

# THE GENERAL MANAGEMENT MEETING

Officers, home office department heads, station managers and sales managers made up the group of Piedmont management personnel who held a three-day meeting at the Hilton Inn in Atlanta early last month.

The general theme of discussion for the meeting was "How can Piedmont produce a better product? And how can we better merchandise that product?"

Both systemwide and local problems were brought up for discussion. Some were solved on the spot while others were noted for further study. A lot of good suggestions were offered and have already been adopted.

Because it was impossible for anyone to remember all that was said and because time ran out before all the presentations could be made, we have read and re-read all the speeches that were prepared for the meeting and have selected those most representative of the general topics discussed for this Special Edition of your Piedmonitor.

A number of the speeches on the following pages were given at the meeting, but some will be new, even to those who were there.

One problem situation, in particular, was brought up several times, that being 'communications' within our company, which is another reason for this extra edition. We are printing only enough copies of this Piedmoni-

tor for you, the employees of Piedmont Aviation, Inc. There will be no copies mailed outside the Company. These problems are our problems. It is up to us to find solutions for them. There is no point in airing our dirty laundry for people outside of Piedmont to see. But, at the same time, if you don't know what is wrong there is not much you can, or will, do about improving it.

President Davis said in his opening remarks at the meeting "Now is the time for us to sit up and take notice and reflect on where we are going. Constant improvement is a necessity for progress and growth. By the same token, a slipshod operation is a sure sign of imminent decline. In recent months we have been running a sorry operation. There have been far too many complaints due to late flights and/or lazy personnel. Little things need to be looked after. We must develop SUPER VISION! The time and our modern equipment are leading us into a new era of air transportation. Our progress will be measured in terms of the service we render."

Piedmont's problem wheel is groaning for some strong shoulders. We must bring these problems to a grinding halt if we are going to move ahead.

Since we had no pictorial proof of our problems we prevailed on INT Station Manager Jack Brandon for the drawings that illustrate the following speeches.



## THE PIEDMONITOR

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THE BEST WAY TO TRAVEL — ALL OVER PIEDMONTLAND

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Piedmont Personnel at Atlanta Meeting

### Its Importance to Growth

#### The Delegation of Authority; Communication

by EDDIE JONES

Station Manager — LGA

I would like to take us back to a great day in our history — March 15th, this year.

That morning, while walking down the corridor at LaGuardia, I heard the following announcement:

"PIEDMONT AIRLINES FLIGHT 1 — Pacemaker JET service, Non-Stop to Roanoke — is now preparing for departure at Gate 36. Passengers may proceed to the departure lounge for check-in."

I'm sure many of you heard such announcements and beam-

ed with enthusiasm and pride as we listened!

Glowing with this enthusiasm and pride, I walked toward gate 36, thinking of such a mark of progress. Yet during these thoughts, I recalled so vividly an article appearing in the January issue of our Piedmonitor, entitled "President's Prospectus." I'm sure that many of you recall this article and perhaps since then, you too, have taken inventory of yourself and your station and/or department.

Mr. Davis was most appreciative of our efforts in making 1966 such a great year. Yet he said, and I quote: "It is a good

feeling to reflect on these accomplishments, but I am sure, too, that you want to know at all times where we stand and what is ahead. Therefore, I want to be frank with you and point out a few things that indicate it is going to be very difficult to do as well or better in 1967 as we did in 1966 . . ."

In this same article, Mr. Davis pointed out many important factors to us. The three most outstanding in my mind were (1) Our new equipment, (2) Our interest debt of 2½ million a year (\$7,000 a day), and his closing remark "We have a

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### Selling Speed

by LIONEL ANDERS  
City Sales Manager — ROA

The number one product we have on our shelves to sell today is speed.

With new jet aircraft speed in the air is now a fact. The most distant points on our system are now minutes away and we can now truly offer Jet age service.

Speed in the air however, is only part of the product. We must have a complete package to sell if we are to compete with other carriers and other forms of transportation.

#### Marketing

This is where the marketing concept enters the picture. The best definition I have ever heard of marketing is that it determines the customer's need and then attempts to fill that need and present it to him through every means of communication.

All of us are familiar with communications to the public through the various accepted means such as newspaper ads, radio, television and sign boards.

How many of us ever think of communicating to the public through means other than the written or spoken word?

A general policy of good telephone service communicates to the public. You can't communicate an image of speed if it takes hours to make a reservation by phone.

Ticket counter service communicates speed. How fast does the service seem if the customer has to be at the airport 30 to 45 minutes early to take a 30-minute flight?

Baggage service communicates speed. What good is a Jet airplane if a passenger must wait for his baggage at his destination?

Personnel, through their actions, communicate to the public and management through its

actions, communicates to employees.

These are problems that have been with us for some time but they will grow more in importance to the general public as flight times are decreased.

Our Maintenance Department has a system for keeping records on each aircraft part. They know when new parts are needed and they know before the old parts fail.

We have no system to keep records on the number of times our customers are not able to contact us by phone.

#### Quality Control

I propose that some type of check be kept on our phones as a means of quality control.

This could be done by station personnel or by an independent firm. A report of this type would give management much needed information to help in making decisions on new phones and personnel.

Another area that concerns me is the no show problem. How many times do we turn away known business and the flight leaves with empty seats?

Perhaps a committee of some of our people from connecting stations, intermediate stations, space control and the General Office would come up with some recommendations to help this problem.

I also think that a general employee suggestion system would be a very practical idea. In my opinion, one of the most important areas of communication in any company is the "feed back" from employees who are in daily contact with the customers.

Some stations are large enough

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