

AMERICAN AIRLINES, INC.
New York Municipal Airport
New York, N. Y.

CONFIDENTIAL

October 14, 1940.

TO: Officers
Department Heads
Flight Superintendents
Station Managers
Sales Managers

Mr. Amon G. Carter

FROM: Manager of Passenger Sales

SUBJECT: Your Help in Picking "Plums"

The following facts are very important and have a vital influence on American Airlines sales policies:

1. Almost 50% of all our passenger revenue comes from Air Travel Plan Accounts.
2. Approximately 65% of our Travel Plan revenue comes from companies which have signed Air Travel Plans with American Airlines.
3. Approximately 45% of all the travel done by the average Air Travel Plan account held by American Airlines is over American Airlines. Only about 24% of the travel done by Air Travel Accounts held by other airlines is with American.

These figures indicate the tremendous importance of American Airlines Travel Plan sales. We get, on the average, almost twice as much of the travel done by a company having an American Plan, as we do from a company having a plan with another air line!

YOU can help us increase the number of American Air Travel Plan Accounts.

Attached is a list of outstanding national companies which we consider to be our very best remaining prospects. This list is very confidential, and we want to be sure that it doesn't fall into the hands of our competitors. It should not leave your possession. We call these firms "Plums"—they are the "best part" of our travel plan prospects. We have been working on them regularly for a long time trying to sell them Plans.

These prospects are all big companies—most of them have branches throughout the United States. They are just the type that make excellent accounts once they do subscribe since they are so large that they have a great deal of travel. Many of our larger Air Travel Plan accounts use more than \$20,000 worth of air travel annually—a few use more than \$40,000—and many of these "Plums" will eventually use this amount of air travel after they are sold Travel Plans.

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We would appreciate any help you can give us in any of the following respects:

1. Do you know anyone in any of these companies through whom our salesmen might work, and perhaps gain a new entree which might help to sell the Plan?
2. Do you know of any persons in any of these companies who travel by air? An idea of the extent of such travel would be particularly helpful.
3. Do you know anything else about any of these companies, or individuals in them, that might be helpful to our salesmen.

Please forward whatever information you have along these lines concerning any of these prospects direct to our Sales Manager in whose territory the main headquarters of the "Plum" is located, and send a carbon copy of your letter to the undersigned. Most of these companies are located in cities in which we have sales offices. Where this is not the case we have shown in parenthesis right after the company's address, the name of the sales office in whose territory the prospect is located. For your convenience we are also attaching a list of the names of our Sales Managers, and their locations and addresses.

Your help will aid us tremendously in landing many of these important prospects. We will sincerely appreciate your cooperation and urge you to act on this matter promptly, as our competitors are, in many cases, working hard to sell Plans to these Key accounts.

Melvin D. Miller

AMERICAN AIRLINES SALES OFFICES

<u>City</u>	<u>Sales Manager</u>
BOSTON - 140 Federal Street	W. Nelson Bump
BUFFALO - Hotel Statler	A. B. Newcombe
CHICAGO - 20 N. Wacker Drive	L. W. King
CINCINNATI - 419 Walnut Street	J. R. Merrill
CLEVELAND - Union Commerce Arcade	George Cussen
COLUMBUS - 20 East Broad Street	J. F. McCabe
DALLAS - 1404 Commerce Street	W. G. Lipscomb
DAYTON - Biltmore Hotel	R. R. Woodward
DETROIT - 1265 Washington Blvd.	Frank M. Burg
EL PASO - Hilton Hotel	B. S. Gibson
FORT WORTH - Texas Hotel	C. F. Hinners
HARTFORD - 722 Main Street	J. O. Briggs
HOLLYWOOD - 6735 Hollywood Boulevard	N. K. Milliken
HOUSTON - Texas State Hotel Lobby	W. S. Weismann, Jr.
INDIANAPOLIS - 609 Merchants Bank Bldg.	F. G. Malbeuf
LOS ANGELES - 512 West 6th Street	A. R. Bone, Jr.
LOUISVILLE - Kentucky Hotel	Richard Wright
MEMPHIS - 165 Union Avenue	E. L. Hurlburt
MILWAUKEE - 224 East Wisconsin Avenue	G. W. Hawes, Jr.
MINNEAPOLIS - 137 South 7th Street	Bonham M. Fox
NASHVILLE - Hermitage Hotel Lobby	Paul Stanley
NEWARK - Robert Treat Hotel	W. R. Stevens
NEW YORK - 25 Vanderbilt Avenue	C. R. Speers
OKLAHOMA CITY - Skirvin Hotel	Earl Bouilly
PHILADELPHIA - 1423 Walnut Street	Curtiss C. Potter
PHOENIX - 18 East Adams Street	J. S. Robb
PROVIDENCE - 76 Westminster Street	W. C. Harris
ROCHESTER - 68 East Avenue	W. A. Werthmann
ST. LOUIS - Jefferson Hotel	C. H. Fredricksen
SAN FRANCISCO - 231 Montgomery Street	W. T. Rimes
SYRACUSE - Onondaga Hotel	T. P. Gould
TUCSON - 72 North Stone Avenue	W. D. Young
TULSA - 507 South Boston Street	H. C. Duncan
WASHINGTON - 813 15th Street, N. W.	H. D. Ford

(A city name in parenthesis indicates sales office to which information should be forwarded. In all other cases firms are located in a sales office city.)

Agricultural Insurance Co.
Watertown, N. Y. (Syracuse, N. Y.)

Allen-Braley Co.
Milwaukee, Wisc.

Allied Chemical
New York, N. Y.

American Brakeblok Corp.
Detroit, Mich.

American Car & Foundry
New York, N. Y.

American Crayon Co.
Sandusky, Ohio (Cleveland, Ohio)

American Cyanamid & Chemical Co.
Chicago, Ill.

American Envelope Co.
W. Carrollton, Ohio (Dayton, Ohio)

American Felt Co.
New York, N. Y.

American Hardware Corp.
New Britain, Conn. (Hartford, Conn.)

American Iron & Machine Works
Oklahoma City, Okla.

American League Club of N. Y. (Yankees)
New York, N. Y.

American Pulley Co.
Philadelphia, Pa.

American Steel Foundries
Chicago, Ill.

American Stores
Philadelphia, Pa.

American Surety
New York, N. Y.

American Viscose Corp.
Nitor, W. Va. (Cincinnati, Ohio)

American Tool Works Co.
Cincinnati, Ohio

American Writing Paper Co.
Holyoke, Mass. (Hartford, Conn.)

Art Metal Construction Co.
Jamestown, N. Y. (Buffalo, N. Y.)

Automatic Electric Co.
Chicago, Ill.

B. F. Avery Co.
Dallas, Texas

Axelson Mfg. Co.
Los Angeles, Calif.

Axton-Fisher Tobacco Co.
Louisville, Ky.

Babson Statistical Organization
Wellesley, Mass. (Boston, Mass.)

Bakery & Confectionery Workers Intl.
Union of America
Chicago, Ill.

Barium Reduction Corp.
Charleston, W. Va. (Cincinnati, Ohio)

Barrett & Co.
New York, N. Y.

Bartlett-Collins Co.
Tulsa, Okla.

Jas. E. Bennett & Co.
Memphis, Tenn.

Berkley-Gay Furniture
Grand Rapids, Mich. (Detroit, Mich.)

Black & Dechan
Baltimore, Md. (Washington, D. C.)

Blatz Brewing Co.
Milwaukee, Wisc.

E. W. Bliss
New York, N. Y.

Board of Fabrications
New York, N. Y.

Boorum & Pease
New York, N. Y.

J. G. Brill Co.
Philadelphia, Pa.

Brookway Motors
Cortland, N. Y. (Syracuse, N. Y.)

John A. Brown Co.
Oklahoma City, Okla.

Brown & Sharpe Mfg. Co.
Providence, R. I.

Brown Shoe Co.
St. Louis, Mo.

Bruce Products Corp.
Detroit, Mich.

Buckeye Incubator Co.
Springfield, Ohio (Dayton, Ohio)

Buffalo Forge Co.
Buffalo, N. Y.

Burroughs Adding Machine Co.
Detroit, Mich.

Camden Fire Ins.
Philadelphia, Pa.

Carbon Carbide Chemical Corp.
Charleston, W. Va. (Cincinnati, Ohio)

Carter Bearing Metals Corp.
St. Louis, Mo.

The Carter's Ink Co.
Cambridge, Mass. (Boston, Mass.)

Case Hoyt Company
Rochester, N. Y.

Champion Dishwashing Co.
Erie, Pa. (Cleveland, Ohio)

Champion Paper Co.
Cincinnati, Ohio

Champlin Refining Co.
Oklahoma City, Okla.

Chase Bag Corp.
Buffalo, N. Y.

The Chatfield Paper Co.
Cincinnati, Ohio

Chemical Paper Co.
Holyoke, Mass. (Hartford, Conn.)

Citizens Gas & Coke Utility Co.
Indianapolis, Ind.

Clark Equipment Co.
Buchanan, Mich. (Detroit, Mich.)

Cleveland Brass Manufacturing
Cleveland, Ohio

Colts Patent Firearms Co.
Hartford, Conn.

Columbis Rope
Auburn, N. Y. (Syracuse, N. Y.)

Commonwealth Life Insurance Co.
Louisville, Ky.

Consolidated Machine Tool Corp.
Rochester, N. Y.

Consolidated Water Power & Paper Co.
Chicago, Ill.

Continental Baking Co.
New York, N. Y.

Cranberry Cannery, Inc.
S. Hanson, Mass. (Providence, R. I.)

Crane Co.
Chicago, Ill.

Crown Cork & Seal Co.
Baltimore, Md. (Washington, D. C.)

Crown Central Petroleum Co.
Pasadena, Texas (Houston, Texas)

Crown Overall Mfg. Co.
Cincinnati, Ohio

Cutler Mail Chute
Rochester, N. Y.

Delstrom Metallic Door Corp. Jamestown, N. Y. (Buffalo, N. Y.)	Ernst & Ernst Chicago, Ill.
Davis Furniture Co. Jamestown, N. Y. (Buffalo, N. Y.)	T. C. Esser Co. Milwaukee, Wisc.
Davis-Young Soap Co. Dayton, Ohio	Federal Reserve Bank Memphis, Tenn.
Dayton Malleable Iron Works Dayton, Ohio	Federal Reserve Bank Chicago, Ill.
Dayton Pump & Manufacturing Co. Dayton, Ohio	Fidelity Mutual Philadelphia, Pa.
De Laval Corp. Philadelphia, Pa.	Fireman's Fund New York, N. Y.
Detroit Fire & Marine Ins. Co. Detroit, Mich.	Flexlume Corp. Buffalo, N. Y.
De Vilbiss Co. Toledo, Ohio (Detroit, Mich.)	Florence Stove Co. Gardner, Mass. (Boston, Mass.)
Dill & Collins Philadelphia, Pa.	I. J. Fox, Inc. Boston, Mass.
Divisions of Chrysler Motor Co. Dallas, Texas	Foxon Co. Providence, R. I.
Joseph Dixon Crucible Co. New York, N. Y.	Franks Mfg. Co. Tulsa, Okla.
Doremus & Co. New York, N. Y.	Frick Company Dallas, Texas
W. D. Douglas Shoe Co. Brockton, Mass. (Providence, R. I.)	Frostilla Corp. Elmira, N. Y. (Rochester, N. Y.)
Duriron Co. Dayton, Ohio	The Gamewell Co. Newton Highlands, Texas (Houston, Texas)
Early & Daniel Co. Cincinnati, Ohio	Garlock Packing Company Palmyra, New York (Rochester, N. Y.)
Egry Register Co. Dayton, Ohio	Gasco Pump & Burner Mfg. Co. Tulsa, Okla.
The Electric Neon Clock Co. Cleveland, Ohio	General Baking New York, N. Y.
Elliott Addressing Machine Co. Cambridge, Mass. (Boston, Mass.)	General Box Co. Chicago, Ill.
Enna Jettick Shae Auburn, N. Y. (Syracuse, N. Y.) <i>Sold</i>	General Ceramics New York, N. Y.

General Cigar
New York, N. Y.

General Outdoor Advertising Co.
Memphis, Tenn.

General Radio Corp.
Cambridge, Mass. (Boston, Mass.)

General Railway Signal Corporation
Rochester, N. Y.

L. H. Gilmer Co.
Philadelphia, Pa.

Gleason Works
Rochester, N. Y.

Graham Paper Co.
St. Louis, Mo.

Marion R. Gray Co.
Los Angeles, Calif.

Grove Laboratories
St. Louis, Mo.

Haloid Co.
Rochester, N. Y.

Hardware Mutual Ins. Co.
Stevens Point, Wisc. (Milwaukee, Wisc.)

Hartzell Industries
Piqua, Ohio (Dayton, Ohio)

T. J. Hawkes Co.
Corning, N. Y. (Rochester, N. Y.)

Hickey Freeman
Rochester, N. Y.

Hilton Davis Chemical Co.
Cincinnati, Ohio

Hisey-Wolf Machine Tool Co.
Cincinnati, Ohio

Hobart Manufacturing Co.
Troy, Ohio (Dayton, Ohio)

Hope Tapping Co.
Pawtucket, R. I. (Providence, R. I.)

Houston Packing Co.
Houston, Texas

Howe & French, Inc.
Boston, Mass.

Huber & Huber Motor Express
Louisville, Ky.

The Huenefeld Co.
Cincinnati, Ohio

Hyatt Roller Bearing Co.
New York, N. Y.

Insurance Co. of North America
Philadelphia, Pa.

International Brotherhood of Teamsters
Indianapolis, Ind.

Iodent Chemical Corp.
Detroit, Mich.

Iron Fireman Manufacturing Co.
Cleveland, Ohio

Johnson Oil Co.
Chicago, Ill.

Robert A. Johnston Co.
Milwaukee, Wisc.

Jorecki Manufacturing Co.
Erie, Pa. (Cleveland, Ohio)

Keller-Heumann-Thompson Co.
Rochester, N. Y.

Kelley Springfield Tire & Rubber Co.
Cumberland, Md. (Washington, D. C.)

Kellogg Corset Co.
Jackson, Mich. (Detroit, Mich.)

Kemper, Thomas Co.
Cincinnati, Ohio

Kentucky Home Life Ins. Co.
Louisville, Ky.

Kermath Manufacturing Co.
Detroit, Mich.

Kurz-Kasch Co.
Dayton, Ohio

La France Industries
Philadelphia, Pa.

Land-O-Lakes Creameries Minneapolis-St. Paul, Minn.	Morgan Machine Rochester, N. Y.
Leeds & Northrup Philadelphia, Pa.	National Automatic Tool Co. Richmond, Ind. (Dayton, Ohio)
James Lees & Sons Philadelphia, Pa.	National Bearing Metals Corp. St. Louis, Mo.
Leland Electric Co. Dayton, Ohio	National Biscuit Co. New York, N. Y.
Linde Air Products Co. Tulsa, Okla.	National Cellulose Syracuse, N. Y.
Livermore & Knight Providence, R. I.	Natural Gas Pipe Line Co. of America Chicago, Ill.
Lodge & Shipley Machine Tool Co. Cincinnati, Ohio	National Professional Football League Dayton, Ohio
Loft, Inc. New York, N. Y.	National Vulcanize Fibre Co. Philadelphia, Pa.
The Logan Co. Louisville, Ky.	J. J. Newberry & Co. New York, N. Y.
Lovell Manufacturing Co. Erie, Pa. (Cleveland, Ohio)	N. Y. Air Brake Watertown, N. Y. (Syracuse, N. Y.)
Lux Clock Co. Waterbury, Conn. (Hartford, Conn.)	N. Y. Exhibition Club, Inc. (Giants) New York, N. Y.
Mansfield Tire & Rubber Co. Mansfield, Ohio (Cleveland, Ohio)	Nu Car Carriers Philadelphia, Pa.
F. E. Marble & Tile Co. Indianapolis, Ind.	O' Cedar Corp. Chicago, Ill.
Marquette Cement Co. Memphis, Tenn.	Ohio Seamless Tube Co. Shelby, Ohio (Cleveland, Ohio)
Mass. Mutual Life Ins. Co. Springfield, Mass. (Hartford, Conn.)	Ohio Thermometer Co. Springfield, Ohio (Dayton, Ohio)
McAleer Manufacturing Co. Detroit, Mich.	Okanite Callender Cable Co. New York, N. Y.
McKissicks Products Co. Tulsa, Okla.	Omher Fare Register Co. Dayton, Ohio
Megowan Educator Co. Lowell, Mass. (Boston, Mass.)	Pabst Brewing Co. Milwaukee, Wisc.
Miller Brewing Co. Milwaukee, Wisc.	Parke Davis Co. Detroit, Mich.

Payne & Company Dayton, Ohio	Rock of Ages Corp. Barre, Vermont (Boston, Mass.)
Peck & Peck New York, N. Y.	Rotary International Memphis, Tenn.
Phoenix Mutual Life Ins. Co. Hartford, Conn.	Salada Tea Company Boston, Mass.
Photostat Corp. Providence, R. I.	Sargent & Co. New Haven, Conn. (Hartford, Conn.)
Pierce Butler Radiator Co. Syracuse, N. Y.	Sayers & Scovill Cincinnati, Ohio
Fayette R. Plumb Philadelphia, Pa.	Schlegel Manufacturing Company Rochester, N. Y.
Ponds Cold Cream Co. Clinton, Conn. (Hartford, Conn.)	Sharp & Dohme, Inc. Memphis, Tenn.
Preferred Accident Ins. Co. New York, N. Y.	Shelby Auto Call Shelby, Ohio (Cleveland, Ohio)
Prest-O-Lite Corp. Indianapolis, Ind.	Shelby Cycle Co. Shelby, Ohio (Cleveland, Ohio)
The Printing Machinery Co. Cincinnati, Ohio	Shepard Elevator Co. Cincinnati, Ohio
Propellair, Inc. Springfield, Ohio (Dayton, Ohio)	Shrine Imperial Council Memphis, Tenn.
Provident Mutual Life Ins. Philadelphia, Pa.	Shuron Optical Company Geneva, N. Y. (Rochester, N. Y.)
Quality Bakers of America New York, N. Y.	Simplex Wire & Cable Co. Cambridge, Mass. (Boston, Mass.)
Quaker State Refining Oil City, Pa. (Cleveland, Ohio)	Sisaldraft Corp. Chicago, Ill.
The Randall Co. Cincinnati, Ohio	Solvay Process Co. (Allied Chemical) Syracuse, N. Y.
Reed Glass, F. E. Rochester, N. Y.	Standard Oil Co. of Ky. Louisville, Ky.
Reed Shoe Co., E. P. Rochester, N. Y.	Standard Ultramarine Co. Huntington, W. Va. (Cincinnati, Ohio)
Rittenhouse, Co., A. E. Rochester, N. Y.	The Stanley Manufacturing Co. Dayton, Ohio
Robertson Steel & Iron Co. Springfield, Ohio (Dayton, Ohio)	State Mutual Life Insurance Co. Worcester, Mass. (Boston, Mass.)

Steel Products Engineering Co. Springfield, Ohio (Dayton, Ohio)	United Business & Investment Service Boston, Mass.
Stewart, L. C., Inc. Newark, N. Y. (Rochester)	United Carr Fastener Corp. Cambridge, Mass. (Boston, Mass.)
Strassenburg, R. J. Co. Rochester, N. Y.	United Cork Products, Inc. New York, N. Y.
Strobridge Lithographing Co. Cincinnati, Ohio	United Mercantile Agencies Louisville, Ky.
Strong Carlisle & Hammond Co. Cleveland, Ohio	United Service & Research Co. Oklahoma City, Okla.
Super-Cold Corp. Los Angeles, Calif.	United Shoe Machinery Co. New York, N. Y.
Symington Gould Rochester, N. Y.	The United States Electrical Tool Co. Cincinnati, Ohio
Taft-Pierce Mfg. Co. Woonsocket, R. I. (Providence, R. I.)	U. S. Envelope Co. Springfield, Mass. (Hartford, Conn.)
Taylor Instrument Rochester, N. Y.	U. S. Register Co. Battle Creek, Mich. (Detroit, Mich.)
Technicolor Motion Pictures Corp. Los Angeles, Calif.	U. S. Shoe Mfg. Co. Cincinnati, Ohio
Texas Gulf Sulphur New York, N. Y.	United Vacuum Cleaner Co. Cleveland, Ohio
Tillinghast-Stiles Co. Providence, R. I.	Upjohn Co. Kalamazoo, Mich. (Detroit, Mich.)
Timely Clothes, Inc. Rochester, N. Y.	The Van Dorn Iron Works Co. Cleveland, Ohio
Transamerican Broadcasting & Telev. New York, N. Y.	Henry Vogt Company Dallas, Texas
Troy Sunshade Co. Troy, Ohio (Dayton, Ohio)	Henry Vogt Machine Company Louisville, Ky.
Tubular Rivet & Stud Co. Quincy, Mass. (Boston, Mass.)	Wagner Awning Co. Cleveland, Ohio
W. S. Tyler Co. Cleveland, Ohio	Warner Elevator Co. Cincinnati, Ohio
Underwood Elliot Fisher Co. New York, N. Y.	Washburn Crosby Co. Inc. Chicago, Ill.
Union Carbide & Carbon New York, N. Y.	Washington National Life Ins. Co. Chicago, Ill.

Waterbury Clock Co.
Waterbury, Conn. (Hartford, Conn.)

Watson Co.
Attleboro, Mass. (Providence, R. I.)

Western Union
New York, N. Y.

Whiting Adams Co.
Boston, Mass.

F. S. Whitman
Philadelphia, Pa.

Whittmore Bros. Co.
Cambridge, Mass. (Boston, Mass.)

Wilmot Castle
Rochester, N. Y.

Wilson & Co.
Chicago, Ill.

Wollensak Optical Company
Rochester, N. Y.

Wyman-Gordon Co. Inc.
Worcester, Mass. (Boston, Mass.)

Yawman & Erbe
Rochester, N. Y.

York Safe & Lock Co.
Philadelphia, Pa.