



AMERICAN AIRLINES SYSTEM

CABLE ADDRESS AMAIR

LA GUARDIA FIELD • NEW YORK AIRPORT STATION

August 29, 1946

OFFICE OF
THE PRESIDENT
AMERICAN AIRLINES, INC.

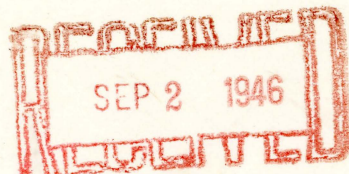
Mr. Amon G. Carter
Fort Worth Star-Telegram
Fort Worth, Texas

Dear Amon:

At the suggestion of C.R. I am sending you a copy of our current "Passenger Service Policy" and "Food Service Policy" because we thought you might be interested.

Yours sincerely,


R. S. Damon





PASSENGER SERVICE POLICY

JUNE, 1946



PASSENGER SERVICE POLICY

AIR TRANSPORTATION is gaining the stature of maturity; it is changing from a business which has had the opportunity of serving few to an industry which will have the responsibility of serving many.

Some have been careless in defining our present and future responsibility as "mass" or "volume" transportation. When we think of "mass" or "volume" transportation we think of streetcars, subways and buses. We are not, and will not, be in that business.

One of the principal reasons for the success of air transportation has been the desire and willingness of the people in air transportation to accord the passenger the dignity of an *individual*.

On the other hand, our success in attracting patrons from other forms of transportation, and to air transportation, has been the willingness of other forms of transportation to regard their passengers as a "mass" or "volume" of people.

We envision the day when we will have "mass" and "volume" in air cargo and mail transportation, but these words have no appropriate place in the dictionary of passenger transportation. We should not use them or permit their use to influence our thinking about the *individuals*

who journey with us as passengers.

American Airlines is a public service institution. Its success is founded upon the dependable, lasting basis of service thinking, and the excellent service which that thinking creates. Not only have we the *willingness to serve* but we have the even more satisfying *desire to serve*.

The highest standards of service are found when it has become a pleasure to be courteous. Being courteous is a habit as easy to acquire as being discourteous, and the returns are much greater; greater in providing pleasant relationships with your fellow men; greater in the overall pleasure of your work. Let us be courteous for the reason that *we like to be courteous*.

American Airlines intends to, and will, provide safe, time-saving air transportation, in clean, comfortable airplanes; operating as nearly on published schedule as due diligence and safe practice will permit.

Stewardess service will be maintained on a high level of courteous, individual service, characteristic of these young women of American.

The quality of the food we serve will be excellent. It is our objective that American will be known by the quality of its meals.

Our passengers shall receive equal treatment, without special favor or discrimination. Our policy must be that the first who come shall first be served. Deviations from this policy shall be only to provide for emergency or for equally sustainable reason.

We must remember that we know more about our business than the passenger can. For that reason, not only must we fulfill the reasonable demands of the passenger but we must, in addition, provide him, *voluntarily*, with the information and service which we know he should have.

A passenger with confirmed reservation has the obligation of the company to provide the transportation specified. This becomes a firm *contract*, legally enforceable, when the ticket is delivered. We must fulfill our obligation, in good faith and without error, and there is equal obligation upon the passenger, either to utilize the transportation or to cancel his reservation, in order that transportation may be provided for others.

Let us not establish the habit of taking refuge in the rule book. Rules and regulations are established for the purpose of providing a standard for *better* service, not to provide excuse for not doing things which should be done.

Avoid a parade of technical language in talking with the

passenger, or in talking before the passenger. The passenger expects us to be technicians, that is our business, but his business at the time is being a passenger. Give him good service, with explanations and suggestions in non-technical language.

Let us make it convenient and easy to travel by air. Involved ground procedures place unusual requirements upon the passenger and they should be avoided. We are responsible for delays and inconveniences, on the ground as well as in the air, and we aid the passenger, and ourselves, when we provide simple, understandable procedures.

Let us not forget that this is a *business*; that the money we take in must be more than the money we pay out, otherwise we do not stay in business. It is entirely possible, and necessary, to provide high standards of service without waste and without avoidable expenditures.

You are American Airlines. Courtesy and service are not departmental; all must contribute to the good reputation of American. Each and every contact *you* have with the public, irrespective of your job in American, either contributes to or detracts from the reputation of the company of which you are a part. In the interest of the company, and in your own interest, leave a good impression with the customer.





AMERICAN AIRLINES

FOOD SERVICE
POLICY



FOOD SERVICE POLICY

Food service on an airline, as on services operated by all other forms of transportation, is of primary importance. Some trains and some ocean liners have established unique reputations for the quality of their food service. That reputation will enhance the public standing of the company operating the service and will attract patrons to use that service with regularity. American Airlines must be distinguished by the quality of its meal service.

We must remember that every patron of the airline considers himself, or herself, to be an authority on food; that is a part of the operation which they can really understand and appraise. The passenger may not be versed on the technical ability of the airplane, but bring up the subject of food, or seat comfort, or advertising, and you will have a ready audience of men and women, each and all equipped to speak with authority.

If our passengers would like to be authorities on food, let's encourage that - and let us profit by their appraisal of the food served by American. That puts a requirement upon us - to do a job which will merit the enthusiasm and approval of the majority, but it also affords us an opportunity - to excel in a phase of the business which they understand.

What is a good meal? That, obviously, cannot be correctly answered in general terms. We do know that neither the cost of the meal nor the quantity of the food served is the principal factor. The principal factors are quality, not quantity, and an attractive, or unattractive, method of serving.

The meal must be served in attractive fashion and each component part of the meal must be of high quality. A meal so served will please a greater number of passengers than a meal not of quality and served unattractively. The problem of pleasing a majority is then partly solved. A breakfast consisting of sweet, cold orange juice, a fresh crisp breakfast roll, a pat of sparkling butter and a cup of fresh, steaming coffee can be termed an excellent meal. At the same time, a meal of grapefruit, cereal, ham and eggs, marmalade and toast and coffee can be a very poor meal, either if the quality of the component parts is low or the meal is served in unattractive fashion. It is not the quantity of food which counts; it is the quality.

The motto of American in the food service department should be:

1. Meals of highest quality
2. Meals of greatest economy.

It may be your first impression of these standards that they do not coincide; as a matter of fact you may think they clash. Not necessarily so.

Any expenditure for food which results in waste cannot be made to fit the standard of "economy". If we serve meals on flights when they are not reasonably required, if we serve more food than the average passenger requires for comfort, if we put more meals on the flights than there are passengers, or if we put too many items on the tray, we will be violating the common sense principle of being economical. The principle of economy which we urge in the airline is the same principle which you would expect to find in your own kitchen, at home; purchase what you require, and no more than you require, make it good and do not waste it. There is no reason why that principle cannot be followed in American with, at the same time, fine observance of the principle of having the meals of superlative quality.

We can never issue a letter which will tell you, in detail, how we should provide meals of high quality on American; all that we can do is to indicate a policy and we feel sure that you will, to the utmost of your ability, make a good job of it. To state a policy is the purpose of this letter and we take the privilege of making some suggestions just in order to make the principles plain.

Take coffee; some hotels and restaurants have established fine reputations, on good coffee alone. I presume that no American abuse is more prevalent than the preparation and serving of coffee. There is much more bad coffee in the world than good coffee. Frankly, I know of nothing more important in food service than the serving of good coffee. Let's make it a basic principle in the food service that we will never serve bad coffee, or cold coffee, when it is intended to be hot; or cold, sour, used-up coffee. Let's learn how to make the best coffee in the airline business and let's keep it good.

Bread, the staff of life, as it is often called, is one of the principal parts of any meal, whether it be breakfast, lunch or dinner. Yet, to a lot of people, bread is bread,

and you have filled the bill when you have put on some bread. If I were serving breakfast rolls on American, I would find out who made the best breakfast rolls in the United States, I would buy those rolls and I would serve them whenever possible, even if I had to ship some of them by air until I could get the local bakers accustomed to baking better rolls. Same thing with lunch and dinner bread. What is the best bread? Is it French Bread, or rolls or home made light bread, or what? I do not know, but I would find out and I would serve that kind of bread on American Airlines.

Fruit salad. The next war is going to be started, either over the serving of canned fruit salad or the serving of canned "luncheon" meat. Eleven million people spent three to four years getting tired of eating canned salad and canned "luncheon" meat, and they are not going to take airplane trips to get more of it. When we serve fruit salad on American, let's have the fruit looking like it just came out of the peeling.

Sandwiches, on an airline, are usually utilized to take the place of meat. That being the case, make the filler of meat; chicken, turkey, beef, or pork. If you will tell the passenger ahead of time that he is going to have peanut butter, jelly and cheese spread sandwiches, if he doesn't cancel that time he will probably not make a reservation the next time. That kind of food is for children, and picnics, but not for airline passengers. It may be all right sometimes, in the snack box, but never in the lunch or dinner tray.

In determining a meal, the first thing to decide is how many items you will have on the tray. For the sake of economy, there should not be more than is necessary; for the sake of quality, each and every item must be the best.

There is no need to serve meals on all of our airplanes; some of the flights do not require meals and we would be wasting our money to provide a meal. On other flights, the length of the journey, and number of stops enroute, must be one of the factors in determining the type of meal to be served. On the run from New York to Washington, for instance, you will have substantially less opportunity for good meal service than on Chicago-New York; difference in total available time. For that reason, meal types must be separately considered on these different services.

We should always bear in mind that no letter, listing a lot of hypothetical schedule times, as determining meal requirements, will give us what we want; the meal requirements can be determined only by minute examination of each schedule and flight, and of the food requirements on those flights. We can list some standards and those standards should become a part of the list of factors which you evaluate when you decide whether or not there should be a meal, and what type of meal it should be. For guidance, as a standard, give consideration to:

BREAKFAST

If a passenger can get up at 6:30 a.m. or later, eat breakfast in his hotel and make his limousine departure time, then there probably is no reason why we should serve him on the airplane. It might be as late as 9:30 a.m. before he gets anything to eat on the airplane, and it's better service to tell him to eat on the ground. When a passenger has to get up earlier than 6:30 a.m. to eat on the ground, we should serve him on the airplane - and give him an extra half hour's sleep. How much you serve him would depend on the time available, and what time he can get his next meal.

Flights which terminate early enough to permit the passenger to arrive downtown by 7:30 a.m. probably would not serve breakfast. But if it's later than 7:30 a.m. we ought to provide breakfast on board. Here again the amount of food would depend on serving time and when his next meal is available.

LUNCH AND DINNER

We should apply the same thinking as used for breakfast to lunch and dinner. If you have to choose between passengers eating lunch on the ground at 11:45 a.m., or at 2:00 p.m. on the airplane, ask them to eat before coming to the airport. Inbound passengers arriving downtown at 12:45 p.m. or earlier will probably prefer to eat then, than to have us offer food to them on board at 11:00 to 11:30 a.m.

Let's not serve a passenger on board at 5:00 p.m. when he can wait and eat at 7:00 p.m. on the ground, nor serve on board at 8:00 p.m. when he could have eaten at 6:00 p.m. before departure. Dinner, I believe, is a hot meal, year round. It's always cool in flight, and even in the hottest weather

most people want hot food at night. We may have to compromise on this sometimes when there isn't enough serving time.

When we offer passengers sandwich snacks and beverages at off meal times, the same high quality food should be used as for regular meals. Make them good but be sure they are needed. There is probably always some passenger who wants a drink or something to eat; and there are times when most of the load is hungry - that is the time we should have snacks aboard.

We have often heard it said that we cannot afford a meal on a flight, for the reason that the flight is a short one and we cannot afford to spend the money. That is not a good reason and should not be advanced as a reason. We do not serve meals on a flight only for the reason that no meal is required, or that flight time requirements will not permit, or some other good and supportable reason - not that we cannot afford it. When we decide to offer meal service, it must be meal service of the highest type available under the circumstances. If it turns out to be sandwiches and coffee, both the sandwiches and coffee should be of high order, something to remember.

The purpose of this letter has been to set down what we should be trying to do. We have endeavored to make it entirely understandable and we have tried to cover most of this very broad subject. It can be, of course, but a policy and it is your job to make that policy result in FINE MEALS ON AMERICAN.

REMEMBER:

FINE MEALS ON AMERICAN -- WITH QUALITY AND ECONOMY



R. S. DAMON, *President*

July, 1946

