

## AIR INDIA'S ROAD TO RECOVERY—THE EIGHT-STEP PATH

**Turn low-cost:** Make 75% of domestic flights all-economy eventually; target 27% from September onwards

**Restructure operations:** Create four subsidiaries: ground handling, aircraft maintenance, cargo and the airline

**Debt reduction:** Replace high-cost debt of Rs10,000-11,000 crore with low-cost debt

**Focus on punctuality:** Focus on on-time flight performance and increase seat utilization

**Generate revenue:** Single-website ticket booking from March and entry into Star Alliance by June

**On-flight services:** Groom cabin crew through alliance with a hotel chain



**Slash perks:** Cut back incentives for at least 31,000 employees

**Fresh IPO:** Sell shares to the public in 2011-12, depending on market conditions