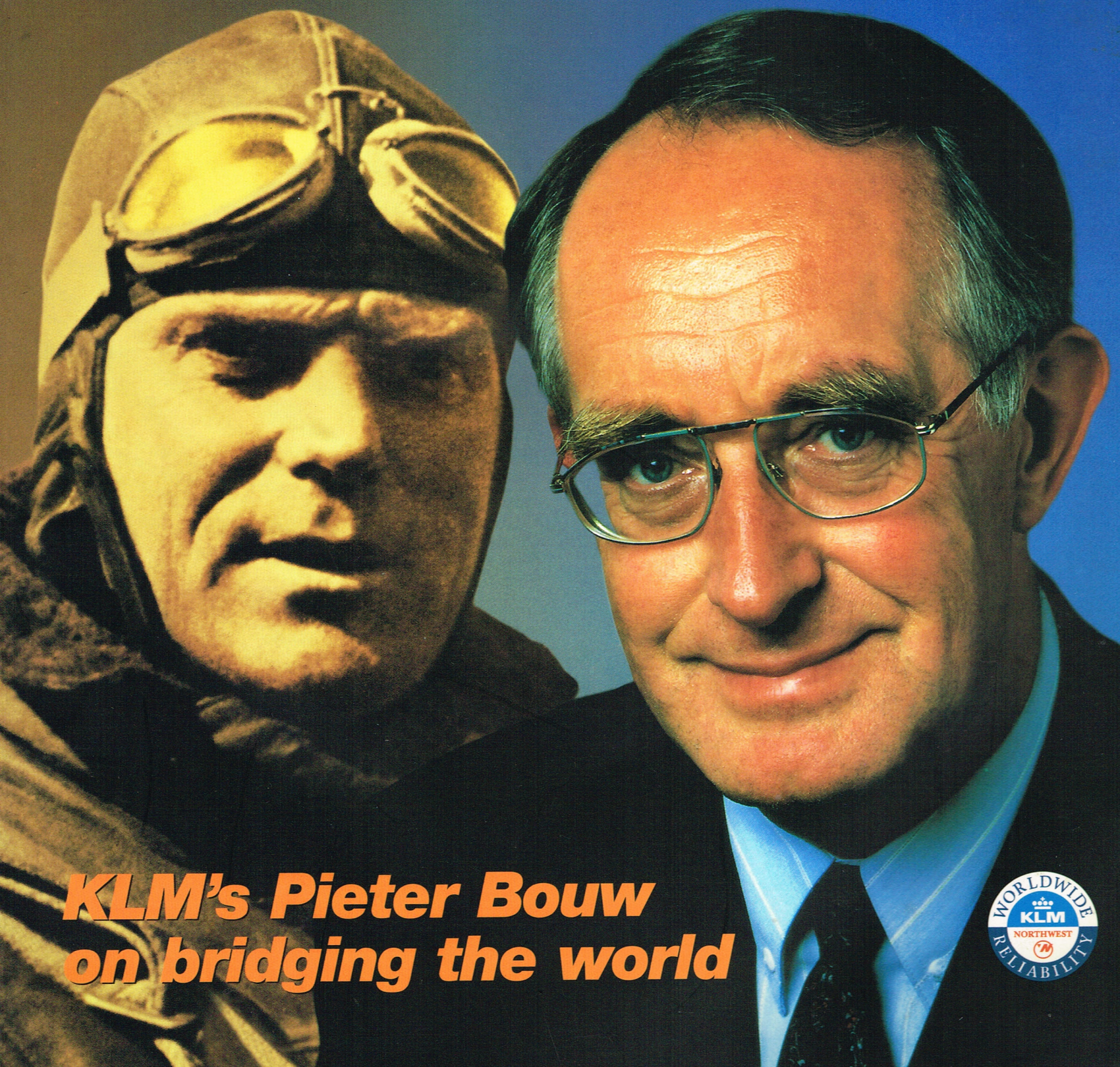


hollands

your travel companion / october 1994

KLM
75 years

herald



***KLM's Pieter Bouw
on bridging the world***




KLM
75 years
BRIDGING THE WORLD



ANNIVERSARY
SUPPLEMENT



THANKS TO KLM FOR BRIDGING THE WORLD
AND GETTING PEOPLE TOGETHER FOR 75 YEARS.

BOEING

On the occasion of KLM's 75th anniversary, President Pieter Bouw talks about his philosophy for the airline's current and future products, his own role and function as president, and the task of giving the company a healthy future. The interview, by Peter Brusse, deputy chief editor of the major Dutch weekly *Elsevier*, was commissioned for *Wolkenridder*, KLM's staff magazine. The importance of what Pieter Bouw has to say is something we feel KLM passengers can also share, through the pages of *Holland Herald*



'The place to look is in people's perception of life'

'Emotions are going to play a far more significant role in the future of commercial aviation. A human dimension, feeling, warmth and colour will be added, side by side with technology.'

Pieter Bouw, the seasoned Dutch entrepreneur who has stood firm in the face of storm after storm through the four years of his tenure at KLM, sits back in his chair and lights a small cigar.

The longer you study his face – the soft blue eyes, the set of the jaw – and the longer you listen to what he says – the carefully chosen words in a deceptively understated packaging – the more you wonder: "Where have I seen him before, hanging on the wall at the Rijksmuseum... or was it in the annals of the United East India Company?"

'Every airline operates more or less the same aircraft, so there's little point in competing on technological terms. The place to

look is in people's perception of life.'

He points out the success of the 'swan' TV commercial.

'You feel safe and sheltered on the back of that powerful bird. A swan is a living creature, not just a piece of technology. We don't fly planes, we fly passengers, freight and mail. There are two cultures in our company. The check-list culture will always live on in a part of the company. Rightly so. It guarantees safety and reliability. But beyond the straight-from-the-shoulder, sober approach there's friendliness and willingness to care. Marketing and service need added value in a shape and form not easily defined. That's what makes it so fascinating.'

Reflecting a moment, he murmurs: 'Yes, ... yes, that is what is happening in our company', and then continues.

'Dutch culture is uniquely suited to it. Dictating a style of service specified to the last detail, complete with pre-programmed smile, would be a non-starter in our culture. You shouldn't even attempt it, it's just not on.'

Bouw recalls an anecdote he once heard:

'On a scale of ten, Lufthansa, Swissair and KLM all average a good eight. Lufthansa's scores vary between 7.8 and 8.2; Swissair has a narrower margin, between 7.9 and 8.1, but at KLM the scores swing between 6.5 and 9.5. We allow a wide freedom, but the art of the matter is to preserve that 9.5 and eradicate the 6.5. But it's our character to respond with: 'who are you to say what I may or may not do? I enjoy what I'm doing so just let me get on with it'.

'You won't find that approach in many other cultures. I reckon it's historically determined. There's a wide margin of freedom in the Netherlands. New ideas and values are given a free rein. But we are conservative too, it takes quite some time before new ideas gain acceptance. You've got an incredible mix of new thinking, tolerance and conservatism. We often wag an admonishing finger at others, but in our own country we leave room for an exceptional degree of freedom. We think from inside out more than from outside in. We think no one need tell us what's right. That's what underlies what people say about the Dutch being too libertarian to be service specialists. We want – and that's another facet of the Dutch character – to make a virtue of necessity. We sometimes operate fantastic flights, I get lyrical letters about them, but we also have flights which hardly score more than a six and a half.'

KLM is producing a film on 'blue' for the 75th anniversary. Why, in the middle of an age of mergers and alliances?

'Blue has always been synonymous with KLM, providing instant recognition. Before they allowed commercial advertising in and around TV programmes, KLM only needed to show its blue uniforms. They were immediately recognised. You didn't need any insignia or logos. It's a vivid colour, radiating great strength. We freshen it up every so many years. But that 'blue haze', that 'what-KLM-does-is-always-right' feeling, is dangerous, it veils reality. We have to strip that veil away. We will keep the blue as long as possible. But we are in the middle of a process of advancing globalisation, you have to find a way of translating that into a local situation. Think global, act local. I believe in that, very strongly. We cooperate with Air UK, which promotes its own character on the British market, and with Northwest Airlines, which does the same on the American market. What you strive to achieve is that the global customer experiences and is aware of that cooperation: Air UK is good, Northwest is good, and don't worry, KLM is backing them. Let's not try and put the whole lot through the blender, but rather see where the strength of the differences lies.

'A merger with Northwest is ruled out by US law. So we need to create a whole new concept of close cooperation. We have come a long way already, despite the obstacles.'

Pieter Bouw visibly warms to his subject as he talks about the new jointly developed KLM-Northwest product, World Business Class.

'For the first time, two airlines sat down to create a joint service. The seats are practically identical, service is being coordinated to achieve a uniform level. The quality differences haven't disappeared completely yet, but we are on the right track. Customers must get the feeling they are buying World Business Class, and they can shop for it at KLM or at Northwest.'

Did the failure of the merger talks with British Airways and Alcazar change your thinking about giving up your own identity?

'No, basically I think along pretty much the same lines as before. It's part of wiping away the blue haze, realising that not everything need be blue by definition. That message was picked up in a more extreme form than it was meant.'

Yes, but you did say at the time of the British Airways talks that KLM's name might well disappear one day.

'Certainly I did. At KLM, brand name and corporate name are identical, just like at Ford. You drive a Ford. You don't drive a General Motors, but an Opel or Chevrolet. Brand and corporate name can be uncoupled. That wouldn't be so easy in a European alliance. That requires integration, since markets and networks overlap. But in an intercontinental alliance, like ours with Northwest, the markets supplement each other. It's easier to uncouple brand and corporate names. You seek to integrate the brand name, just like with World Business Class.'

Do you expect a European merger in the near future?

'I've become more relaxed in my approach. My original vision was based on a liberalised European market in which you compete on equal commercial terms. But when you see the massive government support for Sabena and Air France it's clear that there are quite a few countries which are not prepared to accept the consequences of liberalisation and unification of Europe. Perhaps we jumped the gun in our thinking.'

Do you think this might disadvantage KLM?

'We were pragmatic enough to take delay into account. We took care to strengthen KLM simultaneously, by restructuring and generating strong growth. That's improved our situation substantially. And we intensified our alliance with Northwest. Those two elements diminished the urgency of a European merger or partnership. I reckon that European cooperation, whatever its form, will only be back on the agenda when airlines have restructured and are back on a healthy financial footing.'

European airlines, in Bouw's vision, are still perceived as national assets. Emotions play a bigger role than the European law makers had realised. That will mean, he thinks, that some airlines will have



to give up their high-cost intercontinental routes to survive. These will become regional airlines.

'If you really think in purely commercial terms, then you could say you don't care if others are subsidised. Those who are subsidised and escape the rigours of the market, become fat and lazy.'

'They won't survive the confrontation with people who have to tighten their belts and get on with it.'

'There's a sunny side to every cloud. But it's so incredibly unfair to our people and those of Lufthansa and British Airways who have had to make such big sacrifices.'

'Seven billion guilders subsidy for Air France, that's the amount airlines have jointly lost world-wide. It's just beyond all comprehension. It runs against the whole thrust of everything that had been agreed. The most shocking thing is that it is being done so shamelessly. The shamelessness lies in the size of the amount and the way that all the recommendations to attach restrictive conditions to the subsidies have been disregarded.'

Bouw is convinced that globalisation means a very strong home base is essential.

'KLM and Schiphol, Mainport Schiphol, must strengthen each other's capability to compete. That is, in my opinion, the only way to safeguard aviation's contribution to the economy in the Netherlands. And let there be no mistake, that contribution is big. Just look at the international companies sited round Schiphol, look at the jobs Schiphol offers. My concern is that the politicians, the government and the environmentalists will think we can make do with being just a little bit of a mainport. We can't. You're a mainport, or you aren't. We've got to keep up the effort to reduce noise and other environmental problems as much as possible. The industry must do that itself, otherwise the acceptance threshold will be too high and public opinion will turn against us.'

Should the discussion be approached from the angle of the Netherlands as a distribution hub?

'Of course, it is directly linked with the unique position of the Netherlands in distribution and transport,' is the immediate reaction of the 53-year-old son of a haulier from the heathland district of the Veluwe. 'Pieter Bouw', someone once said, 'was reared in the hard-working tradition of protestantism and the Dutch transport industry.' He studied transportation economics at Amsterdam's protestant Free University and joined KLM after graduating in 1967.

'If we in our country keep our expertise up to scratch and make good use of our experience, then we can maintain our current position. KLM grew because it carries cargo and passengers in combination. That has allowed us purchase the largest aircraft, with the lowest production costs per seat or per ton freight, enabling us to create a strong financial base from which to penetrate new markets at a competitive price. That's the answer to people who ask how on earth we managed to grow so big. The passenger-cargo combination won't be disappearing for the time being.'

Aren't you afraid a united Europe will pose a threat to the country's position as a distribution hub?

'If I take a long look at developments in the past few years and the domination of the major countries then I reckon the Netherlands is running serious risks. If we can keep hold of the basic philosophy of European unification – open markets, fair competition, free movement of labour and capital – then Dutch enterprise possesses enough vitality to hold its own. But I am seriously concerned about the enormous political influence protectionist thinking can wield in Europe.'

He is glad that the Dutch government is treating the transfer of landing rights for non-EU airlines to Brussels with considerable caution. Inside the EU the market is free.

'If Brussels was dominated by the same Open Skies philosophy as The Hague, then I would be a happy man. But if what we get is Fortress Europe, then the question is whose interests are going to prevail. That applies as much to aviation interests in relation to other interests, raw materials for example, as to the distribution of aviation rights within the Fortress. Then the issue becomes acute. Which country and which airline will acquire which landing rights? The Netherlands will be the first victim, because they all think that KLM is already so strong anyway.'

Does that prospect make you somber?

'No, not at all, it's fantastic having to continually think up new creative solutions. I believe in KLM's resilience and ability to adapt, and that of the Netherlands too, for that matter.'

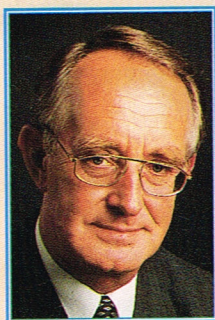
Of Europe's too?

No, I'm much more pessimistic about that. The differences between the southern and the northern countries in Europe are so gigantically wide. Of course, it'll succeed in the long run. We Dutch must keep our feet on the ground, not overestimate our abilities, but above all not underestimate them either. The Dutch need clarity. Do what you agreed to do. You can see it in their relationship with Europe. They think that you must do what good is for Europe. That was the agreement. But the French, for example, don't lose too much sleep over ideas like that.'

So French interests take precedence over European interests?

'Certainly, take the support for Air France. The Netherlands should say, 'OK, so if you lot are going to play rugby instead of football, we'll change the rules. But don't kid us that you are still playing football like we agreed. If you are going to play to new rules, we don't mind discussing them a couple of times, but then we'll start playing to different rules too.'

Did the Netherlands embrace the European ideal too unthinkingly?



'No it didn't. Being a small country, we had the most to gain from a united Europe. But the Dutch tend to believe that, if people take the trouble to think calmly, it's logical that they'll think the way the Dutch do. That isn't the case. The differences are wide. You can see it in history. They say of the Dutch that they are merchants and preachers. But when they do business, they do business. Nothing more. In our colonial period we traded but didn't impose our culture on the East Indies or Ceylon. Others did in their colonies. They mixed commercial, political and cultural interests in a manner which is alien to us. We have to realise that and, where possible, use it. In countries like France and Germany, politicians, business people and financiers support each other much more than in our country. Here politicians are much too afraid of being harnessed to the bandwagon of business. In France they consider it their duty. The Dutch should be much more aware of that. Fortunately, people are thinking more pragmatically these days.'

Have you never thought, with the continual pressure of work, that it may be getting too much?

'There were moments early on when I did think that. And then I remembered what my mother always said: "People suffer most from the suffering they fear but which never transpires." I've discovered that if you can share that feeling with close colleagues, it eases. At a certain moment someone has to cut knots. If you've taken a long look at all the options, then you say: "Right, there she goes then".'

Was it difficult to grasp the nettle when you decided to break off the British Airways and Alcazar negotiations?

'Yes, but we had already taken the most difficult decision of all, in the spring of 1991, not long after the new Board had settled in, with the first corporate business plan. We could see KLM slipping from bad to worse. Our reaction was, "we can't go on like this". We had to find another way. But not through thousands of job losses. Despite the pressure we found an alternative option. The idea was born in the space of a weekend.

Growth, bucking the trend of economic recession, flying in the face of all the market forecasts. That's how we hit on the idea of rescheduling the banks of flights in and out of Schiphol into a new Wave System. The uncertainties we faced, enormous, assessing what the market could take, the company's capacity to rise to meet the change, our ability to win the commitment of senior managers and the support of our unions. No, nothing was certain. But we won through. Our appraisal proved correct, but the stress you are exposed to has to be shared.'

So what you do is adopt a highly cool-headed approach.

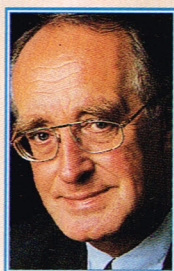
'As much as possible, but I think assessing the emotional impact as well as possible is part of that approach. Taking into account, for example, just what it means for people who're told their jobs have to go or who face dismissal. But you may not say: 'I won't do it because of the consequences for those persons'. The inter-

ests of the company as a total entity are paramount. No, decisions are not more difficult if you have regard for the emotional impact. Perhaps that has something to do with my attitude to life. I can't imagine being part of a management team in which people are antipathetic to each other, where you can't say straight out what you mean and feel, not share your own perception.'

Is it a kind of friendship?

'I think it's much more a question of knowing that when it comes to the nitty-gritty, you can depend on each other, that you know that, if somebody is of a different opinion in a particular situation, the team unconditionally pulls together as one once a decision has been taken. I think that we as a team come pretty close to that, yes, I really believe that. Of course you need differences in character, because if you all think the same way in a team like that, things are going to go wrong. The key is to be able to see what your own weaknesses are. You recognise them through the strengths of your colleagues.'

You once said, as president of your student society, that you learned that there is a wide gap between being right and getting others to recognise you are right. How do you persuade others you are right?



'I think you earn that by listening more than by interrupting. It sounds like a contradiction, but as a company you have your goals, your strategy. You are beholden to look, as objectively as possible, to see whether something fits your strategy. You must think over why someone's opinion is at odds with your own views, attempt to see the problem from his angle, avoid letting it get bogged down in a power struggle. Power and misuse of power are such frighteningly close neighbours.'

You believe in consensus?

'Not in the sense of averaging the opinions expressed in a discussion. That just gives you a gray, mediocre result. I do believe in a consensus whereby people can ultimately concur with a decision, whether they agree or not, because they know the arguments, comprehend the factors which led up to that particular result. That's pretty crucial. Creating a platform of assent. Otherwise you win the battle but lose the war.

'In the years that I was in the US, I found that the Dutch consultation model, anchored in everyone's right to have their say, brings enormous benefits. Ideas get put on the table, talents are put to good use. Things are much more hierarchical in America, decision-making is much speedier. I'm not so sure whether that gives you a better quality decision.'

Do people know you in the company?

'I try to give people as many opportunities as possible to get to know me. I go on a walkabout when I can, I like to talk to the people. But I'm enough of a rationalist to know that in an organisation swept by so many changes as KLM there are always



Congratulations to KLM Royal Dutch Airlines on their 75th anniversary.

This year KLM Royal Dutch Airlines and McDonnell Douglas celebrate a very special milestone. For KLM it's a 75th anniversary, for McDonnell Douglas it marks six decades of continuous business relations with KLM Royal Dutch Airlines. And when you consider KLM's focus on future service and our focus on future technology, we look forward to celebrating this milestone again.

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the disgruntled who are out to find someone on whom to vent their aggression and frustration. And that someone is the president. There are people in this company who regard me as an evil genius. I can quite imagine how they feel, but I don't think this is the general picture. There's a very large percentage who have cheered on the changes euphorically, triggered by the results we have achieved meanwhile.'

Do you view yourself as a role model?

'The president is a role model whether he likes it or not. That the way people see him, there's hardly a place in the world where 'watching the boss' isn't a spectator sport. You try to achieve openness. It has to live in the minds of your people. Everyone experiences that the more he knows, the less he knows. You have to let them notice it – that there are people who know a lot more about things than you do up there on high. That's the way it should be.'

Your photograph isn't in the Annual Report.

'Exactly. And it won't be. We are above all a people company. I appreciate the enormous systems, the technology, the capital expenditures, but what it boils down to in the end is putting the customer in a secure and comfortable frame of mind. And that isn't achieved by a single individual. It's the thousands of men and women who deal with the customers face-to-face, often under very difficult circumstances, who achieve it. I think it would be downright unfair to select just one of them, even if he does happen to occupy the position and carry the title of president.'

Is it difficult to put your vision and strategy across?

'In a company like ours communication is a very difficult challenge. Partly because a good quarter of the 25,000 KLMers are in the air, so when they work they aren't there, and if they aren't working they aren't there either. Partly because KLM is still seen as a national institute. We are sitting in a glass house and everyone is peering over our shoulders. We strive to involve our people. I leave them quite some space to play around with ideas. Some say too much. That makes it seem sometimes that the decision-making process takes too long.'

Will KLM's Dutch character wane in the coming years?

'If we really want to be multi-cultural – though in fact KLM already is, we have people of sixty nationalities and services to more than a hundred countries – if we really want to globalise then we must also prepare for non-Dutch people playing a more substantial role in the Board and management of the company. It's a good thing to involve people from a different management culture at the top. But I still find it difficult to imagine a KLMer in the top of Lufthansa, for example, or vice-versa for that matter – but that's becoming an out-dated view of course. It's going to happen.'

What's KLM going to look like at its centenary in 2019?

'I think KLM can play a major role in a world-embracing alliance, a Global Airline System. There's going to be a far greater distinction in passenger traffic between business and leisure travel. I expect there to be a new fuel-efficient type of supersonic aircraft seating two to three hundred passengers for the business market. Concorde only carries 125 passengers.'

Won't it be much more attractive for business travellers to take the electronic highway?

'I reckon there are going to be far more people travelling as society internationalises. The growth will be faster than the speed at which telecommunications gains ground. We do quite a bit of video teleconferencing with Northwest, but that would have been impossible if we hadn't met face-to-face several times, had a chance to get a feel of the others' characters.'

Do you expect tourist travel to grow substantially?

'That's where the strongest growth is coming. Mass tourism only got underway in the Seventies with the introduction of widebody aircraft. Though flying is becoming increasingly commonplace and undoubtedly cheaper, the majority of people are still far removed from being part of it. I foresee that aircraft will be developed carrying eight to nine hundred passengers, twice the current maximum. They will be quieter too.'

Glorified cattle transport despite that swan feeling?

'Everywhere you go, just look at the new shopping malls for example, you see the quality of service being upgraded. People feel a need for it. At the same time they want value for their money. But what value for how much money? At the moment business class is well-configured to meet customers' needs. But adjusting to customers' needs is a never-ending process. We need a new mind-set in our approach to the leisure segment. We are still applying the standards of the past too much.'

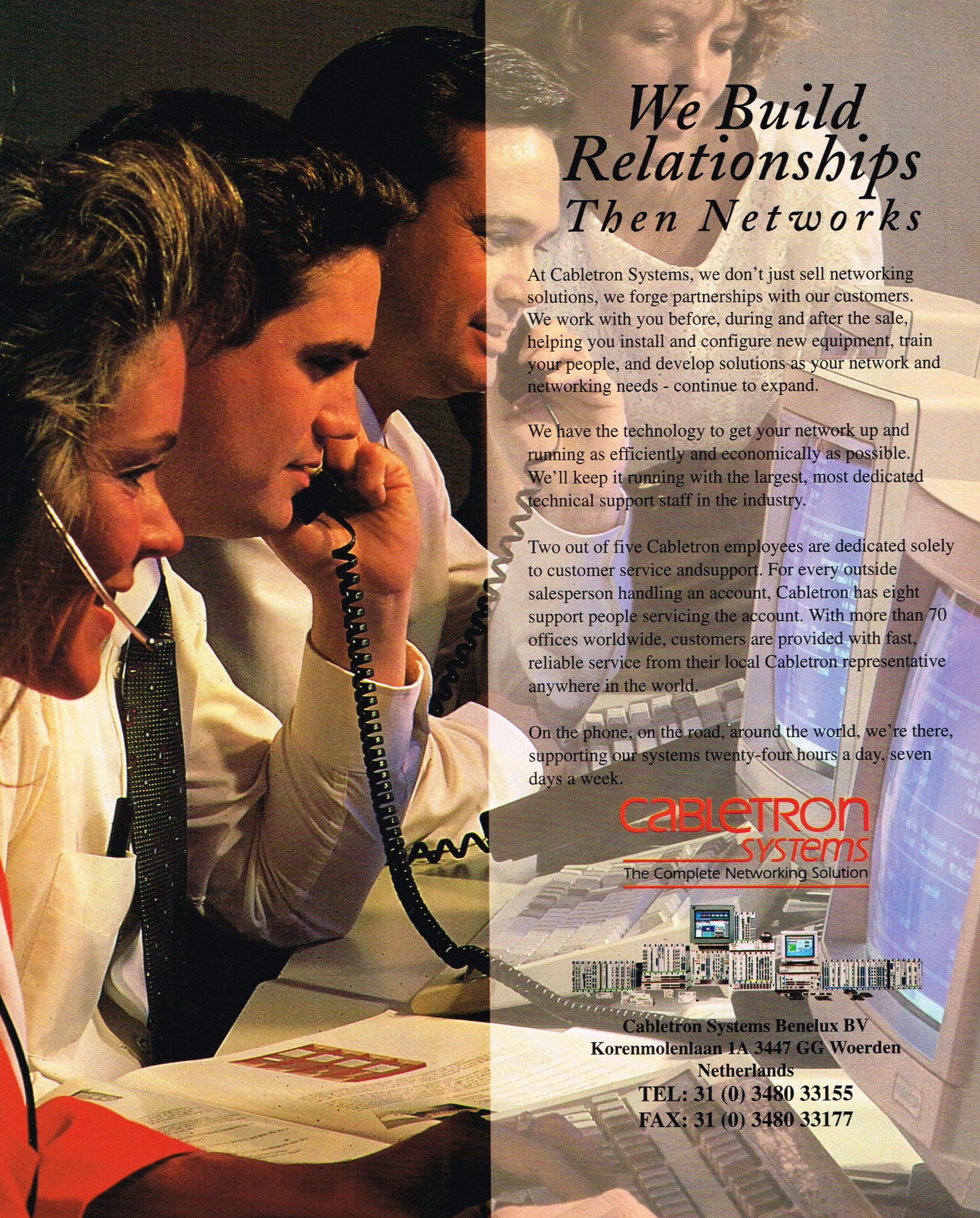
KLM's 75th anniversary, does it convey any special significance for you?

'I don't want to be romantic. All the same, you feel you are living out the tradition of the United East India Company, of a trading nation, one of great seafarers and road hauliers, and now great air transporters as well. KLM's strength and dynamism have been proven by the ability we've shown to meet the fundamental changes sweeping the industry head-on. That's reason enough to feel a high degree of satisfaction and gratitude. It's a good reason for a celebration too.'

With a high-flying party?

'Down-to-earth will do nicely.'





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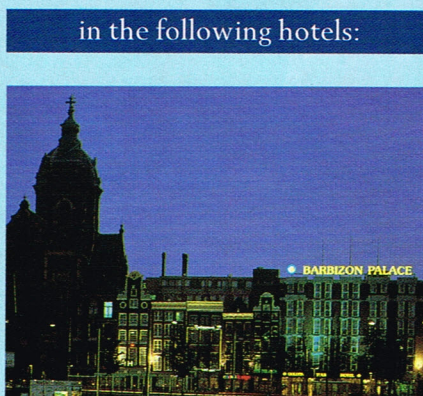
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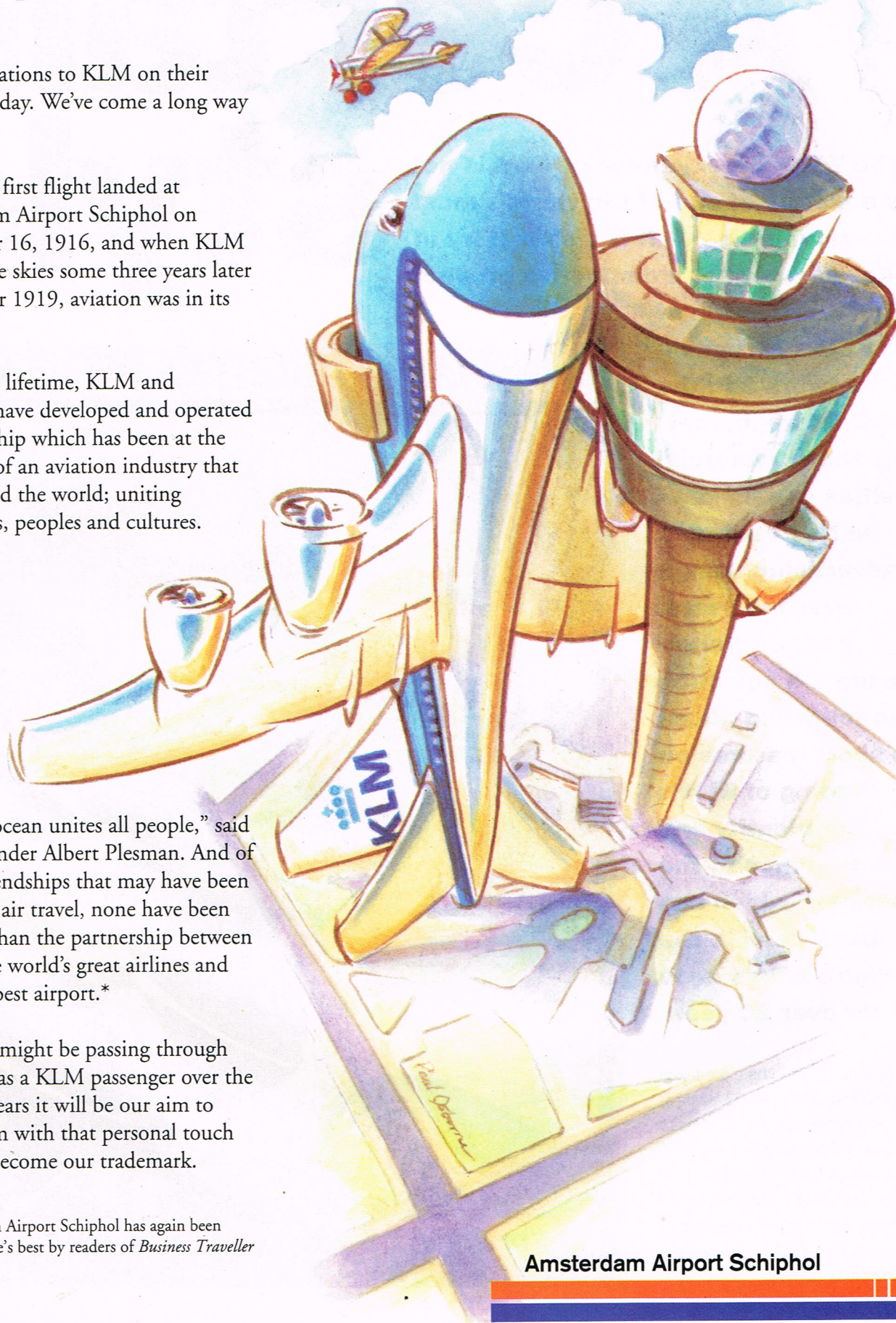
When the first flight landed at Amsterdam Airport Schiphol on September 16, 1916, and when KLM took to the skies some three years later in October 1919, aviation was in its infancy.

In a single lifetime, KLM and Schiphol have developed and operated a partnership which has been at the forefront of an aviation industry that has bridged the world; uniting continents, peoples and cultures.

"The air ocean unites all people," said KLM founder Albert Plesman. And of all the friendships that may have been forged by air travel, none have been stronger than the partnership between one of the world's great airlines and Europe's best airport.*

Whoever might be passing through Schiphol as a KLM passenger over the next 75 years it will be our aim to serve them with that personal touch that has become our trademark.

* Amsterdam Airport Schiphol has again been voted Europe's best by readers of *Business Traveller* magazine.



Amsterdam Airport Schiphol

A certain style

The 75-years existence of KLM is not only a history of one of the world's most successful airlines – it is also a story of the development of a distinctive product

image. A reflection of

KLM's spreading network and the growth of its marketing and commercial activities can be seen in its poster and advertising design over the years.

Holland Herald presents a selection in the following pages plus short features on the shaping of KLM's corporate identity and the importance of the colour blue which has been used in the airline's house style for over 20 years

The excerpts printed here are taken from *The Image of KLM. 75 Years in Design and Promotion (KLM in Beeld.*

75 Jaar Vormgeving en Promotie), a book by Gees-Ineke Smit, Ron Wunderink and Ies Hoogland published in English and Dutch to celebrate its 75th anniversary. To order see the coupon on page 20 in this supplement.





Opposite page:
the first poster
design for KLM
(1920) using
the theme of
the 'Flying
Dutchman'.

The airline
commissioned
artist Matthieu
Güthschmidt to
contrast the
idea of an
old form of
transport by
sea with the
new one by air.

Left: in 1925
KLM added two
new aircraft to
its fleet, the
Fokker F-VII
and the Fokker
F-VIIa. This
poster, dating
from 1928,
depicts the
Fokker F-VII in
an aquarelle by
the English
artist Charles
Dickson

A design by the Japanese graphic artist Satomi showing the route Amsterdam-Paris (1933)



The 'new' DC-2, introduced in 1934, in a design by Arjen Galema, incorporating the 'Flying Dutchman' theme



Promoting the Netherlands Antilles for the South American market in 1941



Homeward bound with KLM over a typical Dutch landscape (design: Paul Erkelens, 1944)

Shaping KLM's corporate identity

In order to thrive within the increasingly competitive world of modern business it is essential for companies to project a distinctive product image – a corporate identity instantly recognizable to potential customers.

Over the years KLM Royal Dutch Airlines has worked hard to coordinate the many aspects of its service package to achieve a coherent and appealing corporate image. As a service corporation, KLM's reputation is naturally based in the first place on the efforts of its employees in the 'front line' – all the staff who deal directly with our customers. No matter how consistent the house style or attractive the advertising, a service company's *raison d'être* will always be to meet the customer's increasingly high expectations. This said, however, some important trends are discernible in the development of KLM's corporate identity.

Trademark

1919 saw the advent of the first 'finch' trademark – a fine piece of work although its appeal was limited and the initials KLM had no meaning outside the Netherlands. During the first 30 years of its existence numerous KLM trademarks were to come and go, underlining the lack of a distinct house style during this period.

Strategic position

Thorough marketing research led advertising executive David Ogilvy to position KLM in 1960 as 'The Reliable Airline made by the careful, punctual Dutch.' Over two decades later, in 1984, KLM president Jan de Soet expanded on this theme. KLM stood for: reliability, punctuality, care and friendliness.

House style

An effective house style is invaluable to an airline: it creates a harmony between product, service, and internal and external communication. Towards the end of the Fifties J.F.K Henrion produced his innovative KLM crown logo, and the house style subsequently introduced in

1964 still serves as the basis for the specific KLM style today. Henrion's house style is founded on three mainstays: logo, typography and colour. The crown logo is a symbol of quality, and it is possibly Henrion's greatest achievement that the design looks as fresh in the Nineties as it did when it was introduced. A Helvetica medium was the chosen typographic font, while a specific shade of blue was singled out for the first time to communicate the KLM style, quality and personality.

Advertising

The next step in corporate image-building was in the field of marketing communication. Having decided in 1981 to project the same corporate image worldwide, KLM management commissioned marketing communications bureau Prins, Meijer, Stamenkovitsch and Van Walbeek (PMS) to develop a communication strategy based on a concept suitable for all countries. During the course of a year in which PMS developed numerous campaign guidelines, the final answer proved to be ingeniously simple: blue sky! Uniformity in visuals is achieved by the dominant use of blue skies – a logical continuation of the blue used in the house style for some 20 years.

Quality

Quality is another cornerstone of the KLM image. Customers continue to demand more value for money. To quote Jan de Soet: "Quality defines the future; without it, no one is likely to have one. It is completely irrelevant what we think of quality; the only thing that matters is the opinion of our customers."

KLM's efforts in continuing to provide high quality service has not gone unnoticed: in 1985 it received the passenger service award from *Air Transport* magazine; six months later it was voted Airline of the Year. By implementing the model of the European Foundation of Quality Management, of which it was one of the founders, KLM continually strives to improve its product and service.

Corporate communication

With the publication in 1981 of Ries and Trout's marketing best-seller *Positioning: the battle for the mind*, the need to orchestrate every facet of the company's activities was brought to the forefront. KLM's Public Relations Bureau works together with its Marketing Communications Branch to achieve maximum consistency in campaigns and communica-

tion activities. In addition they provide workshops and courses for KLM staff responsible for internal and external communications. The introduction of an orchestrated strategy sees the final pillar added to the KLM house style. Every advertisement, TV-commercial, brochure, press release, annual report, company film, uniform, and aircraft interior contributes to establishing a positive image – the image of a reliable, punctual airline with a careful and friendly service.

Towards a manoeuvrable corporate identity policy

As shown in the above – persistence and consistency are two crucial factors in effective corporate identity management. At the same time attention must be paid to changing market conditions. President

Pieter Bouw sees manoeuvrability as a condition of the company's ability to compete in the future. Manoeuvrability will also become an important consideration for house style and marketing communication. This is borne out in KLM's collaboration with Northwest Airlines where a newly designed 'seal of partnership' was the first step in linking the corporate identities of Northwest and KLM. A joint marketing communication concept is currently being developed to provide guidance for all common ventures. As you can imagine, there's a lot of work that remains to be done for those involved in shaping KLM services. The greatest challenge they face is increasing the manoeuvrability of KLM's investments without putting at risk 75 years of established reliability.



Evolution of a logo – from 'finch' (far left), first used in 1919, to J.F.K. Henrion's innovative 'crown', a design that looks as fresh today as it did when it was first introduced in the Fifties. The 'seal of partnership' (left) links the corporate identities of Northwest and KLM. Left: 'consistency counts, persistency pays' – KLM's visual identity as presented in its house style manual



After the Second World War, KLM expanded its network considerably. As a result the advertising department found itself constantly busy promoting new destinations such as Delhi in this design from 1947



A direct, strong image from 1948, designed by Joop van Heusden. The overnight bag is used to emphasise the high quality of KLM's services



A view on blue

Just as Delft-blue is synonymous with the Netherlands, so the distinctive blue livery of KLM Royal Dutch Airlines has made the country's international carrier instantly recognizable the world over. In choosing blue for its house style all those years ago, KLM allied itself with an emotional history stretching back centuries regarding the colour in all its hues.

Not surprisingly, blue is a colour which arouses powerful feelings in the Dutch. For Wubbo Ockels, Holland's first astronaut, "Blue is the most universal colour. For millions of years, man has been confronted by blue as the colour of two of the four elements: air and water. We live on a blue planet, coloured by the mixture of water and oxygen. Blue is the colour of life and when we quest for life in space we must first find a blue planet."

To Dutch artist Marte Röling, blue signifies "something pure, something reliable."

Purity, reliability, life - these are just some of the associations which the colour blue has engendered throughout its long history.

In ancient Egypt, blue symbolized divine power and eternal life. It occurs as funeral decoration in the azure blue wall coverings in the pyramid of Pharaoh Dhosor who reigned over 2700 years BC. It is also to be seen in the semi-precious stones of turquoise, lapis lazuli and cobalt-coloured glass decorating the numerous trinkets and household objects with which the Egyptians furnished the departed for their journey into the next life - most famously perhaps in the death mask of Tutankhamun.

In the Middle Ages, too, blue had heavenly associations. Blue and red predominate in the huge stained-glass windows of the magnificent Gothic cathedrals of Chartres and Rheims. Red symbolized the martyrdom of Christ, while blue epitomized the divine light served by the Church and believers. This colour symbolism carried over into the clothing of holy figures, Mary being depicted in a white robe and blue mantle: white for virginity and blue for service. The association of blue with service still survives in its use for work-clothes such as uniforms and overalls.

For the Dutch, blue is a colour intimately connected with their history, for it was the Dutch East India Company (VOC) which in the 17th century opened up the trade in indigo, making the widespread use of this Indian vegetable dye an economic possibility for European manufacturers.

The textile producers of Leiden were among those to reap the benefits of Holland's mastery of the high seas. After the fall of Antwerp at the end of the 16th century this western Netherlands city became the most important textile centre in Europe, exporting its materials all over the world and winning an enviable reputation for the quality of their colours and finish. To maintain that reputation, Leiden and other Dutch textile towns appointed *staalmeesters* (inspectors) who tested and approved the colours of textiles. Some of these powerful men posed for

what was to become one of Rembrandt's most famous paintings, *The Syndics of the Drapers' Guild*, which today hangs in Amsterdam's Rijksmuseum.

The VOC was also responsible for bringing back Chinese porcelain which, with its blue decoration, quickly became popular throughout Europe. Although the technique of making porcelain was unknown in Europe, Delft's potters took advantage of its popularity by manufacturing a more dainty earthenware with a blue pattern derived from Chinese porcelain. It proved so successful that potters in Germany, France and England quickly produced variations on Delftware.

In Delftware, and Leiden linen, blue is associated with the quality of a particular product. From the 19th century colour also began to play a role in the identification of different companies.

The use of colour as the basis of a house style began with British railway companies using distinctive liveries to distinguish themselves from the competition. This coincided with the first use of pictorial design in advertisements and posters.

In the 20th century, research into the psychological influence of different colours has had an enormous influence on the development of modern advertising. Depending on the shade, blue is associated with quality, reliability, restfulness and security - all qualities which have made KLM one of the world's most popular airlines.

'Blue', a film commissioned by KLM to celebrate its 75th anniversary can be seen on most intercontinental flights from Amsterdam this month. For details see page 68.



True blues.
Below left:
the planet
Earth and
Delftware,
inspired by
Chinese
porcelain.
Below:
The Lovers
by Chagall



STEDELIJK MUSEUM, AMSTERDAM

WHO IS THE 10th LARGEST DIVERSIFIED FINANCIAL COMPANY IN THE WORLD?

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AIM Holdings - American Security Group - AMEV Nederland

AMEV Ardanta - A & M Verzekeringen - AMEV Family - AMEV General

ASLK-CGER-Bank - ASLK-CGER-Insurance - Assistance International

Banque CGER France - Banque UCL - Barter Finance - BetaFin - Bishopsgate

Brabant - CAIFOR - CDK Bank - CGA l'assurance - Defam Financieringen

ES-Securities - ES-Finance - Euralliance - Falcon - First Fortis Life Insurance

FMN Finance House - Fortis, Inc - Fortis Australia - Fortis Benefits

Fortis Financial Group - Fortis Healthcare - Fortis Industrial

Fortis Life Assurance - Fortis Long Term Care - Fortis Private Capital

Fortis Sales - G. Simons & Co. - GWK Bank - Interlloyd - ISEP

KBW Effectenbank - Keppel Insurance - Le Recours Belge - La Médicale

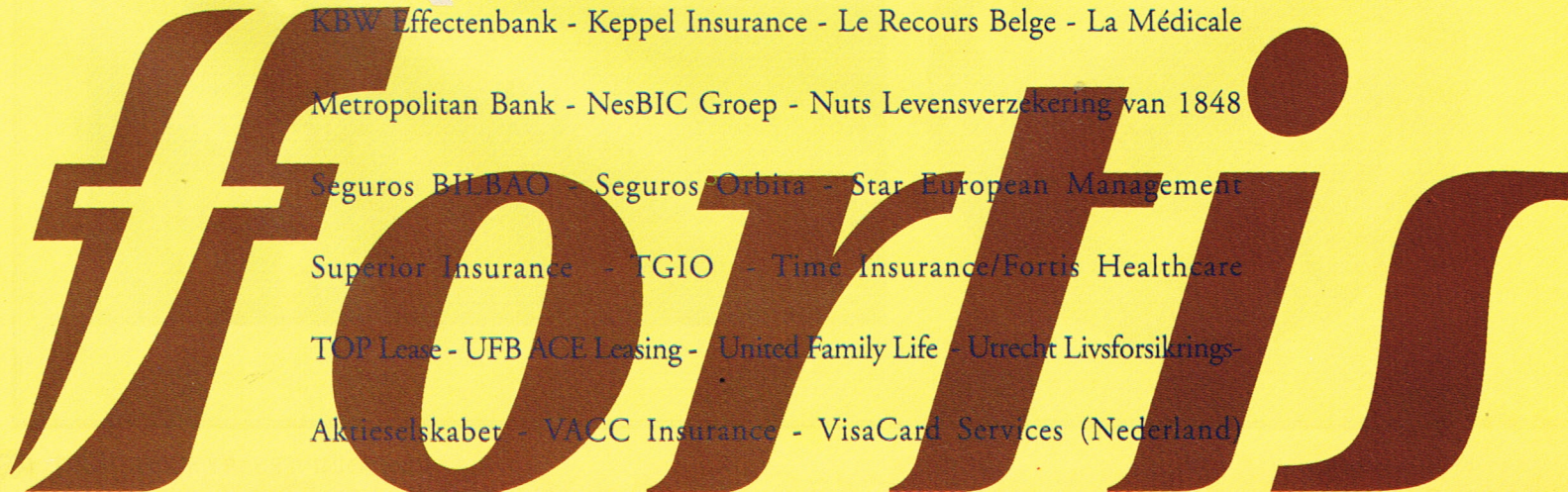
Metropolitan Bank - NesBIC Groep - Nuts Levensverzekering van 1848

Seguros BILBAO - Seguros Orbita - Star European Management

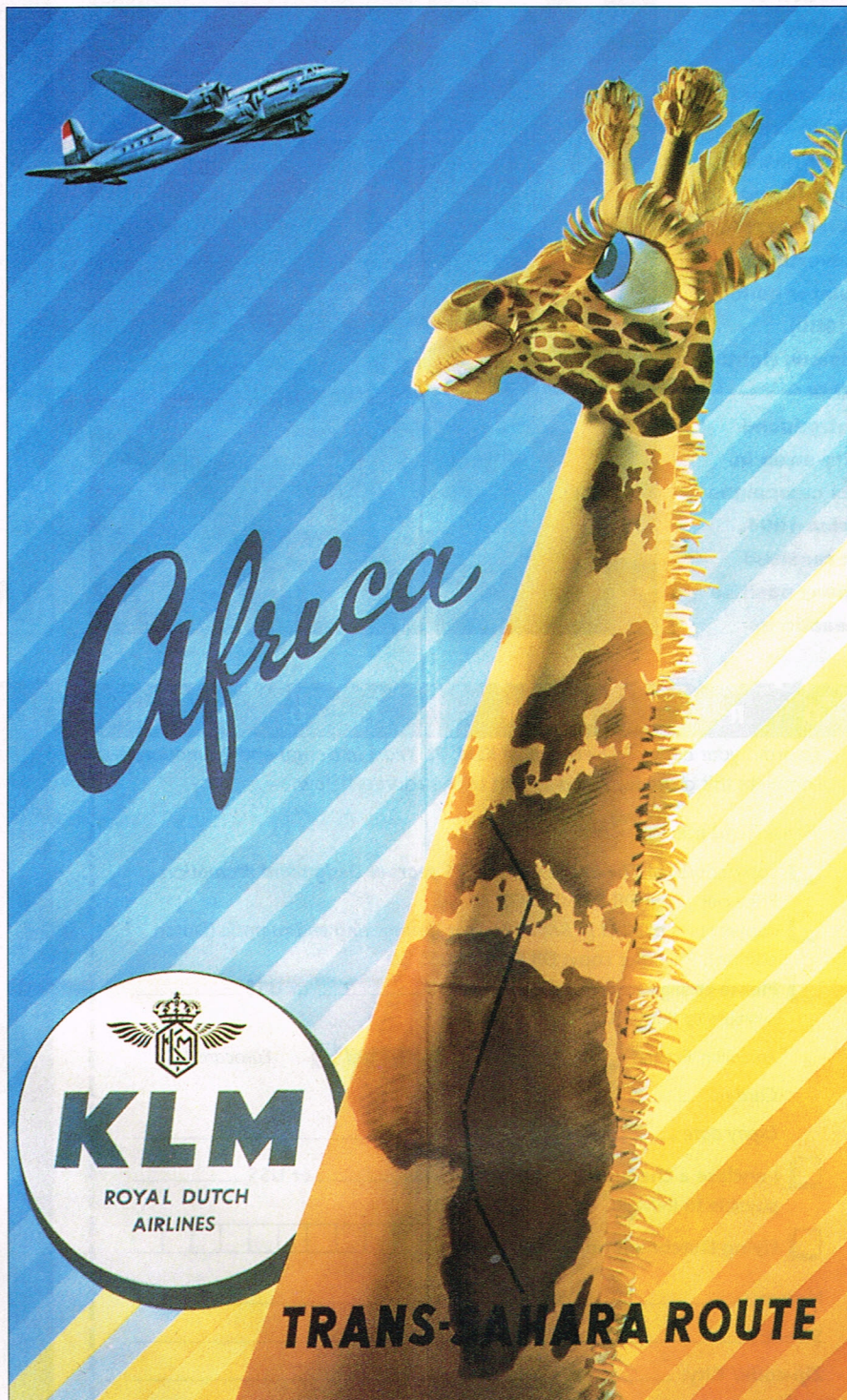
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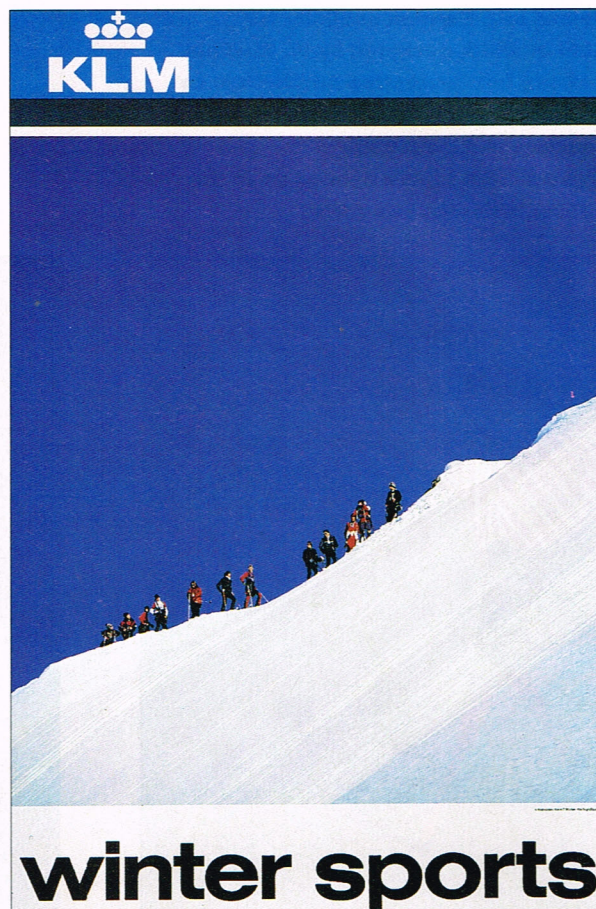
Aktieselskabet - VACC Insurance - VisaCard Services (Nederland)

The Fortis logo is a large, stylized, dark red wordmark. The letters are thick and interconnected, with a distinctive slanted, italicized appearance. The 'F' and 'T' are particularly prominent, with long horizontal strokes that extend across the width of the logo.

Below, left: German publicity for KLM in 1950, designed by W. Werkele.
 Bottom, left: promoting Amsterdam as 'charming gateway to Europe' – courtesy of KLM (1960).
 Right: tourist routes opened up in the 1950s, including into Africa



Right: 1971 saw the introduction of the Boeing 747 and a new uniform for KLM cabin crew. Far right: a simple and direct text for advertising winter holidays (1980). Below, right: KLM introduced the swan in its campaigns from 1991. It received many positive reactions



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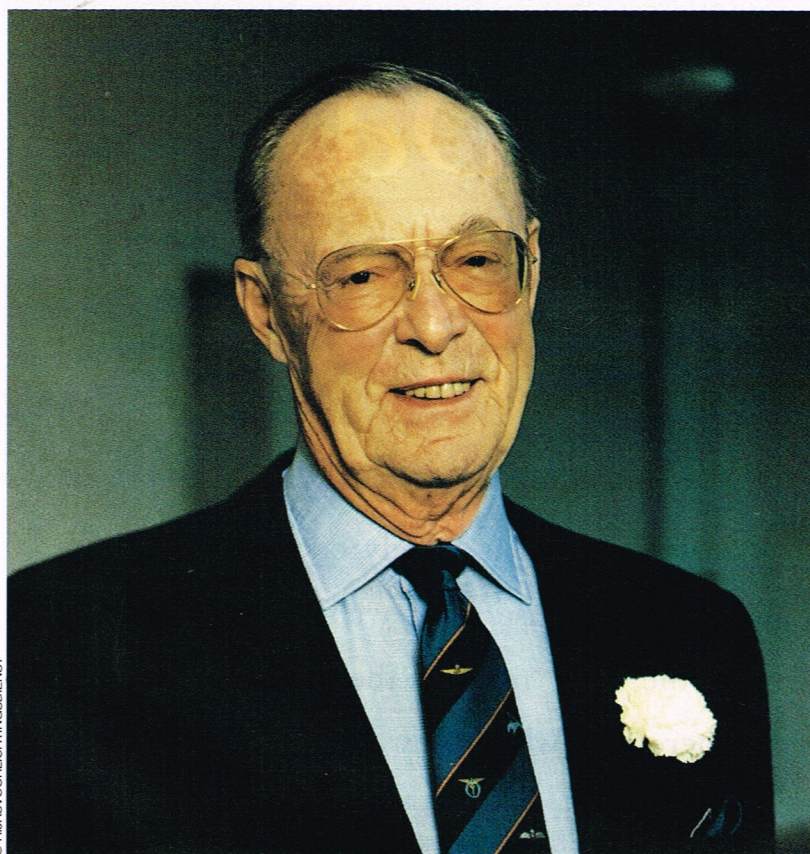
Amsterdam Airport Shopping Centre  congratulates


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Royal Dutch Airlines

After a lifetime of being a high flyer, Prince Bernhard has made his final landing.

George McDonald traces the career of a prince of the skies

Royal fly past



© RIJKSVOORLICHTINGSDIENST

Portrait of a pilot – a full list of all the 200 or so aircraft types, flown by the 84-year-old Prince Bernhard would read like a roll of aviation honour

Prince Bernhard could in all modesty answer to the description of 'Flying Dutchman,' although the commander of the Royal Netherlands Air Force more respectfully called him "the Netherlands' number one flyer" on the prince's 50th anniversary as a pilot in 1991. A full list of all the 200 or so aircraft types, military and civilian, flown by 84-year-old Prince Bernhard would read like a roll of aviation honour, from the Second World War until the present day.

Someone who has flown the Hurricane, Spitfire, P-47 Thunderbolt and P-51 Mustang has experienced some of the hottest seats that wartime fighter pilots

ever sat in. Bombers also did their bit for victory, of course, as Bernhard found in the Mosquito, Lancaster, B-24 Liberator and B-17 Flying Fortress. There were also ship-based warplanes, the Firefly and Seafury. Then came more peaceable pursuits with the DC-4 Skymaster, DC-6, DC-7, Constellation, Super Constellation, Boeing C-97 Stratofreighter and C-124 Globemaster.

By this time, jets had arrived on the scene and Bernhard was strapping himself into sleek fighters like the Meteor, F-86 Sabre, TF-102, Delta Dagger, F-104 Starfighter and F-16 Fighting Falcon. Bombers weren't neglected, however, and the prince took the controls of strategic jet bombers like the B-47 Stratojet and Vickers Valiant. Of civil jet transports, his logbook includes the DC-8, Boeing 707 and the Netherlands' own champions, the F-27 Friendship, F-28 Fellowship and Fokker 100.

His Royal Highness Prince Bernhard Leopold Frederik Everhard Julius Coert Karel Godfried Pieter, Prince of the Netherlands, Prince of Lippe-Biesterfeld, husband of the former Queen Juliana of the Netherlands, is a man with his feet on the ground. His long career in senior military posts included being Supreme Commander of the Netherlands Armed Forces during the Second World War. In the arts of peace, he has, among other duties, been Founder-President of the World Wildlife Fund International, and Founder and Regent of the Prince Bernhard Fund for the Advancement of Arts and Sciences in the Netherlands.

Flying has earned his affection, however, since he first took lessons in a sports aircraft in Germany in 1934. On one flight the aircraft landed in a lake, which might have been tolerable if the plane had been an amphibian, but was intolerable to the young prince's parents since it was not. Although Bernhard was unharmed, he was forbidden to take any further part in this "dangerous sport". In 1936, German-born Bernhard took Dutch nationality and the following



Prince Bernhard takes to the skies again, on his 50th anniversary as a pilot in 1991

year he married the future Queen of the Netherlands, the then Princess Juliana.

With the war came invasion and the occupation of the Netherlands. Prince Bernhard went with the rest of the royal family to Britain to continue the struggle. In wartime, flying can no longer be considered a sport, dangerous or otherwise, and Bernhard was quick to decide that his parents' prohibition no longer applied. By September 1940 he began lessons with Britain's Royal Air Force in a Tiger Moth biplane. The chief flying instructor at the Hatfield air base, Wing Commander Clem Pike, qualified the prince as an "exceptional" pilot but commented that he was so overconfident that he would not survive beyond 1,000 hours.

This story had a reprise when, shortly after the war, Prince Bernhard 'buzzed' Hatfield at rooftop height in one of the new Vampire jet fighters. After landing he telephoned Clem Pike and said: "Hello, this is Prince Bernhard speaking. I've got 1,800 flying hours now and I'm still alive."

"After what you did this morning," Pike retorted, "you won't live to see 2,000."

In April 1941 Secretary of State Charles Evans of the Air Ministry in London addressed a letter to "His Royal Highness Prince Bernhard of the Netherlands," informing him that he had "satisfactorily completed a course of flying training" and authorizing him to wear Royal Air Force 'wings' on his uniform.

The British authorities were happy to do this, and equally content with Prince Bernhard's role in the formation of the RAF's renowned 322 Dutch Spitfire Squadron in June 1943. They had no intention, however, of risking the husband of the heir to the Dutch throne on combat missions. "If we ever catch you doing any illegal operational flying, we'll ground you," he was told. Well, some rules are made to be broken – especially when you are a prince – and Bernhard was determined to get into action. The United States Army Air Force proved to be more tolerant and so the royal dissident got his wish.

Prince Bernhard's own pictures, taken from a B-24 Liberator, designated 'S4-K for King', of the 847th Bomber Squadron, show the raid on the German V-1 flying bomb base at Siracourt in northern France on June 21, 1944. This would normally have been a

Charlie
Oscar
November
Golf
Romeo
Alpha
Tango
Uniform
Lima
Alpha
Tango
India
Oscar
November
Sierra



When you make a great beer, you don't have to make a great fuss.

heavily defended target but poor weather gave the crews a fairly easy ride, with no aircraft shot down and only five damaged. Lieutenant Fran Skrzynski recalled: "We had a guest that day. It was Prince Bernhard of Holland. He was a pretty good egg and he brought his camera along. The Prince took pictures at our stations and I wonder if I'll ever get to see them. This was his first combat mission and it was our and the ship's 13th. The Prince claimed that he'd like to fly with us again sometime. Too bad he couldn't have been with us on some of the more rough missions..."

As the war in Europe drew to a close in the spring of 1945, the still occupied part of Holland was in the grip of a manmade famine, from which a thousand people were dying every day. Prince Bernhard acted to end this, persuading the Supreme Allied Commander General Eisenhower to assign hundreds of RAF and USAAF bombers to parachute food supplies into the stricken area. Operation Manna undoubtedly saved thousands of civilian lives, and Prince Bernhard remains President of the RAF Manna Association, composed of veteran air crews who took part in the operation.

After the war, the pilot prince quickly got initiated into the mysteries of the new jet fighters such as the Vampire and Meteor. A trip to California in the 1950s saw him introduced to the F-86 Sabre, which is still considered by many professional fliers to have been the best and most handsome jet fighter ever built. As Inspector General of the Royal Netherlands Air Force, it was positively his duty, as well as his pleasure, to poke his nose into every aircraft in the inventory, and if that meant putting each one through its paces, so much the better.

Photographs from throughout his career show him engaged in earnest discussion with some pilot or other, while tinkering with the cockpit controls of a new aircraft. He was never content with seeing what they could do on the ground, and the photographs soon switch to the air, with the Prince at the controls and the same kind of earnest discussion still clearly under way.

In a busy public life, Prince Bernhard has done much more than garner military promotions and fly aeroplanes, of course. He has always been heavily involved in economic affairs and with bodies that have promoted his country's economic development and international trade. From 1954 until 1976 he was Chairman of the Bilderberg Group, an international forum in which western politicians, business leaders and strategists discussed and debated the challenges facing the west during the Cold War years. A familiar presence at numerous KLM festive occasions and anniversary celebrations for many years, Prince

Bernhard has also served as an honorary member of the airline's supervisory board, a position which has involved activities both in the Netherlands and abroad.

Charitable and other public interest work has been high on his list of activities, with numerous nature protection bodies, educational and cultural associations benefiting from his leadership and support. These have involved national, European and worldwide efforts on the part of the prince. All have taken their share of the time, energy and commitment of a life that, viewed from the vantage point of his 84th year, has been fully committed to public service.

In August this year, Prince Bernhard officially announced that he was 'retiring' from flying. It is tempting to believe that, in the manner of enthusiastic flyers everywhere, Prince Bernhard found peace as well as stimulation in the skies of the world, whether it was hurtling along in a Fighting Falcon or doodling among the clouds in his light aircraft. He lists his hobbies as golf, photography, filming and ski-ing. Flying, the silver thread that has run through his life, is not counted as a hobby; it is too important for that.

As the Royal Canadian Air Force pilot John Gillespie Magee captured the flying experience in his poem *High Flight*, Prince Bernhard has "...slipped the surly bonds of earth, And danced the skies on laughter-silvered wings..."

**Flying,
the silver
thread
that has
run through
his life,
is not
counted
as a hobby;
it is too
important
for that**



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The author acknowledges the contribution of the book *Prins Bernhard: 50 Jaar Vlieger (Koninklijke Luchtmacht, 1991)* in the preparation of this article

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Scaling the heights



Melbourne race, and the 'Peli-kaan', the Fokker F18 that made the famous Christmas Post Flight to Curaçao in the same year.

All are exact replicas of the originals, down to the finest details of the vintage livery. KLM provided the builders, who generally worked in teams of two or three, with a kit of working drawings, photographs and documentation on which to base their designs.

The builders, all members of the Aviation Association, met twice a year over the five-year period to compare notes. "You learn a lot from other people's experiences," says Van Laar. "A lot of builders found the project trickier than they'd expected – mainly because everything had to look just like the original.

"We came up against the same kind of problems as the manufacturers. The model DC2, for example, proved to have the same kind of stability problems as the original. Many went through wind tunnel testing, and several needed substantial modifications before they were truly airworthy."

New techniques were developed for some models, using carbon-reinforced glass fibre and specially adapted control systems. All were tested extensively for safety.

But for the builders, it was a labour of love. With his partner,



VINCENT MENTZEL

Jon Henley views a model fleet

It took 100 people five years to complete, and the result is unique: a 40-strong fleet of radio-controlled model aircraft in KLM livery, representing virtually every plane the airline has ever flown.

The brainchild of banker Wim van Laar, the former chairman of the Dutch Aviation Association's model aircraft section, the project was part of KLM Royal Dutch Airlines' 75th anniversary celebrations and had the wholehearted support of the company's management.

"When I first proposed the idea in 1989, they were enthusiastic right away," says Van Laar. "They suggested I contact Fokker, which also turned 75 this year and was

equally keen on the idea, particularly because Fokker and KLM have such a long history together.

"KLM made a selection of the most representative models from its historical fleet, the planes that really were the airline's visiting cards in each era – and we started building." Later, the Dutch Air Force offered Van Laar use of an airfield for test flights, and the National Aviation and Aerospace Laboratory gave up time in its wind tunnels for testing.

The planes range from some of the first models flown by KLM – early Fokkers dating from the 1920s and 1930s – through the famous Douglas DC2s and DC3s, the post-war Lockheeds of the 1950s and today's Boeing 747, Airbus A-310, McDonnell Douglas MD-11 and Fokker 100.

Several are models of near-legendary KLM planes: the 'Uiver', the DC2 that won the handicap section of the 1934 London-

Left and below: final check before take-off for the miniature KLM fleet – all exact replicas of the originals down to the finest details of the livery



VINCENT MENTZEL

**Fine tuning on
the tarmac**

project engineer Frans Bal took three years of evenings and weekends to produce the gleaming silver 'Rotterdam', an authentic DC4.

"We didn't keep count of the hours down in my colleague's cellar," he says. "The designs in particular took a tremendous amount of time. It was a long job, but the

result speaks for itself. It's a beautiful plane – and it flies like a dream."

Wilfried Wolterink, a North Sea production platform worker, spent 3,000 hours designing, machining and assembling his Boeing 747 'Mississippi'. With a fuselage length of nearly 4.5 metres and measuring 3.75 metres from wing-tip to wing-tip, the model is one of the largest of the fleet. All its functions are dual controlled using two radio receivers. Wolterink made almost every component himself bar the engines – four 15cc impellers.

Like the other wide-bodied jets in the fleet, the Jumbo is a 1:16 scale model. The mid-sized models were built to a scale of 1:10, while the scale of the smaller, older planes was determined by the size of the engines.

"The early Fokkers in particular, the F VIIIA, F VIIIB/3m and F XVIII are really special," says Van Laar. "They're museum-standard models, accurate in every detail down to the measurements of the wooden panels in the wings."

The whole fleet was assembled at the end of August for an afternoon air show that attracted over 40,000 visitors. One by one the historic models climbed into the sky above Deelen airfield near Arnhem, performed a slow fly-past and – with the exception of two unfortunate accidents – returned safely to the runway.

"It was a fantastic sight," said Van Laar. "And the fact that there are still people around who are willing to devote three or four years of their lives to making such perfect working models – that's something that deserves our applause."



PETER VAN DINTHER

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KLM AND KLM: FACING THE FUTURE TOGETHER

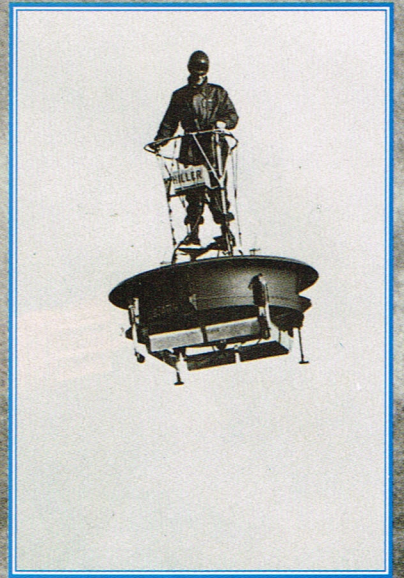
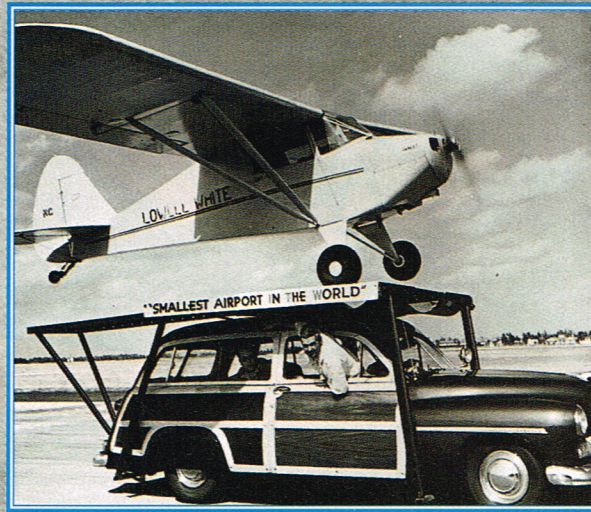
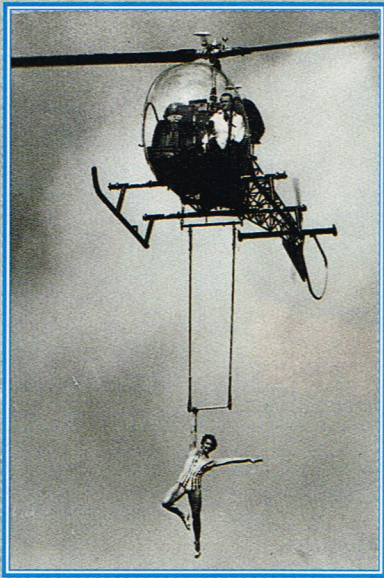
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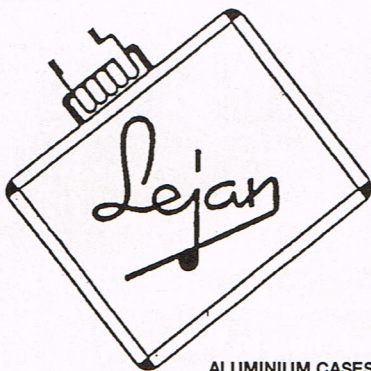
High times

Those magnificent men and women in their flying machines. Ingenuity takes flight in these archive pictures from the collection at the Spaarnestad Fotoarchief in Haarlem.

Main picture: causing a stir with a cup of tea at 1,000 feet up (1972).

Insets: French trapeze artist Andree Jan hangs around above the Thames in 1955; a safe landing on the 'smallest airport in the world'; vertical reality for the US Army's 'Flying Platform' (1957)





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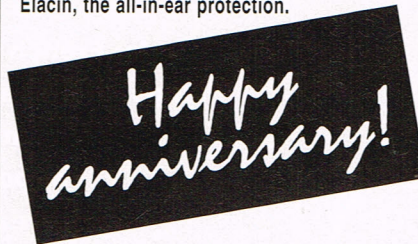
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KLM Presidents Unveil 75th Anniversary Decal



Three KLM presidents (left to right, Sergio Orlandini, Jan F. A. de Soet and Pieter Bouw) unveil KLM's '75-year' decal on City of Guayaquil

From October 7, all the aircraft in KLM Royal Dutch Airline's fleet will be decorated with a decal celebrating the company's 75th anniversary. The first aircraft to receive the decal is the Boeing 747-400 PH-BFG City of Guayaquil.

On September 12, 1919, Queen Wilhelmina of the Netherlands granted the company the right to use the word 'Royal' in its name. Exactly 75 years later to the day, in a ceremony held at Schiphol Airport Amsterdam, three KLM Royal Dutch Airlines' presidents – current incumbent Pieter Bouw and his two predecessors Sergio Orlandini and Jan F.A. de Soet – jointly unveiled the new decal.

The three presidents together represent over 20 years of KLM presidencies. Mr. Orlandini was appointed on August 2, 1973, Mr. De Soet succeeded him on September 1, 1987 and Mr. Bouw took over the helm on January 1, 1991.

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MEMBER OF THE SAVE THE CHILDREN ALLIANCE

George McDonald reports on the
airliners of tomorrow

FLIGHT PATHS TO THE FUTURE



High Speed Research Program to develop the necessary technologies. Europe's Airbus consortium partners want their governments to stump up \$100 million a year for a similar research project and Japan and Russia could eventually join what could become a global effort.

The main parameters for this 'Son of Concorde' have been identified: a range of 10,000 kilometres, to reach Asia from Europe and the US, while carrying 250 passengers at Mach 2.4. Some analysts believe there could be eventually a market for 500-1,000 such aircraft, but others are sceptical about its technical and commercial feasibility, especially given the \$10-\$20 billion development cost.

Whether or not a new supersonic transport ever flies, most airline passengers will have to be content with going subsonic for the foreseeable future. Still, a thousand kilometres an hour is not so bad, and airlines and manufacturers do have some goodies in the pipeline.

No one should know better than an airline what its passengers want, and airlines which fail in this most basic of tests either do not last or must be bailed out by taxpayers. A pointer to the changed philosophies in manufacturing civil aircraft is given by Ron Ostrowski, Boeing's divisional director of engineering for the

The shape of things to come?
An artist's impression of a possible configuration of a high speed civil transport (HSCT) supersonic aircraft

To listen to the aviation dreamers, we should have soared into the new millennium at hypersonic speed on sub-orbital intercontinental journeys – Tokyo-Los Angeles in an hour. Passengers might have had their doubts about the pleasure of such a flight, but aerospace corporations never doubted their ability to make one possible. Scale models were produced and engineers sat

with light-pens poised, waiting for some government to take out its wallet and peel off a wad of billion dollar bills.

That was as far as the dream got. A hypersonic airliner may yet see the light of day, but that future has been indefinitely postponed. A successor to the 25-year-old supersonic Concorde is a more likely, yet still far from certain prospect. American companies are currently working on the NASA-sponsored

BOEING



**Off the ground:
Boeing's new
777 airliner**

company's new 777 airliner: "We knew how to build aircraft but not how to operate then. We had to learn how to think like an airline."

As a result, the likelihood is that future airliners will not look radically different from those flying today. Boeing's development of its 737, 747, 757 and 767 airliner 'family' is typical of the approach manufacturers adopt. Steady improvement in range, passenger and freight payload, fuel economy and materials technology have given us new models of each, described as the -200, -300 and -400 series. Airbus Industrie and McDonnell Douglas, the two other major aircraft producers, operate similar development systems, as do the makers of smaller airliners.

A wholly new airliner like the 777, which is Boeing's competitor to the Airbus A340 and the McDonnell Douglas MD11 in the medium-to-large airliner market segment, is a rare event. Multi-billion dollar development budgets stretch the resources of companies and governments, while a significant error in market and profitability forecasting could put a private company's future on the line. It is only a few years since Boeing and McDonnell Douglas shelved projects for advanced technology aircraft using revolutionary propfan engines because of such concerns.

None of this means that tech-

nical advance has halted. Far from it. In addition to the growing use of lightweight composite materials, computer-aided design techniques are making possible ever more efficient airframes, wings and engines. Inside the passenger cabin, competitive pressures are constantly pushing airlines into offering more flexible layouts, more comfortable seating, and improved service and entertainment facilities.

Aircraft seating around 600-1,000 passengers are already on the wish-list of airlines that can afford the \$500 million apiece they would probably cost. Boeing,

Airbus and McDonnell Douglas are all working on design studies for megajets that could be flying between 2005 and 2010. Ever-growing passenger numbers combined with increasing congestion airports and a finite number of landing and take-off slots mean that fewer, bigger aircraft should be more economical.

To be bigger, or faster, or both? That is the question. How airlines, manufacturers and, ultimately, passengers answer it will determine the shape of the silver arrows drawing their contrails across the skies of tomorrow.

Concept carrier: one of the many large-airplane designs being studied by Boeing - fully loaded it could fly more than 14,800 kilometres non-stop, carrying over 625 passengers



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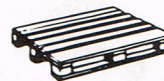
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with the best wishes for
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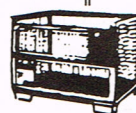
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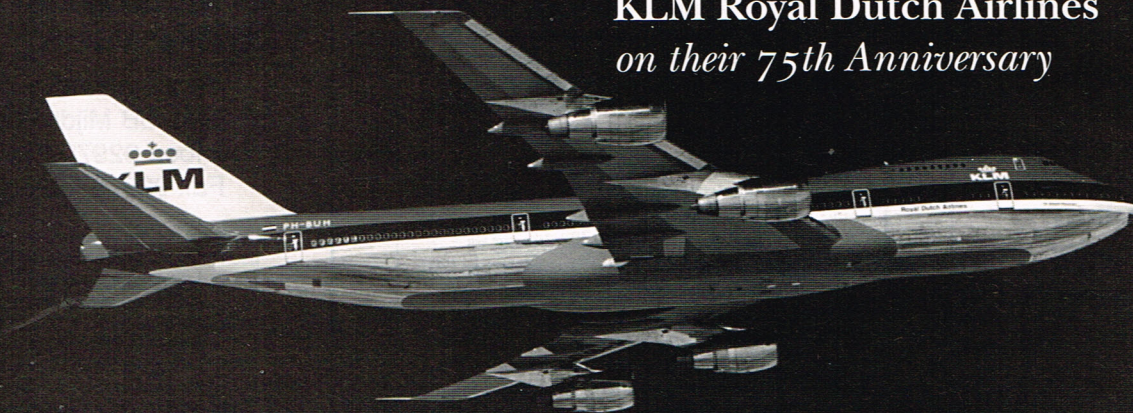
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GE Aircraft Engines
salutes
KLM Royal Dutch Airlines
on their 75th Anniversary

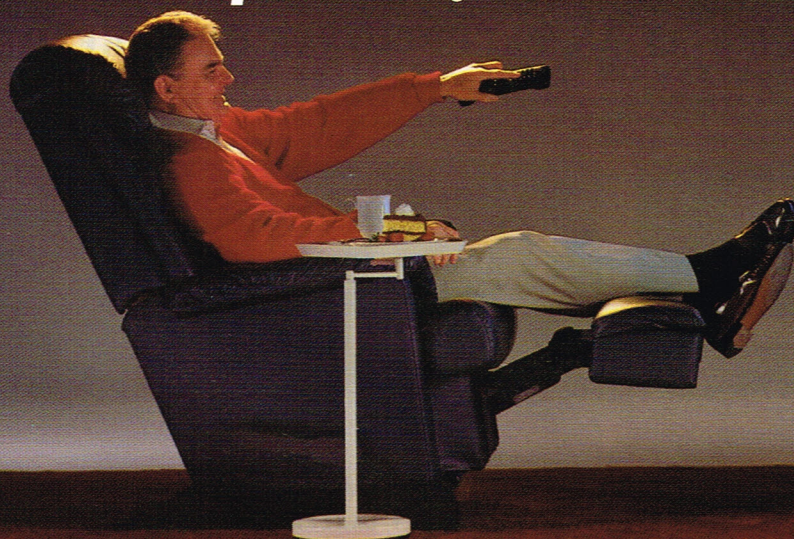


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