

AMERICAN
HORIZONS



JULY • 1937

PUBLISHED MONTHLY BY AMERICAN AIRLINES, INC.

News

ON THE WING

AMERICAN AIRLINES carried 30,902 passengers in June—an all time record for the air transport industry. This is the first time an airline has ever carried 30,000 passengers in a single month—an average of over 1,000 passengers a day. We carried 22,551 passengers in June 1936, a gain of 32.2% over the 1935 figure of 17,059. This June we gained 62.1% over last year. We are making aviation history every day.



ON Sunday June 13, Nashville's new \$1,500,000 airport was officially opened to air traffic, while aviation's best from all over the country gathered to witness and take part in a great aerial show. Dick Merrill and Jack Lambie, who recently flew the Atlantic were on hand; Col. Roscoe Turner, Louise Thaden the only woman ever to win the Bendix speed trophy and Jimmie Doolittle, former army ace and speed flyer, all flew in to view the stunts. Captain Eddie Rickenbacker, general manager of Eastern Air Lines and our own President C. R. Smith, represented the two air transport companies which operate planes into Nashville. The new airport is located just six miles from the city, much to the relief of the many AA employees based at Nashville who have had to work out at Murphreesboro, 26 miles away, while the new airport has been under construction.



HOWARD KURTZ, chief of our food service department, estimates that AA will serve 240,000 meals this year to our passengers. This means that 50 tons of tender young chickens, will ultimately appear as southern fried chicken or chicken pot pie. Over 25 tons of lamb chops, veal chops and assorted cold cuts will be consumed, as well as 80,000 quarts of coffee and 500,000 cubes of sugar. It requires the services of over 100 people working full time in over 20 cities to do this job, and \$30,000 worth of containers to transport the food. This major marketing and catering problem would baffle the average housewife—yet Kurtz is a bachelor.



THE newest AA ticket office, located at 9 Rockefeller Plaza, New York City, will be opened for business on August 1. It is strategically located in the heart of Radio City, completely air-conditioned, beautifully appointed and will be the most modern and finest airline ticket office in the United States.



AA has just put 12 portable air-conditioning units in operation along our southern transcontinental route and in Cincinnati, St. Louis and Chicago. These units of the most modern G-E type, mounted inside an insulated truck, generate their own power and may be moved to any part of the field, rolled up beside a plane on the ramp or a field office window. Each delivers about 1500 cubic feet of hot or cold air a minute. It is possible to completely change the air in one of our Flagships in less than one minute with this modern equipment, and to raise or lower the temperature as much as 100° in a very few minutes.

FOUR new Flagships have just been added to the American Airlines' Douglas Fleet, bringing the total to 44—the largest number of Douglas planes in use by any air line. These four new Flagships seat 21 passengers and are equipped with two 1100-horse power Wright Cyclone G-102 engines. They are the most up-to-date and highest-powered commercial airplanes in the United States. They have been placed in use on our Chicago-New York service where increased business has made it necessary to add extra sections to our regular flights.



OVER 3000 reservation calls are handled each day in the New York office. The place is as fast moving as Times Square, and just as restful. Everyone of the salesmen and women has developed a particular method of keeping apace with the calls—some way to juggle keys, cards and pencils, yet maintain a constant stream of conversation with the unseen public. Fay Cuniff, Peggy O'Neil, Sarah Stevens and others, keep a record of all their customers for future reference. When the repeat calls come through, the data is all at hand. Fewer questions are needed and the whole procedure of handling space is speeded up. The system must pay, for the girls get stacks of fan mail.



THERE are apparently still some air travelers who don't know that a fountain pen doesn't like to fly, especially if it's full. The story has been told endless times, in print and by word of mouth. The incident was used not long ago in a detective yarn when the modern Sherlock located the criminal by the ink marks on his vest. The other day one of our passengers was horrified to discover a horrid dark blue mark forming over his heart. He wasn't particularly grateful when the phenomenon of the action of ink in a pen barrel at high altitude was then fully explained. So since the story is still news, the information will be included in our new timetable.



WHEN the Story and Photography Contest was started last month, it was believed that all the AA employees who claimed to be publicity conscious or wanted to work in publicity would jump at the chance to prove their point, and incidentally win a \$50 or \$25 prize. The manuscripts are coming in at a rapid rate—the pictures more slowly—the suggestions are still in the minds of the contestants. Come on, you would-be newshounds. The field is wide open, and the July winners will be announced in the next issue of Horizons.



ON June 23, the day following the Louis-Braddock fight, Chicago had a record day. The men in reservations worked all night filling orders for space. 312 seats were sold—151 hopeful souls were placed on the waiting list, and over 400 were told, "Sorry, we have no space." All the NRSA's were completely disgusted.



AMERICAN AIRLINES carried 175,076 lines of publicity during May, a gain of 5009 lines over April. Dick Smith, director of publicity, Central Division, made the best gain in lineage. The comparative figures are listed below.

			May	April
Eastern Div.	Pat O'Malley	21 cities	48,195	51,034
Central Div.	Dick Smith	20 cities	43,756	39,423
Southern Div.	No director	10 cities	15,817	15,073
Western Div.	Carl Anderson	7 cities	21,722	11,763

AMERICAN HORIZONS

Vol. 1 JULY, 1937 No. 2



PUBLISHED MONTHLY
AT 20 N. WACKER DRIVE, CHICAGO
BY AMERICAN AIRLINES, INC.



WILL YOU MEASURE UP?

A LOT of horses are good "quarter horses"; they get out in the lead and receive the thunderous applause of the grandstands; they have the opportunity to make good and be a winner. Then they begin to slow up and falter and they are passed by sturdier horses; they come in fifth or sixth and receive an acclamation of catcalls and booing. Nobody has any sympathy for an "also ran".

American Airlines is leading; way out in the front for the month of June and for the first six months of 1937. Close behind and coming fast are several other ambitious companies. Are we going to win this race and finish out in front for 1937, or are we going to be content with the "place" or "show" money?

We have what the horse has, an opportunity to win, but no certainty of winning. We are going to have to do a lot of things better than we are doing them now, if we are to be successful.

We think that we are good—but are we?

We do not have sufficient pride in appearance. Our airplanes do not shine like those of our competitors, although in most cases they are newer. If we had the proper pride in the job that we are doing, we would spend all of our spare time rubbing the airplanes until they would shine like a new dollar.

Look at some of the automobiles and trucks that are owned and operated by the company. If we neglected our airplane motors as we neglect the appearance of our trucks and automobiles we would have a bad operation.

Doesn't it make you shudder a little to see people walking up and down the aisles of our Flagships, tracking dirt and grease on the carpet and brushing grease and dirt on the chairs. That is nothing but evidence of a sloppy job and lack of pride.

Have you ever seen the interior of one of our hangars or passenger stations as clean as it should be? Yes, once in a while, but not often.

Take a look at the uniform that you are wearing; has it been recently cleaned and pressed? The cap that you are wearing may look as if it had been out in the rain for a week.

You represent American Airlines; is this the way that you are going to represent it?

Mechanical failures delay schedules and give a poor impression of the job that we are doing. We are having too many of these and we must find a way in which they can be reduced. People who fly with us want the kind of prompt service that we promised them. We are not going to fly unless the equipment is operating safely—but we can still eliminate some of the mechanical delays that we are having.

What is the empty seat record for your town? It is true that we are carrying many passengers, but how many seats are going out of your city empty? Those empty seats represent the profit that the company should be earning; let's fill them up.

When you answer the telephone do you give the person at the other end of the line a good impression of courteous, accurate service? This is important and we can do better than we are doing.

We are having too many ticket mix-ups, too many oversales and examples of inaccurate information. This costs money and gives a bad impression.

Are you going along on the assumption that American has a splendid safety record and that we will probably keep it, or are you analyzing your job each day to make sure that the record is maintained. We did not build our record by chance; we built it by careful, intelligent and consistent effort and that is the only way that we are going to keep it.

We have a splendid company, we are the leader and we are proud of the job that we are doing. There are a lot of things that we must do to maintain that leadership. Instead of spending our time patting each other on the back, let's take a look at the job and do it better.

To hell with being second or third—let's stay first.

Outposts of AM 7 ☆

TWENTY-FOUR hours a day, every day in the year, the radios in two lonely wind-swept stations, Strathburn and Jarvis, are guiding AA planes across the Canadian section of AM 7.

Before American Airlines began operating planes over Ontario, it was necessary to provide a complete system of lighted airways, emergency landing fields and radio range stations located at certain strategic spots on the northern shore of Lake Erie. Obviously, the U. S. Bureau of Air Commerce couldn't help. The Canadian Government had no flying facilities in this section, nor were they anxious to spend the money to install any equipment, but they had no objections to anyone else building, maintaining and manning this necessary airway.

So since American Airlines wanted to take advantage of operating over this water-level route, they were forced into the job of opening up that territory to commercial flying. In order to operate in the most practical manner under Canadian laws, they organized Ontario Airways, Limited. They began work on the buildings, leveled and drained two landing fields, located the beacons across the 224 miles from Buffalo to Detroit, and in January, 1934, the Jarvis and Strathburn radio range stations were placed in operation.

It was no easy task to build that airway, and it was equally difficult to find the personnel to operate it. The Canadian Government would issue radio licenses only to Canadian citizens, but we couldn't engage just any Canadian radio operator who had no knowledge of our company. The U. S. Radio Commission had recently made a similar ruling in regard to licensing only U. S. citizens. C. E. Bolduc, a native of Canada, was our chief radio operator at Newark; his U. S. radio license expired. He couldn't have it renewed, so he

traveled across the border, secured a Canadian license and was placed in charge of the Strathburn station. J. R. Maughan at Strathburn and W. C. Campbell at Jarvis had both been born in Canada, but were operating in Detroit, so they too were transferred, and the nucleus of the personnel was formed. At present there are eight men on our roster up there, the others being first operator Briggs and G. E. Williamson at Jarvis, and A. W. Loke at Strathburn. G. F. Godfrey is the relief man and shuttles back and forth between these two stations so that every man may have a day off. Bob MacDonald, the eighth man, is in charge of airways maintenance, and travels over the 224 miles of our privately lighted airways between Buffalo and Detroit, checking the beacons, inspecting the equipment and landing fields.

In addition to operating the radio ranges, the radio operators must see that the range signals are in constant operation, that all equipment is in perfect working order every second of every day in the year. They listen in on all communications between our pilots and the ground stations, and stand watch, with their receivers set on company frequency, ready to talk to the pilots if they so desire. The radio range signals can be turned off in order to talk to the pilots through the radiophone. Every hour the man on duty takes weather observations. These reports are sent in to Buffalo, where they are placed on the teletype circuit and sent out over the line to aid in charting flights.

Our men live a lonely life in these two AM 7 outposts. Occasionally, Bob MacDonald drops by with some supplies, or two pilots checking the line will circle the field and come down for a brief stop. But for the most part, they make their own fun. The fishing is excellent in summer, and in winter the men and their families gather around the fire and listen to the drone of motors overhead. No one ever stops, no one except the pilots know about Strathburn and Jarvis on AM 7. Since the Douglasses went into service, no plane has ever had to use either emergency landing field. The men don't mind their isolation, they wouldn't go back to civilization if they could. AM 7 the New York-Chicago route? —pooh, not to these boys—for it's the Canadian section of AM 7 that holds their attention. You who fly along through all weather over the busiest route on the line, should be very glad they feel that way about it!

Gilbert Mears



The isolated Strathburn Radio Range Station at 5 below.



Al Sari

Mrs. E. M. Cozzens in checked swim suit, Miss Jerry Muta and "Rosie" Stallter with his dog "Honey."

LAKE HOPATCONG CAMP

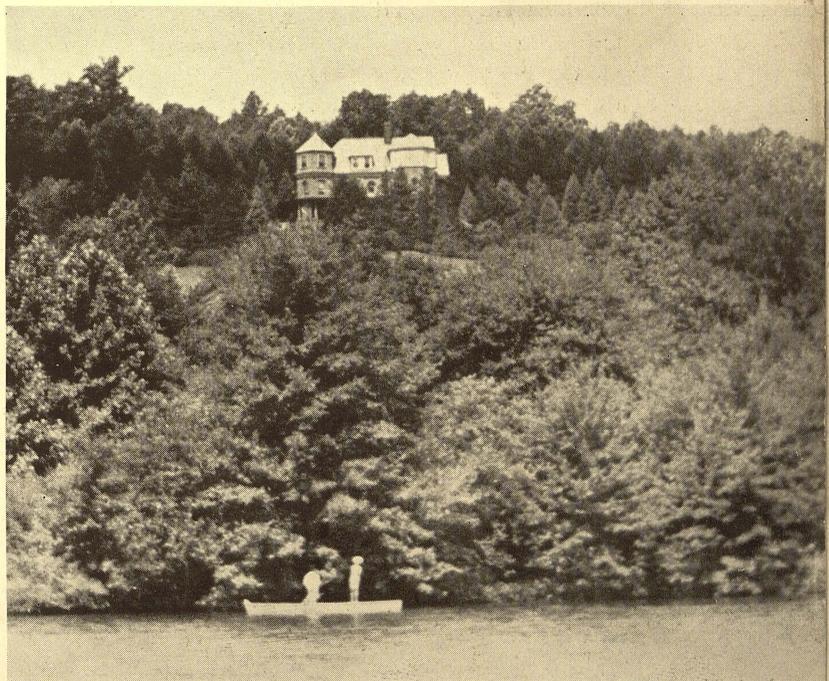
FOR nearly five months this summer, all American Airlines employees based at Newark or New York can thank their lucky stars that a few far-sighted fellow employees talk to strange young women in restaurants. One hot day in early spring, three members of the summer camp committee, Al Sari, Helen Abbot and James Lynch, were out scouring the countryside of North Jersey, looking for a suitable spot to locate the AA Newark-New York camp. They had looked over some awful dumps on weedy lakes near dusty roads, but had had no luck. Finally, thirsty, tired and disgusted, they stopped at a wayside restaurant and Sari got into conversation with a very attractive blonde. By rare good fortune, she was also a real estate agent, said she had just the place they were searching for, and led them straight to the promised land.

The camp is situated some 37 miles due west of Newark, on an estate high up above Lake Hopatcong. The lake itself is 9 miles long and $3\frac{1}{2}$ miles wide. The house stands on a hill about a quarter of a mile above the lake, surrounded by a lovely lawn, bordered by magnificent blue spruce and shrubbery. And the whole place spells welcome. The house was built in the ample style of the 1890's, of field stone with a wide porch practically encircling it. The interior is dark and cool in the manner of all large high-ceilinged houses of that period. The walls are sound-proofed—thick solid oak—and the furnishings correspond to the era. The kitchen

is the only modern note. It is thoroughly equipped with electric ice-box and range, plenty of dishes, silver and glassware. Beside the sitting rooms, library and dining room on the first floor, there are sleeping accommodations and baths on the second floor, and a huge solarium and two bedrooms on the third. The attic closets are full of forgotten bits of bygone days. Some fine stuffed owls, coachman's hats and other finery, but best of all is the nameless relic of a car in the garage, an early model of the wide-open vintage, when intrepid men and women wore dusters and goggles as they careened along the roads.

This AA summer camp is a true commune. 130 of the personnel in New York and Newark are members. Rosie Stallter, Eric Miller, mechanic, Ed Cozzens, chief passenger agent and George McCabe, chief pilot, eastern division, make up the rest of the camp committee. The place is crowded over weekends, and people drive out after dinner to cool off and have a swim. Strangely enough the topic of conversation is not always aviation, though the Newark-Chicago planes fly directly overhead and people automatically check their watches from the time of the flights. The women gather around and talk of babies and clothes, of course, and swap pet recipes. There is much talk of books and plays, and of what a grand spot this camp is for relaxation. They hope to make it a permanent thing. The committee extends a cordial invitation to any AA employees to visit the camp when in Newark, but don't accept if you are an envious soul for you'll want to stay at this perfect spot. It isn't a country club—but it looks like one!

Al Sari



The camp grounds and house as viewed from the boat house.



MEET THE

1. PHYLLIS ALLDREDGE—AM 7
Base: Chicago.
2. MARY JO ANASTASI—AM 7
Base: Chicago.
3. BERNADETTE ANDERL—AM 7
Base: Chicago.
4. HAZEL BALL—AM 21, 22
Base: Cleveland.
5. ANN BECKER—AM 7
Base: Chicago.
6. GLADYS BISHOP—AM 18
Base: Boston.
7. HARRIET BLOCK—AM 7
Base: Chicago.
8. MAY BOBECK—AM 30
Base: Chicago.
9. MARTHA BONNELL—AM 25
Base: Chicago.
10. MAE BYRNE—AM 4
Base: Glendale.
11. WILMA CANNON—AM 4
Base: Glendale.
12. ALICE CORBIN—AM 7
Base: Chicago.
13. OLLYE COWART—AM 4, 23
Base: Dallas.
14. DORA CRADDOCK—AM 23
Base: Memphis.
15. RUTH CROMAN—AM 7
Base: Chicago.



E MISSES

- 16. ETHEL CURTIS—AM 30
Base: Chicago.
- 17. DORIS DALE—AM 4
Base: Glendale.
- 18. RUTH DELMORE—AM 25
Base: Chicago
- 19. ILA DRADER—AM 23
Base: Memphis.
- 20. TILLIE DUGAS—AM 7
Base: Chicago.
- 21. LILLIAN FETTE—AM 23
Base: Ft. Worth.
- 22. MARGARET FREER—AM 7
Base: Chicago.
- 23. THELMA FULLER—AM 7
Base: Chicago.
- 24. FLORENCE GALE—AM 18, 21
Base: Newark.
- 25. MARJORIE GILROY—AM 7
Base: Chicago.
- 26. KAROLINE GOTH—AM 7
Base: Chicago.
- 27. THELMA GRISINGHER—AM 4
Base: Glendale.
- 28. ANTOINETTE GUDAITIS—AM 4, 23
Base: Dallas.
- 29. MABEL HARMAN—AM 21, 22
Base: Cleveland.
- 30. ELECTA HARPER—AM 7
Base: Chicago.



A TICKET TO OVERHAUL

I'm a Wright Cyclone G-2 engine, bolted on to the front of an American Airlines' Flagship, and as I stand here waiting on the ramp at Glendale, the passengers inside the plane are not the only things around here ticketed—I am ticketed myself—through to Newark and then to Chicago for overhaul.

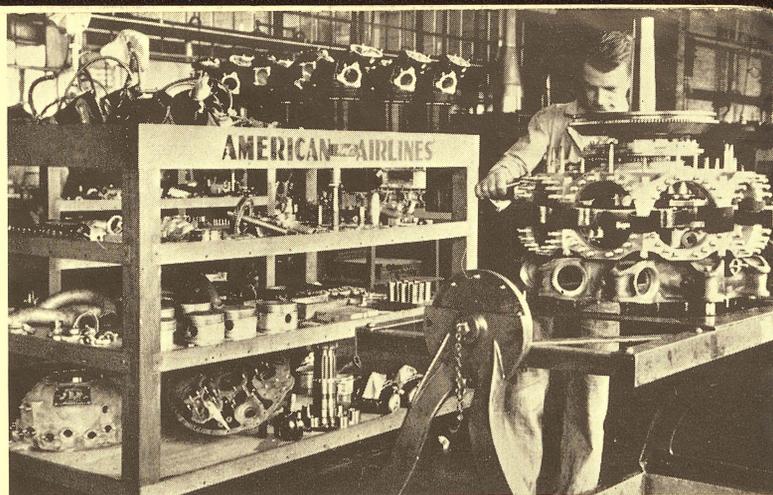
I feel perfectly fine; I'm perking on all 9, and everyone of my thousand horses is raring to go. But some Air Commerce inspectors and a few engineers from our company decided, after taking my oil pressure and temperature, that about every 400 hours I needed a good going over. I'm good for at least 1,500 hours, but that's where I have the edge on humans—they only go to a doctor when they are sick, but my doctors poke and probe for trouble all the time. They treat me like a baby, and I like it. Every hour of every day the maintenance supervisors all over the system are clocking each time I turn over, and when the 400 hours have nearly passed, I get a ticket to overhaul.

They used to ship us around in freight cars, but now they let us pull our own way back to Chicago, and it certainly saves a lot of time. As far as I am concerned, it's a much pleasanter way to travel.

Well, I'm off. That trip to Newark was easy—I only used 56% of my power coming across the country. I don't really need a rest at all, but there's no use arguing with my doctors. Here comes a couple of mechanics—they loosen my bolts, hoist me up on a rack, and wheel me over to a big Flagship Club plane. There—I'm set again. I haven't been into Chicago for a month or so. It's all right, this traveling around—gives an engine a chance to see the country. Here we go—in just 3 hours 55 minutes—I relax in Chicago. I am again unbolted from my plane and wheeled into Paul O'Neal's presence. I hope I don't have to wait around here very long. Paul has 70 engines in here every month. He and his 66 mechanics certainly give us their personal attention. What happens to us is a nightmare, as far as I am concerned. Maybe you will agree that only an engine could take it.

The first thing they do is pull me apart—only an expert engineer would recognize me. Each one of my parts is placed on a large double-deck cart, and a chart on the side of the cart contains a record of my progress through the mill. It would be terrible if there were any mix-ups, for every Wright Cyclone G-2 engine, of which I am one of the 74 in American Airlines' family, has 10,341 parts. No wonder we are glad they keep a record. After the disassembling, my magnetos,

Walter Velgot and Ancil Collins deep in the process of reduction gear assembly



Harold Kopp reassembles an engine

pumps, starter and carburetor are sent off to a group of men who completely test, inspect and rehabilitate them. All my steel parts are soaked overnight in a solution of penetrol, then sprayed with oleum. Then each part is magnetized and suspended for two minutes in a moving solution of oleum and small steel filings. This operation is called magnifluxing, and if anyone of my parts contains a flaw, the steel particles adhere to the defect. Then the mechanic daubs a large blob of red paint on the defective part, which is immediately discarded, with absolutely no danger of its ever being used again. After this operation, all my good parts are demagnetized and sent over to an inspector, who further looks me over with a 10-power magnifying glass. My valves are ground and re-seated; every bolt and screw and cotter pin is scrutinized, checked and counted. Then, from the check chart on the side of the cart, the mechanic takes the final record of how many of my parts need replacing. Fortunately for engines, instead of having to depend on a hospital for major repairs, we can discard worn parts and simply requisition new ones from the Supply Department. As a matter of cold fact, we engines cause the Supply Department a lot of trouble. All the time we are cruising around they are figuring out how to keep us in gaskets and cylinder heads. We make those supply boys crazy. No matter where we land, we want service, and at once. When we come in for overhaul, if we happen to need new pistons or a new crank shaft—well, we get it—and we don't like to hang around waiting for them to order it, we want them to carry it in stock. Of course I can't understand how they keep just the right amount of all our parts on hand. They tell me it costs like fury for every little part of me, and so they can't go out and order dozens and dozens of everything just in case—that method wouldn't pass with someone they call Treasury, but they manage, those boys—that's their job, not mine. I am only interested in getting myself back in condition for work. So, as I said before, the mechanic gets me whatever new shiny parts I require, places them on the cart, and off I go down the assembly line. Those carburetors, pumps and my starter are all fixed up by now and added to the job. Presently, I am reassembled and I look myself again—polished, shining, and as far as science can judge, as good as new, but not quite. I feel tight—a little uncomfortable—so they take me into a cell, hoist me up on a block and start me off, and I drone away for 4 hours, first at low speed, then accelerated up to maximum. The noise is deafening, but I love it, and the hotter I get the better I work. When that test is completed and they roll me out into the hangar, I'm in absolutely perfect condition—those fellows have done a fine job. I'm ready to start off on another 400-hour run—then I'll be seeing them again. There is no escaping that ordeal.

CREDIT UNION

NINE men were gathered around the table in one of the offices of American Airlines discussing the organization of a company Credit Union. They did much more than talk, for in July, 1936, the American Airlines' Credit Union was incorporated under the laws of Illinois. The two-fold purpose of this organization was to establish habits of thrift among the employees, and provide means of securing loans without excess charges to the people of our company in time of emergency. The original incorporators were:

M. D. Ator	G. C. Greeno	Mabel Pace
J. H. Foster	J. D. Hungerford	J. E. Tierney
H. E. Gray	J. G. Morrow	Victor Vernon

To date 642 employees have joined this corporation. The American Airlines' Credit Union is owned and operated by the employees for the benefit of the employees. In order to avail themselves of membership in this Credit Union, an employee must signify on a card provided for that purpose his desire to join. He signs a payroll deduction authorization form covering the twenty-five-cent membership fee, and after his membership has been approved by the board, he receives a pass book for deposits. Money may be paid into the Thrift Fund at any time, in the amount of \$1.00 or more, or it may be deducted from the employee's pay check every month. The Credit Union has paid six per cent interest on deposits of \$5.00 units since it was founded, and the by-laws provide that no one person may accumulate through payroll deductions more than \$750.00. In the matter of loans, any approved member having \$5.00 in his thrift account is eligible for a loan. There are, of course, various rules to be complied with in securing loans, and the purpose of the loan must always be stated. The money is paid back to the Credit Union at the rate of 1% a month on unpaid balances. This represents the cheapest way of borrowing money except by collateral loans. The facilities of the Credit Union have saved many of our personnel from the clutches of loan sharks or wage assignment merchants.

That the Credit Union is a success and fills a long-felt need in the lives of American Airlines' employees is evidenced by a glance at the records. The statement as of May 31, 1937 indicated that there were 282 loans outstanding—representing a total of \$26,742.84; \$5,545.07 was on hand in cash balances, this sum representing the working capital of the Credit Union, which is turned over about as rapidly as it is paid in. Hence, with a comparatively small working capital, a large amount of business is being handled. Altogether, 547 loans have been made in the one year of the Credit Union's life.

The breakdown of the why of these loans presents an interesting picture. Over 100 loans were made for illness; 100 loans to meet insurance premiums; 150 to purchase necessary household furniture; 50 to purchase automobiles. Innumerable loans have been made to consolidate debts. One man in Cincinnati borrowed the money to purchase new furniture when the Ohio River ruined the contents of his home this winter. One man made a loan to purchase a cow! An American Airlines' family vacationing last summer was saved financial embarrassment when, after their little girl had become ill and they wired the Credit Union for funds, the money was promptly dispatched to the harassed family.

The records of the Credit Union present a cross-section of the lives of men and women who are American Airlines. Its two-fold purpose of encouraging thrift by paying a fair return on the money invested and at the same time lending these funds to the employees of the company in time of sickness or emergency, has fully justified the high hopes of the original founders.



FIELDCREST FLIGHT

A SPECIALLY chartered Flagship Skysleeper about to take off at Glendale with 14 representatives of Marshall Field & Company's Pacific Coast Division, en route to their annual sales convention in New York.

WE MAKE THE MOVIES

THE movie producers of Hollywood recognize the fine equipment and service we have to offer by using our Flagships or mock-up plane in their pictures. Sometimes the flight shots are taken right at Glendale, or they fly to Alhambra where a set is all ready to go. The mock-up was constructed to exact scale for studio use. During the past few months the following movies have featured AA equipment:

Sing and Be Happy—*20th Century Fox*
Love Takes Flight—*Condor Pictures*
You Can't Have Everything—*20th Century Fox*
Woman in Distress—*Columbia*
Fly Away Baby—*Warner Brothers*
Love Is News—*20th Century Fox*
Pick a Star—*Hal Roach*
Girl from Scotland Yard—*Major Pictures*
Hats Off—*Grand National*
The Man Who Found Himself—*RKO*
Condemned Row (or We Who Are About to Die)—*RKO*
When Love Is Young—*Fox*
Screen Snaps—*Columbia*
Popular Science—*Fairbanks and Carlton*
Honeymoon Express—*Warner Brothers*
Headline Crashers—*Conn Production*

See these films if you can, and overlook no opportunity to call them to the attention of personal friends and business contacts.

SALES PROMOTION

WHEN you hear Bulova Watch Time on the radio plugging American Airlines; when you pass a Walk-Over Shoe Store and see a Flagship model in the window; don't think those incidents just happen. The sales promotion department is the dizziest spot in the general sales office. Window cards, photographs, model planes, piles of correspondence result in the most amazing number of advertising tie-ups each month. All employees of American Airlines should watch for these copy and program releases. Some of the firms who have or will shortly feature American Airlines, Inc. in their advertising, are listed below:

Bulova Watch Co.—*Radio*
 Cooper, Wells Co. (Hosiery)—*Magazines*
 General Mills (Wheaties)—*Radio*
 Hickok Co. (Belts)—*Magazines*
 International Harvester Co. (Tractors)—*Magazines*
 George E. Keith Co. (Walk-Over Shoes)—*Magazines, Window Displays*
 Nicholson File Co.—*Life Magazine*
 Sinclair Refining Co.—*Magazines*
 Wander Co. (Ovaltine)—*Comic Strips, Radio*
 Woodstock Typewriter Co.—*Direct Mail*

EXCEPTIONAL SERVICE

SECURITY BANKNOTE COMPANY
 55th and Sansom Streets
 PHILADELPHIA

July 6, 1937

Mr. C. R. Smith, President
 American Airlines, Inc.
 Chicago, Illinois

Dear Sir:

It is seldom that while travelling one has an experience so unexpectedly pleasant that he cannot accept it without comment. Last evening I had that good fortune.

I have suffered with stomach ulcers for several years and am consequently rather limited in my diet. While en route to Dallas from New York on the American Mercury, the stewardess, noticing that I did not eat much of the usual supper served aloft, offered to secure something I could eat in Nashville. Due to the lunch counter's not having been installed as yet in the new airport there, it was necessary to radio ahead and have it sent out from the city. You can imagine my pleasure on arrival there to find a thermos jug of milk and cream awaiting me.

I mention it simply as an act of thoughtful consideration on her part without suggestion on mine in which I thought you might be interested. It is typical of the intelligent service I have found these girls to offer, and saved me several very uncomfortable days.

Yours very truly,
 (Signed) E. M. M.

ROUTE OPERATING FIGURES— MAY 1937

AM 4	Dallas and Los Angeles	DST's	99.2%
	Dallas and Los Angeles	DC-2's	99.9%
AM 23	Newark and Fort Worth	DST's	99.7%
	Newark and Fort Worth	DC-2's	99.2%
	Transcontinental Route	The Mercury	99.4%
	Newark to Los Angeles	The Southerner	99.5%
AM 7	Chicago-Newark	Non-Stops	100%
	Chicago-Newark	Locals	99.9%
	18 of the 22 services operated		100%
AM 18	Newark-Boston	DC-3's	90.1%
AM 21	Buffalo-Albany	Trip 20	100%
	Buffalo-Albany	All Flights	97.0%
AM 25	Chicago-Washington	Non-Stop Westbound	96.0%
		Non-Stop Eastbound	91.1%
		DC-2's	100%
AM 30	Chicago-Fort Worth	All Flights	100%

TRAVEL PLAN SALES

As a result of employee cooperation in all departments of the company in developing air travel plan leads and of consistent effort on the part of sales employees in following and closing prospects, 391 new Air Travel Plans were closed during the first six months of 1937. This brings the total number of plans sold by American Airlines, Inc. to 1734. More than 24,000 employees of these subscribing firms have American Airlines' Air Travel Cards.

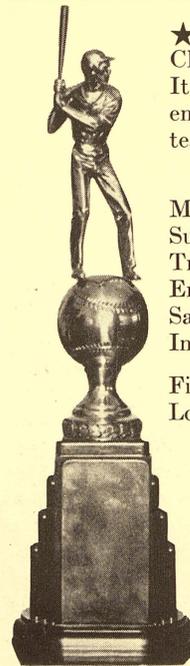
Comparative figures for all lines are available for the first five months of the year at this time. During that period American Airlines sold 310 plans as compared with 304 plans sold by the 17 other air lines participating in Air Travel Plan sales.

Figures for the six-month period show that outside salesmen have no monopoly on the sale of Air Travel Plans. Thirteen operations employees, nine girls in ticket offices and fourteen other inside employees of the sales department sold plans unassisted. Nearly fifty per cent of all sales resulted from leads furnished by personnel not assigned to full time sales work.

June topped all other months of 1937 in "Plan" sales. Eighty-one plans were sold by 50 different employees. Jack Beaton of New York led the list of individual producers and New York led the list of producing offices.

Below are listed the seven highest producing offices and individual producers for the six-month period.

New York	141 plans
Chicago	57 plans
Boston	33 plans
Detroit	24 plans
Los Angeles	18 plans
Dallas	14 plans
Cleveland	14 plans
Jack Beaton	New York 39 plans
Steve Noble	New York 23 plans
Earl Bouilly	Chicago 16 plans
W. L. McMillen	Chicago 15 plans
C. H. Fredricksen	New York 10 plans
A. W. Mitchell	Detroit 10 plans
J. F. McCabe	New York 9 plans



★This trophy has been presented to the AA Chicago Baseball League by Mr. C. R. Smith. It will be presented to the top team at the end of the season. As we go to press the six teams line up as follows:

	Won	Lost	Pct
Maintenance	8	2	.800
Supplies	7	3	.700
Treasury	6	4	.600
Engines	4	5	.444
Sales	3	6	.333
Instruments	1	9	.100

First baseman Welker of Sales, catcher "Huey" Long of Maintenance and shortstop Griggs of Supplies are leading the batting list.

A flash from Larry Montine just received says "Over-confidence is bad for any ball team." We verified this statement by contacting Manager Claeser of the Maintenance team.

The teams expect to have new uniforms in the near future.

TRANSFERS & PROMOTIONS SINCE MAY 15TH

Bowker, J. R.—Second Pilot, Newark to First Pilot, Montreal—Ottawa.
 Campbell, D. W.—Ticket Agent, Memphis to Jr. Agent, Roanoke, Va.
 Cord, Charles E.—Reservations Clerk, New York to Operations Clerk, Chicago.
 DeVore, R. R.—First Pilot, Cleveland to First Pilot, Memphis.
 Ebbert, J. R.—Apprentice—Chicago to Jr. Mechanic, Detroit.
 Gainer, James E.—Jr. Agent, Syracuse, to Jr. Agent, Rochester.
 Gilchrist, Kenneth—Radio Operator, Chicago to Radio Operator, Cincinnati.
 Hackman, M.—Mechanic, Detroit to Mechanic, Newark.
 Johnston, A. S.—Commissary Agent, Newark to Supply Clerk, Ft. Worth.
 Kessler, G. R.—Jr. Agent, Columbus to Jr. Agent, vacation relief, Louisville.
 Kinart, Reed G.—Apprentice Agent, Washington to Apprentice Agent, Camden.
 LaNier, Sidney R.—Radio Operator, Tulsa to Asst. Station Manager, Tucson.
 Landers, Charles J.—Stock Clerk, Newark to Apprentice Agent, Washington.
 Lott, G. A.—Station Agent, Columbus to Station Agent, Tulsa.
 Marcusson, Albert S.—Jr. Agent, Baltimore to Jr. Agent, Camden.
 Moseley, Margaret—Stewardess, Newark, AM 18 to Cleveland, AM 21
 Norton, Homer—Radio Operator, Station Agent, Tulsa to Radio Operator, Station Agent, Columbus.
 Rentzel, D. W.—Chief Radio Operator, Memphis to Chief Radio Operator, Ft. Worth.
 Smith, C. L.—Ticket Agent, Ft. Worth to City Sales Manager, Houston.
 Smith, George W., Jr.—Radio Operator, Nashville to Radio Operator, Memphis.
 Tyler, Dorothy—Stewardess, Newark, AM 18 to Cleveland AM 21.
 Waller, Joseph B.—Radio Operator, Ft. Worth to Radio Operator, Nashville.
 Weaver, Ralph—Radio Operator, Indio to Radio Mechanic and Operator, Glendale.

VOLUME I NUMBER 2

VOLUME I NUMBER 2—The cover—The New York Skyline. Save these covers—you will have a record of all the cities on AA routes. "News On The Wing"—gathered practically at the point of a gun—A timely message from C. R. Smith—Outposts of AM 7—Hopatcong—New York and Newark's Summer Camp—Chicago's next month—The double spread of stewardesses' photographs—alphabetical—no favorites—give us time—we'll get around to you—sales graph—operations records—transfers—and a touch of absurdity—we blew the dust off the cartoon and made a space for it by popular demand. On June 12 when the first issue of American Horizons came off the press, we asked for comments, suggestions and contributions. We received a gratifying number of comments, some helpful suggestions, but practically no contributions. The chief cries

were more pictures, more personal items, more company facts. We have gathered the facts, and we have managed to squeeze in some more pictures. The personal items depend on you and provided they are of sufficient general interest we will use them. If this second issue of American Horizons more nearly approaches the kind of a magazine you want to read, or if it fails to click with you, tell us about it.

"BONERS"

THE following excerpts were picked at random from the examination papers of salesmen and stewardesses during their training periods:

Prop wash: A fluid used to shine propeller blades.

Bureau of Air Commerce: Controlled by the Chamber of Commerce.

How many parts has a Wright Cyclone?: Four: geared section, blower section, accessory section, crank case.

Directly above the radio range station there is a spot of consilience.

There are three things that keep the airplane in the air: The lift of the air force, the force of the motor, and, of course, the pilot.

A propeller in low pitch is more efficient because it cuts larger chunks of air.

Dead stick is when there is not enough wind on the wings and tail.

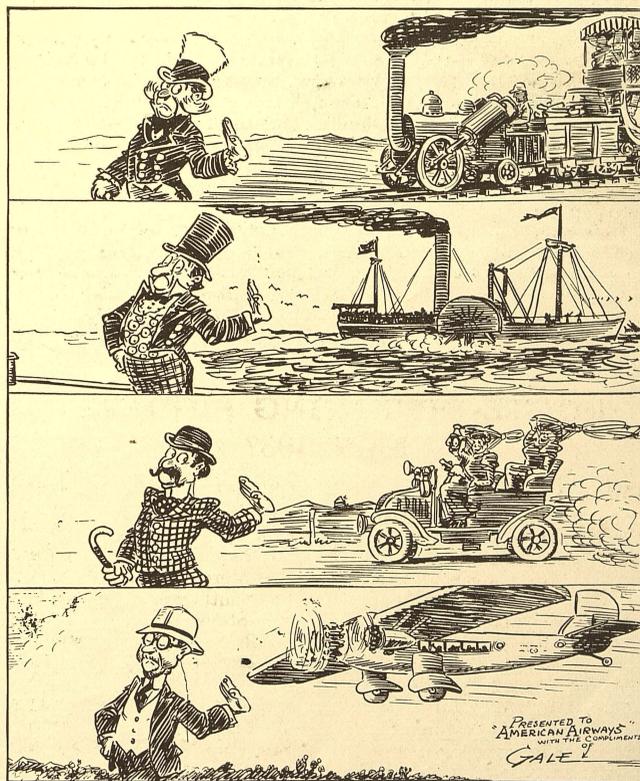
An elevator tells you how far you are from the ground at sea level.

Slipstream: When the ship goes too slow in climbing and slips; like a slight slip.

Chandelle: A gradual climb, a loop and turning around so that you are flying in the opposite direction.

Wing loading is the number of pounds allowed per square foot in putting loads into wings.

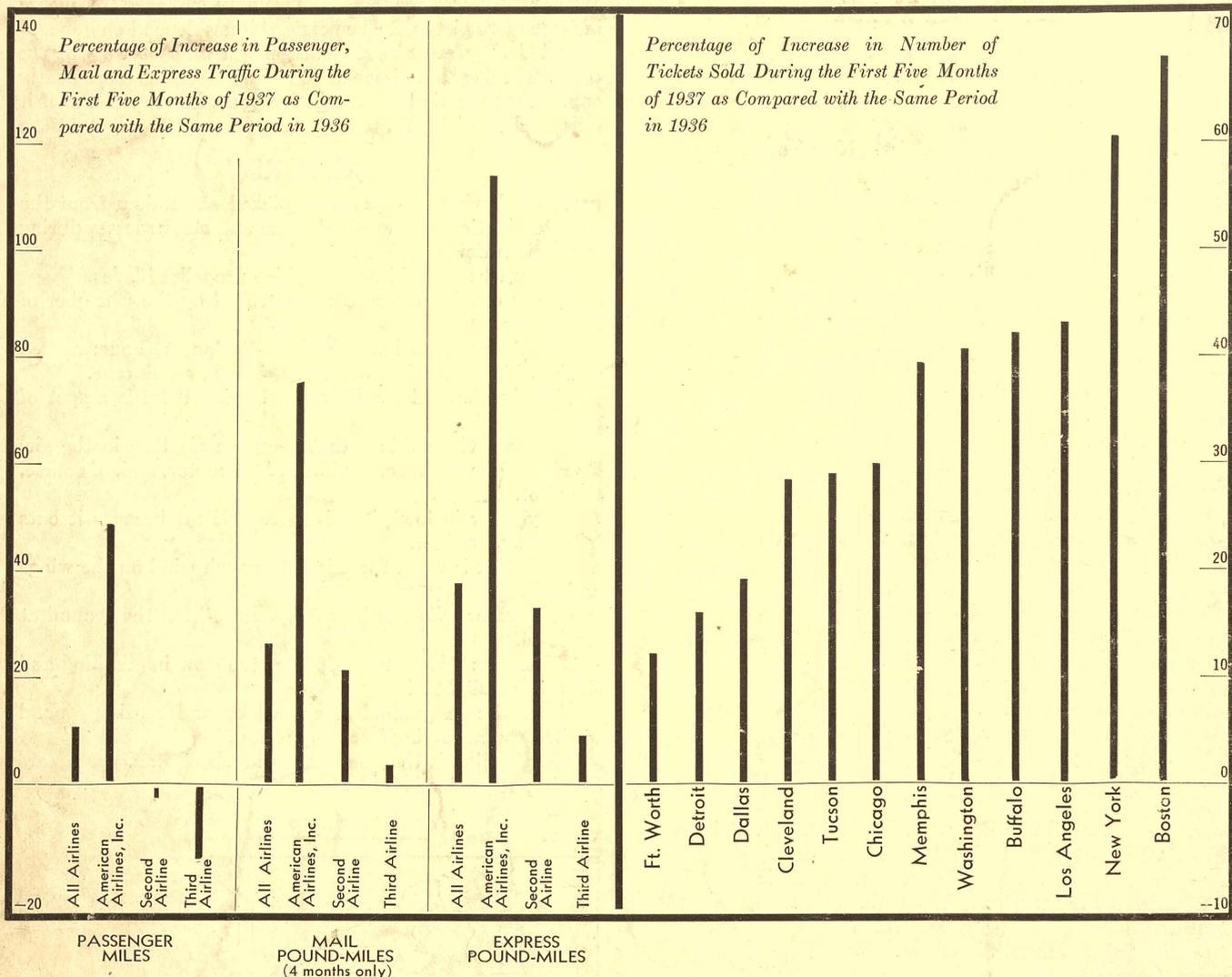
"IT AIN'T SAFE"



Reprinted from the Los Angeles Times, May 24, 1931

Per cent of Increase

Per cent of Increase



BUSINESS IS GOOD!

PEOPLE are traveling by air in ever increasing numbers and most of them are choosing American Airlines. Every month this year we have carried more passengers than last year and more than any other airline. Our record of passenger miles is far in excess of any of our competitors. The airline which less than a year ago boasted greatest popularity flew nearly *two million passenger miles less* than American Airlines in May!

The charts above graphically illustrate our leadership. In one chart we have compared American's increases to the increases for all airlines and increases of the second and third largest airlines for the first five months of 1937; and in the other we have indicated

increases in ticket sales at 12 of our cities for the first five months of 1937. Many of our other cities also show big increases.

Every month we carry more express. Last year at this time we were carrying less than 20% of all air express. This year we are carrying nearly one third of all air express, representing more than a 100% increase.

Air mail poundage is growing by leaps and bounds. American Airlines is showing by far the biggest increase in air mail carried by the major airlines.

And July, to date, is way ahead of June.

We will have another record month.

Business is not poor—or just fair—or so-so. . . . Business is good!