

Lewis Jordan Looks at Important Issues

Emphasizing Our Strengths Toward Profit

Flying Tigers Achieves Profit in First Quarter

Flying Tigers has achieved a pretax profit for the first quarter of 1984—the second consecutive profitable quarter for the airline. Although the margin is slim—\$261,000—the achievement is notable in the face of the airline's \$30.5 million loss for the same quarter last year.

Revenues were \$266.7 million, up 21 percent over the \$219.9 million for the same period last year. International revenues increased 28 percent and domestic increased 23 percent. Flying Tigers revenues now represent approximately 80 percent of Tiger International's revenues.

Tiger International reported a first quarter loss from continuing operations of \$6.9 million, or \$3.34 per share, sharply reduced from last year's loss of \$38.1 million or \$2.25 per share. Tiger International revenues increased 14 percent to \$318.1 million compared with \$278.3 million for the same period last year.

"The significance of this first quarter profit for Flying Tigers is particularly gratifying in light of the fact that our first quarter is seasonally our weakest and has frequently resulted in a sizable loss," said Executive Vice Presi-

dent Lewis Jordan. "Certainly part of our success can be attributed to strong traffic growth so far this year led by transpacific revenues, which were up 52 percent for the quarter," Jordan noted, adding that March was a record revenue month for the airline—even exceeding revenues in December, 1983.

At the same time, Jordan said, the airline achieved record Flying Tigers B-747 pilot productivity of 50.1 hours of hard seat time per pilot. He also noted that the effort and cooperation of many employees during this most difficult period in Flying Tigers' history has been "absolutely essential."

Jordan also cautioned employees that while the news is encouraging, the airline's return to a position of strength has only begun.

"I must continue to point out that we must sustain profits for a considerable length of time in preparation for our future," he said. "Now more than ever we must work to improve the areas of our operations that need improvement and continue to do everything we can to reduce costs, increase productivity and provide the best possible service to our customers."

Executive Vice President Lewis Jordan answers some important questions about our company—where we are and where we should be headed.

Q — You have been back with Flying Tigers as executive vice president for approximately two months now. How do you characterize the condition of our company? Where are we strong, and where do we need to make changes?

A — We have an extremely strong portion of our business that warrants more of our headquarters attention than we have recently been giving it—and that is our international operation. In the past two years we have entered the mainstream of a highly competitive, difficult market with our domestic door-to-door program, demanding a tremendous amount of management's time and attention. Our international capabilities, already proven and well established, continued to respond to growth and revenue opportunities while much of our attention was focused on our domestic retail efforts.

But today it is essential that we not count on the continued contribution of our international operation to our business without positive actions to further strengthen this vital segment of our business. We know that there is a threat of additional aggressive competition in our biggest international market—Asia, in the form of a new Japanese all cargo airline, Nippon Cargo Airlines, seeking to gain authority for operations between Japan and the U.S. in 1985. This is likely to have an effect on the transpacific revenue.

There are U.S. carriers, as well, anxious to get into the U.S./Asia and other of our international markets, and it is of course the intent of all such competition to take market share and revenues away from us.

We cannot prevent entrance into our international markets by others. But we can protect our position in these markets, by providing the best possible service and not giving our competition the chance to overtake our position of strength in the marketplace.

Q — Then are you saying that we should concentrate on international and forget about our do-

mestic operations?

A — No, I am saying that our international service is the real cornerstone of our business today and we must protect and enhance it. In the simplest terms, we have profitable international business, profitable military and charter operations, and unprofitable domestic operations. It is debatable as to what degree our domestic system is essential to the profitable operation of our other product lines, but we do know that a significant portion of our U.S. terminal operations are necessary to support our international busi-

Continued on Page 2.

Internal Distribution Set For Review Following Survey

As a result of our "To Mail... or Not to Mail" employee survey regarding distribution of *Flying Tigers Review*, the publication will be distributed via comat/comail starting with this issue.

This issue of the *Review* has been delayed slightly so the survey could be completed and, based on the results, a new internal distribution system initiated immediately. The publication will return to a monthly schedule starting with the June issue.

Survey cards were distributed to domestic employees who previously received the *Review* at home by U.S. mail. (Crew members and international employees already receive the publication via comat/comail.) One-third of the cards distributed were returned, with 85 percent of those opting for internal distribution as a cost saving measure. Fifteen percent preferred receiving the publication at home, citing as reasons assurances of

efficient delivery and the potential of lost productivity if the paper is delivered to employees on the job.

Starting with this issue the *Review* will be sent in bulk through company mail to contacts at each location for distribution to employees there. (It is not feasible to address each paper individually to employees, as many who favored internal distribution requested.) The cooperation of all employees is appreciated in assuring the success of this new distribution system.

Employees responsible for distribution in your area will be published in the June issue of *Flying Tigers Review*. If you have questions or comments regarding the new system contact the Public Relations Department, HDQ-807.

Thanks to all employees who participated in the survey. Your valuable input is greatly appreciated.

Action-Oriented

Employee Groups are Making Strides

On Monday, April 23, the Airline's Employee Action Group reconvened to review progress reports from its three task force groups. Executive Vice President Lewis Jordan chaired the meeting which included representatives from the Air Line Pilots Association, International Association of Machinists, Association of Flight Attendants, Administrative Employees Committee, Management Association and senior management. The following reports were presented.

LAX HDQ Task Force

A questionnaire has been developed by the Headquarters Task Force and has been provided to all HDQ/LAX employees, pilots and flight attendants soliciting candid responses to these important issues:

- Cost Savings
- Productivity
- Quality of Work Life
- Spirit of Cooperation
- Service to our Customers

Locked collection boxes have been provided in the HDQ cafeteria and the LAX terminal for

return of the questionnaires. Responses will assist the Headquarters Task Force in formulating future recommendations to the Employee Action Group.

A continuous means for all employees to contribute their thoughts and suggestions to the Headquarters Task Force will be aided by the initiation at minimum cost of a 24 hour hotline, facilitated by the donation of an answering machine and volunteer help to monitor calls. Task Force members will listen to the recorded messages on a daily basis.

An open house at Flying Tigers' HDQ facilities has been scheduled for Saturday, June 2, at the recommendation of the Headquarters Task Force. Tours will be held from 11 a.m. to 3 p.m. and will include aircraft from our fleet. All Los Angeles based Flying Tigers employees, their families and guests are invited to attend.

ORD Task Force

Questionnaires distributed in Chicago have been collected, summarized, and where possible, developed into action items.

Numerous insightful and constructive responses were reviewed with senior management during the April 23 meeting and action steps were discussed and initiated. Already in place, as a result of responses received by the ORD Task Force, is a revised policy allowing for timely correction of paycheck discrepancies at ORD.

Fuel Task Force

The fuel utilization study committee has met several times during the past month and reported to the Employee Action Group on these issues:

- Usage of aircraft auxiliary power will be greatly reduced at JFK with the installation of a ground power system already approved and under construction.
- Fuel forecasting and reporting approaches are being reviewed and procedures are being updated.
- Aircraft fuel loading practices are being investigated.
- Formalized recurrent training on fuel conservation techniques is being initiated for flight crew members.

Continued on Page 3.

Update Down Under



B-747 on approach at Sydney, Australia, above. For Flying Tigers, the picture's now "permanent". Story on Page 3.

Emphasizing our Strengths

Continued from Page 1.

ness. To gain the proper perspective on its role in our system, we need to first make the domestic operations as profitable as we can immediately, by reducing costs and improving productivity. Actions now to effect the greatest amount of efficiencies throughout our organization will help us in implementing our important strategic plan which is being designed to take best advantage of the strengths of all our operations.

As I have said previously, the key to our direction is the formulation of a clearly defined, clearly communicated, well understood strategic plan that all employees can work in concert with. This is our most conspicuous need and continues to be a major priority of our officer group.

Q — When do you expect to have the strategic plan completed?

A — The strategic plan is at this time in the detailing process following the preparation previously of a strategic direction document, and we expect it to be finalized and ready for dissemination within the next 30 to 60 days. I recognize that our employees are anxious to have this definitive policy of our direction completed. But it is vital that all elements of the plan be carefully defined and properly integrated, and we are taking steps to ensure that.

In the meantime there is much we can do even without our strategic plan in place to improve our

overall operations and position ourselves to move forward toward a common goal. While we formulate the specific direction we will take, we must all concentrate on day-to-day responsibilities to ensure the high quality basic practices needed to apply our plan and run a successful business. Ours is truly a business of detail.

There also remains a genuine need for improvement of attitudes in certain areas. I am extremely pleased with the support we are receiving from most, but there is still a lot of skepticism and "wait and see" attitude.

That old saying about one bad apple spoiling the barrel also works in reverse. Optimistic, positive outlooks are contagious and when that element is obvious among even a few within a given group it doesn't take long for others to recognize that there's a lot more to be gained by being positive and want to be part of it. I want our company to do more than survive. I want us to recapture the great sense of pride we're famous for—pride in our organization, in our accomplishments, in our leadership and in each other. We need to reemphasize that special "Tiger Spirit" that is still alive and very much at the heart of this company.

The continuing potential of that spirit is very evident both in the fourth quarter profit for 1983 and the first quarter results this year. Now with two consecutive profitable quarters and momentum build-

ing both spirit-wise and business wise we have the chance to become the best we've ever been. But I must stress that our position is still serious. Since our record revenues in March there has been some trailing off, which if not addressed head on could lead us to a loss for the second quarter. To help ensure that this does not happen we need to take note and take advantage of our strengths. We all know that Flying Tigers is special. But think how special. We are the leader in our field. The B-747 is the finest cargo transport aircraft in the world and we control one-fourth of the world's commercial B-747 freighter fleet, with a replacement value of more than \$2 billion. We have operations, experts and governmental rights around the world. We are the clear leader among very few survivors who tried to make it in this business following World War II. In short, we have tremendous advantages. Yes, we've had some problems. But with some mutual sacrifice, hard work and cooperation, the negatives are correctable.

Most important is that we continue to approach the tasks ahead of us, emphasizing our strengths, in a cooperative rather than confrontational posture within the company, and a highly competitive posture outside.

Q — Everyone is very excited about the first quarter profit. But what does it mean in terms of our

actual debt and financial situation? How long is the "considerable length of time" Flying Tigers will need to sustain profits in order to be financially sound?

A — The first quarter profit is a sort of moral victory for us—an indication both of a potential turn in the economy and greater efficiency in our operations. The profit, on the other hand, was relatively small—some \$261,000—in the face of our debt amounting to some \$600 million with its tremendous interest burden. So when I say that we need to sustain profits for a considerable amount of time, I mean that we must show continuing and growing cash-positive development. We need to develop a strong cash situation, cash that we can apply toward acquisition of new aircraft or to stave off the effects of uncontrollable and inevitable influences such as downturns in the economy.

We must consistently earn a 15 percent pretax return on revenues in order to finance our growth. Our earnings today are in those ranges for international and military business, but other losses have consumed that. In the interim, however, we would like to see a \$40-60 million profit for this year. This would be a good start for us. But it won't just happen. We have to make it happen.

We expect to have revenues this year of about \$1.1 billion. Under our profit objective our pretax profit should be about \$165 million. This level of profit is definitely within our capability. Every employee needs to start thinking "profit" every day. It's just not enough to think survival and be satisfied with conducting business as usual. When everyone expects profitability—and along with that customer service, productivity, reliability and cooperation—very quickly it begins to happen and when it does, we all win.

Getting back to the first quarter. The significance there is the indication that goes with it that the climate for our business is favorable and we are taking advantage of it. But we must not forget that we are still in serious financial condition. In 1983 we nearly ran out of cash. But we were able to restructure our debt and are now on the road to recovery. However, just as the restructuring was a necessary lifeline, so does it handicap us with certain requirements inherent with that kind of financial arrangement.

Thus, any moves toward equipment or facility acquisitions, expansion and so on are seriously hampered, making it harder to take advantage of opportunities and prosper.

Both from the standpoint of eliminating our debt and in terms of how the financial community views us—two critical aspects of our debt restructuring—top performance is absolutely essential. All statistics show that airfreight is growing at a healthy rate. Consumers and businesses have adopted "we want it now" attitudes, placing airfreight on the leading edge of the world's economic growth. The growth of the business is there. Success depends upon our being a high service, low cost cargo carrier. The involvement of every employee in seizing the opportunity is critical.

Q — You seem to place a lot of emphasis on employee input at all levels of our operation. How do you envision the role of the employee action groups that you have initiated?

A — Yes, I believe firmly in the power of teamwork and employee involvement. Probably the most visible and obvious evidence of the direction we are taking is the existence of our employee action groups, with representatives from areas of the workforce working together on such areas as hub performances, fuel conservation, cost reductions and quality of worklife.

I am very pleased with the progress these groups have made thus far. Many fine recommendations have developed and in some cases cost-saving and productivity improving measures have already been initiated as a result of this program.

I am especially gratified at the momentum I see building out of this involvement. There has been a positive progression among many employees, from first, "I've heard this all before . . ." to next, "Sounds O.K., but I'm going to wait and see . . ." to "Sounds good, maybe there's something going on here . . ." and most recently, "Hey, things are happening and I want to be a part of it . . ."

The employee action groups are channels for the free flow of employee ideas and involvement. And the more employees are truly "involved" in their company, the better their performance and the more rewarding their professional lives. I want all our employees to know that they are making their contribution to the airline, performing their job to the best of their ability giving that extra effort that will make us strong again. I want every employee to be able to come to work everyday saying to himself or herself . . . "I know I'm doing my part, and I know it's making a difference."

Our opportunities are great, and together we can have a very successful future.

Troubled by Financial Terminology? These Guidelines Should Help.

By Tom Barron — Vice President of Finance

Resulting from some of our recent employee action meetings, I have been asked to help clarify perceived "mysteries" associated with various finance terms that appear in the company's earnings releases. This article explains the meaning of those major captions as shown in the earnings summary presented below. The captions are the same as used in our quarterly "Form 10K" and "10Q" financial reports to the Securities and Exchange Commission.

Operating Revenues represent primarily monies we expect to receive for the basic service we perform; that is, transporting air cargo. It also includes miscellaneous amounts of monies for such things as subleasing aircraft or buildings and maintenance services performed for other companies. Revenue is recognized at the time we perform a service, although the money is usually not collected until a later date.

Operating Expenses represent

those costs that are associated with the performance of the company's basic transportation service for which we earn revenues. Examples of such costs are payroll, fuel, depreciation and sales commissions.

Income (Loss) from Operations—generally referred to as *operating profit* or *loss*—is the net result of subtracting our operating costs from revenues. The *operating profit* is extremely important in that it generally recognizes how well we have utilized our assets. That is, the greater amount of revenue we can generate from our operating expenditures, the greater the contribution to cover non-operating cost and the higher our bottom line profits.

From the **Income (Loss) from Operations** line is deducted any income or cost that is not directly related to the transportation services provided in the normal course of our operations. These items are included under the cap-



Tom Barron

tion **Other Income (Expense)** and are generally referred to as non-operating income and expense. Examples include interest expenses associated with our debt, net earnings from airplane sales, foreign currency gains and losses, and other miscellaneous items.

Income (Loss) Before Income Taxes is as the name implies: our earnings prior to the payment of United States federal, state, and foreign taxes on our earnings. Our earnings or losses after taxes are called **Net Income (loss)**. In the summary at left there are no income taxes shown since we incurred losses to the extent no taxes are owed and all refunds of prior year taxes paid have been received.

As you can see, the finance terms which we use in our earnings releases are exact in their defined meanings—and I hope no longer "mysterious". If you have other questions, let us hear from you.

	(In 000s)	
	For the Three Months Ended March 31.	
	1984	1983
Operating Revenues	\$ 266,740	\$ 219,912
Operating Expenses	251,271	234,508
Income (Loss) from Operations	15,469	(14,596)
Other Income (Expense)	(15,208)	(15,935)
Income (Loss) Before Taxes	261	(30,531)
Income Taxes	--	--
Net Income (Loss)	\$ 261	\$ (30,531)

FLYING TIGERS *review*

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Flying Tigers is a Tiger International Company



Maintenance Contract Signed with JAL

Flying Tigers signed a contract with Japan Air Lines in March for overhaul maintenance on a number of Flying Tigers' B-747 jet engines. The five-year contract, effective May 1, will result in a cost efficient and reliable product for us. The agreement calls for overhaul by JAL of the JT9D-70A engines that power four of our 17 B-747 aircraft. The work will be done at JAL's jet engine overhaul facility at Haneda Airport in Tokyo. The JT9D-70A engines have always been overhauled by an outside agency, as Flying Tigers does not have the tooling, equipment and test cell needed to accomplish this work. Executive Vice President Lewis Jordan, above right, and Japan Air Lines Managing Director and Vice President of Maintenance and Engineering, S. Totoko shake on it, above, following the contract signing at Flying Tigers headquarters in Los Angeles March 27.

Important Bilateral Talks Attended

Members of Flying Tigers management were on hand to represent the airline when the United States participated in important aviation bilateral talks with Japan March 27-30 in Tokyo, with Korea April 2-3 in Seoul and with Brazil April 2-4 in Rio de Janeiro.

Larry Nagin, senior vice president of administration and gen-

eral counsel, and Cyril Murphy, vice president of international and governmental affairs, attended the the Japan meetings, which were continued to September in Washington, D.C.

Nagin and Murphy were in Seoul for a visit by the entire U.S. delegation to the talks—including Civil Aeronautics Board Chairman Dan McKinnon and Deputy Assistant Secretary of State Franklin Willis—to our Seoul terminal, where General Manager Fred Mills outlined the operational and terminal constraints that exist for Flying Tigers in Korea.

Murphy attended the Seoul talks, in which Korean Air Lines is seeking to modify the current aviation agreements between Korea and the U.S. in order to obtain signifi-

cant new operating rights to the U.S. The Korea talks will continue in June in Washington, D.C.

Joe Hermosillo, director of international and regulatory affairs, attended the Brazil talks, which centered around Flying Tigers' formal complaint against the discriminatory practices of Brazil and its flag carrier, Varig.

Although the talks ended without resolve, another round of discussions is anticipated in June.

"Flying Tigers representation at these and other important international proceedings is vital as we continue to pursue aggressively all good business opportunities and strive to compete effectively in all our world markets," said Executive Vice President Lewis Jordan.



Seoul visit--CAB Chairman Dan McKinnon, above left, listens intently as General Manager Fred Mills, right, talks about Flying Tigers' Seoul operation.

--Photo by Larry Nagin

Permanent Australia Authority is Awarded

Flying Tigers now has permanent authority, awarded by the U.S. Civil Aeronautics Board and approved by the President, to operate scheduled jetfreighter service between the United States and Australia.

Flying Tigers was granted exemption authority a year ago for southbound jetfreighter service,

and inaugurated weekly B-747 service last September on a Los Angeles-Sydney-Melbourne routing.

"Our flights to Australia have been operating at a consistently high load factor—in excess of 80 percent—which underscores the fact that we are providing a vital service to American exporters," said Executive Vice President Lewis Jordan. "Flying Tigers is the only air carrier providing wide-body all-cargo flights from the United States to Australia. We are very pleased that this service can be maintained on a permanent basis."

From Australia, Flying Tigers offers charter flights to Asia to support the Australian livestock export market, positioning aircraft in Asia to fill a need for additional flights from Asia to the U.S. No other carrier has the capability to offer this unique triangular flight pattern.

Flying Tigers Serves Egypt And Ethiopia

Flying Tigers is now serving Egypt and Ethiopia under interline agreements with ZAS Cargo Airline of Egypt and Ethiopian Airlines. The agreements will provide shippers with excellent air cargo service between the U.S. and the two countries by effectively linking Flying Tigers' system with that of each carrier.

ZAS operates B-707 freighter service from London/Gatwick Airport in the United Kingdom; Amsterdam, The Netherlands; and Frankfurt, Germany to Cairo, Egypt; Khartoum, Sudan; and Mogadishu, Somalia.

Ethiopian Airlines operates a B-707 freighter weekly between Frankfurt and Addis Ababa with connections to and beyond some 28 countries.

In a reciprocal arrangement Flying Tigers will serve as general sales agent for Ethiopian Airlines cargo in the U.S. and Ethiopian will be our GSA in Ethiopia.

Cooperative Spirit

People Express Maintenance Contract Set

Flying Tigers has reached agreement with People Express to provide maintenance service on People Express B-747 passenger aircraft at Newark, New Jersey commencing in June.

Cooperative efforts on the part of the International Association of Machinists enabled Flying Tigers to offer its vast B-747 experience and capability to People Express at competitive prices.

The awarding of this contract to Flying Tigers has resulted in a recall of furloughed IAM maintenance personnel.

"The contract will provide Flying Tigers with significant revenue contribution and is an outstanding example of what can be accomplished through mutual efforts," said Executive Vice President Lewis Jordan.

Weight and Balance Computer System Aids Operations

Flying Tigers took another step toward more efficient terminal operations in March with the initiation of a computerized weight and balance/cargo loading system in Los Angeles.

Initially the system will be used to load plan flight 73 from Los Angeles to San Francisco. The program, which will ultimately be used systemwide, will help reduce costs by determining load plans for optimum fuel efficiency and by facilitating more efficient trans-load operations down line.

The program, which was purchased from another carrier and modified by Flying Tigers personnel to fit our specific needs, is expected to be a valuable tool for profitability improvement.

PAX 747 Converted For Freighter Use

Aircraft #748, Flying Tigers' leased B-747 convertible freighter, gives Flying Tigers the capability of adjusting its fleet to accommodate cargo or passenger business as necessary for profitability.

After careful consideration of current business requirements, the decision was made to convert the aircraft from passenger to cargo configuration.

This work has been done by Flying Tigers' headquarters maintenance personnel and the aircraft went into service starting May 1 on Military Airlift Command cargo flights. This decision has been reviewed with representatives of the airline's affected employees.

Bahrain Taps Our Expertise

Flying Tigers was selected by the Government of Bahrain to operate two consecutive B-747 plane-load charter flights from Frankfurt, Germany to Bahrain on the Persian Gulf April 19 and 20 to effect prompt delivery of a massive order of pipes, couplings and associated materials required for completion of Bahrain's new water de-salinization plant.

The cargo included heavy plastic piping in lengths up to 40 feet and diameters up to four feet encapsulated in eight-inch fiberglass.

Flying Tigers performed the unusual deliveries exactly to schedule, reported Burt Hubbs, director of charter operations in Europe.

DC-8 Returns

Aircraft N862FT, a DC-8-61 previously on sublease to Rosenbalm Aviation, was returned to Flying Tigers in April. The aircraft was recalled to augment our lift for the remainder of the year as our planned DC-8 phase-out from our fleet continues. The aircraft re-entered Flying Tigers service April 30.

Employee Groups

Continued from Page 1.

JFK Task Force

Senior Vice President Pete Hubbard, sales & service, and Harold Woody, air operations, were in New York on May 8 to kick off the first meeting of the JFK Task Force. Named to this group thus far are: Lee Levenson-ALPA; Mike O'Halloran-Management Association; and Dennis Bird and Liddell Pan-Flying Tigers Management. Other participants will be identified at a later date.

The Employee Action Group and task forces will meet again on May 23 to discuss further measures involving cost reduction, productivity and quality of work life.

"We are encouraged by the quality support received thus far and by the valuable insights provided by many employees. Though our work is far from finished, we firmly believe that this spirit of cooperation is key to Flying Tigers' return to profitability and we are very pleased with the positive momentum we are experiencing," said Lewis Jordan.



LAX (and MEM) Laudits

• If I may, I wish to bring to your attention an exemplary member of the Flying Tigers operation, **Ms. Elizabeth Justiniano** (customer service representative-LAX). Without going into great detail, everything that could go wrong went wrong on our shipment. The potential disaster was caused by parties outside the Flying Tigers organization. Ms. Justiniano unravelled the problem perfectly. The result was our important customer received his personal desk and credenza promptly on Monday.

My thanks again to Ms. Justiniano.

Fernando Badrena
Vice President/Director
Systems Task Group
McMahan Brothers Desk Co.
Los Angeles, California

• Often times people perform exceptional service but rarely receive credit. I believe my company received outstanding support from Flying Tigers in February.

We had a 6000-pound load of passenger seats sitting on the Lufthansa dock in Frankfurt for five days which had to get to Chicago to avoid an AOG (Aircraft on Ground) situation for our customer's DC-9. I called **Ed Sawyer**, your manager-avionics in LAX for advice.

Within twenty minutes I received a call from **Ms. Pat Austin** (customer service representative) of the Flying Tigers Memphis office. Utilizing your excellent computerized information service, Pat Austin coordinated with the Flying Tigers offices in London, Frankfurt and New York, found room on your crowded 747 and moved our cargo to Chicago without a hitch. (LH did not want to give that cargo up). The extra effort involved is appreciated. The results are a credit to your organization.

Richard A. Miller
Vice President-Marketing
The Memphis Group
Memphis, Tennessee

• On February 15, 1984, late in the afternoon, we had an emergency air freight need and contacted Flying Tigers. We were connected with **Ms. Sharleen Soye** (customer service representative-LAX). Our situation, which was both logistically a problem and timing-wise critical, required much cooperation and follow-through. Ms. Soye, professional to a tee, kept her finger on the pulse of the situation. Through her efforts we were kept informed on a constant basis with the evolving developments of the pick-up and return to Flying Tigers in San Francisco and finally to LAX.

The story has a happy ending. We received the material that was needed for our customer that night, Flying Tigers has locked in a loyal customer, and for Ms. Soye a hopeful pat-on-the-back from you as well as any other "considerations" that an employer can offer an employee. Without Ms. Soye's professional efforts, I believe we would have lost the order, and perhaps a customer.

We congratulate Flying Tigers on employing such efficient, service-minded people. Congratulations on a good job!

Raymond Espinoza
Operations Manager
Long Beach Metals, Inc.
Long Beach, California

"Perfect" in FRA

Letter to **Norbert Mahr**, manager terminal operations-FRA:

• I wanted to thank you for a perfect service, made available to me during the transport of Bell 222 U.

Mr. Detlev Schroeder (senior duty manager) and his staff showed fantastic knowledge and good capabilities which were greatly appreciated during this task which was so difficult to accomplish.

Thanking you once again.

Ralph E. Pineo III
Bell Helicopter
Bonn, West Germany

Ecstatic in ATL

Letter to **Ed Kinney**, customer service supervisor-ATL:

• You're sure lucky. Why? Well, I have first hand information that YOU have the greatest group of people working for you and with you. They have just expedited 27 pieces of Transart to me with care, concern and class.

I was in a time limit bind on a large account so I phoned your office and spoke with **Carla Williams** (customer service representative-ATL). That phone call was, without a doubt, a rewarding experience for Carla has to be the most sincere, caring person that I have ever worked with. And without Carla's and **Tom Groll's** (senior operations supervisor-ATL) help, I would have been up a creek without the darn paddle. Yee gads Ed, I thank you, them and Flying Tigers from the bottom of my heart.

Elizabeth Watson
Oxnard, California

Shining in Charlotte

• Since everyone is always quick to tell when something goes wrong, I would like to thank you for something going right.

Last week we had a package which had to be delivered to one of our customers in the Empire State Building no later than 10:30 a.m. the following day. I called your office and talked with **Katie Simmons** (customer service representative-CLT) and she assured me that it could be delivered. She made all of the necessary arrangements, and the package was picked up at our office late that afternoon. The following morning our customer called at 9:30 a.m. to state that the package had already been delivered to them.

We were very pleased with the service, and we would like to commend Katie on her pleasant way of dealing with customers. She has the kind of personality that makes you want to call Flying Tigers when you need something done, and we are confident that it will be done.

Thank you for your fine service, and you can be sure that we will use Flying Tigers whenever we can.

Shelby C. Honeycutt
Troutman Industries, Inc.
Troutman, North Carolina

• We have some good news and some bad news. First the bad news: a shipment came in from Chicago on December 29, and it took forever to get it to Charlotte. Now the good news: **Ms. Candace McKinnon** in your Charlotte customer service department stayed on top of this situation and we had the shipment in time for our golf show. We appreciate her efforts. She was a bright spot in a dull service situation.

Looking forward to better service from Flying Tigers.

Jerry L. Pace
President
Par Ace Company, Inc.
Charlotte, North Carolina

Solid Service in MIA

Letter to **Mary Van Dover**, customer service supervisor-MIA:

• On behalf of Concorde Transport Services and myself, I would like to thank you for all of your help during our first

year in business. I would especially like to commend **Lydette Olano** (customer service representative-MIA) for her patience, understanding, and good service that she has given us throughout the year.

Since we are dealing with live animals, it is especially important that we receive Flying Tigers' cooperation during all phases of the operation, from bookings to loading and the actual flight. With a few exceptions of cancelled flights we have been extremely satisfied and well taken care of by your staff.

Thank you for your time and consideration. We look forward to doing business with you for many years to come.

Kevin J. Saggese
Concorde Transport Services, Inc.
Manhasset, New York

Super Seminars

• You at Flying Tigers have many reasons to be proud: one of which is the excellent two-day seminar you hold for instruction on proper handling of restricted articles. If this seminar was a Broadway play, I would give it rave reviews. This seminar is consistently the most concise training class I have ever taken. The instructor, **Ed Figueroa**, made me feel comfortable and eager to learn. Of course, the presence of **Red Wilson** (ramp serviceman-dangerous goods coordinator-Houston) is a must for hands-on information you just can't get anywhere else.

Seeing your organization at work was very stimulating. I must say thank you for being what I needed to start my career in shipping dangerous goods, and for being a strong guiding force in my career today.

Dwight Williams
Freight Services International Inc.
Houston, Texas

MAC Memoir

• Read your ad in "Traffic Management" magazine and it reminded me I needed to write you a thank you note. After more than ten years it had slipped my mind, but your ad triggered off something I should have done back in 1972. The cargo you delivered was me; the place—from Vietnam; the destination: McCord Air Force Base outside of Tacoma, Washington. I don't think I will ever see anything as beautiful as those snow covered mountains when we dropped out of the clouds, except for the sight of the airplane sitting on the ground in the U.S.A.

The company I work for doesn't use air freight, but if they did I would recommend Flying Tigers. Because if you deliver cargo, like you did me, the service has got to be great.

Grover E. Wright
Route 6, Box 622
Bassett, Virginia

Super SEA Service

Letter to **Dave Perches**, district sales manager-SEA:

• I would like to express our appreciation for the service rendered to us last Saturday by your terminal staff and in particular **Bonnie Wright** (customer service representative-SEA).

A flight was delayed and a critical part was stranded in your terminal. We contacted Bonnie and our Seattle staff to retrieve the part and put it on the next flight to Anchorage.

Bonnie assured us that they would stay past normal closing hours to ensure we received the part, resulting in a critical time savings for our customer.

Please pass on my appreciation for this extra consideration extended to, and its value to, NC Machinery and our customer on the North Slope.

Steve Hill
Parts Manager
NC Machinery Co.
Anchorage, Alaska

Letter to **Karen Watson**, account executive-SEA:

• Thank you for your immediate atten-

tion in handling the freight problem experienced by our client, the Norwak Company of Nome, Alaska.

You and your company are to be commended for your attitude and follow-through. People like you make doing business enjoyable even in the presence of everyday problems.

We look forward to moving more with Flying Tigers this season.

Robert L. Stading
Project Director
Commercial Buyers & Expeditors, Inc.
Lynwood, Washington

PHL Scores

Letter to **Clara Solomon**, district sales manager-PHL:

• This is to thank all at Flying Tigers who were involved in moving the shipment of critical spare parts to its destination.

Everything went without a hitch where either our people picked up the materials in question or they were delivered at 9:00 and 9:30 a.m. respectively, on a Saturday yet. On behalf of our technical staff, I can't but say thank you for a job well done. It is a business relationship we as a shipper would like to see remain as steadfast as it has been in the past. It may also be said that I myself, as the shipper of our company, rely on your services and it gives me great pleasure in writing this letter.

Karl E. Stopfer
Senior Shipper
SI Handling Systems, Inc.
Easton, Pennsylvania

Eager in EWR

• I would like to commend **George Morgan**, account executive with Flying Tigers in Newark, NJ. Mr. Morgan has offered his expertise in the development of a possible future shipping arrangement between Flying Tigers and my firm, Collegiate Furniture, Inc.

Mr. Morgan has lent his assistance with the knowledge that our shipping volume will not be credited to his sales quota. This is due to the fact that we will be shipping our products out of Bradley Field in Hartford, CT.

I believe that Flying Tigers should recognize the service of **George Morgan**.

Joseph Gumino
President
Collegiate Furniture, Inc.
Spotswood, New Jersey

Top Training!

Letter to **Russ Kissinger**, manager flight training services-HDQ:

• I would like to take the opportunity to thank you on behalf of my instructor, **Rick Fordem**, after completing my DC-8 flight engineer training at Flying Tigers.

Mr. Fordem is one of the best instructors I have had through any program, from my Air Force fighter pilot training, to my recent F/E Turbojet rating. I have been a flight instructor since 1980, and in my opinion, Mr. Fordem has a thorough knowledge of not only the DC-8, but also about teaching techniques as well. He sure knows how to keep a student top motivated. Mr. Fordem also showed plenty of willingness to work a little extra beyond the scheduled time periods, and demonstrated a very strong interest in one's outcome as a second officer. The personnel at British American were also aware of Mr. Fordem's excellent reputation through other students of his.

For me, not having any prior experience on such a large aircraft as the DC-8, with crew coordination and heavy system problem solving, I needed an instructor like Mr. Fordem. I hope to see him at Flying Tigers for years to come.

Mr. Kissinger, I would also like to thank you for a very good simulator program. I hope this gave me the necessary experience to develop into a real fine second officer in the future. I also hope to be able to go through your type rating program later.

Lasse Hultgren
Long Beach, California

Get Away!

747 Upper Deck Privileges Sought

Flying Tigers and members of the Air Line Pilots Association met with representatives of the Federal Aviation Administration in Washington, D.C. in March in further efforts to enable us to carry family members of employees in the upper deck passenger area of our B-747 jet-freighters.

While no resolve was reached at that meeting some progress was made and the airline is continuing to actively work on this matter.

Reminder About Olympic Embargoes

For the months of July and August, the following carriers have placed embargoes on travel in and out of California and, in some cases, Las Vegas, Nevada due to the Olympics: Air Cal, American, Delta, Frontier, United and Western. If you are planning a flight during this period, the specific embargoes for each carrier may be obtained by checking embargo listings that are posted at each terminal or by contacting the Pass Bureau at HDQ 192, (213) 646-7363.

Interlining in Arizona . . .

The fifth annual all-airline Sunfest '84 will take place July 14 through July 23 at the Registry Resort in Scottsdale, Arizona.

Sunfest is a ten-day affair, focused toward airline employees and their families enjoying the sun, fun and festivities of Arizona.

For reservations or further information regarding Sunfest '84, call (602) 991-3800 from within Arizona or from international locations, or toll free within the U.S. at (800) 528-3154.

. . . And Pittsburgh

Pittsburgh Interline Club's "Somethin' Special Weekend" will be held July 26 through July 29. Deadline for registration is July 5.

Further information may be obtained by contacting the Pittsburgh Interline Club, P.O. Box 12428, Pittsburgh, PA 15231.

Ever Tried White Water?

Experience a full day of thrills and excitement rafting in the white water rapids of the Roaring Fork and Colorado Rivers and stay two nights in Aspen, Colorado for \$110 per person double occupancy.

Departures are Tuesday through Thursday from June 12 to August 30, excluding July 3-5. Service charge passes for airline personnel, spouses and children under 21 are offered by Aspen Airways and Western Airlines. The land portion of this package is available to your non-airline friends for the same \$110 price.

For details and registration forms, send a self-addressed stamped business size envelope with your request to: Harold W.

Mallet, Director Interline Sales, Aspen Airways, Inc., 152 1/2 So. Sepulveda Blvd., Los Angeles, CA 90049-3116, or call (818) 361-2221.

"In-depth" Tours of France, Italy

Caesar Hotels offers one-country-in-depth tours including Caesar's Undiscovered France and Grand Tour of Italy packages.

The 8-day France and 10-day Italy package include interline airfare, hotels with bath, breakfast daily, Caesar Hotels host/hostess service, transfers, taxes and service charge. Rates vary according to month of travel and in some cases there are parent and retiree supplements. Departures for the France tour are every Friday through November 16, starting from \$499 per person. The Italy tour departs every Thursday through November 8, priced from \$699 per person.

For additional information on these packages or other country-in-depth tours, please contact: Caesar Hotels Interline Vacations, 7730 Forsyth, St. Louis, MO 63105, (314) 727-1503.

Try Spain, Portugal, Morocco

Interline Representatives, Ltd. is offering two weeks in Portugal, Spain and Morocco. Available through October 28, this land only tour ranges from \$638 to \$729 per person double occupancy.

Cities featured on the tour are Lisbon (the starting point), Seville, Tangier, Malaga, Granada, Cordova, Toledo and Madrid, where the tour terminates. All airline employees, their immediate families, parents and retirees are eligible for the tour.

Additional information may be obtained by contacting: Interline Representatives, Ltd., 25 West 39th Street, New York, NY 10018, (212) 840-6727.

Interline Event

Root for Flying Tigers at Los Angeles Chili Cookoff

Airline personnel from around the world have formed teams and will be brewing their favorite chili concoctions at the Fifth Annual Airlines of the World Chili Cookoff in Los Angeles June 3, 1984, sponsored by Aspen Airways. At least one Flying Tigers team from Los Angeles has already signed up, headed by Ron Cuthbertson, maintenance methods analyst, with Rick Heaney, manager of product support engineering and Alan Glad and Lewis Elliot, radio and electronics mechanics. This will be Ron's eighth time to participate in a chili cookoff.



Big Airline Event

An area has been designated at the Equestrian Center in Griffith Park to accommodate an "olympic" size crowd. The winning airline will "take home the gold"—in the form of a trophy, that is—and will become eligible for the big payoff, \$35,000 in prize money at the World Championship Cookoff later this year. Previous winners have been United Airlines in 1982 and 1983, Aero Peru in 1981 and Aeromexico in 1980.

The cookoff, planned by Harold Mallet, director of interline sales, Aspen Airways, and the LAX Chamber of Commerce, will be a one-day event with proceeds going to the LAX Committee for the '84 Olympic Games, according to Gerald Hickman, president of Aspen Airways.

Entertainment!

In addition to watching the cooks, participants and visitors will be treated to a full day's entertainment including live country

music, a chance to mingle with movie and television stars who will be the judges, and Miss Chili Pepper and Mr. Hot Sauce beauty and brawn contests. Airlines are invited to provide their own special entertainment groups.

Cookoff teams provide their own recipes, cooking utensils, booth decorations, enthusiasm and showmanship.

For more details, enter forms and contest rules, write or call Harold Mallet, Aspen Airways, 152 1/2 So. Sepulveda Blvd., Los Angeles, CA 90049-3116, (818) 361-2221.

General admission entrance fee of \$5.00 includes a bowl of chili and beer or soft drink.

Where to Stay?

To make it easier for out-of-town airline employees to participate as contestants or observers in this year's cookoff, Aspen Airways has arranged a 3 day/2 night interline package including lodging, car rental and admission to the cookoff. Ask Harold Mallet to send the details.

too, so that the overdrawn amount will automatically be paid from either your Share Savings Account or from your Ready Cash loan.

identification number provides complete security and ready access to your funds. Check with the Credit Union for Exchange machine locations.

NCUA. Your savings insured up to \$100,000. National Credit Administration, a U.S. Government Agency.

Credit Lines

Your Credit Union Has a New Name and a New Look!

As of April 1, 1984, Flying Tiger Employees Federal Credit Union has changed its name. We are now the Tiger Federal Credit Union.

This new shorter name more accurately describes our current membership, expanded in recent years to include nearly all employees of Tiger International and its subsidiaries as well as several other employee groups.

This growth is what allows us to remain competitive and offer you a wide variety of financial ser-

vices. Of course, our new name and logo will in no way affect your relationship with the Credit Union. We're still your Credit Union . . . here to serve you!

What Share Drafts Can Do For You

A Share Draft Account at the Credit Union works very much like a checking account offered by other financial institutions. There are some major differences, however, and here are a few you might want to note.

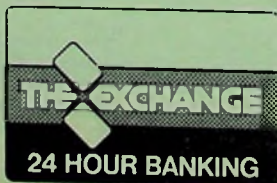
- No monthly service charge.
- No minimum balance.
- Your money earns 7 percent per annum dividend, paid and compounded quarterly.
- Convenience of payroll deduction; no matter where you are, you know your money is in your account.

You can easily arrange for free automatic overdraft protection

We Offer VISA and The Exchange

Qualifying members can get a VISA card at the Credit Union with a Share Draft Guarantee card on the back. Moreover, Share Draft Account holders pay no annual service fee for our VISA, a savings of up to \$30.00 a year. There's also a good chance our 18 percent APR is lower than what you're presently paying.

The Exchange ATM card allows you to make cash withdrawals of up to \$100 a day from your Share Draft Account. Your personal



Communications Bulletin April/May 1984

Please make the following changes/additions to your Winter 82/83 Communications Directory.

BWI has a New Address:

Cargo Building "D"
Baltimore International Airport
Baltimore, Maryland 21240
Phone numbers remain the same.

VCP - Sao Paulo Airport - Viracopos terminal phone lines have been changed to the following new numbers:

Area Code 192

Operations - 47 5301

Customer Service - 47 5302
47 0911



P.O. BOX 92854
LOS ANGELES, CA 90009

Around Our World

Flying Tigers Scores With Big Band Scottish Event

Flying Tigers in Scotland exchanged the skirl of the bagpipes for the sound of big band music in March and raised approximately \$9000 for a local charity.

In a bid to boost funds for the Ayrshire Hospice Appeal—a charity operating in the Prestwick Airport area—Flying Tigers and Digital Equipment (Scotland) in association with the Ayr Kyle Round Table and Kyle and Carrick District Council, joined forces to present a dance at which the famous U.S. Air Force Ambassador's Band provided live music.

Sold Out!

The Ambassador's Band was appearing in Scotland as part of its 1984 Scottish Spring tour and tickets for the event—which was held on the concourse of the main departure terminal at Prestwick Airport—were fully sold out in six hours.

(If you're wondering how an airport terminal could double as a dance hall... most of Prestwick's passenger traffic passes through the airport during the daylight hours, allowing the facility to be used for other functions during the evening.)

Some 1,200 guests paid \$7.00 each to attend, while 1,600 others were unable to buy tickets. (One local Scottish company wanted to buy 500 tickets—but had to settle for 50.)

Customer Contacts

The event is said to have been the biggest public dance ever presented in Ayrshire and Flying Tigers-Scotland took the opportunity to invite selected guests including leading Scottish agents and shippers.

Hosting the evening for Flying Tigers-U.K. was London-based Terminal Manager Pat O'Reilly; Regional Manager-Scotland David Mullin; Regional Manager-northern England David Crookes;

and Personnel and Administration Manager Pat Roche.

A special "Flying Tigers — in tune with your freighting needs" banner was hung in the terminal near the Stars and Stripes, Union Jack and national flag of Scotland.

The Ambassador's Band is one of the premier service entertainment groups currently presenting live music in the United States. Their musical style is similar to the unique sound created by the late Glenn Miller, with modern orchestral arrangements of present-day hits featured alongside 1940s favorites.

Mutual Admiration

At the end of the evening, Flying Tigers, Digital and their guests congratulated Ambassador's Band leader Chief Master Sgt. John Gault and the Band for providing such a superb evening's entertainment.

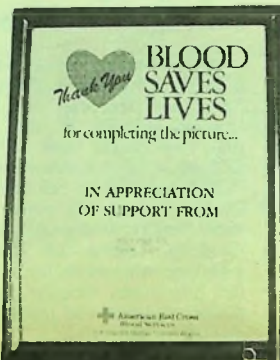
"We were happy to come along and play for such a worthwhile cause," said Master Sgt. Gault. "It was also something of a unique pleasure to be sponsored by two companies, so well known around the world. It's nice to see an airline and one of its major clients joining forces to bring people together, entertain them and raise money for a local charity all at the same time. We'd like to come back next year and do it all over again."

In addition to raising funds from tickets, extra money was generated for the charity by the sale of prize drawing tickets, with prizes ranging from continental holidays and weekend breaks in London to Flying Tigers merchandise.

One of the evening's star prizes, a giant Teddy Bear, was won by Pat Roche of Flying Tigers. Pat was a big hit en route home to London with the toy, which took up the entire seat next to him on his flight.



What do They Want... Blood?? The Answer is Yes!



The American Red Cross Blood Services, Los Angeles-Orange Counties Region, recently recognized Flying Tigers headquarters employees who have actively recruited donors for its semi-annual blood drives. Certificates were presented to the honorees in appreciation of their efforts to increase the number of blood donors at Flying Tigers' headquarters. The recipients include, standing, l-r, Christy Erdman, credit specialist; Barbara Alley, confidential secretary; Kay Sullivan, inventory records control clerk; Teri Kerichenko, properties administrator; and Sherry McMullan, confidential secretary. In front, l-r, Yvonne Thompson, supervisor-pass bureau; Blood Drive Chairman Polly Price, R.N., supervisor-health services; and Peggy Snyder, statistical typist. Recipients not pictured, Barbara Rose, confidential secretary; Elsa Serrano, lead payroll accountant; and Rudy Triviso, maintenance instructor.

U.S. Sales Performers Saluted

Congratulations are due a number of Flying Tigers in the airline's U.S. sales recognition programs.

DSM of the Year

Mike Bourke has earned the "District Sales Manager of the Year" award for 1983. Formerly

DSM in Dallas/Fort Worth, Bourke was recently promoted to regional sales director for the south central region.

Other top finishers in the "DSM of the Year" program were Ed Hutchinson-Boston; Bob Hull-El Paso; Dick Reed-Minneapolis/St. Paul; and Dave Perches-Seattle.

AE of the Year

Ignacio Felix Diaz of El Paso earned the "Account Executive of the Year" title for consistently excellent performance. Diaz reached or topped his revenue quota in every quarter during 1983 and was 17 percent over quota for the year. He made his shipment quota in all but the first quarter of 1983 and finished 28 percent over quota for the year.

Other top finishers in the 1983 "Account Executive of the Year" lineup are Craig Faubel-Dallas/Fort Worth; Sal DeLuca-JFK; John Roth-Los Angeles; and Nanci Lovett-Allentown.

DSM of the Quarter

Dick Reed, district sales manager in Minneapolis/St. Paul, earned the "District Sales Manager of the Quarter" award for the fourth quarter of 1983. Reed was 29 percent over his guaranteed door-to-door revenue quota, 40 percent over his revenue quota apart from door-to-door, and two percent over his shipment quota.



Account Executive of the Year Ignacio Felix "Nacho" Diaz, above right, received congratulations and watch from DSM Bob Hull.

Other top DSM finishers for the quarter were Bill Maid-Los Angeles; Ed Moore-Kansas City; Joe Morganeli-JFK; and Dave Greulich-Chicago.

AE of the Quarter

Dave Renner of Dayton received the "Account Executive of the Quarter" honor for 1983's fourth quarter. Renner was 59 percent over his guaranteed door-to-door revenue quota, 59 percent over his revenue quota apart from door-to-door, and 118 percent over his shipment quota.

Other top account executive finishers for the quarter were Bernie Norton-Baltimore/Washington, D.C.; Leigh Smith-Chicago; Larry Bratton-Oklahoma City; and Nilo Mieses, San Juan.

Asia, Europe "T.O.T.Y." Winners

HKG & S.E. Asia, U.K. & Ireland Honored



Congratulations are in order for Flying Tigers in Hong Kong and Southeast Asia as well as the U.K. and Ireland for earning Flying Tigers' 1984 "Terminal of the Year" awards for Asia and Europe. The "T.O.T.Y." awards, presented to General Managers Brooke Harwood, Asia, and Bob Wetherill, Europe, were based on revenue production, expense control, market share improvement, productivity gain and schedule reliability. Executive Vice President Lewis Jordan, left in photos above, congratulates Wetherill, photo left, and Harwood, photo right.

Supervisors "Jump" at Chance to Show Their Spirit



Six of Flying Tigers' new senior services supervisors who were among the first to go through the airline's innovative Terminal Services Supervisors Training Program--TSSTP--got together recently to find out a little more about air travel--the vertical kind. The six spent one of their days off between headquarters training sessions learning the "ins" and "outs" of parachute jumping before becoming firmly planted in their important terminal services roles. Showing off their company's colors following their jump are, at left, l-r, Senior Services Supervisors Larry Eichhorst, Chicago; Vincent Izzo, JFK; Victor Upton, San Francisco; Bob Haines, Chicago; Ray Fallica, JFK; and Bill Giannini, Chicago. The six are among a number of new supervisors who are now on the job at domestic terminals around the U.S., allowing longer term supervisors to go through the new training program.

Notes from SIN



Wedding bells rang recently for SIN Maintenance Manager Dennis Strauss, above, and his new bride Alice who is with Singapore Airlines reservations staff.

Champions--Flying Tigers-Singapore Bowling Team, comprised of Roger Foo, Elena Boh, K.S. Boon and Moulabaksh Sathar, emerged as champion of the Changi International Airport Services (CIAS) Annual Bowling Tournament 1984 Hi-Series Invitation Team Championship. Elena was champion for the Ladies Individual High Score--an encore, as she was also the champ last year. The Flying Tigers team was runner-up last year in the same competition, which includes participants from airlines handled by CIAS and the CIAS teams.

--Submitted by Margaret Oh-SIN

The "Inside" Story

Worth \$35 Million

Fine Art from France to U.S.

An impressive collection of fine art valued at approximately \$35 million traveled from Paris, France to Dallas/Fort Worth, Texas April 3 on board a Flying Tigers DC-8 charter flight. The consignment, en route to the Dallas Museum of Art, contained some 1400 pieces including china, furniture and paintings by the world's most famous Impres-

sionist artists including Cezanne, Renoir, Manet, Monet, Van Gogh and Toulouse-Lautrec. The collection was a gift to the Dallas Museum of Art from Wendy Reeves, a native of Marshall, Texas and widow of the late publisher, Emery Reeves. The collection was acquired during the four decades the couple lived in France.

Animals, Equipment, Exotic Essences--More Fascinating Freight from Europe

There have been several attention-getting consignments via our scheduled service from Europe to the U.S. recently . . .

Wind Turbine

A wind turbine and its fiberglass blades from Windmaster of Brussels was shipped to San Francisco on board a recent Flying Tigers flight. The shipment, which was trucked from Brussels for the flight from Frankfurt, weighed in at 13,650 pounds.

One-of-a-Kind from ZRH

Our Swiss team coordinated a 72,252 revenue pound shipment from Zurich to Memphis, Tennessee recently consisting of a one-of-a-kind packaging machine for Procter and Gamble.

AirStable Accolades

Kuehne and Nagel, the largest German horse shipper, has started using Flying Tigers' new AirStable container service for movement of horses from Frankfurt to the U.S. Five horses were carried on board flight 1 of April 5 and 12 traveled on flight 1 of April 12.

Baby Elephants

A dozen baby elephants were moved from Amsterdam to Dallas/Fort Worth in March for the International Animal Exchange, and more are expected in the near future.

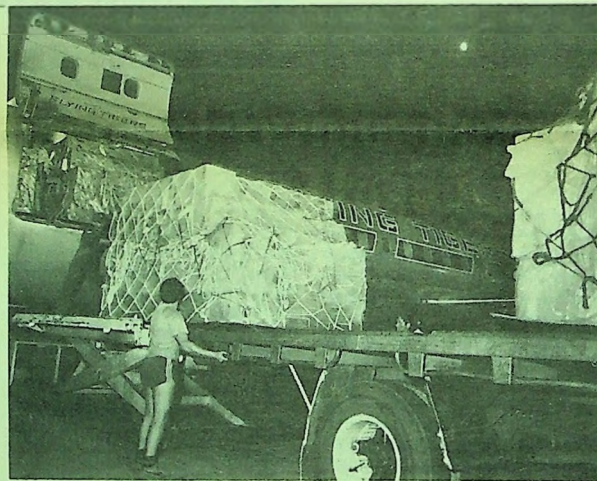
Sweet Smell of Success . . .

Flying Tigers in Paris, France have scored several times recently with International Priority Air Service shipments of perfume to New York for Helena Rubenstein. The airline has moved approximately 86,000 revenue pounds of perfume since mid-March through our Charles de Gaulle operation.

Car Parts from CDG

During the week of April 3-9 Flying Tigers at Charles de Gaulle also moved some 99,660 pounds of auto parts to Chicago destined for the Chrysler plant in Detroit. That week CDG moved a total of 165,710 pounds of freight on 22 positions, with 77 percent of the weight--or 127,978 pounds--sold under our International Priority Air Service.

Two Charter Milestones Marked



Flying Tigers' 100th charter to Australia for Digital is off-loaded in Sydney, above.

Flying Tigers marked two major charter milestones recently.

100 Down Under

Flying Tigers has just flown its 100th charterload of computer products from Los Angeles to Sydney, Australia on behalf of Digital Equipment Corporation. The stretched DC-8 jetfreighter marking the milestone touched down at Sydney Airport on March 13 and was followed within days by a Flying Tigers 747 jetfreighter containing an even larger consignment of Digital products.

Joe Edie, regional customer administrative services manager for Digital Equipment Corporation (Australia) Pty Ltd, said that in a recent twelve-month period the company had flown several hundred thousand pounds of products into Australia using Flying Tigers.

This, he said, represented some 70 percent of all Digital's Australian imports over the period.

He added that Digital, the world's second largest computer company, expected traffic to increase, in line with current and predicted business trends, and said that Digital was "well satisfied" with the service provided by Flying Tigers.

Hannover Anniversary

In an event covered by German press and television, Flying Tigers was honored recently by the Hannover Airport and city officials on the occasion of the 50th Flying Tigers B-747 cattle charter flight from Hannover, West Germany to the Middle East.

Highlight of the event was the presentation of a beautiful plaque to Flying Tigers by Klaus Lincius, airport commercial director, commemorating the flight. Lincius pointed out that the Flying Tigers accomplishment involved the safe movement of 10,000 head of cattle and as such was a significant factor in the well-being of the German livestock export trade as well as the Hannover Airport.

--Hannover article submitted by Burt Hubbs, Director of Charter Operations-Europe.

Olympic "Airlift" from Asia



As the 1984 Summer Olympic Games, to be held in Los Angeles, draw nearer more and more Olympic memorabilia, wearing apparel and accessories are being seen around the country. The above such items, manufactured in Taiwan by Adidas, arrived in the U.S. for pre-Olympic sales via Flying Tigers jetfreighters. Some 25 tons of the merchandise moved on board our jumbo jetfreighters from Taipei over a several-month period. The move was coordinated with Flying Tigers by Jet Speed freight forwarder.

Personnel Updates

Regional Services Directors Named

Mike Bratek and Mark Harris have been named to the new position of regional services director—Bratek for the Central Region and Harris for the Eastern Region—reporting to Senior Director of U.S. Terminals Bob Roe.

Bratek, formerly regional sales director—North Central Region located in Minneapolis/St. Paul, will be responsible for services at Flying Tigers central U.S. terminals except for Chicago, which reports directly to Roe.

Central regional terminals are: Dallas/Fort Worth, Detroit, Minneapolis/St. Paul, Houston, Cleveland, El Paso, New Orleans, Memphis, Cincinnati, St. Louis, Kansas City, Pittsburgh and Buffalo.

Bratek joined Flying Tigers in 1977 as an operations supervisor in Chicago. He advanced to senior

and chief operations supervisor and in 1980 was named district sales manager at MSP.

Harris, formerly manager of terminal services in Atlanta, will be responsible for services at Flying Tigers' eastern U.S. terminals except for New York, which reports directly to Roe.

Eastern regional terminals are Boston, Philadelphia, Baltimore/Washington, D.C., Newark, Syracuse, Bradley, Montreal, Atlanta, Charlotte, Orlando, Miami and San Juan.

Harris joined Flying Tigers in 1973 as an operations supervisor in Chicago. He advanced to senior and chief operations supervisor and in 1979 was named operations shift manager at ORD. He moved to Atlanta in 1980 as manager-terminal services.

Three Promoted in Air Operations

Congratulations to Russ Kissinger, Dan Hogan and Jack Springer for recent promotions within our air operations division.

Russ Kissinger has been named director-air operations-training and administration. Formerly manager of flight training services, Kissinger will be responsible for training-related schedules, training records, flight simulator engineers and ground instructors. In addition he will have responsibility for contract training marketing, sales and customer service.

Kissinger joined the airline in 1967 as manager of simulator engineering. He was named manager of flight training services in 1975.

A complete organization structure for the flight training division is currently being finalized. In the interim Kissinger reports directly to Harold Woody, senior vice president of air operations.

Dan Hogan has been promoted to director of quality control, reporting to Vice President of

Technical Operations Dave Lokken. In his new position Hogan will be the liaison between Flying Tigers and the Federal Aviation Administration with regard to maintenance matters.

Formerly manager of quality control, Hogan has been with the airline since 1956 in a variety of positions including cargo handler, mechanic, inspector and inspection supervisor and manager.

Jack Springer has been named director of aircraft engineering, reporting to Dave Lokken. In his new position Springer is responsible for engineering functions relative to powerplant, avionics, systems, structures and GSE and tooling, as well as publications, methods and standards and product support engineering.

Formerly manager of structures engineering, Springer joined Flying Tigers in 1970 as a senior draftsman and was promoted to positions including engineering, senior engineer and manager of structures and systems.

New Posts Announced in TYO

General Manager for Japan Roy King has announced four personnel changes in Flying Tigers' Tokyo office and operations.

Shizuo Hasemi, formerly manager of terminal operations for Narita and Okinawa, has been named deputy general manager for Japan effective April 1, replacing Toru Saito, who resigned to take a position with another firm. Hasemi joined Flying Tigers in 1966 as operations supervisor in Tokyo and served as chief supervisor of terminal operations and manager of traffic service before being named terminal operations manager in 1974.

Replacing Hasemi as manager of terminal operations for Narita and Okinawa is Shusaku Yamagata, formerly manager for marketing and administration. Yamagata will direct Flying Tigers' largest Asian operation and the primary hub of all cargo operations in Asia for the airline's global network of scheduled service.

Replacing Yamagata in the Tokyo office as manager of administration will be Hajime Saikyo. Saikyo has been with the airline for 12 years and was most recently manager of sales/services.

In a related move, Haruhiko Yamaguchi was named supervisor of customer service. Hasemi, Saikyo and Yamaguchi will be based at the airline's Tokyo city office. Yamagata will be located at the airline's terminal facility at Narita, Japan.



Veteran Captain Ralph Mitchell, above, number five on the pilot seniority list upon his retirement in March, wound up his 33-year Flying Tigers career with an "around the world" flight that ended in San Francisco, California. Prior to joining the airline Ralph flew with the China National Aviation Corporation (CNAC) in China. A number of Flying Tigers' original founders including its president of 33 years, Bob Prescott, flew with CNAC during the 1940s.

Retirements

Flying Tigers salutes the following employees and their years of service:

- James Carroll, traffic agent-EWR. 17 years.
- Dorothy LaFave, stock clerk-HDQ. 18 years.
- Ralph Mitchell, captain-SFO. 33 years.
- Frank Morrow, captain-JFK. 33 years.
- William Pickett Jr., traffic agent-SEA. 27 years.
- Richard Taggart, captain-SEA. 32 years.



Captain Dick Taggart, above center, and his crew, first officer Denton Harjehausen, right, and James Handsaker, left, were greeted by friends and colleagues upon arrival at LAX following Taggart's last flight for the airline.

Sales and Services Posts Set

In keeping with our ongoing efforts to streamline our management team the following organizational changes have been made in the sales and services division:

Carl Asmus has been appointed senior director-marketing and customer communications effective May 1, reporting directly to Senior Vice President-Sales & Service Pete Hubbard. Asmus will be responsible for marketing functions previously reporting directly to Hubbard, including product marketing, schedule planning and marketing services. Asmus joined Flying Tigers three years ago as director of advertising & sales promotion.

The consolidation of marketing and customer communication activities underscores Flying Tigers' direction towards a more efficient organization that is highly responsive to the needs of all our customers.

Bob Roe, senior director of U.S. terminal services, will now have reporting to him staff terminal services functions that previously reported directly to Pete Hubbard, including traffic services-Ian Jackson; industrial engineering and terminal planning-Bill Dolezal; and purchased transportation-Chuck Laatz.

This consolidation of line and staff functions provides a more

efficient organization for improving our service.

Also in the sales and services division, Bob Fogarty has been named general manager for Argentina effective May 1, reporting to VP of Latin America George Zettler. He will be based in Buenos Aires. Fogarty joined Flying Tigers two years ago as marketing manager for Latin America, based in Miami. He replaces Peter Lamciro, who has resigned.

Risk Management Director Named

Dennis Berndt has been named to the new position of director of risk management, reporting to Denis Kalscheur, vice president-treasurer. Berndt will be responsible for managing all of Flying Tigers' property, casualty and liability risks and insurance programs, including the insuring of the airline's \$1.2 billion dollars in assets. This extremely important position has been established to maximize the airline's cost savings in these complex areas.

Before joining Flying Tigers Berndt was director of insurance and risk management for Fluor Corporation in Irvine, California.



What's New at DTW?

Greetings from Detroit! We are very pleased to announce the birth of Ms. Megan Elizabeth Gildea, born Sunday, February 12 to proud parents Jim and Renee Gildea. Renee is a hard working traffic agent with Flying Tigers in Detroit and has been with the company since 1977. Pictured above, Renee and Megan—who weighed in at birth at six pounds 11 ounces and was 20 inches long. Mother and child doing fine!

—Submitted by
Veronica J. Goldwater,
Ramp Service-DTW

Injured Mechanic Making Progress

Don Zgrabik, headquarters mechanic, sustained serious injuries April 23 while working on a B-747 landing gear change at the Flying Tigers' headquarters maintenance base. Don underwent surgery and at presstime for this issue of *Flying Tigers Review* was reported out of intensive care and doing well.

Best wishes to Don for a speedy recovery.

In Memoriam

Walter Ferguson, engine shop mechanic at headquarters, passed away April 9. Walt began his Flying Tigers career in 1950 as a junior engine mechanic at headquarters.

Former Flying Tigers Captain Stan Hampton passed away April 2. Stan began his career with the airline in 1951 and retired in 1973.

Retiree Cuthbert Gamble, former customer service supervisor at JFK, passed away March 13. Cuthbert retired from Flying Tigers in June, 1983 after 14 years of service.



Above, l-r, Shizuo Hasemi, Shusaku Yamagata and Hajime Saikyo.