with Flying Tigers and we will continue to support you in every way possible.

**James J. McGinnis**  
District Manager  
Burlington Northern Air Freight  
Indianapolis, Indiana

**Showing Our Colors**

• Thank you very much for allowing us to tour your terminal in Boston. It was very good to see how freight is handled after it leaves our factory and to know why certain size cartons can be a problem.

Our special thanks to **Bruce Curran** (senior operations supervisor-BOS) who did a very good job of explaining the procedures to us, and for the tour of the 747.

It was great!

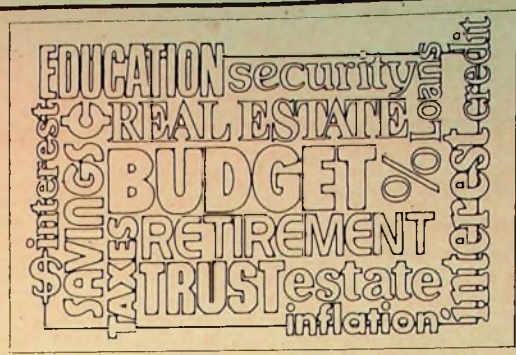
**Donna Journeau**  
Export Control Manager  
Witing and Davis Company, Inc.  
Plainville, Massachusetts

• Thank you very much for opening your doors to allow the Society of Packaging and Handling Engineers to tour your LAX and headquarters facilities. We certainly appreciated all your efforts in coordinating this tour.

Flying Tigers projects complete professionalism in material handling, loading of the planes, the training center and flight operations.

A big "thank you" to **Kathy Smith** (account executive-LAX), **Vince Torfin** (manager ground training) and **Gene Wach** (supervisor maintenance instruction), for taking time to conduct an informative and friendly tour.

**Crawford Sneddon**  
President, Society of Packaging and Handling Engineers  
Los Angeles Chapter  
Los Angeles, California



**Dollars & Sense**

**Loan Rates: Why So High???**

Many members have expressed concern over the loan rates recently announced by the credit union. Most members still think of the "good ol' days" of 10-12 percent loans and wonder what happened — and why so fast!

Many changes in the economy have contributed to the current situation of high rates and tight money. Many factors brought on by the Federal Reserve Bank in Washington, D.C., and by spending deficits by the federal government have caused rates paid to savers to soar. The credit union has to remain competitive in the area of savings rates to attract and hold the deposits that the credit union later loans to members. Simply stated, loan income has to equal what the credit union has to pay out in the dividends and operating expenses.

In addition, members who borrow from the credit union, greatly outnumber the members who save. When loan rates go up at other lenders, more and more people come to the credit union because of the traditionally lower rates. During a period like this — such as now, the credit union is forced to raise rates to equitably match the supply of loanable funds (member savings) with member demands for loans. It ends up all a matter of simple economics.

The answer to the problem is equally simple. What the credit union needs is more savers. Not just *BIG* savers — although we like them too, but all types of savers who save on a regular

basis. Start a regular savings program today; open a new share draft account; start a new payroll deduction; open a new certificate account or a tax-exempt savings program. There are savings programs for every need and every member of the family. Use your credit union for a place to save and borrow — then you as well as the whole membership will benefit.

**OFFICE HOURS/LOCATIONS PHONES/SERVICES**

**LOS ANGELES AREA**  
Locations and Hours  
8636 Sepulveda Blvd  
Westchester  
8 a.m.-5 p.m. M-F  
Full Service Office

Flying Tigers Headquarters  
LAX—Lo Tiger Bldg.  
8 a.m.-3:30 p.m. M-F  
Closed 1 p.m.-2 p.m.  
Teller Services Only

**NEW YORK AREA**  
Location and Hours  
Flying Tigers Building #178  
JFK  
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Computer Hours 10 a.m.-3:30 p.m.  
Full Service Office

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Flying Tiger Employees FCU  
P.O. Box 92854  
Los Angeles, CA 90009  
Co-Mail Code X-03

Phones:  
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New York ..... (212) 632-7775  
Toll Free ..... (800) 421-2184  
(except AK, CA, and HI)



**Customers Say Thanks**  
• Recently, Burlington Northern Air Freight had some very critical shipments from El Paso, Texas to Indianapolis, Indiana that were needed there to meet a 7 a.m. production schedule the next day. Through the efforts of

**Flying Tigers On the Move**

**Tay Sales Manager-SIN**

**Terrence Tay** has been named manager of sales in Singapore, responsible for all Singapore sales activities. He was previously in the Singapore sales office, and before that held various positions with *Freight Express International*, most recently as marketing development manager in Hong Kong.

**O'Reilly Named MTO Heathrow**

**Patrick O'Reilly** has been promoted to manager terminal operations at London. Pat joined Seaboard in 1966 as a traffic agent and was most recently export/ramp coordination manager at our Heathrow terminal.

**Muller to New Post**

**Mike Muller** has been appointed director of schedule planning effective October 1, replacing Mary Hadfield, who will be leav-

**In Memoriam**

**Dale Alexander**, DC-8 check captain, died October 5 at his home in Simi Valley, California. He was 49 years old. Dale came to work for the airline in 1966 and had been a DC-8 check captain since 1979.



Muller O'Reilly

Other promotions and new positions around the system:

**HEADQUARTERS**

**Amelia Caouette** . . . to customer finance job "4", from customer finance job "3". **Madeline Cleveland** . . . to statistical typist, from personnel clerk. **Janet Conn** . . . to accounting clerk "A", from accounting clerk "B". **Betty Hat-**

**zikian** . . . to credit rep. "I" from customer finance job "3". **Diane McAllister** . . . to clerk rep. "I", from accounting clerk "B". **Robert McBee** . . . to cost analyst, from junior financial analyst. **Betty Munoz** . . . to customer finance job "4", from customer finance job "3". **Carol Millhollin** . . . to pricing/tariff specialist, from junior financial accountant. **Tracy Troxel** . . . to accounting clerk "A", from accounting clerk "B". **Howard Wenger** . . . to senior clerk, from records retrieval clerk.

**JFK**  
**John Carroll** . . . to manager terminal services "III", from cost administrator. **Gabriella Murray** . . . to telephone sales rep., from secretary.

**SAN FRANCISCO**

**Laurence Creamer** . . . to senior ops. supervisor, from ops. supervisor. **Margaret Howard** . . . to confidential secretary, from secretary. **Gary Wang** . . . to manager interline, from account executive.

**CREW CORNER**  
...spotlighting crew members as they travel the Flying Tigers system.



Flying Tigers crew members, above, l-r, Captain Howard Hawkins, Second Officer Chuck Albritton and First Officer Gary Schukantz. Hawkins is a fifteen year crew member. Albritton has worked for the airline since 1978, and Schukantz will mark his fourth year in January.

**Welcome**

Flying Tigers welcomes the following new employees:

**HEADQUARTERS**

**Karen Bernhard** . . . statistical typist. **Dianne Corriere** . . . system analyst. **Donald Lutz** . . . senior industrial engineer. **Kathleen Nocella** . . . confidential secretary. **Jeno Pap** . . . project analyst. **Paula Schaeffer** . . . junior claims adjustment clerk. **Beverly Stewart** . . . aircraft data recorder. **Keith Taylor** . . . office services clerk "I". **Bruce Wolf** . . . marketing information specialist.

**JFK**  
**Barbara Hellig** . . . passenger service rep.

**LOS ANGELES**

**Faith Grant** . . . confidential secretary. **Dana Lee** . . . secretary.

**MONEY GROWS**

**IN U.S. SAVINGS BONDS**

## How To Get Away To It All

### Caribbean Cruises From \$449

Norwegian Caribbean Lines is offering discounts of from 50-65 percent on four of its ships sailing from Miami on 7-day Caribbean cruises. The ships are the *Southward*, *Starward*, *Skyward* and the *Norway*. The discounts are available to all airline employees and their families. Friends may take advantage of the same rate provided the friend(s) share a room with an interliner.

The discounted interline rates are the same on all four ships sailing November 7 and 8 through December 12 and 13: \$449 per person for an inside double room; \$499 per person, double for an outside room; with the third or fourth person paying \$295. Only outside rooms will accommodate

four persons. For all other dates the rates are \$549 for an inside, and \$629 for an outside double with the third or fourth person paying \$295. To all rates add \$16 per person port taxes. Rates will increase slightly in 1982.

For itineraries, details and bookings contact: **Interline Representatives, Ltd., 25 West 39th St., New York, NY 10018, (212) 840-6727.**

### Experience Jamaica

The *Sans Souci Hotel* in Ocho Rios, Jamaica, is offering interliners special rates through December 15.

Junior suites for two people are priced at \$52.50 per night. Executive suites — also for two, are \$60.50 per night, and two-bedroom suites are \$66 per night. All

rates are based on European Plan. Modified American Plan (breakfast and dinner) is available for an additional \$25 per person, per night.

The hotels accommodations include a terrace for dining and dancing, two swimming pools, two clay tennis courts and a restaurant.

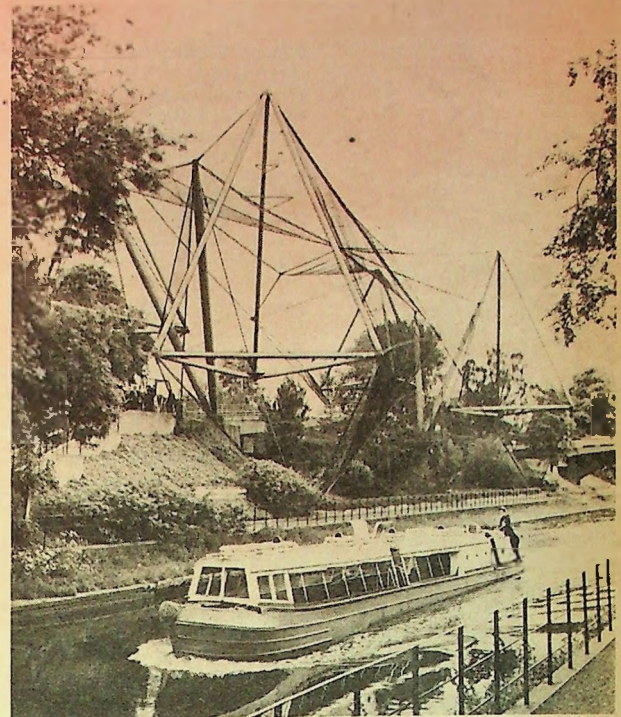
For reservations contact the hotel's New York representative at (212) 840-6727.

### Ski Utah

Aero-Marine is offering a "Go As You Please" 4-day 3-night ski package to Alta, Utah, for \$155 person, double. Price includes "on the mountain" accommodations for 3 nights, all meals except lunches, 3 lift tickets, services and taxes. Go anytime from November 20 to May 1, 1982.

Alta is 25 miles from Salt Lake City airport. The ski area is served by hourly inexpensive bus service direct from the airport to the ski area.

For further information, contact: **Aero-Marine Interline Tours Inc., 412 E. Shore Trail, Sparta, N.J. 07871; or call (201) 729-5004.**



**Birds and boats in Regent's Park** — Cruising along on London's canal system from Little Venice, a canal boat passes the aviary of London Zoo in Regent's Park. The structure was designed by Lord Snowdon, Princess Margaret's husband. London visitors can ride from Little Venice to the Zoo in about an hour-and-a-half. See it with TWA's Eurofare to London.

### Customs Regulations: It Pays to be Informed

When you travel out of the United States it pays to know the most current customs regulations. Recent changes in customs regulations have actually tripled the duty-free allowance on foreign purchases and created a simple system of assessing additional charges.

U.S. citizens can now bring in \$300 worth of articles from foreign countries without paying any duty. A 10 percent tax is charged on the first \$600 over this amount, while anything above that is rated according to a standard schedule. All purchases — except gifts valued at under \$25 — must accompany you in order to qualify.

Americans visiting the U.S. Virgin Islands, Guam, or American Samoa fall under more liberal regulations. They are permitted a \$600 exemption with a 5 percent

tariff above that even if purchases are mailed.

There have not been any changes in the duty-free allowances for liquor and tobacco. One quart of liquor per adult — or one gallon from U.S. possessions — is allowed, as are 200 cigarettes and 100 cigars.

In general, a sound knowledge of U.S. customs procedures can help eliminate delays when you return from traveling abroad. This is especially important if you have to catch a connecting flight or if you are with a group.

More detailed information on customs regulations can be found in the government pamphlet, "Know Before You Go," available from the U.S. Customs Service, Department of The Treasury, Washington, D.C. 20044.

### Iceland: See it With Hallmark Travel, Ltd.

Seventeen departure dates are now available to Iceland through March 1982. The 5-day/3-night package includes round trip air transportation from New York, hotel accommodations in a first class hotel, round trip transfers from airport to hotel, continental breakfast daily and Icelandic departure taxes. Sightseeing tours are offered at interline discounts from your hotel.

Airline employees, spouse, and children through age 21 are eligible.

Reservations cannot be confirmed prior to 14 days before departure, but a wait list will be taken on all dates on a first come, first served basis.

For departure dates, prices and additional details, contact: **Hallmark Travel, Inc., Interline Division, 56 E. Andrews Drive, NW, Atlanta, Ga. 30305; or call (404) 231-0260.**

## TWA Eurofare is Back

Trans World Airline's 1982-82 positive space Eurofare program, offering substantial discounts off economy fares between the U.S. and Europe, will be available from November 1 through March 31, 1982.

TWA's Eurofare rates for direct service from the East Coast gateway cities are:

Eurofare 1 — from Boston, New York, Philadelphia, or Washington, D.C. to Barcelona, Lisbon, London, Madrid or Paris — \$369;

Eurofare 2 — from the same Eurofare 1 cities in the U.S. to Frankfurt, Milan or Rome — \$409;

Eurofare 3 — from the same Eurofare 1 U.S. cities to Athens, Cairo or Tel Aviv — \$449.

Add \$80 for direct flights from Chicago, Los Angeles or San Francisco.

Airline employees, their spouse, dependent children to age 21, retirees and their spouse, and parents of the employee are eligible.

To obtain ticketing on TWA's Eurofare, submit an *Application for Travel on Other Airlines* form to employee benefits. In five days you will receive an authorization back which you can take to a TWA airport ticket counter or city ticket office where you can purchase your ticket. Eurofare is occasionally embargoed during periods of heavy passenger traffic, so check with employee benefits for most current embargoes.



## On the Safe Side

A. W. Brunetti  
Director-Safety

## Safetymanship — Skill In Safe Living

Safety is a component of all skills, but we admire the safety element in some skills more than others.

We have a high regard for the safety skill of the airline pilot, the mountain climber and the bomb disposal expert. But the safety component of everyday activity arouses very little interest or regard. Yet it is in the ordinary events of life that accidents take their toll in terms of untimely and unnecessary death, and needless disablement and suffering. What is needed is a new definition and a new image of the safety component of ordinary activities.

An attractive role model is provided by the ship captain and the seamanship with which he manages the ship. The purpose of a ship is not to lie at anchor in a

safe harbor. It will not earn profits for the owners that way. Its purpose is movement — to move passengers and cargo from one port to another, from the moment launching to the moment of sinking or going to the scrap heap. It is expected to fulfill this function in spite of the dangers encountered. How well it deals with these dangers is determined by the quality of seamanship its captain displays.

Seamanship is a proud word, defined as the science and art of achieving good practical results in the handling of a ship under any and all conditions of weather, tide, current and other influences affecting its movement or safety.

The individual is very much like the captain and his ship. One may look upon the human body

as a vehicle for living. Living can involve movement on land, sea or in the air. It involves many different activities such as building and maintaining an environment, engaging in remunerative work or in creative or recreational activities. Safetymanship is to the individual what seamanship is to the ship's captain.

Safetymanship is skill in going through life without accidental injury. There are degrees of safetymanship, as there are degrees of seamanship. Safetymanship is only one of the many skills that the individual needs. But since death and disabling injury are at risk, safetymanship is a skill of vital importance in the most literal sense of the term. Safetymanship requires knowledge, alertness, foresight, judgement, and skill.

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