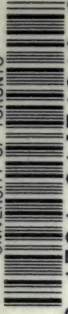
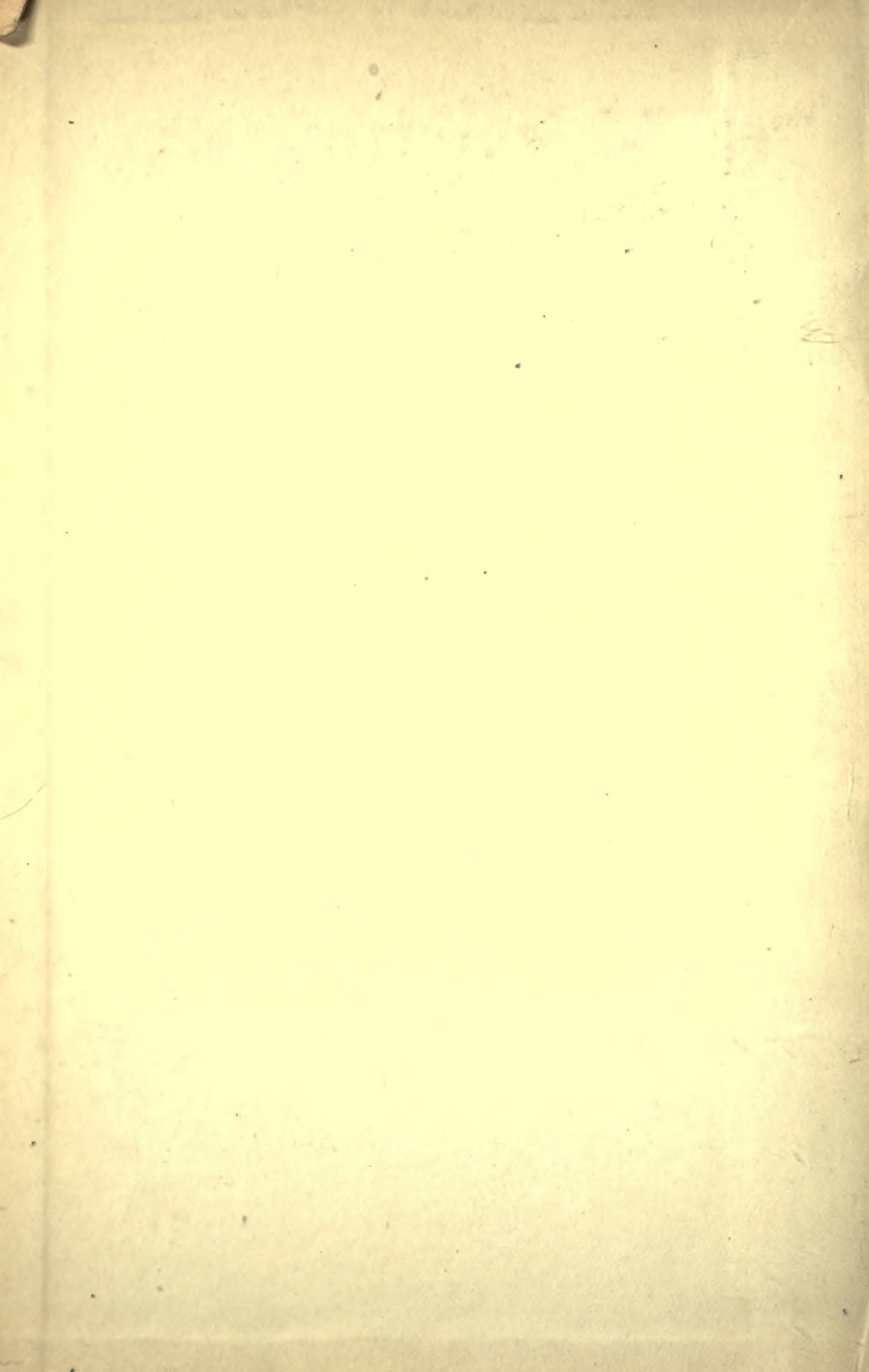
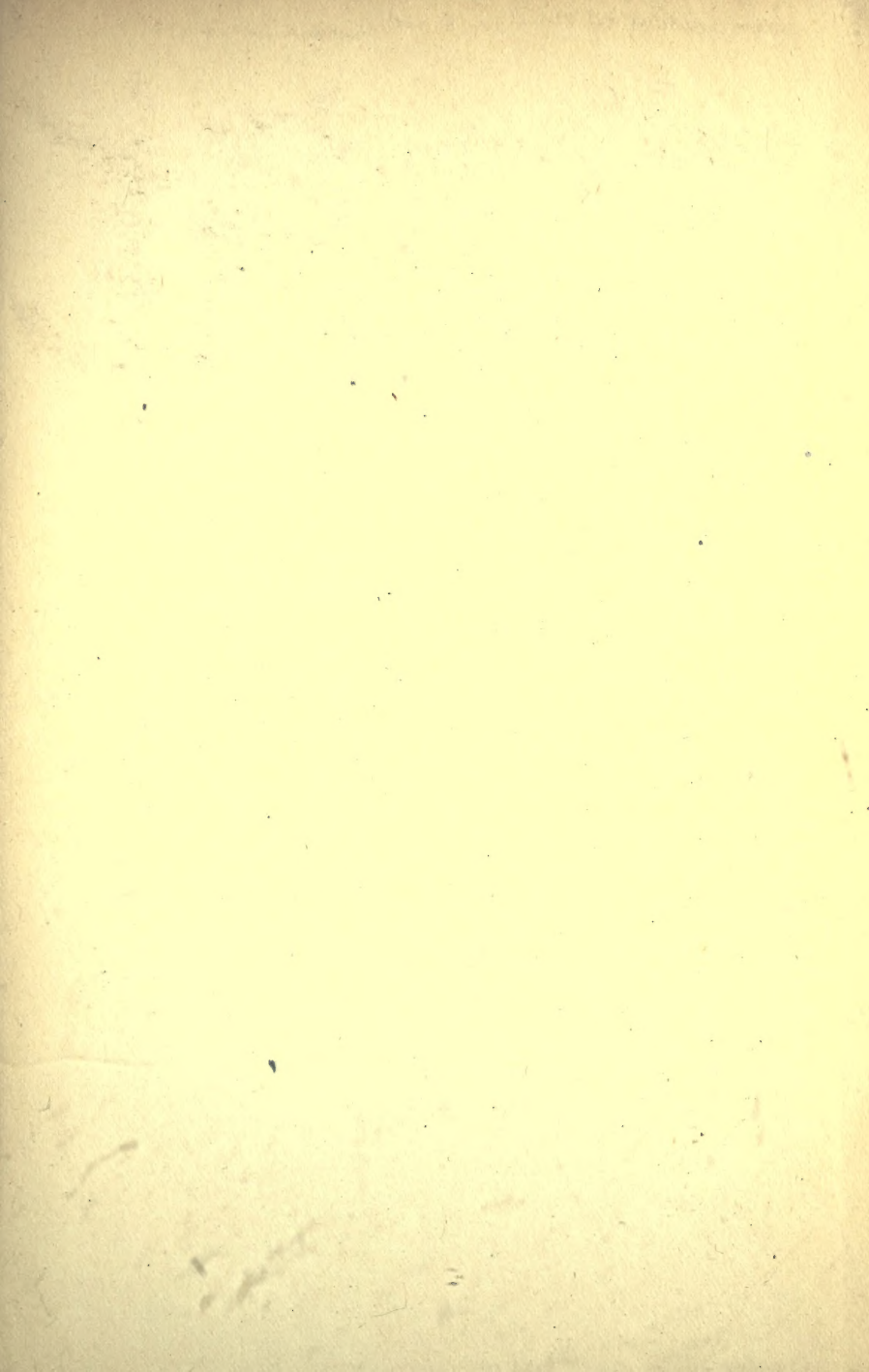


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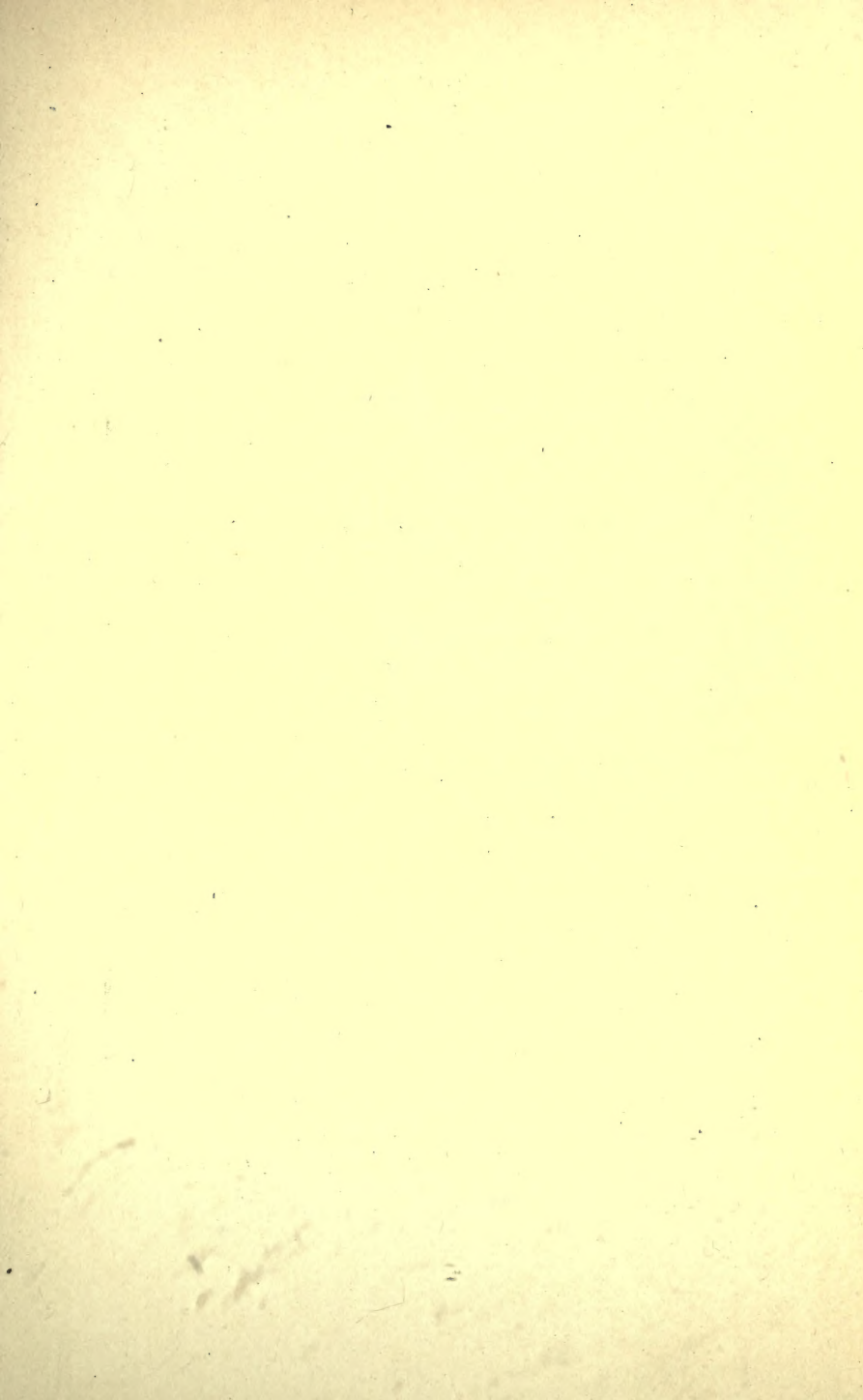




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*Newspaper Building*







JASON ROGERS



# Newspaper Building

*Application of Efficiency  
to Editing, to Mechanical  
Production, to Circulation  
and Advertising*

With Cost Finding Methods  
Office Forms and Systems

by *Jason Rogers*

*Many Charts, Diagrams, and Portraits*



389231  
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New York and London

*Harper & Brothers*

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1918

NEWSPAPER BUILDING

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# Contents

FOREWORD . . . . .	PAGE ix
--------------------	------------

## PART I

### *The Background of Experience*

CHAPTER		
I.	STONE, LAWSON, AND <i>The Daily News</i> . . . . .	3
II.	MR. LAWSON AS A BUILDER . . . . .	12
III.	COLONEL NELSON AND <i>The Star</i> . . . . .	20
IV.	PULITZER AND MCLEAN . . . . .	38
V.	OCHS AND <i>The Times</i> . . . . .	45
VI.	<i>The Montreal Star's</i> GREAT SUCCESS . . . . .	62
VII.	STORY OF <i>The New York Globe</i> . . . . .	66

## PART II

### *Beginning a Newspaper Career*

VIII.	EXPERIENCE FROM UNSUCCESS . . . . .	77
IX.	FIRST COUNT THE LOSSES . . . . .	82
X.	"MAKE YOUR OWN NEWSPAPER" . . . . .	87
XI.	WHAT DOES IT COST? . . . . .	91
XII.	FINANCES AND CAPITALIZATION . . . . .	101
XIII.	FEATURES FOR AND OF YOUR FIELD . . . . .	110
XIV.	EVENING VS. MORNING PAPERS . . . . .	114

## PART III

### *Building Up the Property*

XV.	THE PURE-FOOD CAMPAIGN . . . . .	125
XVI.	FASHIONS AND INTENSIVE WORK . . . . .	133
XVII.	THE SCHOOL PAGE AND HOME FEATURES . . . . .	140

# CONTENTS

CHAPTER		PAGE
XVIII.	SPECIAL NEWS SERVICE . . . . .	145
XIX.	KNOW YOUR READERS . . . . .	153
XX.	RATIO OF READING TO ADVERTISING . . . . .	156

## PART IV

### *The Plant*

XXI.	LOCATION AND LAYOUT . . . . .	163
XXII.	PRESS AND STEREOTYPING EQUIPMENT . . . . .	170
XXIII.	COMPOSING MACHINERY . . . . .	178
XXIV.	SPACE-SAVING ECONOMIES . . . . .	183
XXV.	MECHANICAL PROBLEMS ON <i>The Globe</i> . . . . .	192
XXVI.	THE NEWSPAPER AND LABOR . . . . .	197

## PART V

### *Advertising*

XXVII.	THE RATE CARD . . . . .	203
XXVIII.	DISCOUNTS AND RATES . . . . .	208
XXIX.	USE OF GRAPHIC CHARTS FOR VISUALIZING COM- PARATIVE RECORDS . . . . .	215
XXX.	TAKE YOUR OWN MEDICINE . . . . .	228
XXXI.	VISUALIZING YOUR CITY . . . . .	236

## PART VI

### *Circulation*

XXXII.	PROMOTION AND DELIVERY . . . . .	251
XXXIII.	PREMIUMS AND CONTESTS . . . . .	258

## PART VII

### *Modern Efficiency*

XXXIV.	THE BUDGET SYSTEM . . . . .	265
XXXV.	THE DEAD LINE THEORY OF EXPENSE . . . . .	270
XXXVI.	MEETING INCREASING COSTS . . . . .	274
XXXVII.	KEEPING TRACK OF EXPENSES . . . . .	277
XXXVIII.	THE "LITTLE BLACK BOOK" . . . . .	283
XXXIX.	CONCLUSION AND SUMMARY . . . . .	304
	INDEX . . . . .	309

# Illustrations

JASON ROGERS . . . . .	<i>Frontispiece</i>
MELVILLE E. STONE . . . . .	<i>Facing p.</i> 8
VICTOR F. LAWSON . . . . .	" 12
FIRST PAGE OF PRESENT-DAY <i>Chicago Daily News</i> . . . . .	<i>Page</i> 15
<i>Chicago Daily News</i> , VOL. I, NO. I, 1875 . . . . .	<i>Facing p.</i> 16
FIRST PAGE OF PRESENT-DAY <i>Kansas City Star</i> . . . . .	<i>Page</i> 25
<i>Kansas City Star</i> , VOL. I, NO. I, 1880 . . . . .	<i>Facing p.</i> 26
COL. WILLIAM R. NELSON . . . . .	" 32
JOSEPH PULITZER . . . . .	" 42
FIRST PAGE OF PRESENT-DAY <i>New York Times</i> . . . . .	<i>Page</i> 51
ADOLPH S. OCHS . . . . .	<i>Facing p.</i> 58
LORD ATHOLSTAN . . . . .	" 64
H. J. WRIGHT . . . . .	" 68
<i>N. Y. Commercial Advertiser</i> , VOL. I, NO. I, 1797 . . . . .	<i>Page</i> 71
FIRST PAGE OF PRESENT-DAY <i>Chicago Tribune</i> . . . . .	" 115
FIRST PAGE OF PRESENT-DAY <i>Boston Post</i> . . . . .	" 119
PURE FOOD PAGE, <i>New York Globe</i> . . . . .	" 127
FASHION PAGE, <i>New York Globe</i> . . . . .	" 135
SCHOOL PAGE, <i>New York Globe</i> . . . . .	" 141
FLOOR PLANS OF <i>New York Globe</i> PLANT . . . . .	" 165
MASTHEAD OF <i>Salem Evening News</i> . . . . .	" 183
MASTHEADS OF <i>New York Globe</i> . . . . .	184, 185
GRAPHIC CHARTS:	
CIRCULATION . . . . .	<i>Page</i> 217
LINES OF ADVERTISING . . . . .	" 218
FINANCIAL ADVERTISING . . . . .	" 219
WOMEN'S SPECIALTY SHOPS . . . . .	" 220

## ILLUSTRATIONS

### GRAPHIC CHARTS:

EDITORIAL EXPENSE . . . . .	Page	221
CIRCULATION EXPENSE . . . . .	"	222
PRINT PAPER BILL . . . . .	"	223
WHITE PAPER TONNAGE . . . . .	"	224
EDITORIAL EXPENSE . . . . .	"	225
EXPENSE VS. EARNINGS . . . . .	"	226
CIRCULATION EARNINGS VS. EXPENSES. . . . .	"	227
SURVEY OF YOUR CITY . . . . .	"	237
<i>New York Globe</i> VOUCHER . . . . .	"	278
SUMMARY OF EXPENSES (DAILY AND MONTHLY) . . . . .	<i>Facing p.</i>	278
"LITTLE BLACK BOOK" PAGES. . . . .		285, 303

## *Foreword*

IN attempting to set down on paper practical material for the use of newspaper-makers generally, it is my purpose to make available to them ideas and experiences which I have picked up in the course of thirty-seven years in the publishing and promotional end of the business. All this will be presented in such shape that it can be easily applied to meet the various conditions found in different widely scattered communities, no two of which are alike or call for exactly the same treatment.

Having visited practically every important city in the United States during the last six years, studying newspaper practices and advertising conditions, incident to my efforts to arouse the interest and secure the co-operation of newspaper publishers in the various movements which I have helped organize, I feel qualified to talk regarding many newspaper matters in a broad way. In exchanging experiences with numerous publishers, editors, and business managers in their own offices, I have picked up bits which I know are valuable.

Feeling that in a comparatively few years those of us familiar with the wonderful developments of the daily newspaper during the last twenty-five or thirty years—the most important in the history of the business—will be dead and perhaps forgotten, I shall

strive to make a sort of written record of the "how" of past notable successes, to reflect present-day efficiency ideas, and to set forth ideas of value to those able to apply them.

It is therefore to provide compass and chart, so to speak, for those who will follow us on the sea of journalism, unable to draw on past experiences by personal contact as we can, that I shall attempt to assemble in easily get-at-able shape facts, figures, forms, theories, and practices—much of the material that will enable those who come after us to accomplish greater success than ours without the costly wastefulness involved by experimentation.

To learn briefly how *The Chicago Daily News*, *Kansas City Star*, *New York World*, *New York Times*, etc., scored their big successes is more essential than to acquire any routine ideas. To present an array of underlying fact and fundamental policies, together with useful information, is to stimulate and inspire those who are mounting the ladder of success.

In this book will be assembled a mass of helpful data, full of suggestiveness. These ideas will not be of a half-baked variety. On the contrary, they will be those ideas which have proven successful, and will be largely fool-proof, as the mechanical experts put it.

I want to tell the reader in advance that my ideas may seem to be in striking contrast with the usual so-called journalistic traditions in many details. I look upon a newspaper as a manufactured product, made for the purpose of furnishing the news; for sane, independent and sympathetic discussion of leading topics in its editorial columns; and a medium for the news of business in its advertising columns.

Notwithstanding this strictly commercial view of



## FOREWORD

xi

newspaper production, I believe that only the most ably and most skilfully edited newspaper can attain enduring success. On the other hand, a newspaper unsuccessful in a financial way can never secure and hold the influence of one that is an acknowledged success, operated free from the pressing necessities and handicaps of continuous impecuniosity.

In newspaper work, as in any other work, business and most of the great professions, success means ultimate financial reward. But this success comes only to the newspaper that serves its public faithfully. No matter how limited the possibilities of any field, a readable and attractive newspaper must be produced to secure maximum results and influence.

The modern daily newspaper is too much an institution for public service to serve selfish interests, political factions, or be edited in accordance with the narrow, personal views of any small-bore editor, wedded to the mistaken notion that he leads, creates, and molds public opinion on all topics. It must reflect actual conditions, be rational, yet courageous, and boost all that is good, in order to become really great.

Unlike many books on newspaper production, this one, it should be clearly understood, deals with the subject from the business point of view, regarding the editorial side as an associate function. The modern editor, if he is also publisher, must be an unusually sound business man or he will soon find himself hopelessly in the red ink in competition with the processes of modern efficiencies. So, too, the publisher who fails to realize that fidelity to the public interest is vital will inevitably be confronted with bankruptcy.

J. R.

*New York, January, 1918.*



*PART I*

*The Background of Experience*

*Outstanding American Newspapers—The  
Men Who Have Made Them—How Their  
Influence Has Shaped Modern News-  
paper Ideals and Methods*



# Newspaper Building

## I

### *Stone, Lawson, and The Daily News*

Two days before Christmas, or on December 23, 1875, *The Chicago Daily News* made its first appearance on the streets of Chicago. As has been proven by later experience, this little four-page sheet marked the opening of a new epoch in journalism in the United States, if not the whole world.

It was a newspaper dedicated to the independent and uncolored publication of the *news*, condensed but complete, accurate and dependable.

Melville E. Stone, the present general manager of the Associated Press, was its editor, and it was his ideal that was being exemplified. His then associates in ownership were William E. Dougherty and Percy R. Meggy.

Mr. Stone was an experienced newspaper editor. He was familiar with the ordinary practices of the newspaper office, where bowing to political and advertising favor were large and important factors. Under such conditions the reader was exploited for revenue. For a consideration of support many newspapers,

under the old conditions, could be induced to stand for opinions contrary to those of their editors. Mr. Stone's ideal undoubtedly appeared like a visionary dream to many practical newspaper workers of that time, as it would to-day to those without faith that a community will gladly pay for the highest service. There are so many factors of instructive value to the student of successful legitimate journalism involved in the early foundation work of this great newspaper edifice that I am drawing the picture to bring out only the high lights as they appear to me.

A four-page newspaper of small size could be made and manufactured for so much per thousand copies. The wholesale price to carriers, if they sold so many copies, would yield just such and such revenue. The sale of advertising was to be an entirely separate operation without any entangling alliances or promises of editorial favor.

This is probably the way the proposition looked to Mr. Stone and his partners. Like hundreds, if not thousands, of those who have started newspapers, the enthusiastic effort to make a dream come true almost brought the enterprise to early death through the failure of its promoters to provide for contingencies which better business men would have known were bound to arise. Had it not been for the later entrance on the scene at the psychological moment of a man who has proved to be one of the outstanding geniuses of the newspaper-publishing business, Mr. Stone's ideal might have been shattered on the rocks and the newspaper business set back many years in reaching its present high standard.

On a platform of first, last and all the time the *news*, without fear or favor, and reliable and dependable

service to the reader, the community, and the nation, regardless of the advertiser, politicians, or seekers of public service concessions, *The Chicago Daily News* represented something almost brand new in American journalism. It did not ignore the business factor, but it placed the advertiser in the position of paying for the advertising space he bought, and held out to him nothing in the way of free notices or hope of influencing its editorial policy.

It sold the limited amount of space it had for sale to advertisers on the basis of definite, proved, net paid circulation, and for an absolutely identical rate to all advertisers using the same quantity of space under the same conditions.

Viewed from the vantage-point of forty-two years after its first appearance and seeing how the policy back of it has been generally adopted elsewhere, the big idea put into effect by Mr. Stone is worthy of most careful and earnest study by all newspaper men who are desirous of becoming masters in their line.

As will be shown in subsequent chapters, the successful experience of *The Chicago Daily News* furnished the inspiration which led the late William R. Nelson to journey from Fort Wayne, Indiana, to start *The Kansas City Star*. A glance at the first issue of these two newspapers proves the relation.

A study of the successful independent newspapers in other cities throughout the country clearly shows traces of *Chicago Daily News* principles which, with modifications to suit local conditions, have proved almost uniformly successful. *The Philadelphia Bulletin*, *Washington Star*, *Indianapolis News*, *Buffalo News*, *New York Globe* and scores of others have the same strain of blood in them.

## 6            NEWSPAPER BUILDING

During the early days of *The Chicago Daily News*, and as a matter of fact for years thereafter, and until broken health forced him to retire, Mr. Stone exercised the greatest care in calculating the news and circulation value of every paragraph he printed. General news had to be very important to crowd out local news, for every inch of space was precious. Mr. Stone likes to tell stories regarding the way he had his editors boil things down and how they estimated comparative news values, which, if they could be gathered together, would stand as most valuable guides for editorial efficiency to those of the younger school born with golden spoons in their mouths.

As far as I know, the work of Mr. Stone with *The News* in producing a complete, condensed newspaper has been approached by only one other newspaper, *The New York Sun*, years ago when it consisted of four small pages. But the Stone process was much more complete and certainly more successful than that of Dana in its heyday.

The ideas and aims of Mr. Stone in the development of his newspaper, according to his own conceptions, are best told by himself:

In 1875, with practically no money, I founded *The Chicago Daily News*. I laid down a course of conduct which, it seemed to me, must bring success, and I am glad to say that it did. And yet the rules adopted at that time were in force in very few newspaper offices in the country, and unhappily I think they are not all in force to-day in many newspaper offices. The first was that the newspaper should be run distinctly in the interest of the public and that the subscriber should have chief consideration.

It was recognized that a newspaper has, in its editorial department, three offices to perform: First, to print news; second, to strive to guide public opinion in a proper direction; and third, to furnish entertainment. I use this order because I believe it



to be the correct one. I believe it to be a business mistake to invert this order and to make the entertainment of the reader of supreme importance. I think the business of guiding public opinion, while it involves a large responsibility, is, after all, secondary. Following this order, the proper presentation of the news was the first thing of consequence. The news was put upon the first page of the paper, the most conspicuous place, and the effort made to present a true perspective of the world's real developing history.

There was an unbreakable rule that nothing should appear in the columns of the paper which a young woman could not read aloud in the presence of mixed company. My belief was and is that this was a proper rule on purely business grounds. We had a paper in Chicago printing scandals, and while it achieved a very considerable circulation, it was not admitted to homes and therefore its value as an advertising sheet was of little consequence.

Another rule was that the paper should make every effort to see that its news was truthful and impartial, and if at any time we were led into a misstatement, nothing gave me greater pleasure than to make a fair, frank, and open acknowledgment and apology. I know that in many newspaper offices there is an attempt to convince the public of the editor's infallibility. I think this is a mistake. A reputation for integrity can be achieved and has enormous value. A reputation for infallibility is hardly possible. The editor cannot deceive his readers or the public. The newspaper makes a reputation precisely as the citizen does. If your fellow-citizen makes a mistake about you and promptly, frankly, and fully retracts and apologizes, he grows in your esteem. If, on the other hand, with knowledge that he has made a misstatement, he refuses to apologize and retract, he grows in your contempt. And this is equally true of the newspaper.

There were three rules: First, that the news should have first place. Second, that it should be truthful news, or if not truthful there should be perfect readiness to retract and correct as far as possible. The effect of the printed word is very great and any conscientious editor must recognize that, do what he will, he can never make full atonement for a misstatement affecting the character of any man.

The third rule divorced the business and editorial departments absolutely. No line of paid reading matter ever appeared in the

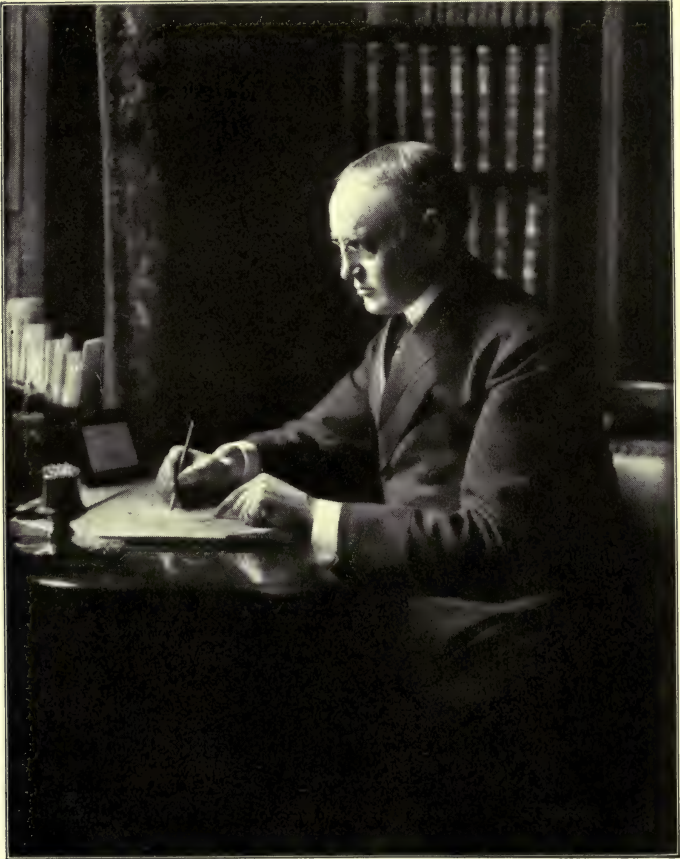
columns of the paper. This was adhered to religiously. Everything in the form of advertising was printed as advertising, so that the reader could instantly detect it. Such were the rules regarding the news service.

We made it a rule from the outset that neither Mr. Lawson nor myself should buy or own stock in any public-utilities corporation affecting Chicago, and we made earnest effort to convince the people that we were honest. We found that the easiest way to do this was to be honest.

We had no axes to grind, no friends to reward, and no enemies to punish. Out of that policy, and it was a policy which contemplated building a paper not for to-day or to-morrow, but for the long future, came a development and growth until I think admittedly the earnings of the paper to-day exceed those of any other in the United States.

Probably just as important in contributing to the ultimate great success of the newspaper as its handling of the news and broad editorial policy, were the radical innovations it represented in its relations with advertisers previously referred to. Back in the seventies a newspaper which told the advertiser he could have only such space as it did not require for news and other reading matter was a distinct novelty. It would be a novelty to-day. But if the newspaper to-day not only did this, but also demanded rates insuring a commercially sound operation, I seriously think it would prove more satisfactory for all concerned.

When *The News* likewise established its advertising rates on the basis of the same price to everybody for the like use of space under the same conditions, it produced another severe shock to merchants trained to dicker through variations of rebate and special concession. Mr. Stone likes to talk about his early experience with advertisers accustomed to buying



MELVILLE E. STONE



space through painstaking bargaining for price concession, urging various reasons why their patronage was more necessary to the newspaper than to themselves. Here is the way Mr. Stone tells it:

Turning to the business department, the rules were stringent. It was recognized that advertising was a legitimate business. Our theory was that every one was free to advertise or not, precisely as he was free to buy groceries at a grocery store or dry goods at a dry-goods store.

The claim sometimes set up by newspaper proprietors that the advertiser is under some sort of an obligation to advertise smacks of blackmail. In the early days of the paper it was by no means an uncommon thing for the business department to tell a man frankly that he had better not advertise in *The News*.

With the earliest issue the actual paid circulation, day by day, was printed at the head of the editorial column and sworn to. This was a very uncommon thing in that day. Indeed, I do not know of any other paper in the United States that did it.

My belief was that the advertiser should be perfectly free to advertise or not to advertise, and that if he did want to advertise he had the same right to know the extent and the character of the circulation of the paper that you would have if you entered a dry-goods store to buy prints and demanded to know whether they were fast colors, and a yard wide, or not. You had no right to expect him to buy a pig in a bag. Our aim was, therefore, to give the fullest possible information and to invite the advertiser to verify our statements by any method that might suggest itself.

Inasmuch as we regarded the reader of more value than the advertiser, and inasmuch as our first duty, as we conceived it, was to the reader, while aiming to deal fairly with the advertiser at all times, we insisted that he should take second place. We therefore made it an inflexible rule that all locations of advertising must be at publisher's option, and we made no contracts whatever for "top of column next to reading matter." In the make-up of the paper the news was considered paramount and the advertising relegated to a less important place.

The rule was also absolute that there should be no cutting of rates under any circumstances. I had an amusing experience in

connection with this matter. After Mr. Victor F. Lawson had joined me as partner, he took charge of the business end. Mr. Lawson's views and mine were in thorough accord. The paper was young and struggling. One day the junior partner of a leading firm in Chicago called and said that he would make a long-time contract for advertising if we would cut our rate ten per cent. I replied:

"Cutting rates is a thing we have never done in the history of the paper and have said we would never do; that is, we would never discriminate between advertisers. But I recognize the importance of your house and am willing to contract with you on one condition. As a matter of fact, we have but one rate, so there is no lowest rate. Our rates are printed and are uniform. Yet I will make you a ten-per-cent. reduction on these rates upon the one condition that you will make part of the contract that my wife may buy dry goods at your store ten per cent. cheaper than any other woman in Chicago and allow me to print that fact."

"Good Heavens!" he replied, "that would ruin us. We run a one-price store."

He left in a dudgeon, but within a week made a contract upon the established rates.

A newspaper that was about twenty-five years ahead of its time, judged by later experience, was an assured success from the start because it was intrinsically sound in every detail. Its very success, or rather the great rapidity of its growth, proved most trying to those behind it with thin pocket-books, dependent upon its earnings.

Advertisers who offered four-column advertisements were told to cut the copy to half a column, some were told that their advertisements could not be taken except to be inserted as opportunity occurred, and much advertising accepted by all other newspapers of that day was declined altogether because it was deemed objectionable or offensive in some detail.

Running parallel with this advertising policy, at

that time a very radical departure, was the policy adopted by *The News*, as mentioned by Mr. Stone, of plainly publishing net sales day by day in monthly statements on a strictly commodity basis from the start. This was a third big shock to those who, in the past, had bought advertising on the strength of what they thought newspapers had.

Armed with but a single four-cylinder press, *The News* very early in its career found itself unable to supply the demand for papers. Increased costs for print paper and labor which had to be met with spot cash mounted faster than it was possible to advance advertising rates and collect on them.

Inexperienced in modern business methods as were the then owners of *The News*, they were seriously embarrassed by their sale of papers and advertising. During this period Mr. Stone commenced to look around for a partner who would bring new capital and business ability into the enterprise.

## II

### *Mr. Lawson as a Builder*

IN casting about for a partner who would help him get around the corner, Mr. Stone thought of his friend, Fremont Lawson (as Victor F. Lawson was known to his intimates), who, though a few years younger, had been in high school with him. Perhaps he was influenced by the fact that Mr. Lawson's father owned the building in which *The News* was being manufactured. Thus Victor Fremont Lawson, the present great editor and publisher of *The Chicago Daily News*, made his entrance into journalism. Having founded a sound journalistic enterprise, Mr. Stone likewise discovered and started on his wonderful career one of the most effective newspaper executives of the period. In Victor F. Lawson, Mr. Stone picked a diamond of the purest white, a man ideally constituted to provide the elements of sound commercial wisdom he lacked. Lawson and Stone made a team that probably stands unapproached in the history of journalism.

It has been my pleasure to know these two great newspaper men at very close range, more particularly Mr. Lawson, and to get under the veneer of defensive armor which protects great men from the attacks of the world, down to the real man. A kindly man, one filled with love of the fine and clean, of broad perception and keenly alive to the great possibilities of





VICTOR F. LAWSON



growth in Chicago, was Mr. Lawson then, as he is now. Loyal to his friends, fair to those opposed to him, and resolute in his purposeful efforts in behalf of humanity, he proved a tower of strength in the community.

Mr. Lawson from the start of his newspaper career showed himself to be one of the kind who believe in doing big things in a big way. He gives great care to detail regardless of the mass of work ahead of him, and yet, like nearly all really big men, always stands ready to do more and take on more than he really should with proper consideration for his health and strength. Mr. Lawson, by training, inclination, and intense desire, was the unique man necessary to rescue *The News* from the critical position in which it found itself by reason of its spontaneous growth at a pace beyond its ability to dig enough coal to keep the wheels going at top speed. Mr. Lawson became a partner of Mr. Stone and took up the duties of business manager in 1879. All of the ideals established in making *The News* different from other newspapers appealed very strongly to Mr. Lawson and have been religiously adhered to by him in the forty years that have followed.

Meanwhile Mr. Stone had devoted his life's energy to the upbuilding of *The News* until his doctors told him, after repeated trips to Europe and other places for rest, that he must either quit or die in his tracks. He sold his interest in his newspaper and took a long rest, but the smell of printers' ink brought him back to a task for which he was probably the best equipped man in the country. The same high order of ability which had enabled him to make *The News* a great newspaper was required to make the Associated Press

the great and efficient organization it is. To Mr. Stone, working again in practically double harness with his old partner, Victor F. Lawson, we owe more than to any other man or men the present Associated Press.

Two great fundamental principles were adopted by Victor F. Lawson years ago when he entered the newspaper business and started laying a sound business foundation for *The News*. These principles should be known to every newspaper worker, for the nearer he can stick to their rigid enforcement, the easier it will be to secure success. These reforms—for they were radical departures at the time—did much to give advertisers absolute confidence in *The News*. They made it stand out in strong relief as one of the high spots in the mass of daily newspapers which continued to sell mystery at the best rates they could get. *The News* was one of the first newspapers that sold advertising as a commodity on a one-price standard.

Regardless of much pretense to the contrary, there are still too many newspapers which have not seen the advantages to be gained by establishing and adhering to these basic principles of honesty and fair play. Wherever these principles have been put through and soundly established, regardless of temporary losses, the newspaper has won a notable success. The strictly one-rate and known-circulation newspapers get the bulk of foreign business in nearly every case. Advertisers, after trying every dodge known to human ingenuity to break down rates when they find their efforts futile, prefer to do business where they are confident they are buying advertising space as cheaply as any one else for a like volume in similar circumstances.

THE CHICAGO DAILY NEWS.

1918 CENT-AND-YEAR-18

TUESDAY, JUNE 18, 1917.

HOME EDITION ESTABLISHED 1842

U. S. SHIP PETROLITE SUNK BY SUBMARINE

American Boat Which Was Jettisoned Early in 1915 Is Sent to the Bottom.

SOME OF CREW MISSING

It is reported that the American ship Petrolite, which was jettisoned in 1915, was recently discovered by a British submarine.

HEROES OFFER AID TO U. S.

Italians Fighting in French Legion Write to President Wilson.

EDUCATING A MIRROR INCIDENT OF GERMAN CONSPIRACY, U. S. OFFICIALS CHARGE.

Many arrests planned in connection with the education of a mirror incident of German conspiracy, U. S. officials charge.

SAY KEEPT CRIME HUNT MAY BARE VAST PLOT

Edging a Mirror Incident of German Conspiracy, U. S. Officials Charge.

MANY ARRESTS PLANNED

Many arrests planned in connection with the education of a mirror incident of German conspiracy, U. S. officials charge.

DUTCH GET INVASION TIP

Bel German Warning of British Airman Arouses Suspicion.

MILADY'S HEELS SAVED

State Senate Kills Measure to Expunge Their Name.

PUT BACK TEACHERS DISCHARGED IS PLAN

Jacob M. Lusk Tells Aldermen He Hears That Most of 68 Will Be Reinstated.

MAYOR, LUNDIN, ARSENEV

Advised Aldermen that most of the 68 discharged teachers will be reinstated.

CLUB WOMEN BUY BONDS

Members of the Y. W. C. A. Buy Liberty Loan Bonds.

CITY'S GREAT 'I WILL' CRY IS OUT FOR BONDS

Goos Up with Cyclic Intensity as Liberty Loan Battle Draws to a Close.

BELLS RINGING A WARNING

What is the meaning of the bells ringing in the city?

WHAT HARBOR VESSEL WOULD BE

By Secretary of State.

BUILDING A TOWN OVER NIGHT

Reported that a town was built over night in the city.

Only 21 More Days Allow To-Day to Buy Liberty Loan Bonds

Books Close Friday Noon.

BAD CHECKS IN THE GALLERY

Police at scene of shooting and bad checks in the gallery.

CALLS AERO ANSWER TO 'SUN'

Called an aero answer to the sun.

SEVEN MORE TO AID WOUNDED

Seven more to aid wounded.

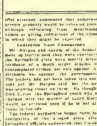
WEATHER INDICATORS

Weather indicators.

COTTON SOARS TO 25 CENTS

Cotton soars to 25 cents.

THE GOOSE STEP—AS IT WON'T BE TAUGHT.



Cartoon text: 'I HOPE TO OCEANIZE'.

THE GOOSE STEP—AS IT WON'T BE TAUGHT.

Text describing the cartoon.

SOBBETS PUT PAY IN BONDS

Sobbets put pay in bonds.

CURS BOAR ON TWO FRONT

Curs boar on two front.

SEVEN MORE TO AID WOUNDED

Seven more to aid wounded.

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You don't hear any discussion regarding either the rates or circulation of *The Philadelphia Bulletin*, *Kansas City Star*, *Washington Star*, *New York World*, *New York Times*, *Chicago Tribune*, *Indianapolis News*, and other newspapers which have won dominant positions by rigidly establishing their right to be classed as one-rate and known-circulation newspapers.

It takes manhood and nerve to build on such a foundation, when forced to compete with those who, temporarily, at least, appear to get away with the goods by misrepresentation and conversation, but in the long run it pays in dollars and cents. To refuse contracts at a time when every additional dollar of revenue looks as big as the Statue of Liberty, just because there is some string attached to them which spells price concession, may seem foolish to some, but it is the surest way to success.

*The Chicago Daily News* has always maintained the high standards as a newspaper set by Mr. Stone, has added features and sound departments to the stem, and has maintained expensive European and foreign connections of its own, culminating in the Great War News Service which Mr. Lawson himself describes in a later chapter. Probably one hundred thousand additional circulation was put on by the publication of the product of forty exclusive correspondents at world centers and with the great armies.

Mr. Lawson years ago realized the great value of good features as an element of newspaper individuality and strength, and has always sought to get the best and strongest for his newspaper, almost regardless of expense. He regularly buys three or four times as much as he can print in order to have a wide selection

# CHICAGO DAILY NEWS.

VOL. 1. NO. 1.

CHICAGO, THURSDAY, DECEMBER 23, 1875.

PRICE, ONE CENT.

### SPORTS

**Boxing.**—The chief attraction of the afternoon pastime of last night was the encounter of complimentary pugilists. One of the most interesting was the fight between the Englishman, Tom Cannon, and the American, John Smith, who gave him the best of the evening.

**Baseball.**—The Chicago team played a game with the Boston team at the grounds in Chicago. The Chicago team, which has been playing in the city, has just received a new ball from the Boston team.

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### LOCAL NEWS

**Police.**—The Chicago police department has received a report from the Boston police department that a man named John Smith has been arrested in Boston for a crime committed in Chicago.

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### 2 O'Clock Edition

## 2 O'Clock Edition The Cameron Case

### A Disgusting Story Told in Judge Moore's Court, This Morning.

Judge Moore's court was a disgusting scene, to say the least, this morning. The story told in the court was a disgusting one, and the judge's conduct was equally disgusting.

The defendant, who is both a Catholic and a member of the Chicago Police Department, was charged with the murder of a man named John Smith. The judge's conduct was equally disgusting.

The judge's conduct was equally disgusting. He allowed the defendant to make a long and rambling speech, which was full of lies and innuendo. The judge's conduct was equally disgusting.

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### STARTLING CONFESSION

Thomas Carroll Tells How He Killed a Man, and How He Got Away With It.

A startling confession was made by Thomas Carroll, a man named Thomas Carroll, who is both a Catholic and a member of the Chicago Police Department. He told how he killed a man and how he got away with it.

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and, he has been held in the night house since the morning, including a breakfast and a dinner. The man, who is named John Smith, is a member of the Chicago Police Department.

A report from the Chicago Police Department states that a man named John Smith has been arrested in Chicago for a crime committed in Boston. The man is a member of the Chicago Police Department.

The man, who is named John Smith, is a member of the Chicago Police Department. He is a member of the Chicago Police Department and is a member of the Chicago Police Department.

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Published by the Chicago Daily News, at No. 100 North Dearborn Street, Chicago, Ill.





PROFESSOR

MISS LAMOUR... BARBER SHOP AND BATH ROOMS... North Dearborn Street...

RAILROAD TIME TABLE

Arrival and Departure of Trains... WINTER ARRANGEMENT.

Table with columns for Train Name, Arrival, and Departure. Includes entries like 'Chicago & North Western', 'Chicago & Rock Island', etc.

Thin as Paper... A FINE ASSORTMENT... DRESSING ROBES... Smoking Jackets...

WILDE, BLUETT & CO... LEADING CLOTHIERS... STATE AND MADISON STREETS.

CARPETS

FOR HOTELS, CHURCHES, AND Private Dwellings... COMPLETE LINES OF FOREIGN CARPETS AND RUGS...

HOLLISTER & CORHAM... WASHINGTON PIKE... Wrought-Iron Pipe...

CHAS. H. BISCO... MANUFACTURING CORP... HOT SPRINGS, ARKANSAS.

PUTNAM CLOTHING HOUSE... 121 & 123 Clark & 117 Madison Sts.

SAVING MONEY

WE ARE OFFERING MEN'S AND BOYS' ULSTERS, OVERCOATS Business DRESS SUITS, LOWER PRICES

Thin as Paper... A FINE ASSORTMENT... DRESSING ROBES... Smoking Jackets...

WILDE, BLUETT & CO... LEADING CLOTHIERS... STATE AND MADISON STREETS.

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PUTNAM CLOTHING HOUSE... 121 & 123 Clark & 117 Madison Sts.

ADOLPH THEATER

EXTRA HOLIDAY ATTRACTION... THE ROYALLY MAGNIFICENT Oriental Spectacular

40 FORTY THIEVES... THE ROYALLY MAGNIFICENT Oriental Spectacular

THE ACTUOUS... METROPOLITAN THEATER... THE SENSATION OF 1874...

WALTERS AND WORTON... CHRISTMAS DAY... BALTIMORE & OHIO COAL CO.

SAFETY DEPOSIT VAULTS... STATE SAVINGS INSTITUTION... THE NORTHWEST...

SAFETY!

DIAMONDS, BEERS, WILLS... COIN, BONDS, Silverware, Mortgages, Jewelry, or Other Valuables

SAFETY DEPOSIT VAULTS... STATE SAVINGS INSTITUTION... THE NORTHWEST...

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BROOKLYN THEATER

THE FAMILY THRILLER OF CHICAGO... CALIFORNIA MINSTRELS!

THE ACTUOUS... METROPOLITAN THEATER... THE SENSATION OF 1874...

WALTERS AND WORTON... CHRISTMAS DAY... BALTIMORE & OHIO COAL CO.

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CHICAGO DAILY NEWS

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GUION LINE

NEW YORK AND LIVERPOOL... Satisfy and Comfort...

AMERICAN LINE... REDUCED RATES... LIVERPOOL & HAVRE...

NATIONAL LINE... FREE... TUBBING & CO...

Acme Club Skates... C. W. HAMMOND, 119 Madison Street, Chicago

CHICAGO DAILY NEWS

The Office of the Chicago Daily News... The News is published every day except on Sundays and public holidays... The price of the News is five cents per copy in advance...

THE YILLER TWO MEN.

A man dressed in a dark suit... The man in the dark suit... The man in the light suit... The man in the dark suit... The man in the light suit...

THE CHICAGO DAILY NEWS.

The Chicago Daily News is published every day... The price of the News is five cents per copy in advance... The News is published every day except on Sundays and public holidays...

SITUATIONS WANTED.

Wanted, a situation as a clerk... Wanted, a situation as a clerk... Wanted, a situation as a clerk... Wanted, a situation as a clerk... Wanted, a situation as a clerk...

STOVE

THE OFFICE RANGE HEATER... An office range heater with a stove top and a range... The range is made of cast iron and is very durable... The range is very easy to use and is very economical...

REPAIRS

Repairs on all kinds of machinery... Repairs on all kinds of machinery... Repairs on all kinds of machinery... Repairs on all kinds of machinery... Repairs on all kinds of machinery...

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SHIRTS

HARRIS & CO., 171 South Clark Street. PRIDE OF THE WEST SHIRT SIMON'S, 114 N. Clark Street. RESTAURANT. If you want a Restaurant they will give it to you.

ENGLISH KITCHEN

For all kinds of English cooking... For all kinds of English cooking... For all kinds of English cooking... For all kinds of English cooking... For all kinds of English cooking...

COATS, SUITS, ETC., ETC.

Marked Down! Field, Leiter & Co. State and Washington Streets. To close the season, have Marked Down Balance of their Fine Paris-Made Suits and Colored SILK SUITS.

GARMENTS

Imported to America this season, at very great BARGAINS. Will also display a large lot of richly embroidered DRESSES and OVERDRESSES.

EXTREMELY LOW PRICES

N. B. - Decided Bargains in LADIES' MIBBES & CHILDREN'S

CLOAKS.

STRAIGHT CLOAK

J. BAUER & CO.

THE FAVORITE RAIN COAT. A SPECIAL FEATURE OF THE HOUSE. A FULL STOCK OF SQUARE GRAND and UPRIGHT PIANOS. KNABE PIANOS. JULIUS BAUER & CO. Successors of Isaac & Joseph Ba.

GILLET'S PREPARATIONS. EVERY BOWL, BOTTLE OR PACKAGE CONTAINING GILLET'S PREPARATIONS, BAKING POWDER, FLAVORING EXTRACTS, Soap Powder, Washing Crystal, Lemon Sugar, Shaving, Ink, Etc., Etc. TO REFUND THE MONEY PAID. Gillet, McCulloch & Co., 34 and 36 S. Water Street, Chicago.

W. T. Ford & Punderson Tailors. Connected with the Chicago. ELEGANT JEWELRY! NEW AND BEAUTIFUL DESIGNS, HOLIDAYS! HOLIDAYS! C. D. Peacock's, NO. 108 STATE STREET, Opposite Post, Letter & Co.

GREAT HOLIDAY SALE! Books, Bibles, Chromos, Half and Two-Thirds Value. GOODSPEED'S, 108 N. State Street. LAST OFFER. LIPMAN'S MONEY LOAN OFFICE, 2 W. corner of State & Clark St. BARGAINS! Ladies' and Gents' Gold and Silver Watches from \$5 to \$100. Low price, Solid Gold, Silver, and Steel Chains. 100 Elegant Ladies' sets, in Gold and Solid Gold. DIAMONDS! 100 Chains and Bracelets from \$5 to \$100. Fine, for Gifts, to suit all tastes and Climates. Superior, large and small. Solid, cheap, and elegant. All prices guaranteed.

300 MINK SETS! HALF PRICE. MARTIN, 154 State Street. R. T. MARTIN, 154 STATE ST. FINANCIAL.

City Savings Bank OF CHICAGO, 174 Washington Street, INTEREST PAID AT Capital, \$100,000. \$1,500,000. ALLY PROFESSIONAL CITY.

# NEWSPAPER BUILDING

AVERAGE DAILY ISSUE OF THE CHICAGO DAILY NEWS FOR EACH MONTH FROM THE SECOND YEAR OF ITS PUBLICATION

YEAR	Jan.	Feb.	Mar.	April.	May.	June.	July.	Aug.	Sept.	Oct.	Nov.	Dec.	Average.
1877.....	11,429	14,841	16,414	18,408	20,715	22,769	35,320	25,366	25,204	23,312	24,439	26,715	22,037
1878.....	28,400	37,130	37,772	37,807	38,348	43,743	49,844	40,911	40,911	38,777	39,371	36,817	45,314
1879.....	38,607	41,049	42,299	46,608	47,105	49,428	49,580	46,500	44,571	44,310	44,992	44,760	48,104
1880.....	48,891	49,425	49,874	49,445	53,834	58,776	56,049	60,623	57,958	58,566	58,100	54,473	54,801
1881.....	57,795	62,965	67,959	69,305	69,305	63,832	70,397	68,551	62,097	60,305	60,305	64,870	64,870
1882.....	61,679	66,941	67,959	65,208	65,193	70,408	78,078	70,456	67,868	63,907	64,819	64,399	66,680
1883.....	67,227	71,379	77,153	76,994	77,438	78,603	73,185	79,423	71,863	71,863	74,919	75,115	75,115
1884.....	76,877	82,538	86,838	87,528	88,862	90,202	88,495	86,221	86,221	89,106	107,400	82,405	88,306
1885.....	84,119	89,959	98,029	104,513	108,625	100,222	108,823	101,339	97,900	96,817	102,705	102,407	99,000
1886.....	104,107	110,335	116,024	117,809	118,294	122,714	112,493	117,677	109,728	110,460	115,103	110,148	113,615
1887.....	114,022	119,181	123,040	124,912	125,204	132,471	128,793	132,178	122,650	122,650	154,006	122,410	125,225
1888.....	120,657	126,801	137,123	136,400	135,021	140,552	128,807	123,852	113,804	127,724	131,577	159,000	128,676
1889.....	129,947	126,446	130,828	132,348	131,378	148,576	142,653	134,238	130,016	128,670	135,527	147,786	134,050
1890.....	136,365	141,885	142,655	143,653	136,993	130,414	125,156	125,100	124,407	129,304	139,050	130,850	132,057
1891.....	136,926	139,760	144,467	159,106	141,953	140,414	145,136	139,707	138,025	137,204	140,524	145,707	142,022
1892.....	148,232	150,402	159,849	162,563	161,863	169,066	170,430	166,250	171,953	163,626	173,070	166,430	164,405
1893.....	171,838	180,919	188,507	191,933	196,218	202,267	201,581	203,216	190,481	188,966	190,575	200,389	192,405
1894.....	205,388	204,471	207,500	206,285	198,485	193,865	231,305	194,071	185,535	186,970	198,571	197,266	200,385
1895.....	198,271	207,246	211,378	212,962	205,732	202,065	204,137	193,907	183,546	185,062	202,827	197,266	202,480
1896.....	208,781	213,922	216,332	212,104	209,943	210,285	206,127	193,853	189,104	190,700	206,253	202,702	202,480
1897.....	231,330	208,779	226,332	311,330	222,500	317,707	212,111	219,523	229,703	358,003	228,113	354,907	222,595
1898.....	239,605	249,951	260,332	295,513	338,095	310,820	298,536	279,243	262,001	237,033	259,085	252,917	275,514
1899.....	269,995	269,701	273,587	269,077	275,148	272,405	249,243	250,504	250,504	256,081	271,723	269,975	259,504
1900.....	279,219	288,339	287,116	288,339	286,057	272,528	262,023	261,109	268,278	276,960	280,739	271,364	275,788
1901.....	289,609	287,116	292,285	295,874	283,297	281,698	275,910	271,783	304,780	292,918	295,035	296,526	284,117
1902.....	304,406	309,198	310,385	305,825	307,400	307,400	301,915	305,133	299,607	302,895	303,883	300,589	304,218
1903.....	304,870	310,033	311,771	311,374	320,867	306,304	297,500	294,147	309,431	309,212	312,105	319,573	305,534
1904.....	315,800	317,904	325,024	322,607	320,624	318,200	306,335	302,624	301,714	301,500	305,211	308,850	312,637
1905.....	318,373	325,877	328,589	326,797	320,312	316,205	311,531	309,372	310,372	311,133	313,521	313,344	318,185
1906.....	324,586	338,976	337,125	336,336	324,524	324,069	308,511	310,820	310,820	320,130	326,610	322,278	335,079
1907.....	324,006	338,955	343,811	336,435	325,881	324,372	314,509	311,147	313,850	318,928	329,271	324,278	335,068
1908.....	332,925	334,342	337,599	334,346	332,881	325,791	311,885	318,444	321,928	329,271	334,309	334,309	335,068
1909.....	332,374	336,240	338,403	333,436	331,200	328,137	316,951	316,558	316,844	331,346	330,002	338,226	332,875
1910.....	317,628	321,473	321,645	331,068	327,259	318,992	312,409	318,408	322,159	329,002	338,226	334,875	332,875
1911.....	334,304	343,173	348,445	350,308	347,207	342,207	342,207	342,207	342,207	342,207	342,207	342,207	342,207
1912.....	359,831	366,575	373,207	364,840	364,744	342,786	333,717	343,034	340,614	354,044	356,088	358,000	352,205
1913.....	362,972	368,406	375,770	390,974	373,485	367,038	365,723	403,074	403,593	406,000	411,501	401,342	385,857
1914.....	405,359	415,897	413,675	410,784	402,105	407,287	407,885	403,355	400,833	409,210	416,114	413,695	408,808
1915.....	431,800	441,970	443,427	439,079	426,181	441,601	426,940	424,979	428,925	432,640	458,570	441,395	436,390

\* A strike in the mechanical and distributing departments of all Chicago newspapers began May 2, 1912, affecting circulation until November. The records for May and the first part of June of that year are therefore incomplete. The daily average for the year is based on the six months not affected by the strike—January, February, March, April, November and December.

Mr. Lawson has always been so firmly convinced that his paper must have all the news and the most reliable news, believing the idea back of the Associated Press was the correct process for getting it, that he spared no effort with Mr. Stone to make this great news organization what it is to-day.

From early days *The News* has been the principal want medium of Chicago. At dozens of central distributing points hundreds of men can be seen every day awaiting the arrival of the delivery-wagons with the various editions to glance over the advertisements and rush madly after the jobs.

As a product *The Chicago Daily News* represents about as big a "one cent's worth" as can be made. It presents all the news, plenty of exclusive news, a selection of the very best features obtainable, sound and sympathetic editorials, numerous informatory departments, all the news of the big stores in its advertisements, and practically all the wants of the people in its classified columns. From twenty-four to thirty-two pages, full eight-column pages, thirteen ems wide and 304 lines deep, crammed full of live reading matter and advertisements make a newspaper which stands almost unequalled for human interest, public service, and genuine value.

For the benefit of any one interested in the circulation growth of a great daily newspaper for a period of forty years, the figures for *The News* are presented in the table from January, 1877, to and including December, 1916. It will be noticed that the figures show lapses once in a very long time for some important cause, such as the strike of 1912, but *The News* each month for forty years has plainly stated its net paid circulation in detail day by day and month by

month, regardless of what the figures showed. As far as I know, these figures stand as a record unique in the history of American journalism—definite, willingly proved circulation month by month for forty years. Here is a lasting monument to the solidity of the newspaper edifice erected by Mr. Lawson—*The Chicago Daily News*.

### III

#### *Colonel Nelson and The Star*

FOUNDED in 1880, *The Kansas City Star* had as its inspiration the program of *The Chicago Daily News*. By comparison of the appearance of the first issues of the two great newspapers, the close resemblance of father and child will be clearly seen. Colonel William R. Nelson, founder of *The Star*, while connected with a newspaper in Fort Wayne, visited Chicago and conceived the idea of establishing such a newspaper in a central West city of great promise. Colonel Nelson liked to put it this way: "*The Star* is made for those who pay ten cents a week for it." The ten cents a week idea of Colonel Nelson has been a striking individual feature of *The Star*. At first it was a small four-page paper for ten cents a week. Later it came to an evening and Sunday newspaper for ten cents a week. And finally it became a morning, evening, and Sunday newspaper, thirteen issues, for ten cents a week. The growth to over 200,000 net-paid circulation every morning for *The Times*, 200,000 every evening for *The Star*—over 400,000 a day, with the Sunday edition at close to 250,000, proves that the people will support the right sort of a newspaper when given the opportunity.

It has always been *The Star's* policy to go quietly

on its way, giving its readers the best paper that could be produced, and consistently ignoring competition or abuse.

One of the most important principles of successful newspaper-making was imparted to me several years ago by Colonel Nelson in these words:

“Don't let the other fellow make your newspaper. Make your own newspaper just as good as you can every day, and if it shows progress you are on the right trail.”

*The Kansas City Star* stands as notable evidence of the soundness of this reasoning. Look at any copy and study it well. It is essentially different from any other daily newspaper in the world. It has as strong an individuality as a Napoleon Bonaparte or a George Washington. This is saying much for a newspaper, for as a rule there is such a wonderful sameness about them that very slight differences distinguish even the sane from the yellow journals. In nearly every strongly competitive field, editors involuntarily edit their papers under the influence of proneness to imitation. For example, if one publication starts a school page and makes headway with it, the other papers are almost certain to follow. If a sporting feature is played up by one competitor, the others quickly fall into line.

This willingness to imitate and failure to create new ideas inflict wastefulness in many instances. The copy is seldom as meritorious as the original, and, if every publication in town is but a reflection of the others, the people who buy the product must experience difficulty in selecting one in preference to the other. There is such a broad field for making newspapers which will possess individuality and command

respect and confidence that there is no reason for resort to duplication.

Colonel Nelson was a firm believer in the idea that, in addition to the news, which he would go to the limit to get, and sound and informatory editorials, the odd corners of *The Star* should be filled with the best clippings obtainable. His contention was that with a world of literature from which to select he could find something to print of greater merit than many things he would produce in his own office. The fact that *The Star* has a circulation within a few thousand of the population of Kansas City indicates that most people out that way felt as he did about the matter.

Look at *The Star* again and you may find a clipping from *The London Lancet* printed alongside of the leading editorial of the day. On the other hand, as like as not you will find an editorial alongside the leading news of the day. If Colonel Nelson had a bell-ringer to launch in favor of some great national or local movement or a call to arms against some corporation steal, he wanted every one to see it, whatever else was missed, so he placed it at the top of the front page.

When I called on Colonel Nelson in 1911 to invite him to become a founder of the Associated Newspapers, designed to enable a group of non-competitive evening newspapers to obtain better feature matter of the sort we wanted on a co-operative basis, he saw the thing in a minute and remarked: "You can count me in if you are going to get the best."

On a visit a short time before his final illness, the Colonel unfolded a wonderful plan of articles and asked me to try to procure them for a strong group



of papers, saying: "This stuff will sell the papers like a whirlwind and be the best thing we have ever printed. I want it for the first two columns of the front page if it is right. I don't want it unless it is right. Count on me up to \$1,000 a week if necessary." Various conditions prevented the realization of his idea, but the way he put the proposition illustrates his way of doing things.

Millions of money have been sunk in Kansas City trying to establish another newspaper and to run *The Star* off the map without making any other impression than increasing *The Star's* circulation. The competitors have always assumed that the people of Kansas City wanted a better paper than *The Star*, or else have tried to imitate it. The result was the same—*The Star* never recognized any of them to the extent of knowing that they existed, regardless of how hard and violently the new-comer abused it or its owner.

My contact with Colonel Nelson furnished much of the background for the development of *The New York Globe*. His influence transmitted to our editorial force by continuous pounding caused us to make *The Globe* different from other New York newspapers. We have set our own pace, fixed our own goal, advancing steadily to higher points of circulation and advertising without a material reverse.

Nearly four years ago we started our food campaign, which, after three years of hard plugging, turned out to be a success, resulting in greater circulation and ultimately in advertising gains. Then we published the "Bedtime Stories," got Burgess, the creator of Peter Rabbit, for the Associated Newspapers and made a big winner. I could mention many similar successes.

In every city and town there is opportunity for newspapers to pick out sufficient reasons for existence without encroaching on or imitating others. If you have not in your organization ability to seize this opportunity, the sooner you seek it and take it on the better your prospects will become. Every time you get well started on some big worth-while enterprise of popular interest, the public gives you credit for success, regardless of whether the other fellow follows in to try to steal some of the glory or not.

Even in the very small town I would map out a series of local improvements which, when put over, would make my paper respected and looked upon as the most powerful institution in the community for civic improvement. Do not think for a moment that any big thing can be done without treading upon some one's toes, and perhaps the temporary loss of advertising. In the long run the advertiser who thinks he controls a newspaper is not a good patron, and the sooner he is brought to a proper realization of this the better.

In the case of *The Globe*, we probably lost \$100,000 of advertising in 1913, through the adverse influence of traffickers in injurious foods. We were not able to put our fingers on any definite proof, but we know the influence existed and was exercised. After eighteen months' fight, the fakers, realizing that they could not stop us, just quit, and our advertising greatly increased.

The words of confidence and inspiration of Colonel Nelson stood us in good stead at that time. The Colonel's advice: "If you know you are right, stick it out and the people will stick to you," encouraged us to go ahead despite seemingly impossible business

# NEWSPAPER BUILDING THE KANSAS CITY STAR. 25

VOL. 87, NO. 260

KANSAS CITY, JUNE 4, 1917—MONDAY

EIGHTEEN PAGES

PRICE 5 CENTS PER COPY, PER ANNUM \$2.00

### HAMILTON JURY SELECTED

COURT TODAY OPENED WITH WHITE SLAVE TRIAL

Justice Moore, presiding, called the jury of 12 men to the courtroom at 10 o'clock.

### THE WEATHER

Forecast for Kansas City and vicinity. Partly cloudy with showers and a high of 75. Wind, light and variable. Relative humidity, 75.

### A DAY OF SOLEMN DUTY

Safety should not be forgotten by motorists. Motorists should be particularly careful.

### KEEP SLACKERS IN JAIL

Should be made for the new method of collecting taxes. Government officials are working to improve the system.

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Should be made for the new method of collecting taxes. Government officials are working to improve the system.

### KEYT AGAINST BAY HUNT

Father strongly opposes plan at present. The plan is being discussed by local officials.

### JUNE 4, LIBERTY DAY!

Remember June 4 is the day when America became a nation. It is a day of freedom and independence. Celebrate it with pride.

### RECEIVED FROM THE STATE

Department of Education. The state is providing resources for schools to improve education.

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prospects before us. Too many newspaper men have run before less dangerous-looking clouds on the horizon, and scored failure when they might have won success by sticking it out.

Few publishers have been able to secure success without aggressiveness or offending some one to the extent of temporary loss of business. Even in the most conservative institutions I have visited there have been frank confessions that they have had to forego certain advertising from time to time when the advertisers sought to dictate what the newspaper should do under certain conditions.

Some very interesting glimpses of Colonel Nelson's newspaper methods and purposes are given in a memorial book of his life, written by members of the staff of *The Kansas City Star* and printed by the Riverside Press, of Cambridge, in 1915 for private circulation, from which I make extracts.

*The Kansas City Star* first appeared on September 18, 1880, from an office at 407-409 Delaware Street, consisting of four small pages of six narrow columns each. The following extract is from an editorial in Vol. 1, No. 1:

It is the commercial center of the great Missouri Valley, and no city in the country contains within itself greater possibilities or offers brighter prospects for the future. No city in the land is growing more rapidly or attracting more attention in all quarters. It is universally conceded that Kansas City in a very few years will be one of the largest and most important cities in America. Having entire confidence in the future of this city, *The Evening Star* enters the field without a doubt it will achieve unqualified success and in a very short time become one of the recognized institutions of Kansas City.

The price of the paper was two cents a copy. The

BUSINESS TOPICS

The market for the various commodities... The market for the various commodities...

Business Topics continued... The market for the various commodities...

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Business Topics continued... The market for the various commodities...

MAINE

THE GREAT SHOW.

Opening of the Kansas City Exposition Next Monday.

Splendid Attractions Promised—A Large Crowd Expected.

Chief of Police from the Boston... The market for the various commodities...

NON-SLID SHOOT.

Chief of Police from the Boston... The market for the various commodities...

ADDITIONAL CITY NEWS.

Chief of Police from the Boston... The market for the various commodities...

CHINA'S CREDIT.

Chief of Police from the Boston... The market for the various commodities...

THE PULP RAIL'S HARBORING THIEVES.

Chief of Police from the Boston... The market for the various commodities...

A BARRON AT ST. PAUL.

Chief of Police from the Boston... The market for the various commodities...

THE GRAND BARBECUE

Progress Today at the South Side.

To Celebrate the Opening of the Spritich in the Addition.

Chief of Police from the Boston... The market for the various commodities...

THE BARBECUE.

Chief of Police from the Boston... The market for the various commodities...

THE BARBECUE.

Chief of Police from the Boston... The market for the various commodities...

THE BARBECUE.

Chief of Police from the Boston... The market for the various commodities...

THE BARBECUE.

Chief of Police from the Boston... The market for the various commodities...

THREE O'CLOCK

SAD ACCIDENT.

Five Children Nearly Killed by a Steam-Boat.

Chief of Police from the Boston... The market for the various commodities...

THE BARBECUE.

Chief of Police from the Boston... The market for the various commodities...

THE BARBECUE.

Chief of Police from the Boston... The market for the various commodities...

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Chief of Police from the Boston... The market for the various commodities...

THE BARBECUE.

Chief of Police from the Boston... The market for the various commodities...

GENERAL PRODUCE

Chief of Police from the Boston... The market for the various commodities...

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Chief of Police from the Boston... The market for the various commodities...

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GENERAL PRODUCE.

Chief of Police from the Boston... The market for the various commodities...

TWELVE O'CLOCK

YELLOW JACK

The Plague Breaks Out on the Lower Manhattan.

Chief of Police from the Boston... The market for the various commodities...

THE PULP RAIL'S HARBORING THIEVES.

Chief of Police from the Boston... The market for the various commodities...

A BARRON AT ST. PAUL.

Chief of Police from the Boston... The market for the various commodities...

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Chief of Police from the Boston... The market for the various commodities...

GENERAL PRODUCE.

Chief of Police from the Boston... The market for the various commodities...

GENERAL PRODUCE.

Chief of Police from the Boston... The market for the various commodities...





At 10 o'clock, the following were present: ...

A GOVERNMENT COMPA... According to the Commissioner of Health...

CALL AND EXAMINE THE SPECIAL BARGAINS AT ROLL, THAYER & WILLIAMS, Wholesale and Retail FANCY DRY GOODS, CLOAKS AND NOTIONS.

G.Y. SMITH AND CO. THE MOST POPULAR DRY GOODS HOUSE IN TOWN. REASONS WHY

THE CITY. How J. H. Johnson, of Chicago, is riding his friends on the east side. The thorough fare will be the least...

The following resolutions were passed by the Board of Health: To amend the ordinance...

Little New Orleans, each \$1.00 to \$2.00. Blue Cheesecake, each \$1.00 to \$2.00. Stuffed Shells, all sizes, \$1.00 and upwards...

Purchasers of Dry Goods of any description whatever should not think of purchasing anything without previously examining our goods and prices.

How J. H. Johnson, of Chicago, is riding his friends on the east side. The thorough fare will be the least...

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G. Y. SMITH & CO. 712 714 716 MAIN STREET. A CARD TO THE PUBLIC. Kansas City, Mo., September, 1880. LADIES AND GENTLEMEN! The fall season is right upon you...



price of the other papers was five cents. There were few pennies in circulation in the West then; a nickel was the smallest coin in general use, and it was difficult for the newsboys to get hold of enough pennies to make change. So Colonel Nelson brought to town a keg of cent-pieces bright from the mint, and the newsboys were provided for.

The paper had a good circulation from the start. At the end of its first month *The Star* announced that it had "a great many more readers in Kansas City than any other paper published here." But that very increase in circulation made the problems of its publication more difficult because, as subscribers increased, cost of printing went up and the income from advertising did not keep pace with expense. The new paper was pushed to make both ends meet.

The small capital which the young publisher possessed soon melted away. Then he had to borrow from his friends back in Indiana, where he had established a good credit. Without this credit, he said in after years, he must have failed. But he never lost confidence. He felt from the outset that he would succeed if he could keep his credit from "sawing his legs off," as he put it, before he had had a fair chance. The struggle lasted four years.

The thing he most needed was a press with capacity sufficient to print quickly the copies demanded by the circulation. The old press with which he started was incapable of doing it. It was strained to its utmost every day and still it fell short of the demand. One day the agent of the Potter perfecting press came to town. Under the spur of his presence the editor laid his problem before Colonel Kersey Coates, at that time the town's most progressive and far-seeing

citizen, and Coates helped him to borrow at the bank the five thousand dollars necessary to make the first payment. The press was installed September 18, 1884, the fourth anniversary of the founding of the paper. That day marked the beginning of *The Star's* larger success.

*The Star* began with one standard—public service. Everything was secondary to that. From its first issue its editor used it to serve Kansas City with all his might, and in no way was it more effectively done than in his continuous fight, through thirty-five years, in the cause of good government for city, county, State, and nation. The first city election in the experience of *The Star* came in the spring of 1881, seven months after its founding. March 10th of that year, under the caption "The City Election," *The Star* said:

*The Star* has no axe to grind, no candidate to elect, no party to serve. Its only interest is in the growth and prosperity of Kansas City and the proper administration of the city government. It is for the best men, entirely regardless of party. It is, however, forced to admit that most of the men who are seeking nominations from both parties are utterly unfit for the positions to which they aspire. Briefless barristers, to whom no sane man would entrust a lawsuit involving five dollars, want to be city attorney. Irresponsible and incapable men, whom no one would think of selecting for cashier or bookkeeper, ask for the city treasurership. Ignorant peddlers of whiskey aspire for the city council. Such of these men who seek nominations may expect *The Star* will tell the truth about them. The voters of the city have a right to know all the facts as to the character and capacity of those who ask their suffrage. These they cannot find in their party organs.

Countless instances might be related of Mr. Nelson's instinctive and reasoned democracy and sense of

fair play. The Workmen's Compensation Bill was in the Missouri Legislature. Wealthy and powerful men sought to stop his vigorous fight for it. They said they would be "ruined." "I am never afraid that the men on top of the mine cannot take care of themselves," he said. "My concern is for the men at the bottom of the mine, digging the coal."

If a poem by Rudyard Kipling or a story by S. G. Blythe was the most interesting thing that came into the office on a day, his instructions were to "play it up" on the first page.

As a result of his experience in politics and business he was impressed with the necessity of two reforms whose importance had not been widely noticed. He felt that to permit the legitimate expenses of elections to be borne by private persons gave the power to big interests—public-service corporations, saloons, protected industries, and the like—to control the Government through their financing of elections. As to the courts, he became convinced that as long as lawyers were privately paid, legal proceedings would be merely trials of skill, with the advantage on the side of the money. So he desired that the Government pay all election expenses and that it employ the lawyers and make them paid officers of the State, just as the judge is.

Several years before his death he issued a letter to *The Star's* staff. Several passages are typical of the views he was always emphasizing:

The loss of a local election has never been a matter of very serious concern to *The Star*, which constantly is occupied with greater things than filling offices and is concerned in election results only as they accelerate or retard those more important purposes.

In the permanent things, both great and small, with which *The Star* is engaged, every one having a part in its production should have a hand. Every one should clearly understand those purposes and have them constantly in mind, so that no news or information or influence bearing upon any of them shall be overlooked or disregarded.

Every reporter, every writer, every desk man should regard each of these subjects as a continuous assignment in which the best interest of the paper is concerned. And, in general, every one should strive to furnish ideas and suggestions; to find new opportunities for the paper's active service; new features of interest; new ways of doing things.

He set forth his views on both these questions at length in a letter to his friend, Theodore Roosevelt, in 1912. He wrote:

As to general policies of government I have two hobbies. My scheme is to drive money out of the voting-booth and out of the court-house. The government must bear the entire expense of all elections and justice must be really—and not merely nominally—free.

If our form of government is to remain stable, justice must not be virtually for sale, as it is to-day. One of the places where the poor man and rich man should go arm and arm is in the court-house.

But of course they don't. Aside from the advantage for the rich man as in our cumbersome judicial system, and in the personnel of the judges, he has the immense advantage of the ability to hire the best lawyers. The first threat that a rich man makes to a poor man is that he will get the best lawyers in town. Under such conditions it is absurd to talk of the courts meting out justice.

Lawyers are now regarded as officers of the court. They ought to be paid officers. Their salaries should come from the government, not from private litigants. The state provides a judge and jury. It ought to provide the lawyers. Society would never dream of permitting one of the litigants to pay the judge. It ought not to permit him to pay another officer of the court—the lawyer.

The private fee system promotes all sorts of incidental evils. It encourages lawyers to make legislation complicated and uncertain. It prevents reform of judicial procedure. It incites the stirring-up of litigation. When a suit without the shadow of merit may be begun by merely the payment of a small fee, the lawyer is under constant incentive to instigate legal proceedings. I have known of repeated incidents of suits threatened against doctors and others that were the most evident blackmail. Under the existing system a man's reputation is at the mercy of any blackleg who cares to threaten it. A young doctor might easily be ruined by a suit charging malpractice, though there might be no foundation for it. A woman's reputation might be blasted by the mention of her name in a divorce proceeding as a co-respondent. Her only recourse would be a lawsuit, which would simply augment the injustice.

A situation has been produced by which it is impossible to carry out any business transaction whatever without the help of a lawyer. When a man dies his estate is regarded as the legitimate prey for attorneys. It may be looted with impunity. In England the government has established a bureau to take charge of estates so that the man of small means may have the assurance of knowing that his widow's property will be safeguarded. In this country we divide it among the lawyers. The fee system absolutely bars the doing of justice between the rich and the poor.

Both of these are great big questions and I have only touched on the fringes of them. I cannot hope that either of them will be dealt with adequately in my lifetime, or perhaps in the lifetime of the next generation. But I want to leave them as a heritage for *The Star* to deal with after I am gone. It is my desire that *The Star* shall keep hammering on them until equality between rich and poor in the selection of officials and in the administration of justice shall no longer be a sham.

In 1907 Kansas City, Kansas, was having trouble over its water situation. Colonel Nelson called a comparatively new reporter to his desk.

"We ought to help Kansas City, Kansas," he said. "It is as much a part of Kansas City as the Kansas City in Missouri. *The Star* is under obligation to do

everything in its power to help the people in that part of the city. Now I am going to give you a general assignment that will not be for a day or for a week or for a month. It will be a permanent assignment that will last as long as you are on *The Star*. Help Kansas City, Kansas, with all the powers of this paper, always remembering that this paper is attorney for the men and women who pay it ten cents a week. Whatever is best for them this paper is for.

"Just now," the editor continued, "the people over in Kansas City, Kansas, need help to get good water. I want you to go to Kansas City, Kansas, to-day and to-morrow and every day that is necessary until you find out what is the shortest and most feasible way to get good water for that side and let us then help them in that way."

And then he said the thing he was so fond of saying to every man who came to work on *The Star*:

"Remember this: *The Star* has a greater purpose in life than merely to print the news. It believes in doing things. I can employ plenty of men merely to write for the paper. The successful reporter is the one who knows how to get results by working to bring about the thing he is trying to do."

Many times the young man was discouraged. The results came so slowly that at times it appeared that he was accomplishing nothing. But then he would talk over the situation with his chief, only to have his difficulties laughed at as mere incidents of any good fight, and to receive encouragement that sent him out on the task the next day with renewed determination and with renewed faith in the outcome of his work.

The fight was made through the City Council, through the State Legislature, through the courts,



COL. WILLIAM R. NELSON





and finally through an election for the purchase of the water-works by the city.

In this fight another revelation came to the young reporter. When Colonel Nelson gave him the assignment he said:

"Personally, I am not so strong for municipal ownership under our present system of political rule. See if there is not some solution to the problem other than municipal ownership."

When the reporter reached the conclusion that there was no other solution, Colonel Nelson agreed.

"I want you to know this," he said. "*The Star* is the only paper in the world, I suppose, without a 'fixed policy.' It is always for the thing that is most efficient and most feasible. What it advocated yesterday, it feels at perfect liberty to 'kick over' to-day if it finds that what it advocated yesterday stands in the way of what it finds a good thing to-day."

*The Star* went into the campaign for municipal ownership, and the results were so satisfactory that the paper became an advocate of the widest latitude in the exercise of municipal ownership.

Very often a reporter, in the pursuance of his work, would make bitter enemies, who thirsted for revenge, and sometimes they sought to have the reporter lose his place. No man who ever tried that got a hearing from Colonel Nelson.

Once a politician, whose underhand doings had been commented upon by a reporter, came to the office and told the editor that the reporter had a personal spite against him and had threatened to run him out of town by means of his attack in *The Star*.

"That reporter never said it. I know him," said Colonel Nelson.

The politician persisted.

"I'll call him over here and prove to you that he never said it."

The reporter was called over and he denounced the politician as a liar and proved him to be a liar.

Reporters would make mistakes, but they were never censured by Colonel Nelson. Once an article written by a reporter brought contempt proceedings, and the judge threatened to send the editor to jail. When the contempt writ was issued, the reporter, out upon his work, was summoned to come to the office. He came in an uneasy frame of mind, for in what he had written was a slight error. But when he reached Colonel Nelson's desk there was no word of faultfinding, of censure. He inquired if the article was true in the main, and, being told that it was, he brought his hand down with a resounding blow upon his desk and said: "Then we will fight the writ."

And he did fight. His political enemies prophesied the dire things they would do to the editor. He might be a brave man at his desk in *The Star* office, but they would take that all out of him when they got him before the court. They would wilt him and make him beg for mercy.

Those who were in the court-room that day will never forget the scene; the noble dignity of the white-haired man, while about him shuffled and whispered and leered the crowd of political creatures; and he the only calm, unruffled, unexcited one among them. To the political rabble that day it was given to glimpse the strength of character of a great man, and it awed them, absolutely awed them. Then they began to sense the wrong they were doing, and it

shamed them. When the proceedings were over, even the judge on the bench saw that his crowd had slunk away from him.

The men who worked for Colonel Nelson always knew exactly what the policy of *The Star* would be on any question, as soon as it arose. Whenever a man was mentioned as a candidate for office any one on *The Star* could tell you whether or not the paper would oppose him, and the same with political and civic movements. Were they on the square for the public good? That was all. If they weren't, it was all settled beforehand that they could never have the support of *The Star*.

In twenty years' intimate relations with Colonel Nelson I never knew him to be wrong on any question. He was always right and always far-seeing. I never knew him to be denounced by an honest man or an honest newspaper. I have known honest men to differ from him, but I am speaking of the vituperation that has been launched against him at various times. That always came from men we knew were crooks, whether the public knew it or not. Those things always hurt us; they stung our indignation into fury, they were so cruelly false, and he was so wholly the opposite of what they pictured him to be. But he never bothered about those attacks. He was too big and too fine a gentleman to be drawn into an argument with such men; and so he went on, straight ahead, with sure and undisturbed poise.

Many of these enemies of *The Star* have said to me: "There must be something fine in the character of Nelson, after all, for I never knew a man who worked for him say a word against him; they are always loyal."

Not long ago one of the reporters, who had been with *The Star* a long time, died suddenly of heart disease. After the funeral the Colonel said to one of his men: "You go out and see his widow and find out how they are situated." The report came back that they owed on a house they were paying for, and that the three children were not yet through school, but would be in a year or two. Colonel Nelson ordered the name of that reporter be kept upon the payroll for two years, which would give time for the house to be paid for and the children to finish school. One of the children came every pay-day and took home her father's salary.

These glimpses of the mentality and broad purposes of the real man behind *The Star* are convincing evidence that it, like *The Chicago Daily News*, was made to be more than a mere newspaper. *The Kansas City Star* probably has built up and possesses the widest field of influence of any newspaper in the United States. It is looked upon as the people's most sincere and faithful friend and adviser throughout the Middle Southwest. Unique in its typography and presentation of news and features, it possesses greater individuality and more powerful direct influence than any other newspaper anywhere. It is a sound institution, dedicated by a real man to big purposes.

Colonel Nelson, the founder of *The Star*, died April 13, 1915, leaving to American journalism a record probably unequaled by any other man. One of the greatest editors of his day, he was also a masterful publisher and constructive unofficial statesman. He never held a public office, declined to sit on the platform of any public gathering, never held a dollar of

stock in any public-service corporation, and served only his newspaper and the people of Kansas City.

CHRONOLOGY OF *THE KANSAS CITY STAR*

- Sept. 18, 1880. *Kansas City Star* founded, 10 cents a week.
- Jan. 7, 1882. Absorbed *Kansas City Mail*.
- March 6, 1890. *The Weekly Star*, 25 cents a year, founded.
- April 29, 1894. Sunday edition started, price combined, 10 cents a week for seven issues.
- Nov. 18, 1901. Absorbed *Kansas City Times* and added a morning edition to its evening and Sunday without increasing subscription price. All subscribers received a morning, an evening, and Sunday newspaper for 10 cents a week.
- Jan. 30, 1911. Printed first issue from its present plant.

## IV

### *Pulitzer and McLean*

THIRTY-FOUR years ago last May Joseph Pulitzer gave New York its first taste of what has since become real journalism. He bought a nearly defunct property, and by the exertion of such energy and intelligence as had never before been seen in combination on Park Row, very rapidly reached high-water-mark records established by other New York newspapers and then built records of his own. I well remember the laughing way in which old New York newspaper men regarded his first efforts.

It didn't take Mr. Pulitzer very long to turn the tide from failure to success. His popularity contests, with prizes for the most popular conductor, the most popular policeman, the most popular club, the handsomest saleslady, and such, were soon the talk of the town. His use of pictures in a daily newspaper was a distinct novelty in New York. But back of all the surface activity was a passion for public service, a well-defined policy, and great intellectual dominance and power. It was this spirit that caused him to dedicate *The World* as

*An institution that should always fight for progress and reform, never tolerate injustice or corruption, always fight demagogues of all parties, never belong to any party, always oppose privileged classes and public plunderers, never lack*

*sympathy with the poor, always remain devoted to the public welfare, never be satisfied with merely printing news, always be drastically independent, never be afraid to attack wrong, whether by predatory plutocracy or predatory poverty.*

Mr. Pulitzer scored a big hit by courageously taking hold of the movement to raise money to provide the pedestal for the Statue of Liberty presented to the United States by the people of France. He made a success of the undertaking, and incidentally proved the power and influence of the rejuvenated *World*. This campaign made *The World* the most-talked-about newspaper in the United States, the daily totals of the fund raised being telegraphed from one end of the land to the other.

At the time of Mr. Pulitzer's début, *The Herald* was the dominant newspaper of New York, if not of the whole country. It carried all the advertising of the big stores, more theatrical advertising than any other newspaper, and simply discounted all other papers in volume of classified advertising. *The Herald* was so big and powerful that it compelled advertisers to set all their advertisements in agate type. It permitted no display type or cuts. It was most arbitrary in its attitude to advertisers, acting on rules and traditions of years gone by and religiously maintained.

This situation provided an opportunity Joseph Pulitzer grasped with an intelligent mastery which has seldom been equaled in newspaper annals. He no sooner got the band wagon for increased circulation moving vigorously down the street than he hired *The Herald's* advertising manager, who had the acquaintance of all local business men, and started after advertising at rates which rapidly produced the business.

It was a cruel competition, which enabled the progressive publisher of *The World* literally to tear holes in all the hundred notions regarding journalistic ethics practised by the other New York newspapers. They did not wake up to what had happened until it was too late for them to stem the tide of his success. When it was too late, one after another, they fell into line, but only as imitators.

*The Morning World*, with its big volume of classified advertisements, from eight to ten pages a day on week days, with an enormous amount of such matter on Sunday, is the harvest of the seed planted by Mr. Pulitzer in 1883, carefully followed up and stimulated by a consistent policy through thirty-four years of strenuous effort and strict maintenance of rates, reaching its present wonderful development several years after its founder's death.

*The New York World*, to my mind, represents the most wonderful type of successful development along lines of tremendous vital business promotion for a newspaper, reflecting at all times a sincere purpose to serve the public and possession of a keen knowledge of human nature. Its success has been the logical reward of the honesty, good faith, and intelligence of its great founder and editor, who discovered the open-door policy in circulation to be good business long before his contemporaries.

Those of us who remember the antics of the old *New York Recorder*, which, handled by men who regarded themselves as having been the brains of *The World*, backed with tons of money, can best appreciate the point I seek to make. Here was a newspaper which, through sheer force of stimulation and gift enterprise, secured a large temporary sale



and much advertising, only to sink and finally die because it did not reflect either brains or sincerity.

Hardly a week goes by but some out-of-town newspaper owner comes to me, asking what is the matter with his property, and why it doesn't seem to get hold. In nine cases out of ten it is because the paper really doesn't deserve success. It is neither a good newspaper nor does it show the sort of sincerity and brains that attract and hold public attention.

A brief history of the early activities of Joseph Pulitzer with *The World* would give a liberal education to some of our unsuccessful newspaper owners, but I am afraid the true significance of many of his ventures would not be grasped, for the same reason that blinds them to possibilities in their own fields. In stating the situation in this way, I do not mean to vent unfair criticism, but merely to notice a real condition. In some way or other the public in the long run sizes up newspaper merit with amazing accuracy. There is no substitute for good character and intelligence. If a newspaper of inferior merit is temporarily occupying a field with some degree of success, it can easily be pushed aside by one that rings the right note in the hands of men who know their business.

There is abundant food for thought for newspaper makers of the future in the really notable success of William L. McLean with *The Philadelphia Bulletin*, now selling more than 390,000 copies a day. Those of us who remember *The Bulletin* twenty years ago, when Mr. McLean bought it, must acknowledge the truly wonderful development he has accomplished. I do not remember what the circulation of *The Bulletin*

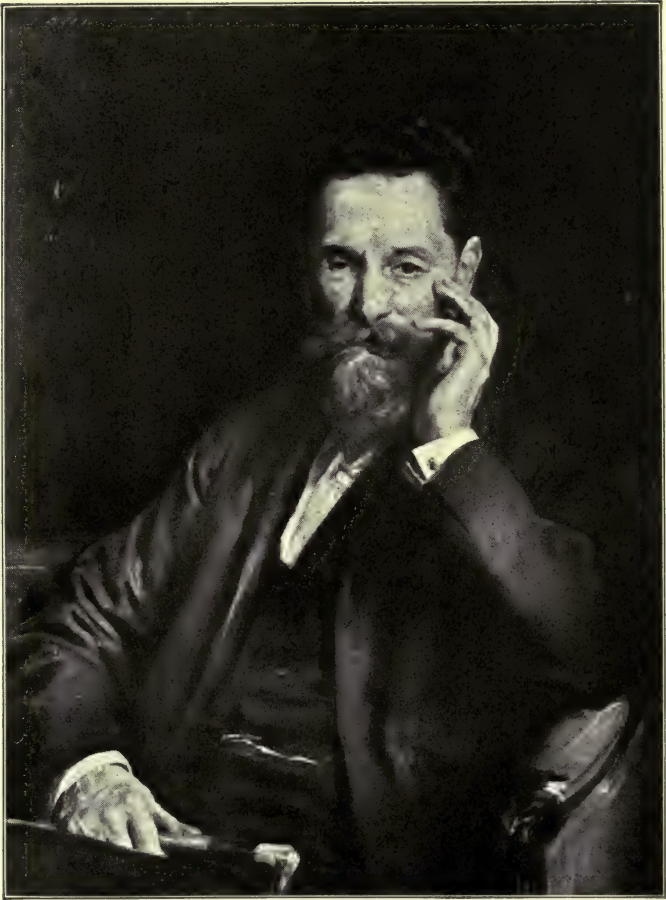
was in 1896, which was about the time Mr. McLean applied his magic wand, but it was very small.

Mr. McLean knew what the people of Philadelphia wanted in the way of a popular evening newspaper better than any one else, as has been proved by results. He gave them a more conservative-looking newspaper than most of the successful publishers in other cities have given their readers. His conception was not widely at variance from that of the late Colonel Nelson with *The Kansas City Star*, but he helped himself direct to some of the original coloring of *The Chicago Daily News* and added a dash of Hearst vigor.

From first to last *The Bulletin* stands out as a newspaper success, accomplished through careful selection and adaptation, rather than the production of anything of striking individuality at home. Mr. McLean has the reputation of buying the Philadelphia rights for almost every good syndicate feature in the market. From the mass his editors choose what is best for the day, and this, condensed to the limit, provides the backbone of *The Bulletin*.

Mr. McLean was an experienced newspaper man before he bought *The Bulletin*. He had been advertising manager of *The Press*, if I remember correctly. His first efforts with *The Bulletin* were in seeking to secure for it larger circulation as a basis for increasing the advertising earnings, to put the property on a self-supporting and money-making basis.

My first acquaintance with Mr. McLean was in 1896, when he was in New York seeking information regarding bicycles with carrier wicker baskets to be used by his carriers. From that day to this *The Bulletin* has had probably as fine a delivery system as



JOSEPH PULITZER



any newspaper in the country. Mr. McLean believed in getting his newspaper thoroughly and rapidly distributed to as many points as he could. This has cost heavily at all times, but the expense has been justified by results.

One of the striking features of *The Bulletin* has been the consistent policy of stimulating the development of small display advertising, by maintaining a very nearly flat-rate principle. Mr. McLean for a long time did not believe in printing larger than a sixteen-page newspaper for one cent. Whenever advertising threatened to compel the production of a larger paper, he increased his advertising rates.

These processes grew out of his long years' experience as solicitor and advertising manager. The small advertiser in *The Bulletin* enjoys nearly as low a rate as the big department store, provided he uses a reasonable amount of space on contract. *The Bulletin* has been very successful in developing many of these small-at-the-beginning accounts into the big ones to-day.

Back of all these wonderfully effective business-office activities, *The Bulletin* has always been a most complete and carefully edited newspaper. Probably no daily newspaper in any of our larger cities represents as small a percentage of waste or carelessness regarding the presentation of news, features, or regular departments. Every item is accurately weighed as to the amount of space it should occupy, and all writers are carefully instructed as to how to cut out superfluous words in the preparation of their news. A study of *The Bulletin* and its methods would be advantageous to many newspaper editors and publishers in other cities, who, under much less favor-

able circumstances, are daily wasting money which might easily, through intelligent supervision, be transferred to profits and dividends.

Comparatively few newspaper men trained in the average office realize the superior, enduring qualities and reader-confidence established by the building of a reliable paper like *The Bulletin*. They will laughingly tell you that such a newspaper will do for Philadelphia, but not for their own town, where the people are wider awake and more progressive. In this judgment I am certain they are mistaken, for a newspaper as good as *The Bulletin*, laid down in almost any other city in the world, would so rapidly distance those of the lighter, less sincere sort, that the ensuing competition would be rather a farce comedy than a real battle between equally equipped opponents. Human nature is about the same everywhere, and the public anywhere may be depended upon to pick the genuine from the sham.

The most casual inquiry among the merchants and other business men who advertise in *The Bulletin* will convince any one that *Bulletin* readers respond to advertising in its columns. This is one of the peculiar advantages of building up a newspaper along sane lines in contrast to spread-eagle methods. Advertising is most effective where it does not have to compete for reader attention with blatant scare-heads and rampant sensationalism.

*Ochs and The Times*

LIKE most other truly great newspaper successes, that of Adolph S. Ochs with *The New York Times* has been built up on the basis of the greatest newspaper merit possible in the circumstances. *The Times* has always given the public the best service that it could afford, and by turning back into the property steadily accumulating resources has been able to establish standards of excellence and completeness difficult of duplication.

From the very beginning in September, 1896, Mr. Ochs has played the newspaper game like a great chess master, carefully pushing forward his pawns in safe and sound formation, to make possible the development of his major pieces without at any time endangering the security of the positions previously attained.

Those of us who recollect the humiliating spectacle of *The Times* during its period of floundering under its old management, ending in a receivership, can best appreciate the transformation effected by Mr. Ochs. His opening moves were watched with much interest by the dwellers along Park Row. General opinion, as in the case of Joseph Pulitzer in 1883, was that the new aspirant would come a cropper.

The development of Mr. Ochs's *Times* was as a

brand-new form of newspaper—better, more comprehensive, and more dependable than anything that had gone before. Once again success was won with something new and of intrinsic value. With Mr. Pulitzer and *The World* it had been gift enterprise, pictures, sincere human interest, and active devotion to public service. With Mr. Ochs it was live, conservative, bountiful news, and the best service in many directions which, tirelessly persisted in, won recognition.

Mr. Ochs began to improve *The Times* as soon as he had hung his hat in the clothes closet in his office in the old building in Park Row. Reports at the time were that his first official act was to get the editors together to tell them that he wanted better things right away.

*The Times's* standing in the community as a conservative paper still supported by a very few thousand of the most intelligent people, was taken by Mr. Ochs as the corner stone upon which to erect the great edifice his newspaper experience had made him believe possible.

The financial and commercial departments of *The Times* were tremendously enlarged and improved. It issued a weekly financial supplement in half-page form every Monday, while its Saturday book supplement, in the same form, rapidly won a place as an authoritative medium of news and advertising regarding publications. *The Times* also expanded its large legal and real-estate departments, making a newspaper which covered these phases of local business more accurately and more completely than had ever been attempted by any regular daily newspaper. In addition to these specific features of news, Mr. Ochs made *The Times* a wonderful newspaper in as many



other ways as he could find money for and space to do it in. When he got it in creditable shape he determined to find a slogan reflecting what *The Times* stood for and hit upon the apt phrase: "All the news that's fit to print."

"All the news that's fit to print" was made the talk of New York, and the resulting publicity was of double value, first, because the phrase attracted notice, and second, because the idea got abroad that the phrase was an accurate description of *The Times's* contents. I do not doubt that this simple motto, acting inwardly as well as outwardly, had much to do with setting up the general confidence the property enjoys to-day.

If ever a newspaper was built brick upon brick, through the recommendation of one reader to a friend who was not yet reading it, *The New York Times* was so built. A survey of its steady circulation growth over a period of years shows almost machine-like regularity.

As the snowball, represented by *The Times's* success, grew larger and larger, and more readers were helping it grow by recommending it to those that still bought other newspapers, its progress grew faster by reason of the ever larger army of reader-boosters. There never has been anything sensational or flamboyant about *The Times*. It has spent great sums of money to secure great news beats, such as the Peary North Pole story, but it has gone ahead, straight down the middle of the road as the best, cleanest, and most complete newspaper that could be turned out on any day.

Such a quality of circulation as *The Times* represented was found to be immensely productive of

results to advertisers, as appeared in the steadily growing volume of business at advancing rates, justified by its increased circulation.

*The Times* stands as a monument to the highest grade of genuine newspaper ability, directed by a man able to brush aside the daily trivialities and vexations, with his eye, heart, and mind firmly directed to one purpose—making *The Times* the greatest morning newspaper he possibly could. No one grudges Mr. Ochs an atom of his success or prosperity, for a study of his experiences in the upbuilding of *The New York Times* and the practice of his tenets by those desirous of similar success elsewhere would make for greatly improved newspapers, to the increased glory and credit of the business.

As indicating the steady, consistent growth of a newspaper such as *The New York Times* nothing is as interesting as actual figures. Here is the average net paid sale for twenty years:

1898 April	25,726
1899 “	76,260
1900 “	82,106
1901 “	102,472
1902 “	104,330
1903 “	105,072
1904 “	110,833
1905 “	122,310
1906 “	126,915
1907 “	144,114
1908 “	165,155
1909 “	176,023
1910 “	181,270
1911 “	191,452
1912 “	225,392
1913 “	246,386
1914 “	266,616

1915 April.....	317,862
1916 " .....	334,545
1917 " .....	346,864

To indicate how the circulation of a morning newspaper like *The Times* is distributed between city and country, these figures for Saturday, March 31, 1917, are given:

Metropolitan Dealers.....	225,634
Dealers Elsewhere.....	90,541
Mail Subscribers.....	28,021

Total Advance Sale.....344,196

Advertising Mail List.....	156
Exchanges .....	91
Downtown Office.....	599
Main Office .....	572
Annex .....	775
Office Use.....	475

Total Net Circulation.....346,864

No Returns and No Unsold Copies

For the benefit of those interested in still further detail regarding Mr. Ochs's purposes I reproduce portions of an address delivered by Mr. Ochs before the National Editorial Association in June, 1916:

My experience in newspaper making affords an opportunity for close observation of what is going on in its many ramifications throughout the country, and justifies me in making the broad assertion that never before did there exist so many splendid opportunities to win honor, fame, and fortune in the profession of journalism.

In all its angles there is in American journalism a demand and

an urgent need for men of ability; men possessing the cardinal virtues—prudence, justice, temperance, and fortitude; faith, hope and charity; men who love their country and their fellow-men; men of courage and convictions; men with vision and imagination; men who are thorough and painstaking—who take a pride in their work and whose heart and soul are in it; men who do not think they know it all, but can learn from others; men who are constantly seeking for and acquainting themselves with the newest, the best, and the most effective work done by others, and with the intelligence to understand what they learn and to apply the knowledge to their undertakings; men who are thoroughly grounded in the very rudiments of newspaper making; men who know a proof press, a shooting stick and quoin, a rotary press, a linotype and autoplate; a monkey dash as well as a column rule; with not only a nose for news but with olfactories to scent odors and detect rottenness; men with a sense of proportion and of values, and with an eye for impressive and pleasing typographical display; men who in circulation know the real from the artificial, and in advertising know the genuine from the deceptive; above all, men with the practical equipment and the sincere and vigilant purpose to present the news honestly and without prejudice, and to interpret it with independence and fairness.

This may be the counsel of perfection, but in newspaper making perfection in morals, habits, and equipment—as near as is humanly possible—invariably spells success with capital letters.

I appreciate the fact that I am expressing no new ideas, but rather what we have come to look on as platitudes—such things as we heard at our mother's knee and were taught in the school-room and in the church; but I hope, by repeating them to you in the light of my experience, to impress you with my belief in their enduring truth.

And I wish to add and heartily endorse some sentiments expressed by the Honorable Champ Clark. He recently said:

“My opinion is that it takes more courage, more common sense, more information, more system, and more general intelligence to conduct a good newspaper than any other business a man can get into in this life. As far as the opportunities are concerned, they are great ones. The journalistic business is getting better all the time. . . . My opinion is that the right sort of an editor is one of the most useful citizens of the Republic.”

# The New York Times.

"All the News That's Fit to Print."

THE WEATHER  
 Clear, cooler today. Light  
 breeze from west. High  
 58, low 40.

VOL. LXXV, NO. 51,037.

NEW YORK, FRIDAY, JUNE 14, 1917. EIGHTEEN PAGES.

## WILSON DECLARES BERLIN IS SEEKING DECEPTFUL PEACE

Wishes to Close His Bargain Before It Is Too Late, and If His Lists Left to Offer.

## WISH THE PEOPLE AT WORK

Who Flag Day Throwing Aside, Is a Moral Plea in Germany's Behalf of Empire.

## GERMANS FALL BACK TOWARD THE LYS

Die Up Important Positions Southeast of Mesines with Fe at Their Heels.

## BIG GUNS ARE WITHDRAWN

"Hunting Possibilities" in New Campaign Are Seen by Unofficial Observer.

LONDON, June 14.—The British command has withdrawn its big guns from the salient between Mesines and St. Eloi, and has moved them back to the base of the line, it is understood. This move, which was completed today, is a tactical retreat in accordance with the plan of the first day's operations. The British command has also withdrawn its heavy artillery from the salient and has moved it back to the base of the line, it is understood. This move, which was completed today, is a tactical retreat in accordance with the plan of the first day's operations.

## PETROGRAD WELCOMES ROOT COMMISSION

Members of Government and American Officials Leave There to Water Palace.

PETROGRAD, June 14.—The Russian government today expressed its satisfaction over the departure of the American commission headed by President Woodrow Wilson. The commission members, including Secretary of State Woodrow Wilson, are en route to the water palace at the base of the line.

## ALLIES TO FORCE RUSSIA TO STATE HER INTENTIONS

Need to Demand a Declaration of Her Attitude, Washington is Informed.

## CAN GET ON WITHOUT HER

Hold That Saying She Can Do Without Imprudently Demands the Allies' Cases.

## PETROGRAD WELCOMES ROOT

American Party Expected to Purview and Area of the Russian.

WASHINGTON, June 14.—The Russian government today received word from the American commission that they would be leaving Petrograd for the water palace at the base of the line. The Russian government expressed its satisfaction over the departure of the American commission, and welcomed the members of the commission as they left for the water palace.

## RUSSIAN COUNCIL ASSAILS THE ALLIES

Accusations of All Doubts (with) In Denouncing American, French, and British Moves.

## WILSON CHIEF TARGET

President's Assurance Misquoting by Allies, Who Report Our Entry into War.

## IN RUSSIAN WATER

PETROGRAD, June 14.—The Russian council today issued a statement assailing the actions of the American, French, and British governments. The council accused the Allies of misquoting President Wilson's assurance that the United States would enter the war if Germany invaded Belgium. The council also expressed its doubts regarding the Allies' military movements.

## PERSHING WINS GREAT WELCOME FROM ALL PARIS

So Many in the Present War Has Had Such a White-Heated Reception.

## WELLS, BAPPELON'S TOMB

Escorted to the Crypt, Which Only Rejoice and Prayers Usually Entail.

## CHEERED BY THE DEPUTIES

PARIS, June 14.—General Pershing's arrival in Paris today was greeted with a great demonstration of enthusiasm. He was escorted to his quarters, and then to the tomb of Wells and Bapellon, where he was cheered by the deputies. The general's visit to the tomb was a poignant reminder of the sacrifices made during the war.

## LOAN OVERSUBSCRIBED BY \$500,000,000; BONDS GO TO ABOUT 2,200,000 PERSONS; NEW YORK TAKES A BILLION DOLLARS

Registers of the Federal Reserve Districts Showing How the Liberty Loan Has Been Taken

Local statistics from the seven Federal Reserve districts, following a nationwide registration of the \$2,500,000,000 Liberty Loan, the New York Federal Reserve Bank.

District	Subscriptions	Amount	Bonds Sold	Persons
New York	2,375,000	\$1,000,000,000	1,000,000	2,200,000
Boston	1,500,000	\$500,000,000	500,000	1,500,000
Philadelphia	1,200,000	\$400,000,000	400,000	1,200,000
Pittsburgh	1,000,000	\$300,000,000	300,000	1,000,000
Cleveland	800,000	\$250,000,000	250,000	800,000
St. Louis	600,000	\$200,000,000	200,000	600,000
Chicago	500,000	\$150,000,000	150,000	500,000
San Francisco	300,000	\$100,000,000	100,000	300,000
San Antonio	200,000	\$70,000,000	70,000	200,000
Portland	150,000	\$50,000,000	50,000	150,000
Seattle	100,000	\$30,000,000	30,000	100,000
Portland	50,000	\$15,000,000	15,000	50,000
Portland	50,000	\$15,000,000	15,000	50,000
Portland	50,000	\$15,000,000	15,000	50,000

## DEMAND FOR SMALL BONDS

Final Drive All Over the Country Meets Generous Response.

## FLAB ONLY HELPS CAUSE

Old Liberty Bell in Philadelphia State Patriotic Campaign from Sea to Sea.

## \$1,800,000,000 ON BONDS

Official figures today show that the final drive for the Liberty Loan has met with a generous response across the country. A total of \$1,800,000,000 in bonds has been subscribed, with New York alone taking a billion dollars. The demand for small bonds is particularly strong, and the patriotic campaign has been successful in raising the morale of the public.

## ASSAILS FOOD BILL AS DICTATORIAL

Sensational Food Says N. Cantors Powers Enacting a Cla's or a Kan's.

## MAKES WHOEVER HIS TARGET

Chide Him 'Out of Touch with American Ideals,' and the Lower Mosaic 'Abominable.'

NEW YORK, June 14.—Senator N. Cantors today assailed the proposed food bill as dictatorial and abominable. He said that the bill gave the government too much power and was out of touch with American ideals. Cantors made President Wilson his target, saying that the bill was a betrayal of the principles of the United States.

## LOAN BILLION SURE IN THIS DISTRICT

Only \$600,000,000 Left to be Raised When Business Closing Yesterday Evening.

## PLEADING TO FINANCERS

American Here Does the Duties as They Always Do, Was J. P. Morgan's Comment.

NEW YORK, June 14.—The Liberty Loan campaign has reached a critical stage in the New York Federal Reserve district. Only \$600,000,000 is left to be raised when business closes tomorrow evening. Financial leaders are pleading with investors to continue their support of the loan. J. P. Morgan's comment on the American public's response is a testament to their patriotism.

Twenty-five years ago I appeared by invitation before this association at its annual meeting at St. Paul, Minnesota, introduced as the publisher of a small interior daily newspaper, and then and there gave my views of the daily newspaper publishing business, "hot, practical, and to the point," as requested by Mr. Stevens, the president of the association. The observations I made were based on an experience of nearly twenty-five years in a printing office, one-half the time as publisher.

A quarter of a century has passed since that address was delivered, and twenty of those years I have been in metropolitan newspaper work. I am now within less than five years of having spent half a century in printing and in newspaper making. I entered the business as the "devil" in a printing office—which has been my high school and my university—and with no capital other than I created and could command by reason of my commercial credit.

With your indulgence I shall read a few extracts from the address at the St. Paul (Minnesota) meeting in June, 1891, when I told how *The Chattanooga Daily Times* had under my ownership and management grown from 250 to 5,500 daily circulation, and was esteemed as one of the most successful of the small daily newspapers. Here are some of my observations:

". . . The daily newspaper business is in its infancy. There are thousands of opportunities for the establishment of a newspaper plant, with great fortunes as a reward for honest, earnest toil. Very few of the thousands of newspapers that are printed in this country are managed on prudent, economical business principles, because profit has been in easy reach with comparatively little effort; but wherever there has been one thus conducted it has been a great success. The details of the business are scarcely ever mastered; the business is generally conducted on a happy-go-lucky plan, and too often the newspaper enterprise is undertaken for the purpose of furthering some personal ambition or to forward some pet idea or peculiar principle—a paper with one idea, political, social, or otherwise. . . .

"A journal, conducted as a newspaper, being a fearless purveyor, and, when needed, equally fearless interpreter of the news, is, in the intelligent public opinion, the newspaper of the future. The day of the organ, if not past, is rapidly passing. The people, as they gain culture, breadth of understanding, and independence of thought . . . more and more demand the paper that prints

the history of each day without fear of consequences, the favoring of special theories, or the promotion of personal interests. The duty of the editor and publisher who serves an intelligent and manly constituency is to give his patrons the facts, and attempts nothing with reference thereto beyond assisting to a clearer understanding of the same. . . . It is hardly probable that an editor can be found who is fully and ably informed upon all subjects that come up for explanation and discussion in the course of one day's experience in managing a daily newspaper, that he may be respected as a savant in religion, art, literature, science, political economy, and other kindred and varied subjects. . . . The editor and publisher of a daily newspaper should give his thoughts, time, money, and energy, first to securing and then to printing in good shape all the news, and give the thoughts of the best-informed men upon the topic under discussion—fairly giving all views with reference to it. . . .”

I thus set forth what I thought were the required qualifications for a man to manage a daily newspaper successfully:

“(1.) He should be a practical, intelligent printer, with sound ideas of economy in business.

“(2.) Before undertaking to publish a daily newspaper he should be sanguine that the opportunity of his life is just open to him. The occupation should be pleasant, in no way irksome, and he should be determined to devote his whole time and all his energies to the business, and find it interesting and pleasant to do so.

“(3.) He should be free of any financial entanglements. He should be under no personal obligations to any one who may seek to sway the paper from pursuing a fearless, honest course in the discussion of all public questions or in the treatment of men, measures, or incidents.

“(4.) He should be loyal to all the best interests of his constituents; identified with progressive movements and ideas, and not afraid to change his views when he finds that he is in the wrong.

“(5.) He should be subservient to no man or interest, and, while aggressive and outspoken, always courteous and respectful to those with whom he differs; mindful ever of the fact that all people are not of the same opinion.

“(6.) He should impress on every one that his paper is always just and fair, and especially so to those who differ with it.

“(7.) He should never lose sight of the fact that the assumed position of censorship of men and measures requires that he should

take criticism with good grace, and not be thin-skinned when he is misrepresented, vilified, or base motives attributed to him. A newspaper man who is honest and fearless cannot be injured in the estimation of his people by abuse and calumny.

“(8.) He should bear in mind that, unfortunately, the ‘slinging of mud’ at newspaper men is one of the incidents of the profession, arising often from ignorance and blind prejudice, but most frequently from envy and jealousy.

“(9.) He should also remember that it is not necessary that an editor and publisher should be a pugilist or a duelist, but it is necessary that he be made of such stuff that he fears no one who prides himself on these barbarous characteristics.

“(10.) When prosperity comes to crown his efforts, he should not be intoxicated with his success.

“(11.) He should know that sops, gratuities, and donations are dangerous, because of the baneful influence they exert on the recipient and the extravagant management they encourage, which cannot be maintained by legitimate receipts.

“A man who possesses these qualifications and understands these requirements, and can practise them, is prepared to undertake the successful publication of a daily newspaper anywhere a victory is possible. . . .

“It is not alone the circulation that the newspaper has that fixes its value as an advertising medium, but it is more the character and standing of its readers, the appearance of the paper, its news features, its editorial ability, and its general standing in the community. An enterprising, progressive, fair, and well-conducted newspaper of good typographical appearance, well established in a community, is a more profitable advertising medium than a widely circulated inferior newspaper with circulation ten times as large, gained by bombast, sensationalism, and gift enterprises and guessing-matches. . . . A man’s ability, his tact, his ingenuity, his administrative powers, his watchfulness and care of his business are all more necessary in the time of his prosperity than when he is struggling to make ends meet. It is in prosperous times that a man’s qualifications assert themselves. It is a mistaken idea that a man who imagines he has established himself from a small beginning has registered a success when he has apparently become prosperous. There is more truth than poetry in the old saw, ‘It is easier to earn than to keep.’ . . .



"In this great country, with its varied resources, its undeveloped and buried treasures, its magnificent opportunities in almost every calling and profession—art, science, or trade—a man who enjoys good health, is industrious, energetic, and persistent, should not fail to succeed. His greatest difficulty is not in making a fortune, but in keeping it. . . . The requirements of a small community are greater than those of a large city. In a small town an all-around newspaper man is needed; no sailing under false colors; what is in him is soon known. The editors and publishers of the great daily newspapers are removed from the people, they occupy a lofty place from which they gaze with cynical eyes upon the transactions of the world. Their personality is unknown to the people. Not so with those occupying similar positions on the smaller daily newspaper; they are in the same atmosphere of ideas and sympathies with the people; they reflect the sentiments of their communities, for they come daily in contact with almost every element of their constituency. Briefly stated, the small daily newspaper is representative of the people, the metropolitan daily seeking to be. . . . Men of eccentric ideas, cranks, idealists, bigots, and sometimes fools, may maintain themselves, by very reason of their idiocy, on a large daily newspaper, but never on a small daily. The qualifications needed to conduct successfully a small daily newspaper are multitudinous and usually require all the ability necessary to conduct a metropolitan journal, and much more."

In 1896, five years after that address at St. Paul, with an abiding faith in the principles and theories therein expressed, I came to New York City and acquired the control and management of *The New York Times*. It then had a net paid daily circulation of 10,000, its advertising patronage was small, its competitors prosperous and in strong financial hands. I thought there was an opportunity in this great city for a metropolitan newspaper conducted on ideal interior daily principles; a newspaper with all the news that's fit to print, honestly presented and fairly and intelligently interpreted; a newspaper for enlightened, thoughtful people; a newspaper conducted as a decent, dignified journal.

I was thought a bold man, with more money than brains—a jay come to town—and it was prophesied that my metropolitan career would be short, while speculation of all kinds was indulged in as to whom and what I represented and whose money was being sacrificed.

Now right here I wish to make a statement of interest to those of the curious who may wish to know how I came into possession of the controlling and majority interest of *The New York Times*. I shall make no new disclosures, for the facts were not only known at the time, but widely published, and they are as follows:

The George Jones estate sold in 1893 the name and good-will of *The New York Times* for \$1,000,000 cash to The New York Times Publishing Company, a company made up largely of a number of very well-known men, actuated by the highest motives to preserve *The Times* as an independent Democratic newspaper. The panic of 1893 and insufficient capital proved too great a burden, and the company came to grief in 1896. It was then I became acquainted with the situation, and was encouraged to grapple the problem that many well-known and experienced publishers decline to tackle. Perhaps it was a case in which fools rush in where angels fear to tread. Part of the simile is true, for I certainly had no "angel" with me. I organized a company under a new charter—the present New York Times Company—with 10,000 shares capital stock (par value \$100) and \$500,000 5 per cent bonds; took up the million dollars of stock of the old company by giving in exchange 2,000 shares of the new company; paid the debts of the old company dollar for dollar with \$300,000 of the 5 per cent bonds; and with some difficulty the remaining \$200,000 of bonds I sold at par for cash by giving to every purchaser of a \$1,000 bond fifteen shares of stock as a bonus. I subscribed for \$75,000 of the bonds and received 1,125 shares of stock as a bonus, and—as was stipulated in the articles of the organization plan—I received 3,876 shares of the capital stock as compensation when three years after its organization the company was placed on a paying basis. The value placed on the shares shortly after I assumed the management was indicated by a sale of some of them at ten cents on the dollar.

So in this way I acquired the control, the majority stock of the New York Times Company (5,001 shares), as the result of my work and the investment of \$75,000 in its bonds. And this majority and controlling interest, somewhat increased, I now own and possess, free, clear, and unencumbered in any shape, form, or fashion. Adding to my interest the shares held by others, there is nearly 90 per cent of the capital stock of the New York Times Company owned in the office of *The Times* by persons solely employed in producing *The Times*.

I have never had any partners and there has never been any one who had any control of or voice in my affairs or who in any form could affect my entire freedom of action. We have been conducting a very large and rapidly developing business, having invested over \$4,000,000 in real estate, and more than \$1,000,000 in printing machinery, and there has, of course, been much financing to do, but it has been done without in any instance, by word or deed, by understanding or implication, involving the attitude of *The New York Times* toward any man or interest, any measure or purpose. There never was a man or interest that could require me to do his or its bidding or consult his or its wishes, and I am proud to say I am to-day, as is *The New York Times*, firmly intrenched in that independence. We are our own masters, beholden to no one.

You may be interested in knowing what has been the practical result of applying the principles suggested at St. Paul twenty-five years ago for the publication of a newspaper in a great city. Twenty years ago *The Times*, as I have said, had scarcely 10,000 daily circulation; to-day its net paid circulation exceeds 325,000. The gross annual income in 1896 is now exceeded every month in legitimate income from advertisements and circulation.

One of the greatest factors in achieving this result was not mentioned—because not then fully appreciated—in the St. Paul catalogue of the qualifications required successfully to manage a daily newspaper. It was a great omission, as my years of experience have taught me, and I wish now to add it and give it the utmost emphasis by marking it “top of column,” and that is that the successful manager should have the ability to judge and appreciate other men’s qualifications, to secure their assistance and to win and retain their respect and confidence in his plans and good intentions.

I have been most fortunate in this respect in the management of *The Times*. I could not wish for more loyal and capable men than those holding the responsible positions in *The Times* organization. They have been untiring, ever enthusiastic, and ungrudgingly giving the best of their abilities to the upbuilding of the newspaper, to preserve its best traditions, and maintain the highest standards of journalism. They have given to the task what money cannot buy, and that is a pride in their work. If I wished to boast of anything I personally may have accomplished, it would be that I was able to secure the co-operation of such

high-minded and talented men, and have them confidently believe in the soundness and sincerity of my aspirations.

A distinguished man—a New York editor and publisher—some time ago told some mutual friends that I had come to New York and taught the newspapers something new. I replied that I thought he was inaccurate; that if we had done anything worthy of note it was that “we had reminded them of something they had forgotten.” I brought no new journalism to New York City; we have practised, as best we could, old journalism—the journalism that succeeds in small towns where the high standards of the profession are demanded and practised by self-respecting men.

In my address at St. Paul I frankly gave a summary of the cost of conducting a daily newspaper in a very small town, based on my first year’s experience as a newspaper publisher, namely, the business of *The Chattanooga Times* in the year 1878, when I was publishing a bourgeois six-column four-page daily morning paper six days in the week. The population of Chattanooga at that period was about 12,000, a little over one-third of the population being negroes. The printing outfit was of old material, having had several years’ hard usage. The price of composition was 25 cents a thousand. A pony Associated Press report cost \$25 a week. Two men were employed in the editorial department. The chief editorial writer had other regular employment, but contributed a column or so to the paper for a small consideration, and two younger brothers, one quite a lad, assisted in gathering news and in general-utility work about the office. The total expenses of the first year were \$10,000, divided as follows:

For the proprietor, who was the editor, advertising solicitor, and business manager, to provide for his living expenses. . . . .	\$900.00
For the bookkeeper, collector, and clerk. . . . .	500.00
For an editor, doing the local work in addition to general editorship. . . . .	600.00
For a reporter—assistant editor. . . . .	400.00
Rent. . . . .	300.00
Foreman, also proofreader and pressman. . . . .	720.00
Five printers, average \$10 each a week. . . . .	2,600.00
Two boys, one assisting the foreman and acting as mailing clerk, the other as janitor and to “turn the press” . . . . .	520.00



ADOLPH S. OCHS



Paper, 750 sheets a day (22x31, 25 pounds) . . .	\$530.00
Telegrams, \$25 a week . . . . .	1,300.00
Fire, water, and light . . . . .	360.00
Stationery and office incidentals . . . . .	360.00
Carrier boys and incidental help . . . . .	360.00
Miscellaneous . . . . .	550.00
<b>Total . . . . .</b>	<b>\$10,000.00</b>

The income for the year was approximately \$12,000. So that left me for my first year's experience as a newspaper publisher and proprietor about \$75 a month for my living expenses and a book profit of about \$2,000. It was not a bad start for my first year, for I became publisher and proprietor of *The Chattanooga Times* when I was twenty years old. Incidentally, I am still publisher and proprietor of *The Chattanooga Times*—now a morning newspaper with over 25,000 daily circulation in a town grown, with its environs, to about 100,000 population.

It may interest you if I compare some of the above figures with the present expenses of *The New York Times*. Take some items, giving round figures, for the month of May, 1916:

*The New York Times* regularly employs 1,200 persons, consumes an average of about 100 tons of paper every day, and requires daily a ton of printer's ink. And this suggests the problem: "If a drop of ink makes millions think, how many million can a ton of ink make think?" The payroll averages \$32,000 a week, about equally divided into three groups, namely, news and editorial department, the mechanical departments, and the executive and business departments. No man, by the way, actively employed on *The Times* has ever had his salary reduced.

Our transportation charges, that is, the cost of delivering the paper to mail subscribers and newsdealers, exceed \$5,000 a week—nearly one cent a pound on the total paper consumption. We pay over \$100,000 a year for telegraph and cable tolls. The revenue of *The Times* from circulation is about half its revenue from advertising. Our revenue from circulation, which is more than a million and a half dollars annually, exceeds our white paper cost. This is due to the fact that one-third of our daily circulation is a two-cent circulation, and the Sunday edition is five cents. Frequently a single Sunday issue yields over \$50,000 in circulation and advertising receipts. In May—thirty-one days—the issue

of *The Times* aggregated 926 pages; 47.67 per cent was advertising, representing 1,095,525 agate lines. The average advertising in the daily was 79.07 columns a day, and in each Sunday issue 345.07 columns. The number of pages printed during the month of May was 332,413,816, of which 5.16 per cent was lost in waste, spoiled paper, etc., in the press room. There was no waste in circulation, because we have no returns.

One or two typical items in the expense of conducting a great daily newspaper will illustrate what is involved in publishing an up-to-date, enterprising daily newspaper that never considers cost in getting the news:

About a year ago the Pope issued a peace appeal in the form of a letter, in which he said, among other things: "Blessed be he who first extends the olive branch." The Associated Press delivered a brief abstract of it. Upon inquiry, the managing editor of *The Times* learned that this was all the Associated Press had, and it was then far in the night. He immediately sent instructions by cable to our correspondent at Rome to send the full text of the Pope's letter if he could ascertain that it had not been sent by the Associated Press. In time for publication in the next morning's *Times* we received the full letter by cable. It contained a thousand words. But it reached us two hours after we received the full text through the Associated Press, the Associated Press having received it from Paris and not through its Rome office. Consequently, the message we received was useless and was thrown into the waste basket.

Another incident—when the first great Zeppelin raid was made on England the press censorship was down so tight that no particulars could be sent by cable. We were compelled to await the arrival of the mail and the first travelers arriving from England, but by use of the Marconi wireless, as soon as we could get in touch with the approaching ship, and at the cost of a thousand dollars, we were enabled to secure from passengers on the ship a graphic account of the disaster, and published it twenty-four hours before the arrival of the ship in port, bringing the mail stories for other newspapers. "It was simply in the course of business," said the managing editor when his competitors awoke.

In the early days of the European war the cables were deluged with messages and so choked that days elapsed before matter got through, and consequently messages costing thousands of dollars were valueless when received. In one day we had several hundred



dollars of cables out of date and useless. This illustrates the expense involved in the ordinary process of gathering news, to say nothing of such sensational and exceptional instances as the cost of the first news of the discovery of the North Pole, the *Titanic* disaster, and other news beats. During the Irish revolt, there being delay in the press messages, *The Times* received its news at full commercial rate, twenty-five cents a word. These few items give you some conception of what is involved in the publication of a great metropolitan newspaper.

I wish to say in concluding that the success of *The New York Times*, reflected in its growing good-will and the confidence it is gaining throughout the land, is an expression of encouragement and support to conservative journalism that should inspire every newspaper maker. What I have been able to accomplish, with my limited abilities and without capital, except that which was created in my business, should give encouragement to every man engaged in our profession; for there are innumerable opportunities throughout this country such as it was my good fortune to find in New York City. Perhaps there is another such opportunity here; certainly, as I view it, there are similar opportunities in many other big cities; and this is certain, that there is not a metropolitan newspaper office that would not make room for and welcome into its organization a successful, experienced, thoroughly equipped small daily newspaper editor and publisher—one who is respected and esteemed in his home town and there recognized as too big for his town and capable of greater responsibilities.

## VI

### *The Montreal Star's Great Success*

MOVING along parallel lines with the great developments of independent journalism in the United States, Hugh Graham built *The Montreal Star* into the leading daily journal of Canada and probably from many standpoints the most influential newspaper on the American continent.

Too few of us in the United States even partially appreciate the superiority of the broad treatment of important news received from widely different sources every day, sanely, accurately, independently and intelligently represented by the policy pursued by *The Star*.

In 1869 Hugh Graham, as a half partner, started *The Star* without any capital. It looked like a wild venture. There were three old established papers in the field. The concern was quickly involved in debt, but somehow the partners inspired confidence in all who had business relations with them. It took nine years to turn the corner, at which time the paper had debts that few men could have lived under. In twelve years from its birth *The Star* commenced overtaking its old contemporaries and in a few years more it had them all distanced in circulation, advertising, enterprise, and general prestige.

*The Star* is absolutely independent, which, in con-

nection with its policy of doing big things better than most other newspapers do ordinary things, has made it a power in the Dominion and looked upon in England as representing the soundest thought of Canada on all Imperial projects.

*The Star* has been wonderfully enterprising in gathering the news of the world, going further in this field, indeed, than any newspaper in the United States, and has initiated and fought through to recognition and enactment many public policies which it thought of benefit to the city of Montreal, to Canada, and to the British Empire.

In the handling of news, *The Star* has uniformly sought to make the most of the biggest thing of the day, whether it has been the war, a revolution, an election, an earthquake, or other great event. By playing up the big thing more copiously and more accurately than its contemporaries, and consistently maintaining superiority in its treatment of the ordinary, it has won dominance.

*The Star* has taken an active part in more than a hundred elections, but never as the controlled voice of a political party. Jealous of its name and influence it has, on the contrary, always made the organization its debtor, and in perseverance of this policy has never been a suppliant to any party or to any individual.

Because of the strength of his personality, absolute independence of judgment has always marked Sir Hugh Graham, and through him *The Star*. Never, even in the early days of struggle for existence, would he allow his paper to be in any way bound, or have his own hands tied, by any of the many forms of direct and indirect subsidy. The temptation must

have been great, for those who knew him in those days say he often did not know from one day to another where the money was coming from to buy the paper to run off the next issue.

When *The Star* was started the feeling between Protestants and Catholics in Montreal was very strained. Sir Hugh Graham recognized that if an English-speaking paper in the city of Montreal was to be a real success, it must have the support of both Catholics and Protestants, for in this way it would gain readers among all the well-to-do French families as well as secure the solid support of the Irish, a very important part of the community.

So he set out to provide a newspaper on broad lines that would appeal to every class of the community, and that would especially appeal to the sympathies of a section whose support an esteemed contemporary had alienated, namely, the Irish Catholics. Thus, among the earliest standing rules in *The Star* office was one that the paper must never go to press without an item of news from Ireland in it. That rule holds good to the present day. No matter what issue you take up, in that issue you will find an item of news from Ireland—often a purely local news item.

The publisher of *The Star* was knighted by King Edward in 1909 for services to the Empire and in 1917 was given a peerage, with a seat in the British House of Lords with the title of Lord Atholstan, for conspicuous services in safeguarding Imperial interests. Lord Atholstan of *The Montreal Star* is the only journalist outside the British Isles in the British peerage, a mark of extraordinary preferment.

*The Star* was the first newspaper in Canada to



LORD ATHOLSTAN



realize the news value of the Imperial idea. When it set up a branch office in London and went to the heavy expense of having its own London correspondent cable over special news every day to bind Great Britain and Canada in more intimate bonds of mutual interest, it struck a very sympathetic chord in the hearts of all who were proud of their British ancestry. *The Star* was the first paper in Canada to have an independent cable service of its own, and thus to offset the effect of British news colored for consumption in the United States. That alone gave *The Star* a wonderful hold on the people and greatly enlarged its prestige throughout Canada.

A study of *The Star's* long record of big things well done and its application of the basic principles outlined in this book would be profitable to any ambitious newspaper man wishing to attain maximum results in any field.

## VII

### *Story of The New York Globe*

THE story of how *The Commercial Advertiser*, the oldest existing daily evening newspaper in America, founded in 1793 by Noah Webster, with 12,000 readers, was changed into *The Globe* on February 1, 1904, with 100,000 circulation overnight is usually of immense interest to gatherings of newspaper men when I tell it.

It was not so sudden a change as it looked to outsiders. For three months we had been getting ready to change the old conservative two-cent evening newspaper—which for over one hundred and eleven years had slumbered peacefully, contented with merely going through the motions of newspaper making—into a live one-cent newspaper. No one in the office except those directly in touch with the promotional work in hand knew what was going on.

All of the principal illuminated painted signs along Broadway were secured for three months, hundreds or thousands of smaller painted signs and bill-board space were reserved. One hundred thousand miniature *Globes* were addressed to 100,000 New-Yorkers and 100,000 what we called push-out cards were ready to flash the news over Sunday, January 31, 1904. New York went to bed that Saturday night



with only a few thousand of its inhabitants satisfied with their old reliable newspaper.

*The Globe* office was a center of activity. Whole page advertisements for the Sunday papers were rushed around, all the painted signs took definite shape, the paper was being pasted on the bill-boards, the 100,000 miniature *Globes* and the 100,000 push-out cards were in the mails, and the news trade of the city was getting an unprecedented proposition. Circulars to the news trade, printed in Yiddish, Italian, German, French, and English, told the newsdealers that *The Globe* was to give them an extra profit for pushing it instead of spending the money for other advertising—they were to get their supply of papers for a few months at four for one cent, instead of at sixty cents per hundred. They were instructed to honor the push-outs from the push-out cards if presented by people asking for *The Globe* during its first week, and that we should redeem them at one cent apiece.

New York woke up Monday morning, February 1, 1904, to find that its oldest and one of its most conservative high-priced newspapers had gone to one cent, was going to be a bigger and better newspaper for one cent than it had been previously for two cents; and 100,000 of them bought it. The average net paid circulation of *The Globe* in its first month was 86,722, in March it was 96,503, and in April it passed the century mark with 112,733.

Results simply swamped the limited mechanical facilities of the old *Commercial Advertiser* plant. An advertising campaign to promote the sale of the rejuvenated newspaper for its first three months had to be stopped short, for we could not handle the thing.

Most sanguine expectations for circulation had been placed at 50,000 at the end of six months. Instead of this we had 100,000 practically overnight.

For the next six years *The Globe* hovered around the 100,000 mark, sometimes up a bit and sometimes a little lower. Its treatment of news and affairs seemed to hold it at about that figure. It was ripe for the development that came later. Such was the situation in the early part of 1910. The newspaper then had between 70,000 and 90,000 circulation, and was losing money quite copiously. At that time I was advanced from the position of assistant publisher to that of publisher, and on the basis of the strongest kind of a working program with H. J. Wright, editor-in-chief of *The Globe* for many years, we undertook the seemingly impossible.

Mr. Wright entered the newspaper business fresh from New York University in 1885, when he became a reporter on *The Commercial Advertiser*. From there he went to *The Evening Post* as city editor.

In 1896 he returned to *The Commercial Advertiser* as editor-in-chief, and has been in continuous service ever since. What he and I have done with *The Globe* as running and team mates demonstrates afresh the truth of the theory that no newspaper success can be made without close co-operation between business and editorial departments.

When the writer assumed the position of publisher of *The Globe* in 1910, at a time when no one connected with the newspaper thought it had any prospect of being put upon a successful basis, he did so with a clear vision of what he intended to do. As *The Kansas City Star* was inspired by the success of *The Chicago Daily News* adapted to meet the requirements of



H. J. WRIGHT



Kansas City, and *The Philadelphia Bulletin* was made a success by following the lead of *The Chicago Daily News* and *The Kansas City Star*, so was *The Globe* by taking stock of their successful experience and applying it to New York conditions.

I studied and studied these great newspapers, subscribed for them and had them at my home every day. I visited their cities and checked them up from every angle obtainable.

It took me a full year to get *The Globe* into such shape circulation-wise (as demonstrated by an audit of the old Association of American Advertisers proving 103,000 in the year ended June 30, 1911), that I felt courage enough to tackle the big fellows with an idea.

When we had 100,000 solid and proved I sprang the idea back of the Associated Newspapers on Victor F. Lawson. This idea was the co-operative production of the best feature matter obtainable by a group of leading evening newspapers throughout the country.

Mr. Lawson accepted the plan and suggested that I secure the co-operation of Colonel Nelson, Mr. McLean, and General Charles H. Taylor of *The Boston Globe*. This, backed up by Mr. Lawson's indorsement, I did and we organized a small corporation.

That the idea was timely was proved by my success in securing clients for the service. I visited thirty cities and induced twenty-eight newspapers to become associated in the service.

So far as *The New York Globe* was concerned the carrying out of the idea brought it substantially all the best feature matter of the great dominant evening newspapers of the country at nominal cost, placed it

in a natural grouping with them, and gave me abundant opportunity still further to study the why of their success. The result was steadily growing circulation and prestige just the same as has come to every newspaper in the Associated Newspapers that has taken advantage of the opportunities it offered.

When in August, 1911, *The Globe* adopted the policy of selling its advertising space as a commodity on the basis of net paid circulation, in accordance with a basic principle of the great newspapers it took as models, we had quite a hurdle to surmount.

Up to that time only one New York daily newspaper sold its advertising on the basis of net paid circulation—*The World*. All the others when they talked circulation meant gross print or what they wanted people to think they printed.

In the case of *The Globe* we had to come out openly and admit that 138,000 circulation (gross print) meant 103,000 sold. Every one in the office told me it would be suicidal to make such a statement, but we did it in a full-page advertisement, plainly stating all the facts and boldly challenging other newspapers to do the same. That was the starting point of a fight for honest net paid circulation statements in New York which, after two years, led me to conceive the idea of transforming the old Association of American Advertisers into the present Audit Bureau of Circulations. We spent thousands of dollars in the fight to bring about absolute recognition of the authenticity of proved circulation figures. I traveled from city to city talking on honesty in circulation, and finally presented the plan which resulted in clearing the atmosphere in a nation-wide movement. It was no easy task to get the ball rolling. There

Commercial Advertiser.

MONDAY EVENING, OCTOBER 4, 1879.

Number 2

This day Landing.
The South coast, ...

Robinson of Harthorn.
MAVE received from ...

Coffee and Sugar.
30 lbs. of ...

Sugar and Coffee.
30 lbs. of ...

Straw Ram.
30 lbs. of ...

Large quantity.
A large quantity ...

Rum and Sugar.
30 lbs. of ...

This day will be landed.
30 lbs. of ...

JOHN WICKER.
30 lbs. of ...

Orman Goods.
30 lbs. of ...

Amalrong and Barham.
30 lbs. of ...

Scotts Barley.
30 lbs. of ...

Port Wine.
30 lbs. of ...

Spring Importation.
30 lbs. of ...

Now landing at Bowen's wharf.
30 lbs. of ...

Landing this Day.
30 lbs. of ...

Henry Sailer of Co.
30 lbs. of ...

INDIA.
30 lbs. of ...

India Goods.
30 lbs. of ...

Rhoda and McGregor.
30 lbs. of ...

Now Recd.
30 lbs. of ...

For Sale.
30 lbs. of ...

Joseph Lyon and Co.
30 lbs. of ...

Now Landing at Bowen's wharf.
30 lbs. of ...

Now Landing.
30 lbs. of ...

Government and Kemble.
30 lbs. of ...

Landing.
30 lbs. of ...

Landing this Day.
30 lbs. of ...

Landing this Day.
30 lbs. of ...

Linens, full Improved.
30 lbs. of ...

Excellent Tobacco.
30 lbs. of ...

Wm. & Thomas Irwin.
30 lbs. of ...

Now Landing at Bowen's wharf.
30 lbs. of ...

Now Landing at Bowen's wharf.
30 lbs. of ...

Now Landing at Bowen's wharf.
30 lbs. of ...

Now Landing at Bowen's wharf.
30 lbs. of ...

Now Landing at Bowen's wharf.
30 lbs. of ...

Now Landing at Bowen's wharf.
30 lbs. of ...

Now Recd.
30 lbs. of ...

John Halley.
30 lbs. of ...

Now Recd.
30 lbs. of ...

Now Recd.
30 lbs. of ...

Now Recd.
30 lbs. of ...

Now Recd.
30 lbs. of ...

Now Recd.
30 lbs. of ...

Now Recd.
30 lbs. of ...

Now Recd.
30 lbs. of ...

Now Recd.
30 lbs. of ...

was opposition and objection on the part of many newspapers which sold honest circulation. Some objected to paying for the service, and others to opening all their books for audits. In time the thing was launched and we made every thousand of proved circulation worth many times what two thousand of the old "claimed" quality could command.

The Audit Bureau of Circulations now has over 1,000 members and its findings are accepted with the same degree of confidence as a federal bank examiner's. In New York to-day all but two of the big daily newspapers submit to the Audit Bureau of Circulation audits. In the old days whenever we made a circulation statement, even though based on an audit, our competitors would come out with irresponsible claims of a few thousand more, and refuse to prove the accuracy of their figures.

Meanwhile all my traveling about the country brought me to a clearer understanding of the difficulties of the general advertiser trying to introduce a commodity to national sale through newspaper advertising, and to a clearer appreciation that it was up to newspaper men to make our advertising more effective.

During the fall of 1912 we started publishing a series of advertising talks entitled "Advertising the Advertising." I conceived the idea of making this a new national campaign. We offered it free of charge to any daily newspaper that would print it. The result was that in three months we had over 800 daily newspapers printing this matter simultaneously. That the campaign produced intensified reader interest in advertising goes without saying. In order to give



the movement cohesive force I organized the United Newspapers and later turned the whole thing into the present Bureau of Advertising of the American Newspaper Publishers Association, which has rendered and is rendering important service.

Running along during all this period *The Globe*, under careful, competent, and sympathetic editorial management, was daily becoming a better and more interesting and complete newspaper. We were doing big and really valuable things every little while which attracted public interest and won increased popular support. Some of them will be related in subsequent chapters.

Our pure-food campaign, the biggest and most successful single thing we have attempted, won 40,000 to 60,000 new readers. Our putting on of *The Chicago Daily News* war-news service added 25,000 to 40,000 more. Every wave of a continuous oceanic disturbance left some part of the water with us until at this writing we are more firmly intrenched on the right side of the 200,000 mark than we formerly were over the 100,000 mark. Nothing more conclusive regarding a newspaper's standing in its community can be given than its circulation records, where no sensationalism, gift enterprise, premiums, or other stunts have been employed to produce artificial stimulation.

Here are figures showing the average net paid circulation of *The Globe* for the year ended March 31, each year:

1911.....	103,333
1912.....	119,924
1913.....	132,299
1914.....	146,669

1915.....	183,429
1916.....	181,387
1917.....	207,648

To indicate the distribution of the circulation of an evening newspaper like *The Globe* these figures showing the averages for the six months ended September 30, 1916, are given:

Metropolitan Dealers.....	185,596
Suburban Dealers.....	17,146
Country Dealers.....	5,757
Mail Subscribers.....	1,976
	<hr/>
Total Paid Circulation .....	210,475
Advertiser's Mail List.....	306
Exchanges .....	101
Office Use and Files.....	730
Employees .....	140
Service Copies.....	463
	<hr/>
Total Circulation .....	212,215

*PART II*

*Beginning a Newspaper Career*

*Buying an Old Paper or Starting a New  
One—Forecasting Operating Expenses—  
Morning Versus Evening Newspapers*



## VIII

### *Experience from Unsuccess*

ONE of the great mysteries to those who have been through the mill, so to speak, is the foolish way in which those who are about to start a newspaper make their calculations regarding costs and prospective returns. There is some strange influence which seems to urge them to belittle everything that is going to cost real money and to magnify prospective business returns. After much thought I have reached the conclusion that it is because the business upon which they are to embark is so unlike any other legitimate commercial enterprise, and the visionary profits are so enormous, that they lose all sense of proportion. Colonel Sellers, with his estimates of the prospective sale of his eye-wash, based on calculating every person above ground as a good prospect, would have been an ideal estimator for the average newspaper promoter.

Newspaper success is the result of selling our manufactured product at a loss until we reach a point in the traffic where the sale of a by-product overcomes all losses incurred and yields a profit. It is a sort of a "lift yourselves by your boot-straps" proposition that is as alluring as it is deceptive. It is a business prolific of gymnastic feats in the mazes of profits or losses equaled only in the show business, where a

production is either a "hit" and a big profit-producer or a "frost" and a bottomless pit for the "angel's" money. I have been criticized by newspaper editors for my oft-repeated comparison of the newspaper to a show business, but I know of no two dissimilar businesses which can be so easily analyzed side by side as these two. Both depend for success upon popular support. The difference is that the newspaper holds its audience longer by reason of service features not possessed by the show business.

Back of our best and most reliable news service, the successful growing newspaper must provide entertainment, amusement, laughs, cries, information, and inspiration. If these are lacking the product is merely "a newspaper," while if they are present in a degree to arrest public attention and hold it our newspaper becomes a household necessity in the community and a powerful institution.

All of this is a bit beyond our subject, but is interjected here, properly, I think, to guard the man who projects a new newspaper not to think all he has to do is to get out a sheet that will print the news of the day. The product must include heart, blood, sympathy, encouragement and other human attributes, or it is almost an impossibility before it is born.

Back in 1893 it became my good fortune (or bad, whichever way we choose to look upon it) to be identified as business-manager of a brand-new newspaper in New York City—*The Daily Mercury*. To be perfectly frank, as I now look back upon the venture, I was as little qualified to make a success of it as would be a pet dog to navigate an Atlantic liner. Yet, ignorant and inexperienced as I was, I was probably much better equipped than hundreds, if not

thousands, who have embarked upon the more or less tempestuous seas of journalism. I had had upward of fifteen years of newspaper experience. I had been through the business office from office boy to assistant cashier and bookkeeper, I had been through all the mechanical departments, had traveled over all outlying newspaper territory on circulation work, and had considerable experience in selling advertising.

We had before us the wonderfully successful experience of Joseph Pulitzer with *The World*, starting as he did in 1883, ten years before. We had good editors of long and broad experience and figured that all we had to do was to get out a sheet, advertise it thoroughly, and make money.

Many months in advance of the birth of this new daily newspaper we had been making plans for grafting the daily edition on to our well-established Sunday weekly. Some of us wanted an evening edition and some a morning newspaper. While we were in this wobbly state a promoter of considerable experience floated in with a scheme that he guaranteed would start the new daily with a circulation of 100,000 a day. His plan was to provide every reader with an accident insurance policy contained in each copy of the newspaper. All a person had to do to win was to be found dead through some accident with a copy of that day's paper in his pocket. We later discovered that every gang of workmen had two or three copies of the paper, one of which they placed in the pocket of every fellow-workman who was injured.

The scheme appealed to the powers that were and we started securing advance orders for the coming newspaper by engaging spellbinders to visit factories and places where men gathered in bunches to solicit

advance subscriptions for the evening paper we had then decided upon. Some forty or fifty thousand advance orders were in hand by the end of December, 1892, but during the first few weeks in January the boss decided it would be a mistake to start an evening newspaper and changed the whole scheme to fit a morning edition. All our careful planning and preliminary circulation work was nullified. The enterprise was destined to failure from that day. It never had a chance, regardless of the hundreds of thousands of dollars sunk in the bottomless pit as a regular daily newspaper, but years and years afterward, maintained at a loss straight along, it found itself as a sporting and theatrical daily and now exists as *The Morning Telegraph*, a profitable and successful publication.

At about the same time another new morning newspaper was thrown foolishly at the town by a group of Tammany Hall politicians, centering about Richard Croker, called *Daily America*. This mistaken venture brought down upon Croker's head the increased enmity of existing newspapers and he finally turned it over to us on *The Daily Mercury*, Associated Press service and all, for nothing and with all bills paid.

Meanwhile another newspaper unsuccessful was struggling on in painful fashion, the old *Morning Star*, re-christened *The Morning Advertiser*, with John A. Cockrell as editor and James F. Graham and Foster Coates as assistants. This was another newspaper without purpose that never had a chance. John A. Cockrell and James F. Graham had both had successful experience on *The World* as high executives under Joseph Pulitzer. They both felt they could go forth and make similar success for themselves. In this they failed, as scores of others have done before



them, because they did not possess the masterful skill and devoted purpose of the real creator of a great newspaper. Another offshoot of *The World* was George W. Turner, who, backed by the Duke millions, sought to float *The New York Recorder*, another morning newspaper experiment. Turner had been business-manager of *The World* and was prolific of many wonderful gift enterprises and catch-penny schemes. He established a mushroom growth both regarding circulation and advertising, which, being founded on froth and scheming, without sincere purpose, crumbled like a house of cards when its promoters got tired of putting up money to see the wheels go around.

These and perhaps a hundred similar cases could be cited to prove that enduring newspaper success cannot be built up in the absence of real broad public service well and conscientiously performed.

What was left of *The Morning Advertiser* was finally sold to William R. Hearst and brought a much-needed Associated Press membership to *The Morning Journal*, which he had bought from John R. McLean, who had bought it from Albert Pulitzer, and which he later named *The American*.

This is all ancient history, but the lessons drawn from these chapters of experience are most valuable to the man who proposes to venture on the sea of journalism. If we went further afield and dug into the records of newspaper unsuccess in Chicago, Philadelphia, Kansas City, Boston, St. Louis, and elsewhere, we should find but a repetition of the same acts with changed scenery by similarly unequipped and insincere men.

## IX

### *First Count the Losses*

IF I were about to start a newspaper in a highly competitive field like New York or any of our larger cities, I should sit back and calmly consider all the "don'ts" much more seriously than when I was younger, more sanguine, and less experienced.

I would not for a moment think of trying to build up from a standing start and grow by gradual stages as so many have tried to do in the past and failed. There was a time when a man could win out by such processes, but that day has gone long since. No newspaper can secure a foothold unless it is a real newspaper and a finished product. The public will not buy and support with their subscriptions something that is in the making. Many a man has gone hopelessly bankrupt because he has felt that he could start a newspaper to fill a long-felt want with the hope of ultimately winning support on a large scale. The man who thinks that by buying a single press and limited equipment he can limit his losses and defer other facilities until business developments demand them is more often than not materially limiting his possibilities for success. He may be limiting losses, but he is making total losses almost a certainty.

Therefore, in starting a new newspaper enterprise I should either have equipment equal, if not superior

to, that of any competitor in the field and make the newspaper I produced as big and as good as the competitor, if not bigger and better, or I would wait till I could get these essentials.

The public, who may be induced by advertising, sample copies, and schemes to read some of the early issues, cannot be long deceived. They will almost instantly make up their minds whether or not they will forsake the old for the new. In order to win at this crucial moment the new newspaper must be bigger, better, brighter, or of stronger human interest.

If the situation were otherwise, newspaper goodwill and established circulation would not be worth anything. Some years ago, in giving testimony as to the value of a newspaper property, I laid down the rule that I would rather have a newspaper with 100,000 well-established circulation than \$1,000,000 and instructions to get 100,000 of such established circulation with the money. Notwithstanding this high value placed upon long-established and maintained circulations, I believe that in almost any city there exists abundant opportunity for successfully launching new newspaper enterprises or for upbuilding moribund properties to successful ones by picking out new lines of attack.

In starting a new enterprise, then, or attempting to put a "dead one" on its feet, I should first want mechanical equipment equal to the production of as many, as large, and as good newspapers as I should reasonably estimate would spell a successful outcome of the venture. If there were an eight-column paper in competition with me, mine would be eight columns, too. You cannot win with a good little paper against a good big one. For the purpose of our estimate

regarding number of pages, we must carefully study what the people of a community are used to receiving for their pennies in the way of reading-matter and other details.

By hook or by crook our new newspaper must contain better and more reading-matter in order to make an impression. This is not usually very difficult, for in most cases the absence of advertising in the new newspaper leaves wide range of space for reading-matter, provided those running it have the necessary sense and backing so to use it.

As part of my estimate for preliminary investment I should include a heavy item of loss on advertising from the town's big stores for the first year. Regardless of all talk to the contrary, a fair share of this business is as necessary to newspaper success as are the news and features. To the women readers the news of the stores and their bargain offerings is often of greater interest than any other news. While the man may be satisfied with your newspaper product as a *newspaper*, the women-folks will gradually make him bring home the other paper containing the advertising, instead of yours, if you don't carry it. This I realize is a horrible confession from the standpoint of the successful publisher who has grown past the period when he had to carry the business at a loss. He, of course, now preaches the gospel of maintained and stiff rates. By long years of diligent plugging he has beaten down the resistance and to-day barely gets a manufacturer's profit on the traffic.

A number of years ago a Chicago evening newspaper, by various forcing processes, reached a daily circulation of over 200,000 copies. At the expiration

of these six months' subscriptions it was noticed that the subscribers went back to their old newspapers. A checking up of thousands of these lapses brought the intelligence "I like the . . . . . very well, but my wife wants the . . . . . because it has all the bargain advertisements of the stores."

Ever since that experience I have persistently studied the working out of this theory in relation to newspapers in other cities and have checked it up to the point where it may be accepted as a basic principle in newspaper-making.

By a similar process, it has for years been recognized, as a general rule, the heaviest volume of classified advertising in a newspaper carries with it a large bit of additional circulation. Nearly every one inserting an advertisement buys a newspaper containing it, and thousands buy it to read the advertisements of others. If inclined to doubt this, any one can check me up by visiting any of a score of points about Chicago, where, as mentioned in a former chapter, at most times hundreds of unemployed wait about for the arrival of the noon and other editions of *The Chicago Daily News* to read the want advertisements. The same thing happens in more or less degree in New York with *The World*, in Kansas City with *The Star*, in Boston with *The Globe*, and in other cities with the popular want mediums. A peculiarity of the business is that the newspaper which carries the bulk of the classified advertising of a town generally produces most profitable results to the merchants advertising their goods, and, as a result, attracts the largest volume of national advertising. The rich apparently do not respond to the advertising appeal as spontaneously as those to whom a dollar means

one hundred cents and a thing that comes in return for hard labor.

In planning the start of our new venture I should count on nothing but loss, loss, loss, for a year or two, figuring carefully and adding fifty per cent. more on many, many items. Perhaps my figures would ultimately dissuade me from the venture, but in the absence of backing to put it on its feet by the sane method, I should be better off in the end if I let it alone. No matter how enthusiastically merchants and business men pledge their support and people by thousands pledge their subscriptions because the new newspaper is to serve some class or party they are interested in, discount all assurances about 90 per cent. for cash.

It is much more satisfactory to figure on the wrong side regarding your requirements if the wrong side means the securing of more capital than you may require.

In later chapters we shall consider the costs in detail and as part of a complete plan calculated to produce successful results.

## X

### *“Make Your Own Newspaper”*

So many sound business men are prone to lay great stress on the superior value of an established business, no matter what its record or reputation may have been, compared with a new enterprise, that I have been led to touch upon this idea in relation to the newspaper business. It is probably much easier to rehabilitate a moribund property than to start a new one. Nearly all experience points that way.

It is obvious that a moribund property which is losing money faster than a bank can make it can be secured for much less real money than is needed to buy a small part of a new plant to turn it out. I know of many such properties which could be had without putting up a dollar in cash to the man who could, by his record, prove that he was likely to put the property on a dividend basis. The old owners in most cases would take bonds at reasonable interest for their equities. They would hail with delight the opportunity to escape the load of carrying such an all-consuming destroyer of dollars.

By all means get control of an almost expiring newspaper rather than burn up fresh dollars, a great part of which must be written off in depreciation account as soon as the equipment is accepted.

Old equipment, bought at junk prices (for that is all

it is worth in most cases) will not eat its head off in carrying charges during the long up-hill fight for reconstruction. When you get well started and things begin to come your way it will be mighty easy to substitute new equipment for old on practically your own terms. By this I do not mean in case the old plant is not equipped to turn out all you require, if your dream comes true, that you should hesitate to buy additional equipment. By all means do this. Just because you have become heir to a real bargain, don't handicap yourself by trying to do the impossible. A successful newspaper plant is always over-equipped. Unless you have equipment to care for bulges in business, you lose the handsome profits which come in those times to offset the slumps in business which in some way or other strike us from time to time. An under-equipped newspaper, running up to full capacity at all times, is in a dangerous condition. The slightest break to machinery will involve losses representing the interest on many times the amount of money required to have kept something in reserve. Machinery, like a human being, needs a rest once in a while and cannot forever be kept going under forced draught. An idle press means just so much insurance against an emergency. If our newspapers would all try to keep one press ahead of requirements, instead of one behind, their net production costs would be lower. This can be easily demonstrated. By rotating from one press to another from day to day the reserve press can always be kept tuned up, and in case of a break anywhere there is no loss in production or the good-will value of circulation.

In order to put an old newspaper on a new and successful basis it is important to do new things better



and bigger than they have ever been done in your town, just the same as you would have done if you had decided to start a new newspaper.

Don't lose sight of that fact.

Men are too apt to feel that the new newspaper can be gradually built up around the old stem, and to fall into the rut of satisfaction with half-measures. Battles are seldom won in that fashion.

Given an old property to put on its feet, I would make a very careful study of the field and map out the sort of a newspaper I thought the people of the community would buy, appreciate, and support. Having that firmly in mind, I would go to it regardless of competition, just changing my course from time to time to take advantage of changing currents and favorable breezes.

In order to put over any such plan it would be essential to take at least one month, and preferably three months, to get things ready for the eventful day. I don't believe in belittling the psychological effects that can be created about such an important local event as the making over of one of its newspapers. I have seen a two-cent paper with 12,000 circulation transformed into a one-cent newspaper with 100,000 circulation from Saturday night over Sunday on Monday evening. I have seen several newspapers drop down from three cents to one cent per copy without any appreciable increase in sale. I have seen a new newspaper with 200,000 circulation made in a week, while I have seen hundreds of newspapers struggling hopelessly for a firm foothold on which to advance to a self-supporting basis. Analysis of the successful efforts shows carefully worked-out plans effectively put into operation, while the failures repre-

sent weak, half-hearted, half-baked inefficiencies that were foreordained to failure. We shall take up the consideration of the developments above referred to when we come to the consideration of circulation methods and promotion in a later chapter.

At this point I cannot refrain from passing along a quotation from the advice of Colonel Nelson, which was the basic note in the plan we followed in putting *The Globe* on the newspaper map:

“My boy, don't let the other fellow make your newspaper. Make your own newspaper, and as long as it is marching forward don't waste any time watching what the other fellows are doing.”

The truth and wisdom of this nugget are obvious to any one who watches the futile efforts of the tail-end newspapers in a large city trying to imitate or duplicate the activities of other newspapers.

No imitator ever puts it over either in newspaper making or other phases of commercial activity. The world applauds the pioneer and creator. Success is easier and more logical if you set the pace and let the others follow in case they so desire.

## XI

### *What Does It Cost?*

IN starting a new newspaper we must not only know how much our plant and equipment are going to cost us, but approximately what our operating expenses are going to be per week or per month, or we shall be riding for a fall. In revitalizing an old property, we must ascertain present and past costs, decide what parts of the sore must give way to the surgeon's knife, what part must be replaced with new equipment, either mechanical or human, and how much new expense must be added to make the newspaper one that can win.

Let us briefly consider a simple cost system which can be easily applied to any newspaper property, whether in the making or one in operation, if we only have the proper degree of honesty to figure things as they are, or a bit worse than they probably will be.

Let us assume, for the purpose of argument, that the newspaper property we are going to try to put on a profitable basis has a net paid daily circulation of 20,000, carries a total of 3,000,000 agate lines of advertising during the year, for which it earns two cents per line net, and is operated at a total yearly expense of \$100,000, according to the office records.

The old owner, by figuring the proposition from the wrong angle, sees the situation this way:

## NEWSPAPER BUILDING

Total Expense.....\$100,000

## Earnings—

3,000,000 lines at 2 cents.....\$60,000  
 Sale of Papers..... 28,000      88,000

                      
                      
 \$12,000 Loss

He has been going from bad to worse for years and sees no way out of it. He has tried to raise his advertising rates repeatedly without success, has borrowed all the money he could from the bank, from friends, and from those who were willing to chip in for the use the paper might be to them. He is absolutely hopeless or he would not have offered to turn the paper over to you if you would undertake to work it out and give him interest-bearing bonds for the equity represented by the value of the property you have accepted, less its liabilities. His utter hopelessness provides the very sort of an opportunity that a real newspaper man seeks.

The first thing for you to do is to build up an imaginary set of figures to cover real costs, approximately as follows:

Total operating expenses, as shown by old-fogy methods .....	\$100,000
Add salary for yourself.....	10,000
Add for depreciation and renewal of plant.....	10,000
Add trade paper advertising and promotional work .....	10,000
Add manufacturer's profit of 10% on above....	10,000
	<u>                    </u>
	\$140,000

and add interest on bonds here, if not already included. Now you have a fair and square start to doing real

business, with probably much opportunity for effecting minor economies which will spell additional profit. Taking \$140,000 as your new total cost, let us see what it will actually cost you to manufacture your advertising space in the simplest possible way:

Total cost.....	\$140,000
Less circulation revenue.....	28,000
	\$112,000

Divided by 3,000,000 lines we get the rate 3.7 cents per line. Our old owner, in selling his space for two cents a line, was simply giving it away. Unless you by some process can bring the average rate above 3.7 cents per line, you must be prepared to invest capital sufficient to meet the deficit, or you will be digging a pit from which you will eventually emerge in much the same shape as the old owner.

An advance in rates from two cents to four cents, equal to 100 per cent., would probably result in utter destruction of the property. Unless you are prepared to dump in the capital necessary to reach the turning point, you had best not embark upon the enterprise at all, but may proceed on the longer and more precarious route of economizing until you can justify higher rates. With the figures clearly before you, you are in a position to operate intelligently with full knowledge that when you produce a definite result you will be on an entirely solvent basis, which is much more than the old owner could calculate or see. The first thing you probably would do, if determined to reduce losses, would be to scale your expenses and over-head something like this:

Total operating expenses.....	\$80,000
Your own salary.....	2,500
Depreciation and renewals.....	10,000
Promotional work.....	10,000
	<hr/>
	\$102,500

Then put the equation this way:

Total expenses.....	\$102,500
Less circulation earnings.....	28,000
	<hr/>
	\$74,500

Divided by 3,000,000 lines of advertising we get the rate 2.48 cents per line. With this starting point in mind you could bring your rates up to  $2\frac{1}{2}$  cents per line for a year and then, as your circulation advanced, gradually boost it to  $2\frac{3}{4}$  or 3 cents, and so on up to a point where you could get out the sort of a paper you desired in accordance with the first formula.

My own experience has been that if you can go to the merchants of your town with definite figures of this kind and prove to them they must pay more to get the sort of circulation they desire, they will do so. They will not give the additional money to you without protest, but will pay you if they see that you are firm and mean to have it. Your position is much the same as that of a person going to a bank for credit. You will be showing them that in the long run they must pay a reasonable profit for the chief necessity of their own business prosperity if it is to endure.

When you have reached this stage of knowing exactly where you are, you will have arrived at a point where you can intelligently decide how much

additional money you deem it best to invest in additional plant or new promotional work.

Reckon the additional investment as the hiring of just so much new capital at five, six or seven per cent. and add it in your costs, with due consideration to depreciation of equipment and machinery, and to promotional work spread over a period of one, two, or five years, if you think best. In the following chapters we shall consider a very simple method for segregating expense and keeping track of it. The figures presented in the foregoing are purely imaginary and do not even bear the semblance of relation to any real situation I have ever met in my investigations. They, however, illustrate the point I want to bring home. The formula and its use prove beyond any reasonable contention the absolute desirability of simple cost-finding as a first stage to the undertaking of any new or constructive work. We shall later consider the basis of advertising rates in relation to different classifications. The figures given above are meant to represent the average net receipts from all advertising charged and paid.

Recently two authoritative statements confirm the rough cost-finding system given above which I have used for years. The desirability of knowing costs as a basis for establishing advertising rates that will meet expenses, produce a fair return on capital invested, and justify effort put into the business, is not so fully appreciated as it should be.

In many large newspaper gatherings I have asked: "How many present know what it costs them to manufacture a line or an inch of advertising?" and have not got a single rise. Long and diligent investigation of newspaper conditions in many cities con-

clusively proves that our advertising rates are established largely by competitive conditions and represent *what we think we can get* rather than *what we should insist on as a necessity of continuing solvent*.

In a recent circular issued by the Federal Trade Commission at Washington, headed "Helpful Activities to Strengthen American Business," it was stated:

Among the several methods by which the Federal Trade Commission can be of constructive help to American business there are two of particular importance. One of these is to aid the business men of the country in obtaining the additional credits to which their business operations may entitle them. The second is to aid in improving accounting practice and in *establishing better standards of bookkeeping and cost accounting*. The two are interdependent.

The small manufacturer, the country storekeeper (and, they might have added, the country newspaper publisher) and the retail merchant often do not get at the banks the credit that they ought to receive owing to the fact that they are unable to present balance sheets in accordance with good business practice. These men, as a rule, are just as good business men in many respects as those of larger operations. They have brains, ability, knowledge of their wares and of their customers, but they do not speak the language of the banker in that they are not able to present a statement showing their true assets and liabilities.

These extracts do not do the circular justice, but bring out the points I want to make of showing the necessity of knowing costs for the successful conduct of a business and placing oneself in a position where he can meet unusual contingencies.

In *System* for April, 1916, Walter B. Palmer, special agent in the cost-production division of the Bureau of Foreign and Domestic Commerce, had this to say:



There are three systems of costing, all of them simple, which are more or less used. They may be designated the quantity method, the direct labor method, and the prime-cost method.

By the quantity method the total general expense during the preceding business period—that is, all expense except direct labor—is divided by the number of units produced, and the quotient is added to the cost of materials and direct labor for each unit.

Here again I have presented only the pith of a really notable article, but the idea will demonstrate the soundness of the theory I wish to present for the consideration and use of newspaper publishers desirous of investigating the reasonableness or unreasonableness of their advertising rates.

“What does it cost us to produce a line of advertising?”

As indicated above, I figure that the cost of a line of advertising is gross operating expense for a full year or the average for a month or a quarter (including fair depreciation), less circulation receipts, divided by the number of lines of paid advertising printed. This is as simple a process of reaching cost as it is effective.

When you have reduced your business to some such standard of accounting, heavy prospective items of expense, seemingly impossible to meet under old conditions, can be reduced to simple little adjustments of only passing interest. Suppose, for instance, in the case of the newspaper example we have considered, it was called upon to meet an increased paper cost of say \$20,000 for a year. The first thing to do would be to cut down space in the paper say about ten per cent., and then reduce all operating expenses say five or ten per cent. Let us assume that these two economies would amount to \$10,000.

This would leave us to pass on to our advertisers temporarily \$11,000 of the added cost, including one thousand dollars for the ten per cent. of manufacturers' profit added to the net increase in cost of operations. Dividing this increased cost, \$11,000, by the 3,000,000 lines of advertising we print, we get .36 cent; so we must seek to increase our average net advertising rate by one-half a cent a line, which should not be a very serious matter when the fairness of the adjustment could be so intelligibly explained to the buyer.

By this process an added item of \$3,000 means one-tenth of a cent increase in your advertising rate. When you can see things in this way it will be mighty easy to do business.

Mr. Palmer says later on in his article: "This method of costing is the simplest of all methods, and where only one kind of goods is manufactured it is the most accurate of all systems."

This applies to straightway newspaper enterprises. Where job printing enters into the proposition we have another element that may or may not disturb the accuracy of our calculations, but I think even this can be regulated in a way that will lend itself to fair and reasonable adjustment. For instance, in the case of a country weekly doing a gross business of, say, \$30,000 a year, of which \$20,000 is for job printing and \$10,000 for the newspaper: If two-thirds of all over-head, rent, depreciation, etc., is charged to the job printing end of the business and the newspaper charged only with the remaining third, I think it will be found that a fairly accurate determination of cost per inch can be reached.

By the same process our country publisher may

find that he has been doing his job printing at too low a figure. When he reaches his total costs for operating the job plant on its own feet and then checks them up against his net earnings for such work for the year he may find that he must jack up his prices ten to twenty-five per cent. in order to live. His newspaper may have been asked to carry more than its share of the burden. At this point I want to interject a thought foreign to the main subject, but which is worth the consideration of country weekly newspapers. Don't let your job printing department cripple the newspaper. In other words, consider the idea of charging a prohibitive price on jobs that "must" be produced at times when your maximum energies should be devoted to the production of the newspaper. By limiting the amount of job work on days when you are producing the newspaper you will be able to get out a better newspaper.

I fully realize the dread of newspaper publishers of expert accountants and system experts, from whom they have bought more moon-shine parading as the real goods than most business men, only to find that the so-called systems cost more to apply and to operate than any possible good they produced. A real effective system based on homespun ideas can be established and kept in operation for your well-being without an added dollar of expense.

All that any complicated accounting system can give you is further detail regarding expenses, receipts, or costs. All that small business needs is a fundamental system which will be faithfully carried on month by month and year by year. His figures should show the publisher how much business he did in different departments on one side and what it costs

him for rent, for heat, light and power, for labor, for ink, etc., on the other.

We shall now take up some simple business office forms which can be easily applied to any newspaper business. If the figures are accurately produced this will enable any publisher to cope intelligently with almost any situation that may arise.

One of the most important items that deceive manufacturers (and we must include newspaper publishers in this class) is their failure properly to charge off enough for "depreciation" and "replacement" every year. All sane manufacturers have learned or are learning that their "cost" must provide for depreciation, or the wear and tear and consequent replacement will eat up most of their profits if not put them in the poorhouse. Most of our newspapers have printed columns of space on this subject, and yet probably not one in a hundred has ever seen fit courageously to charge up a full liberal allowance for this item on his books.

Various accountants and business concerns charge up amounts from five to twenty-five per cent. on machinery until its value as a book asset is reduced to what it will bring as junk. If our newspapers would only write off ten per cent. on all machinery and equipment every year they would shortly experience the peace of mind and comfort of doing business on business principles, plus added profit.

## XII

### *Finances and Capitalization*

IN the absence of any definite or generally accepted formula for the appraisal of a newspaper property, we have the theory that a going newspaper is worth what its earnings show as return on a fair basis of capitalization. In the East, if it is earning, say, \$20,000 a year it is worth \$200,000, based on a ten-per-cent. return, while in the West, if it is making \$15,000 it is worth \$100,000, or on a fifteen-per-cent. basis.

This is all very well in its way, but all newspapers are not making profits, and there should be some general way of deciding on a fair valuation in the absence of profits, for many present unprofitable properties offer most satisfactory business openings to the man with a big enough purpose to work out success. I believe that where a property is making a profit it is worth the sum it is yielding a reasonable percentage on, plus a fair appraised value of its plant and the net difference between accounts receivable and accounts payable.

In the case of an unsuccessful property I believe that the first thing to ascertain is the exact average circulation of the paper for a period of years, deducting any element of temporary inflation by schemes, special-inducement offers, unpaid subscribers carried along free, etc.

With such data in hand there must be consideration as to whether it is one- or two-cent circulation. I should say that the good-will of a small city one-cent paper in the red-ink stage of development was worth \$50,000, plus the junk value of its plant, and less any difference to the bad between accounts receivable and payable.

If the paper was on a two-cent basis, I should arbitrarily rate it as worth fifty per cent. more per thousand circulation or \$75,000, plus plant and less difference to the bad between accounts receivable and payable.

I should give further careful consideration as to whether the newspaper I was buying was a morning or evening paper and whether it had a Sunday issue. Success or failure may often largely depend upon this important detail.

In the smaller towns it does not make so much difference whether a newspaper is morning or evening, but in the larger towns I would not tackle a morning proposition under any circumstances.

The really successful morning newspapers of the larger cities of the United States are few compared with the large number of evening papers which have become more dominant in their fields.

As a business proposition the six-day morning newspaper is but a handicap to the Sunday issue, which must carry the load. All retail advertising is swinging toward the evening newspaper which is taken to the home for family reading.

Here is definite information on the point showing total volume of advertising done by New York's sixteen leading retail shops in the daily newspapers during 1915 and 1916, evening, morning, and Sunday:

# NEWSPAPER BUILDING 103

## LINES OF DRY GOODS ADVERTISING IN NEW YORK NEWSPAPERS DURING YEAR 1915

	Evening Newspapers							Total
	World	Journal	Globe	Mail	Sun	Telegram	Post	
Altman .....	111,716	109,651	111,084	108,750	111,612	108,612	98,105	759,580
Arn'd, Const'le .....	85,621	225	148,172	148,327	148,936	.....	1,410	532,601
Best .....	52,839	54,603	95,136	94,640	95,557	.....	20,848	413,623
Bloom'dale .....	165,098	267,431	31,253	6,696	6,802	7,227	5,806	490,313
Bonwit, Teller .....	55,310	58,034	40,967	.....	50,682	1,134	3,391	210,117
Gimbel .....	366,952	415,844	213,465	114,432	245,593	123,523	34,330	1,514,139
Greenhut .....	484,379	475,770	238,420	219,420	233,730	217,649	8,005	1,877,451
Hearn .....	176,638	176,720	156,774	159,137	17,500	159,640	19,205	865,618
Lord & Tayl'r .....	1174,736	175,930	78,400	57,398	145,600	.....	19,297	681,007
McCreery .....	114,922	173,233	19,493	129,361	144,495	5,821	1,050	588,375
Macy .....	343,956	144,023	328,255	227,723	240,662	77,700	99,931	1,402,250
Opp., Collins .....	80,160	17,994	43,228	47,623	65,940	5,313	3,311	263,599
Saks .....	111,629	.....	113,093	113,319	34,948	.....	240	373,220
Frank., Simon .....	79,582	63,101	87,048	86,137	89,600	648	2,878	408,994
Stern .....	109,206	71,475	108,858	100,641	85,788	11,173	63,300	550,441
Wanamaker .....	105,436	268,073	410,528	454,644	463,640	451,103	448,394	2,601,818
<b>Total .....</b>	<b>2,618,189</b>	<b>2,472,407</b>	<b>2,224,178</b>	<b>2,068,254</b>	<b>2,181,097</b>	<b>1,169,549</b>	<b>829,561</b>	<b>13,563,235</b>

## LINES OF DRY GOODS ADVERTISING IN NEW YORK NEWSPAPERS DURING YEAR 1915

	Morning Newspapers—Six Days, Excluding Sundays							Total
	World	American	Herald	Times	Sun	Tribune	Press	
Altman .....	30,940	36,665	36,869	66,176	32,208	32,260	280	235,398
Arnold, Constable .....	2,240	.....	6,194	74,773	.....	.....	.....	83,207
Best .....	.....	.....	.....	22,922	.....	.....	.....	22,922
Bloom'dale .....	9,006	7,946	5,820	19,247	6,123	6,879	6,322	61,343
Bonwit, Teller .....	2,184	.....	225	9,682	.....	.....	.....	12,091
Gimbel .....	59,158	47,250	20,505	141,975	.....	6,101	.....	274,989
Greenhut .....	11,197	11,561	8,340	109,203	300	.....	1,420	142,021
Hearn .....	7,806	15,336	6,936	626	840	614	140	32,298
Lord & Taylor .....	32,486	5,063	.....	31,256	2,399	17,157	.....	88,361
McCreery .....	8,055	1,567	16,610	23,511	1,840	460	.....	52,043
Macy .....	225	225	3,021	95,650	79,067	.....	.....	178,188
Oppenheim, Collins .....	7,681	6,157	2,119	6,768	.....	.....	.....	22,775
Saks .....	67,820	.....	.....	67,880	67,747	66,356	44,282	314,094
Franklin, Simon .....	4,128	818	4,478	39,091	4,076	25,214	9,545	87,350
Stern .....	24,051	13,712	22,458	23,758	11,523	4,706	.....	100,208
Wanamaker .....	49,335	17,861	180,809	1,785	45,791	44,339	1,450	341,370
<b>Total .....</b>	<b>316,312</b>	<b>164,161</b>	<b>314,384</b>	<b>734,312</b>	<b>251,914</b>	<b>204,086</b>	<b>63,439</b>	<b>2,048,608</b>

## LINES OF DRY GOODS ADVERTISING IN NEW YORK NEWSPAPERS DURING YEAR 1915

	Sunday Newspapers							Total
	World	Ameri'n	Herald	Times	Sun	Tribune	Press	
Altman .....	69,539	70,740	70,932	75,159	66,626	65,116	46,346	464,458
Arnold, Constable .....	25,507	16,304	34,934	40,577	2,780	.....	2,320	122,422
Best .....	5,280	4,589	5,345	28,505	.....	.....	5,345	49,064
Bloom'dale .....	122,469	126,816	1,177	7,230	754	304	1,684	260,434
Bonwit, Teller .....	40,463	7,648	43,861	53,780	300	47,232	.....	193,284
Gimbel .....	132,200	155,640	91,679	118,109	.....	20,665	.....	518,293
Greenhut .....	114,363	115,322	79,423	81,288	21,248	.....	61,607	473,251
Hearn .....	67,040	67,940	67,834	20,341	48,651	37,045	.....	309,751
Lord & Taylor .....	109,762	107,579	100,441	114,666	34,212	.....	120	466,780
McCreery .....	88,883	34,717	100,474	115,530	3,104	.....	.....	342,708
Macy .....	101,803	110,446	113,673	96,929	99,660	.....	67,660	590,180
Oppenheim, Collins .....	43,396	36,128	35,499	48,452	.....	13,809	.....	177,284
Saks .....	80,207	.....	80,826	81,313	.....	.....	.....	242,346
Franklin, Simon .....	45,198	339	64,032	90,275	38,708	37,000	.....	275,543
Stern .....	63,858	56,564	64,478	65,904	54,815	50,225	.....	355,844
Wanamaker .....	.....	.....	.....	.....	.....	.....	.....	.....
<b>Total .....</b>	<b>1,110,868</b>	<b>910,763</b>	<b>954,608</b>	<b>1,038,058</b>	<b>370,867</b>	<b>271,396</b>	<b>185,082</b>	<b>4,841,642</b>

## NEWSPAPER BUILDING

LINES OF DRY GOODS ADVERTISING IN NEW YORK NEWSPAPERS  
DURING YEAR 1916

	Evening Newspapers							Total
	World	Journal	Globe	Mail	Sun	Teleg'm	Post	
Altman .....	101,670	103,263	100,986	100,778	100,875	98,869	100,986	707,427
Arn'd, Constle	350	.....	123,485	124,360	120,869	.....	.....	369,064
Best .....	.....	98,206	99,512	94,892	96,485	.....	31,102	420,197
Bloomington	178,965	236,870	26,847	6,161	6,234	9,589	6,172	470,838
Bonwit, Teller	50,375	49,001	32,505	.....	44,859	.....	8,421	185,221
Gimbel .....	198,303	155,369	374,841	360,735	393,907	2,072	3,385	1,488,612
Greenhut .....	408,702	410,966	86,498	85,997	71,029	88,737	10,632	1,162,561
Hearn .....	170,909	170,948	153,334	157,875	.....	159,778	2,145	814,989
Lord & Taylor	182,425	139,075	110,798	55,890	157,123	26,684	1,015	673,010
McCreery .....	64,776	175,838	117,440	80,186	208,078	122,985	802	770,105
Macy .....	328,579	30,756	440,679	368,532	336,848	.....	94,208	1,599,602
Opp., Collins.	72,329	72,331	37,019	36,742	29,616	300	8,831	257,168
Saks .....	143,732	.....	108,334	135,632	.....	.....	.....	387,698
Frank., Simon	104,249	85,084	85,781	99,138	102,495	.....	16,474	493,221
Stern .....	116,343	115,879	98,579	101,335	85,167	10,223	62,805	590,331
Wanamaker .	146,185	233,227	435,804	431,285	474,141	465,468	450,456	2,636,566
Total .....	2,267,892	2,076,813	2,432,502	2,439,538	2,227,726	984,705	797,434	13,026,610

LINES OF DRY GOODS ADVERTISING IN NEW YORK NEWSPAPERS  
DURING YEAR 1916

	Morning Newspapers—Six Days, Excluding Sundays							Total
	World	American	Herald	Times	Sun	Tribune		
Altman .....	30,605	46,835	27,141	46,255	26,195	20,002	197,033	
Arnold, Constable.	.....	4,604	2,129	26,097	.....	.....	32,830	
Best .....	.....	.....	.....	22,186	.....	.....	22,186	
Bloomington	6,606	6,837	5,977	1,012	6,277	6,231	32,940	
Bonwit, Teller	.....	.....	290	12,612	.....	360	13,262	
Gimbel .....	9,239	7,005	.....	80,811	.....	8,211	105,276	
Greenhut .....	18,844	19,139	5,598	23,341	.....	.....	66,922	
Hearn .....	6,670	17,684	800	.....	.....	1,099	26,253	
Lord & Taylor	36,486	875	675	37,166	1,640	30,962	107,804	
McCreery .....	12,117	5,557	3,141	19,235	5,265	11,127	56,442	
Macy .....	640	.....	9,727	62,619	32,837	.....	105,823	
Oppenheim, Collins.	8,197	6,147	4,278	8,283	.....	2,819	29,724	
Saks .....	81,674	.....	.....	81,749	81,069	81,417	325,909	
Franklin, Simon	3,798	1,200	7,990	58,590	35,212	41,077	147,867	
Stern .....	15,881	16,258	14,073	16,424	3,411	4,156	70,203	
Wanamaker .....	23,796	2,240	244,300	.....	40,444	38,315	349,095	
Total .....	254,553	134,381	326,119	496,380	232,350	245,786	1,689,569	

LINES OF DRY GOODS ADVERTISING IN NEW YORK NEWSPAPERS  
DURING YEAR 1916

	Sunday Newspapers							Total
	World	American	Herald	Times	Sun	Tribune		
Altman .....	76,411	76,051	76,867	77,876	76,568	54,819	438,592	
Arnold, Constable.	1,400	54,058	14,786	58,119	1,320	.....	129,683	
Best .....	.....	.....	.....	54,852	22,958	.....	77,810	
Bloomington	117,656	125,888	12,204	1,592	2,463	2,281	262,084	
Bonwit, Teller	32,178	.....	57,673	80,585	560	62,922	233,018	
Gimbel .....	99,780	108,835	23,709	108,767	6,195	72,929	420,215	
Greenhut .....	98,699	95,732	72,524	70,777	17,101	.....	354,833	
Hearn .....	70,650	70,549	69,299	.....	.....	56,046	266,550	
Lord & Taylor	131,985	29,120	121,784	140,160	44,933	47,862	514,944	
McCreery .....	41,476	138,277	107,579	196,190	2,790	86,225	572,537	
Macy .....	106,770	114,450	115,172	113,856	88,684	.....	538,982	
Oppenheim, Collins	48,808	52,777	35,142	57,865	.....	32,850	227,442	
Saks .....	80,843	.....	22,416	83,843	.....	71,999	259,101	
Franklin, Simon	42,277	14,451	73,693	113,641	40,090	78,066	362,218	
Stern .....	74,185	74,208	69,591	70,735	53,343	51,626	399,688	
Wanamaker .....	.....	.....	.....	.....	.....	.....	.....	
Total .....	1,023,124	954,396	872,439	1,234,858	356,105	617,625	5,058,547	



*Firms Covered*

Altman	Arnold, Constable	Best
Bloomingtondale	Bonwit, Teller	Gimbel
Greenhut	Hearn	Lord & Taylor
McCreery	Macy	Oppenheim, Collins
Saks	Franklin, Simon	Stern
	Wanamaker	

*Evening Newspapers (6 days a week)*

	1916	1915
World.....	2,267,892	2,618,189
Journal.....	2,076,813	2,472,407
Globe.....	2,432,502	2,224,178
Mail.....	2,239,538	2,068,254
Sun.....	2,227,726	2,181,097
Telegram.....	948,705	1,169,549
Post.....	797,434	829,561

*Morning Newspapers (6 days, excluding Sundays)*

	1916	1915
World.....	254,553	316,312
American.....	134,381	164,161
Herald.....	326,119	314,384
Times.....	496,380	734,312
Sun.....	232,350	251,914
Tribune.....	245,786	204,086

*Sunday Newspapers*

	1916	1915
World.....	1,023,124	1,110,868
American.....	954,396	910,763
Herald.....	872,439	954,608
Times.....	1,234,858	1,038,058
Sun.....	356,105	370,867
Tribune.....	617,625	271,396

Chicago, Philadelphia, Detroit, Pittsburgh, St. Louis, New Orleans, Cincinnati, Cleveland, and other places show the same condition. The whole trend of business except in things directly for men's wear is toward the evening newspaper. One paper in the home, in the opinion of the modern advertiser, is worth many in the office scrap basket. I have been on both sides of the situation, have sold space both ways, morning and evening, and know from experience on the space-selling end that many local retail advertisers where they still use morning newspapers do so for general results and not for direct sales.

If the newspaper I was thinking of buying was a morning newspaper I would cut off about twenty-five per cent. from the above valuations, which I would apply only to evening newspapers. I should study the advertising earnings and space usage to see whether the paper was on the slide or standing still.

In considering the valuation of the plant the only safe rule to apply is what the machinery would be worth at forced sale and installed. By this I mean that I would allow more than junk values, but only what it would cost second-hand and could be put in operating shape for. Much of the equipment may be so badly worn out that it is not desirable at all.

Much care should be exercised regarding the checking up of accounts receivable and statements regarding accounts payable to be sure that you are not being taken in, either innocently or by constructive fraud. A bond or guarantee as to the equity represented should be secured wherever possible. Don't take anything for granted. I have known many a bright hope to be effectually deprived of all prospects of fulfillment by carelessness regarding such details at the

time when protection could have been secured. After the deal is closed, the papers passed, and possession taken, no additional safeguards can be demanded. The only remedy is the possibility of success in a suit at law on some well-sustained point of misrepresentation.

Regarding the consideration of a possible Associated Press membership in connection with the property you are about to buy, don't be carried away by any foolishly high figure. Experience regarding wire-service values I think would indicate that this item is cared for in the good-will valuation represented by circulation as above. If you are figuring on a morning newspaper an Associated Press service is essential. There is no substitute. In the case of an evening and Sunday newspaper there is abundant outside news service which can be bought in the open market.

To sum up, I should value established and carefully authenticated circulation at \$10,000 per 1,000, as a safe and sane starting-point for any calculation. If a two-cent paper start with \$15,000 per 1,000. Spot cash is always worth a cash discount. If you have to raise money with which to make a purchase you should realize that you are paying a premium to get it. If in turn you are asked for spot cash part with it a bit more grudgingly than you would in case of deferred payments, though don't be careless regarding the latter. Nine times in ten the man who wants to sell a newspaper is up against a condition where a few thousand dollars in cash and the definite assurance of interest and deferred payments at stated dates means the difference between agony and peace of mind. Therefore, be reluctant in the display of cash resources or prospective payments until you

have all essential facts regarding the property clearly in mind, and then offer a small amount in cash and the balance running over a period of years or in long-term bonds. When you succeed in getting some proposal along the line of deferred payments you will be in better shape to urge a still better price for cash in case it is deemed preferable to clean up the whole proposition in that way.

If you have worked out your investigations and plans accurately and can show a definite plan clear through to success, you can often place bonds among friends or banks, clean out the old owner, and be on a more desirable basis than if you permitted him to think about the possibility of regaining possession through some lapse of payments by you. Nothing is more annoying and disastrous to the prospects of a new enterprise than to have an old owner calling on your customers, quietly advising them that before long he will regain the property and, by implication carefully guarded, hinting that by withholding business temporarily they can help their old friend. Therefore, buy him out so he will know he is out, and exact from him a "lawyer drawn" agreement that he will not re-enter the newspaper business in the town or for 100 miles around it for five or ten years, directly or indirectly, if possible guaranteed by bond. I could recite numerous cases where such a come-back has exercised a serious damage to the new owner through the cupidity of the seller.

An effective process for raising money to buy and promote a newspaper is the issuing of five-, ten-, and twenty-year bonds secured by the deposit of all of the stock in escrow and a mortgage on plant and good-will. By this method all the stock is continued

in the control for voting purposes by yourself and associates, and is pledged to guarantee the payments of the bonds. This is a fair and square way of doing business.

If you have put down some of your own money in the purchase, it will provide an additional proof of your good faith and purpose to make the enterprise a success.

## XIII

### *Features for and of Your Field*

BEFORE presenting any figures regarding our new newspaper enterprise, another short chapter is necessary to present thoughts with relation to preliminary investigations which should have important and serious consideration in advance of even calculating investments, cost and such. By this I mean study of the possibilities for making a success of the newspaper we are going to start or revive before we send good money after bad, or perhaps attempt to do the impossible.

If I were going to make the effort I should, by diligent inquiry, ascertain the whereabouts of two or three eminently successful newspapers of the size, potentiality, and other characteristics I desired to duplicate. I should then jump on a train and make it my business to learn all I could about them. More often than not, interested inquiry at the newspaper offices would be productive of much material and data that would prove valuable in the working out of our exploitation. In the selection of towns to visit, pick places of as near as possible the same population as your own city and newspapers with about the same circulation as you hope to have when you round out your own picture.

Now carefully study the great newspaper successes

of our larger cities. If your newspaper is to be a morning newspaper, subscribe to for a month and devour *The Chicago Tribune*, *The New York Times*, and *The Boston Post*. If it is to be an evening newspaper, subscribe to for a month and study *The Kansas City Star*, *Chicago Daily News*, *New York Globe*, or others of the class you seek to make. Before you turn a wheel, so to speak, and in the light of your study of the best up-to-the-minute newspaper practices along the lines I have indicated, go out into your own town investigating its people, and the best methods of reaching them and winning their confidence by honest and sincere public service.

The first thing I should do in mapping out my newspaper would be to decide on the *very best features* I could secure for my territory within the limits of my pocket-book. Our study of the various small-town newspapers of our own size, plus our grasp of the things being done by the big newspapers of the worthwhile class above mentioned, should give us the best sort of a guide as to what to take on.

Notwithstanding all antique argument to the contrary, it has been proven that a newspaper can secure quicker introduction by the use of good features on the basis of holding the circulation, when once it is secured, than by any other method. There is always an abundance of good feature material available for any town outside of New York and the very big cities, which eat it up faster than it can be produced. By this I mean the sort of features that really produce results. My study would be to find matter of strongest possible appeal to the women and households of my community. If our newspaper pleases the women, the men don't count. They will be

satisfied with the news part of any newspaper, but finally influenced by what their families want.

No single feature that I know of, for example, probably equals the steady pull of "The Evening Story" of *The Chicago Daily News*. It is read with interest by men, women, and children. It is so simple and obvious in its humanity that any one who reads it understands and appreciates it.

Comics are a bit over-done. I believe that our newspapers, in their quest to beat the other fellow for a "show," print lots of stuff that means simply waste of white paper. Of the average six comics printed, not more than one contains a real laugh. If our editors would buy six comics and print only the one with a laugh in it every day they would save paper consumption and readers' time.

As food for thought I offer likewise for consideration "Little Stories for Bed-time" by Thornton W. Burgess, as a brilliant specimen of the sort of features that I should select. A good signed article daily, such as that by Dr. Frank Crane, stands as an almost unique feature as a strong drawing-card for both men and women. People like this wholesome human philosophy and if you get something really good of the kind, play it up strong in the same spot in the paper every day.

If your city is primarily a factory town, seek to get some good features of homely, every-day interest to these workers and outline an effort to render them service in the way of playgrounds for their children, night schools, libraries and such.

In other words, get down to your people and set out plans to serve them.

By formulating such a program you can go to the



business men who furnish most of your prospective advertising support and conclusively prove to them that your newspaper is going to be one which they must use in their daily business.

If you will but apply the principles and ideas suggested in these early chapters, your experience when it comes to the real business of newspaper making will be greatly simplified as compared to that of the man who ventures on it without the advantage of chart and compass.

## XIV

### *Evening vs. Morning Papers*

ON the following pages I present two sets of figures showing in detail the use of advertising space in New York's daily newspapers by the sixteen leading retail firms, during the years 1915 and 1916. It will be readily seen that evening newspapers carry nearly nine times as much of this business as the six-day-a-week morning newspapers, and nearly twice as much as all the morning and Sunday papers combined. There has been a marked change in the use of evening in place of morning newspapers during the last five or ten years. The advertisers have learned that the paper taken into the home produces better results for them than one taken from the home to the office.

To show the point we shall briefly touch upon some comparisons in volume of dry-goods advertising carried as reported by the statistical department of *The New York Evening Post*.

#### *Morning Newspapers, including Sunday*

USING HIGHEST YEAR SINCE 1906 AGAINST 1916

	Year	Lines	Year	Lines
Herald . . . . .	1907	2,336,119	1916	1,231,285
Times . . . . .	1913	2,995,757	"	1,974,376
American . . . . .	1912	3,799,191	"	1,906,596
Sun . . . . .	1906	1,337,165	"	685,107
World . . . . .	1912	3,867,109	"	1,650,208
Tribune . . . . .	1906	892,744	"	906,337

This Paper Contains the... SECTION ONE... U.S. MARINE WEEK... JUNE 18, 1917...

The Chicago Daily Tribune THE WORLD'S GREATEST NEWSPAPER

VOLUME LXXV-NO. 144

ESTABLISHED 1847

SATURDAY, JUNE 18, 1917-TWENTY-TWO PAGES.

PRICE TWO CENTS

LOAN HALF BILLION OVER GOAL

U. S. TANK SHIP, SUNK AFTER 2 HOUR FIGHT

Moren Is Beaten by U-Boat; Four of Crew Lost.

Washington, June 18.—The American submarine Moren... U-boat... 2 hour fight... 4 crew lost...

BY THE BATTLE... The vessel... 2 hour fight... 4 crew lost...

Moren Is Beaten by U-Boat; Four of Crew Lost.

Washington, June 18.—The American submarine Moren... U-boat... 2 hour fight... 4 crew lost...

Moren Is Beaten by U-Boat; Four of Crew Lost.

Washington, June 18.—The American submarine Moren... U-boat... 2 hour fight... 4 crew lost...

Moren Is Beaten by U-Boat; Four of Crew Lost.

Washington, June 18.—The American submarine Moren... U-boat... 2 hour fight... 4 crew lost...

Moren Is Beaten by U-Boat; Four of Crew Lost.

Washington, June 18.—The American submarine Moren... U-boat... 2 hour fight... 4 crew lost...

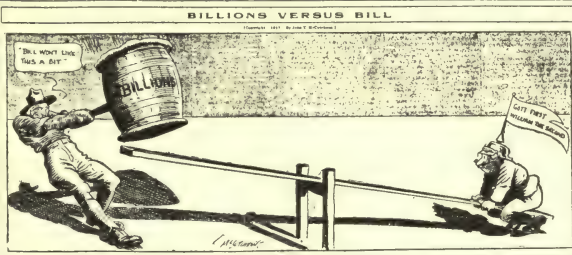
Moren Is Beaten by U-Boat; Four of Crew Lost.

Washington, June 18.—The American submarine Moren... U-boat... 2 hour fight... 4 crew lost...

Moren Is Beaten by U-Boat; Four of Crew Lost.

Washington, June 18.—The American submarine Moren... U-boat... 2 hour fight... 4 crew lost...

Moren Is Beaten by U-Boat; Four of Crew Lost.



FIRST DRAFT TO REGULAR ARMY

Second Unit to Fill Gaps in the Militia; 725,000 Total to Be Called.

Washington, June 18.—The War Department today announced... 725,000 total to be called...

Washington, June 18.—The War Department today announced... 725,000 total to be called...

Washington, June 18.—The War Department today announced... 725,000 total to be called...

Washington, June 18.—The War Department today announced... 725,000 total to be called...

Washington, June 18.—The War Department today announced... 725,000 total to be called...

Washington, June 18.—The War Department today announced... 725,000 total to be called...

Washington, June 18.—The War Department today announced... 725,000 total to be called...

Washington, June 18.—The War Department today announced... 725,000 total to be called...

Washington, June 18.—The War Department today announced... 725,000 total to be called...

Washington, June 18.—The War Department today announced... 725,000 total to be called...

Washington, June 18.—The War Department today announced... 725,000 total to be called...

WRATH

Senator Fringer Condemns That Method of Government... Wrath...

Washington, June 18.—Senator Fringer today... Wrath...

Washington, June 18.—Senator Fringer today... Wrath...

Washington, June 18.—Senator Fringer today... Wrath...

Washington, June 18.—Senator Fringer today... Wrath...

Washington, June 18.—Senator Fringer today... Wrath...

Washington, June 18.—Senator Fringer today... Wrath...

Washington, June 18.—Senator Fringer today... Wrath...

Washington, June 18.—Senator Fringer today... Wrath...

Washington, June 18.—Senator Fringer today... Wrath...

Washington, June 18.—Senator Fringer today... Wrath...

Washington, June 18.—Senator Fringer today... Wrath...

WILSON SPEEDS FOOD CONTROL

Urges Senate to Hasten Bills in Order to Save Crops.

Washington, June 18.—President Wilson today... Save crops...

Washington, June 18.—President Wilson today... Save crops...

Washington, June 18.—President Wilson today... Save crops...

Washington, June 18.—President Wilson today... Save crops...

Washington, June 18.—President Wilson today... Save crops...

Washington, June 18.—President Wilson today... Save crops...

Washington, June 18.—President Wilson today... Save crops...

Washington, June 18.—President Wilson today... Save crops...

Washington, June 18.—President Wilson today... Save crops...

Washington, June 18.—President Wilson today... Save crops...

Washington, June 18.—President Wilson today... Save crops...

THE WAR

UNITED STATES... Wilson speeds food control...

Washington, June 18.—The War Department today... Wilson speeds food control...

Washington, June 18.—The War Department today... Wilson speeds food control...

Washington, June 18.—The War Department today... Wilson speeds food control...

Washington, June 18.—The War Department today... Wilson speeds food control...

Washington, June 18.—The War Department today... Wilson speeds food control...

Washington, June 18.—The War Department today... Wilson speeds food control...

Washington, June 18.—The War Department today... Wilson speeds food control...

Washington, June 18.—The War Department today... Wilson speeds food control...

Washington, June 18.—The War Department today... Wilson speeds food control...

Washington, June 18.—The War Department today... Wilson speeds food control...

Washington, June 18.—The War Department today... Wilson speeds food control...

NATION TO TAKE SHIPS BUILDING

Visit Tompkins Will Be Speeded Up by Action in Ten Yards.

Washington, June 18.—The War Department today... Visit Tompkins...

Washington, June 18.—The War Department today... Visit Tompkins...

Washington, June 18.—The War Department today... Visit Tompkins...

Washington, June 18.—The War Department today... Visit Tompkins...

Washington, June 18.—The War Department today... Visit Tompkins...

Washington, June 18.—The War Department today... Visit Tompkins...

Washington, June 18.—The War Department today... Visit Tompkins...

Washington, June 18.—The War Department today... Visit Tompkins...

Washington, June 18.—The War Department today... Visit Tompkins...

Washington, June 18.—The War Department today... Visit Tompkins...

Washington, June 18.—The War Department today... Visit Tompkins...

LOAN ESTIMATES

WASHINGTON, D. C., June 18.—The War Department today... Loan estimates...

Washington, June 18.—The War Department today... Loan estimates...

Washington, June 18.—The War Department today... Loan estimates...

Washington, June 18.—The War Department today... Loan estimates...

Washington, June 18.—The War Department today... Loan estimates...

Washington, June 18.—The War Department today... Loan estimates...

Washington, June 18.—The War Department today... Loan estimates...

Washington, June 18.—The War Department today... Loan estimates...

Washington, June 18.—The War Department today... Loan estimates...

Washington, June 18.—The War Department today... Loan estimates...

Washington, June 18.—The War Department today... Loan estimates...

Washington, June 18.—The War Department today... Loan estimates...

PEOPLE OF U. S. RUSH TO GIVE NATION CASH

All Who Subscribed Will Get the Full Sum Sought.

BY ARTHUR BLANE HERRING... People of U.S. rush to give nation cash...

Washington, June 18.—The War Department today... People of U.S. rush to give nation cash...

Washington, June 18.—The War Department today... People of U.S. rush to give nation cash...

Washington, June 18.—The War Department today... People of U.S. rush to give nation cash...

Washington, June 18.—The War Department today... People of U.S. rush to give nation cash...

Washington, June 18.—The War Department today... People of U.S. rush to give nation cash...

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Washington, June 18.—The War Department today... People of U.S. rush to give nation cash...

Washington, June 18.—The War Department today... People of U.S. rush to give nation cash...

Washington, June 18.—The War Department today... People of U.S. rush to give nation cash...

Other news items and advertisements at the bottom of the page.

*Evening Papers*

USING HIGHEST YEAR SINCE 1906		AGAINST 1916	
Year	Lines	Year	Lines
World.....1912	4,949,205	1916	2,332,067
Journal.....1912	5,424,254	"	2,959,137
Globe.....1915	2,211,817	"	2,416,050
Mail.....1913	2,795,383	"	2,213,929
Sun.....1915	2,233,143	"	2,322,296
Post.....1911	1,055,292	"	833,405
Telegram.....1911	1,705,362	"	1,017,714

Not only have the morning newspapers lost heavily in lineage, but the tendency has been largely toward the evening newspapers read by people of the better class. From a distinctly newspaper standpoint Chicago has its *Daily News* with 440,000 circulation, Philadelphia its *Bulletin*, with 400,000 circulation; Kansas City its *Star*, with 230,000; while in New York *The Globe*, *The Mail*, and *The Evening Sun*, with a combined sale of over 500,000, reach the same class of people. There is much food for thought in the study of the figures above and the other tables herewith.

Being primarily an evening newspaper man, because I feel that the evening newspaper can render greatest public service and can be made more successful, I want in a spirit of fairness to touch briefly upon some additional morning newspaper successes for the study of the reader interested in that phase of the business.

Without any doubt, to my mind, the greatest morning newspapers in the United States to-day are *The Chicago Tribune*, *The New York Times*, *The New York World*, and *The Boston Post*. They represent four widely divergent sorts of newspaper. There is little

in common among them aside from the printing of the same general news. Their treatment and presentation of the news differ almost as widely as their general policy.

We have already considered *The New York Times* at some length as a newspaper institution and let Mr. Ochs tell his own story of its upbuilding. As I have shown, *The Times* has been dependent for its wonderful growth to 350,000 circulation a day on its copious presentation of "all the news that's fit to print." *The Chicago Tribune* has passed the 300,000 mark of daily circulation by presenting a more condensed report of the news of the day, plus a selection of strong features of the class so successfully used by evening newspapers.

*The Tribune* possesses a striking individuality in its virility and wonderful qualities of initiative. It is a forcefully militant influence in Chicago and for many hundred miles in all directions. It starts things and sees them through. It is a newspaper brimful of life, human interest, and human sympathy. For years *The Tribune* has led all newspapers in our larger cities in various plans to stimulate the interest of its readers in its advertising. It has rendered wonderful service in showing all other newspapers how to make distant manufacturers visualize the great opportunities for marketing their goods in Chicago. Its surveys and statistical data regarding Chicago are without question in advance of anything else ever attempted by a big city newspaper.

*The Tribune* pulsates with virility and new ideas, while *The Times* reflects the news as it happens. There is a wide difference. One is loaded down with cumbersome, more or less perfunctory departments of

news, while the other can get away with probably twenty to thirty columns less of reading matter a day and satisfy every subscriber just as well. Between the lines of these two stories there is a world of inspiration for the man ambitious of going forth and seeking to establish a great morning newspaper.

From my individual standpoint *The Tribune* is the soundest model on which to shape a morning newspaper enterprise. If more of our morning newspapers took on the general class of *The Tribune* there would be fewer of them on the rocks or dodging the sheriff. *The Tribune* proves the exception, in making a morning newspaper which is a family newspaper, just as closely read by the women as the men, and profitable to local retail advertisers.

In outlining the scenario, so to speak, for *The New York Globe* we sought to include all that was best in the dominant evening newspapers of the country and as much of the virility and progressiveness of *The Chicago Tribune* as we could. A study of our efforts checked up with the above brief summary of *The Tribune* will clearly show traces of the same thought.

As differing from both *The Tribune* and *The Times*, the upbuilding of *The Boston Post* to upwards of 400,000 per day presents some considerations worthy of study if not adaptation. Here we find a metropolitan newspaper made for country readers. Boston being a comparatively small residential city, and yet the center of a very large and concentrated outside population, presents a unique constituency from many standpoints. When Mr. Grozier started his efforts with the old *Post* he was fresh from the office of *The New York World*, then a widely different newspaper

Report May Sales in Post History Daily Post 520,590 Sunday Post 361,014

The Boston Post

EXTRA

FOURTEEN PAGES—ONE CENT

Established 1827

MONDAY, JUNE 18, 1917

Copyright, All. by Post Publishing Co.

FOURTEEN PAGES—ONE CENT

BAD STORM BLOTS OUT FAIR JUNE

Violent Rain Causes Flood Conditions in New England

RAILROADS BLOCKED BY BANKS OF MUD

Washouts Ditch Cars and Delay Traffic From North

Badly torn up roads in New England have been completely blocked by mud banks...

WET AND FERTILE

Wet and fertile soil in New England is the result of the heavy rains...

HIGH TIDE TODAY

High tide today will be about 10 feet above low tide...

FAIR—WARNER

Fair weather is expected for the remainder of the week...

BREAKS WITH WATER

Breaks in the dam at New Bedford have been repaired...

Grand Display of Italian FIREWORKS

A grand display of Italian fireworks will be held at Fenway Park...

BAND CONCERT

A band concert will be given at Fenway Park tonight...

CAFE BOVA

Cafe Bova is open today at Fenway Park...

HEALY'S

Healy's is open today at Fenway Park...

CLARENDON GARDENS

Clarendon Gardens is open today at Fenway Park...

BOWLING

Bowling is open today at Fenway Park...

PREACHES WAR BACCALAUREATE

President Lowell Opens Harvard Commencement With Sermon to Senior Class



President Lowell's sermon at the Harvard baccalaureate service...

MARINE KILLED BY SHOT

Fired on by Guard After Refusal to Halt

A marine was killed by a guard after refusing to halt...

LEAD CLEAN LIVES

Lead clean lives are being encouraged in the city...

THIEF STOPS A WEDDING

A thief stopped a wedding in the city...

Minister on Job—Groom

A minister on the job as a groom in the city...

THE PEOPLE SPEAK

The people speak in the city...

OPEN ALL DAY

Open all day in the city...

Grand Patriotic Demonstration

A grand patriotic demonstration will be held in the city...

BUNKER HILL DAY

Bunker Hill day is celebrated in the city...

NEW ENGLAND YACHT CLUB

The New England Yacht Club is open in the city...

NEW ENGLAND YACHT CLUB

The New England Yacht Club is open in the city...

GIRL VICTIM OF 'RIPPER' MURDER

Ruth Cinger's Skates Found in Cellar Where Body Was Buried—Three Arrests Made



Ruth Cinger's skates were found in the cellar...

ZEPPELINS KILL TWO; INJURE 16

One Raider Destroyed in Latest Raid on England

CLING TO DORY KEEL TWO HOURS

Two Boy Victims of Squall Returned Off Lynn

CLING TO KEEL

Two boys clung to the keel of a dory...

BULLETS FLY IN SOUTH END CHASE

Bullets flew in the air during a chase in the South End...

SUNDAY ENDS N. Y. CRUSADE

Sunday ends the New York crusade...

Grand Patriotic Demonstration

A grand patriotic demonstration will be held in the city...

BUNKER HILL DAY

Bunker Hill day is celebrated in the city...

NEW ENGLAND YACHT CLUB

The New England Yacht Club is open in the city...

NEW ENGLAND YACHT CLUB

The New England Yacht Club is open in the city...

RUSSIA ORDERS ARMY TO FIGHT

Duma Calls for Immediate Offensive Against the Germans—Declares Separate Peace or Any Inactivity Will Be Treason

TO ENROLL WOMEN OF COUNTRY

Hoover Issues Appeal for Conservation of Food

TO BE REGISTERED

During July 1-15

All Housewives Are Asked to Help in Winning War

WASHINGTON

Housewives are urged to conserve food...

TWO ZEPPELINS IN RAID

Two zeppelins were shot down in a raid on England...

APPEAL TO WOMEN

Women are urged to conserve food...

BOSTON STEAMERS GO ON BOARDS DURING FOG

Boston steamers went on board during a fog...

SEVEN MEN DETAINED

Seven men were detained in the city...

BOSTON DRIVERS AS NEW YORK SWATS

Boston drivers were swatted by New York...

YACHT CLUB

The Yacht Club is open in the city...



SAVES HIS MOTHER AS HOME BURNS

Boy Scout is Hero at Fire in Which Man Dies

THE DUMA DECISION

The Duma decision is a landmark in Russian history...

JOHNSON TO STOP BETTING

Johnson will act on trouble at Fenway Park...

SEVEN MEN DETAINED

Seven men were detained in the city...

BOSTON STEAMERS GO ON BOARDS DURING FOG

Boston steamers went on board during a fog...

YACHT CLUB

The Yacht Club is open in the city...

NEW ENGLAND YACHT CLUB

The New England Yacht Club is open in the city...

NEW ENGLAND YACHT CLUB

The New England Yacht Club is open in the city...

NEW ENGLAND YACHT CLUB

The New England Yacht Club is open in the city...

TUDOR COFFEE advertisement by Alexander H. Hill Co.

QUINCY HOUSE advertisement.

CANNON advertisement.

FLORENCE advertisement.

from what it is to-day. Big head-lines and the sensational playing up of stories with strong appeal to the interest of the masses were the characteristics of each day's product.

I don't recollect whether *The Post* is responsible for leading nearly all the other Boston newspapers into big black type on the front pages and the playing up of really trifling local items beyond news of world-wide interest or not, but I think so. In any event they are given to such treatment to-day with the exception of *The Transcript* and *The Christian Science Monitor*. The fact that some small preacher in Lynn slipped from the strait and narrow path is bigger news from the Boston newspaper standpoint than almost any ordinary first-page news in other newspapers throughout the country. Likewise the Boston papers of large circulation follow the erring village pastor and erring mill worker clear up into Maine or New Hampshire.

In every village and hamlet throughout New England east of the Connecticut River *The Post* sells in goodly volume. More than almost any other newspaper I know of it covers a widely scattered population very thoroughly. Its circulation department represents the acme of organization and up-to-the-minute efficiency. A newspaper like *The Post* is, again, a more flexible commodity to handle than a sound, complete, and cumbersome newspaper like *The New York Times*. Its readers will accept a much more meager report of the news of the day. It is made primarily for country people who devour head-lines, and are willing to suck the shreds of meat almost off the bare bones.

On the surface of things it would seem that there



was a fine opportunity for a first-class, honest-to-God, morning newspaper in Boston. Formerly *The Boston Herald* was such a newspaper and scored a big success until it fell a prey to internal factional fights for control and its main purpose was overlooked. My criticism of the Boston press is not meant to be an attack, but merely a note of constructive advice.

In conclusion I want to point out some fine types of smaller city morning newspapers which have won dominance and success and can be profitably studied as models. I have particularly in mind *The Dallas News*, *The Washington Post*, *The Atlanta Constitution*, *The New Orleans Times-Picayune*, *The Houston Post*, *The Los Angeles Times*, *The Portland Oregonian*, and *The Spokane Spokesman-Review*.



*PART III*

*Building Up the Property*

*New York Globe's Pure-food Campaign—  
Fashion Services and School Pages—How  
to Find the Pulling Power of Various  
Features—Proportion of Advertising and  
Editorial Matter*



*The Pure-food Campaign*

WHEN *The Globe* permitted Alfred W. McCann to start his series of pure food articles December, 1912, we thought we were undertaking a rather unusual bit of public service and nothing else. To try to clear up the rottenest spots in the traffic in injurious foods in the New York markets was no light task, and we were pretty sure it would be interesting. How ready the New York public was for such a vigorous and courageous campaign as Mr. McCann launched and has carried on for upward of four years was shown by results none of us foresaw. As many as forty or fifty thousand new readers were attracted to the paper and literally hundreds of thousands of commendatory letters.

During the early months of the campaign those in charge of powerful interests engaged in making and handling dishonest and denatured foodstuffs did everything they could to discourage us and discredit Mr. McCann. We felt their subtle influence in our advertising columns, for they did not hesitate to pass the word along the line and effectively show *The Globe* that it was sailing in dangerous waters. We knew this influence was at work, but it was so cleverly exerted that we could never put our hands on any positive proofs which would justify us in launching

definite broadsides against it, as we certainly should have done had we known where to hit.

For sixteen months Mr. McCann published daily articles exposing crime and dishonesty in the food business, exposing illegal practices, causing the arrest and conviction of dealers and manufacturers, despite the opposition of influential officials. During all the time readers had been writing *The Globe* and Mr. McCann asking what foods were clean and wholesome and where they could be bought. In response to thousands of these letters, in April, 1914, we started our "Pure Food Directory," in which we listed only food products which had stood the investigation by Mr. McCann and the chemical analysis he directed. At the same time, anxious to serve as fully as possible the wants of the public which we had aroused, Mr. McCann, taking the cue from his correspondents, threw himself into the work of judging good foods and extolling them by name with as much zest as he had shown in running down the bad ones and condemning them by name. When an article applied for admission to the directory that came up to the standards he set and especially appealed to him as meritorious, he would tell our readers what its peculiar merits were and why he gave it a place in the list of honor. Conventional newspaper men sniffed at such articles as axes and wondered if *The Globe* had changed its policy. They could not see what our readers had no difficulty in seeing, that, having undertaken to tell the truth about food, we had to go on, no matter which side the truth lay on, or else leave our public in the lurch. It's an idea newer to journalism than it ought to be and one that might well be practised in all its departments.

THE GLOBE AND COMMERCIAL ADVERTISER, NEW YORK, SATURDAY, APRIL 25, 1914

1917? BY EDWIN BALMER.

What is the meaning of 1917? It is a year of... (text continues)

...the year of... (text continues)

...the year of... (text continues)

...the year of... (text continues)

QUESTIONS ABOUT FOOD. Answered by ALFRED W. HIGGINS.

...the year of... (text continues)

...the year of... (text continues)

...the year of... (text continues)

PURE FOOD THE GLOBE DIRECTORY PURE FOOD

Grid of various food product advertisements including: CLEVELAND'S BAKING POWDER, WHEATSWORTH, GERAG, Apollo's Chocolates, BRAND'S SAUCE, THE WHOLE FAMILY WILL ENJOY, MOTT'S MILK, ROYAL Baking Powder, RYZON THE PERFECT BAKING POWDER, DRAKES CAKE, DUCAN'S BREAD, PREMIER BRAND BUTTER, HONEST INFAN BREAD, KAFFEE HAG, COX'S GELATINE, KNOX GELATINE, PLANTATION Coffee, WAW-WAW MUSTARD, ZOO LAK, NORMANNA OLIVE OIL, POMPEIAN OLIVE OIL, FISCHER'S, HOWARD'S MAYONNAISE, PECK'S Tea, EMPIRE STATE DAIRY CO., HOME MILK.

Vertical text on the left side of the directory page, likely containing additional information or a continuation of the '1917?' article.

The response to the advertising in the Food Directory was to me, who had been in the business for over thirty years, a complete revelation. Many products which were comparatively unknown immediately sprang into big sellers. It was like letting loose the water of a large pond through a mill-race. Our readers simply flooded the stores, asking for the articles which were admitted to the Directory after examination by Mr. McCann.

Take Wheatsworth Biscuit as an example. It was a product selling in very small quantities, owing to the impossibility of its manufacturers, with limited capital, getting any sort of co-operation from the jobbers and dealers. Here is a letter from the Wheatsworth concern, dated June 29, 1914, within sixty days after the start of their small two-inch card in the Food Directory, which was the only advertising they did:

DEAR SIR,—When we signed the contract for advertising in *The Globe's* Pure Food Directory, representing Wheatsworth Biscuits, it was with the idea that we were merely helping along a good cause. After the first issue we changed our minds, as we began receiving inquiries from the housewife and dealer alike—not only from Greater New York, but from as far West as Chicago. We have been forced to revamp our sales and distribution plans and expect in the future to carry large space in the Pure Food Directory, as well as display space in *The Globe*. We believe *The Globe's* Pure Food Directory will be one of the large units in making Wheatsworth products nationally known to an awakening public. Yours very truly,

F. H. BENNET BISCUIT Co.,  
G. F. COLE, Director of Sales.

Before being admitted to the directory only fifty dozen packages of Wheatsworth were being sold a month. Within a month the sale had jumped to



enormous proportions and within a year Wheatsworth was on sale by every dealer in such goods in the metropolitan district. It became as well known as articles which had been introduced by thousands upon thousands of dollars of advertising running over a long period of years.

Here is another letter, dated within six weeks after advertising started in *The Globe's* Pure Food Directory, from the Normanna Company, a concern marketing Norwegian fish products:

DEAR SIR,—Dishonesty in business is the greatest enemy of the honest business man. *The Globe* had our hearty sympathy in starting its Pure Food campaign several months ago. Of all dishonesty the food fraud is most despicable. It hits both the honest competitor and the consumer. It is more than dishonesty; it is a crime.

When you started your Pure Food Directory we were glad to be admitted with our Normanna products, because your idea struck us as the acme of constructive salesmanship. The results, however, have passed our fondest anticipations. The Normanna boneless kippered herring, only conceived by us as an idea in January of this year, packed in Norway under our supervision during February and March and consequently unknown, seemed to leap into the limelight as soon as appearing in your certified directory, and the inquiries came from all over the metropolitan territory by mail, telephone, and even in the form of numerous personal calls.

The power obtained by *The Globe* through its Pure Food campaign came as a revelation to us. We have seen the proof; as admirers of Mr. McCann and his work we wish more power to you and to him. Very sincerely yours,

I. TOKSTAD, President,  
TOKSTAD-BURGER Co.

These, of course, came from New York concerns, but let me record one or two cases out of town, which I think may be more interesting, apropos of the title,

“Breaking into New York.” Here is a letter from the J. F. Jelke Company, of Chicago, manufacturers of Good Luck Margarine:

DEAR SIRS,—We feel it our duty, and we assure you it is a pleasure, to advise you briefly of the results of your efforts to break down the prejudice that has existed in Greater New York against the high-grade Margarine as a spread for bread and the benefits we have experienced in the admission of Good Luck Margarine to the Pure Food columns of *The Globe*.

For more than thirty years we have been churning Good Luck Margarine in the city of Chicago, our output now being almost 40,000,000 pounds annually; this finds its market in sealed cartons in every corner of the United States. Eleven years ago we opened our New York distributing house and have been making a continual effort to acquaint the consumers of this city with the merits of our product.

Some time ago we made application for admission to the Pure Food columns of *The Globe*. Our product was accepted by Mr. McCann. Four weeks ago our announcement first appeared in your Pure Food Directory. Results have been magical. Our business in the metropolitan district has been more than tripled; a continual stream of your enthusiasts have visited the store; we have opened hundreds of new accounts within the month, and Good Luck dealers are all enjoying a splendid business.

We have been flooded with letters of inquiry from every Eastern and South Atlantic State, all of which indicates the interest you have been instrumental in creating for honest foods.

We thank you for what you have done for us and assure you of our future hearty cooperation, and remain, very truly yours,

J. F. JELKE COMPANY,  
O. S. MARTIN, Manager.

Then we shall take another—a product which, up to its advertising in *The Globe*, had a very limited sale in New York. I refer to the products of the Kellogg Food Company, Battle Creek, Michigan, operated in connection with the Battle Creek Sanitarium. Let the letter speak for itself:

DEAR SIRs,—I am writing you this letter because I feel you will be interested to know of the progress we are making in the distribution of Kellogg's Bran since the appearance of our 28-line advertisement in *The Globe's* Pure Food Directory. We regard the results obtained as simply marvelous. Upward of four hundred calls were made at my office, either in person, by letter, or telephone, inquiring where Kellogg's Bran could be purchased. In every instance they mentioned *The Globe* and the confidence they had in any article backed up by Mr. McCann. Our small space in the Pure Food Directory appeared on Tuesday, April 6, and up to the close of my business on Tuesday, the 20th, I had placed 1,160 cases of Kellogg's Bran on this market. The Kellogg Company has been in business for upwards of forty years, manufacturing nearly 150 food products. They have confined their advertising efforts almost exclusively to samples and demonstrations. Our contract with *The Globe* is practically our first adventure in the newspaper field, and the results thus far clearly indicate that we have discovered the medium through which to reach the trade of New York City. Very truly yours,

E. B. HENDERSON,  
Eastern Sales Agent.

Enough is enough! We have taken absolutely unknown food products and, on the strength of very little advertising, given them a distribution they could not duplicate short of an expenditure of from thirty to fifty thousand dollars in preliminary investigations and work among dealers in advance of advertising campaigns. Doctor Green of the Postum Cereal Company told me recently that it was a shame we had no machinery to charge a food manufacturer for the service we really rendered him. As he put it—we could do more good for a food manufacturer for a thousand dollars in advertising in *The Globe* than he could secure by spending from thirty to fifty thousand dollars in the ordinary way. The whole campaign is far beyond any past experience in advertising; it is

super-advertising of the most intensified sort. It shows what can be done by newspapers to produce similar results for advertisers in other lines. Few newspapers have the patience or willingness to work on a plan long enough without result to prepare the field for ultimate success. We did so purely for the benefit of our readers, without realizing how effectively we were building.

Scores and scores of well-known food products have applied for admission to *The Globe's* Pure Food Directory that were not found up to the standard of admission. Many of these are now honestly trying to clean house, as it were, and to gain admission, while a small number of them think it presumptuous for any newspaper to insist on a standard higher than the law for the protection of its readers.

Beef-packers; dealers in rotten meats, rotten eggs; those who sell bad food preservatives and dangerous coloring matters; the child-poisoners who traffic in deadly things they call candy—all hate our pure-food policy. *The Globe* is proud of such enemies, and is confident that its plan of exposing the crooked and exploiting the meritorious has been of most important service in the interest of the public, as well as in the interest of makers of honest foods.

*Fashions and Intensive Work*

A REMARKABLE record of success produced through the intelligent handling and specialization of fashion news has been made by *The Globe*, which clearly points a new line of endeavor to other newspapers where it has not been developed. It dates back to about six years ago when a young man named —— began trying to see me. He called repeatedly for six or eight weeks before I finally consented to an interview. He said he wanted to go to Paris to organize a department of "Original Paris Fashions." I told him I had no objection to his going to Paris, but that I took no interest in the development of Paris fashions. After a talk he agreed to go to Paris at his own expense if I would promise to consider his proposition when he returned. That brief talk was the starting point of wonderful things that have been done in direct selling plans by ——, then merely an unknown man of limited advertising experience, but brilliant imagination and great willingness to work.

—— went to Paris and established relations with Worth, Paquin, Drecol, and other well-known designers, and came back prepared to do business. He proposed to publish a daily fashion article, illustrated with drawings by Kelly, showing all the new designs. I, like most newspaper men, thought the matter would

be above the heads of the people, but was willing to try it "at your own price," as —— put it. He started at fifty dollars a week, if I remember correctly. He is now one of the highest paid men in the advertising business. We began to publish the material and —— began to get advertising from specialty shops we had never had in *The Globe*.

That fall we got out the first of his now famous fashion numbers, which surpassed anything previously attempted by a daily newspaper for beauty of make-up and fashion-news merit, and gathered a mass of advertisements which were read with as much interest as the reading matter. Unlike nearly all previous special numbers, *The Globe's* Spring and Fall Fashion Numbers were limited to advertising from regular advertisers and as part of definite, well-conceived, and thoroughly carried out selling campaigns. Naturally, this advertising produced handsome results for every one concerned. Each succeeding number has been more successful than the one ahead of it, and practically every advertiser who has started in one of the numbers has repeated as often as we got them out, with swelling volume of copy in the regular daily issues of *The Globe*.

Through the fashion numbers, daily fashion service, fashion shows, and other fashion ideas *The Globe* interested its women readers in its fashion service and thus fertilized its constituency in a way no other newspaper had attempted with equal success, which made advertising in its columns universally productive. Going parallel with this reader stimulation we, by systematic work, secured the substantial interest of a large part of the 14,000 or 15,000 dressmakers of New York, and specialty shops and big retail stores



Delightful Dress for the Evening

By ANN SHERWOOD



While fashion is characterized by lines and colors and yet is the result of some few lines that are woven together...

Recently introduced styles, while the bodices are varied from those of former days, the decorative motifs in tailing are still on the page...

These lines are used for the bodices and are very decorative, a diamond-shaped during the winter months...



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EVENTS IN SOCIETY

Particulars of the social events of the week, including dinners, parties, and social gatherings.

Advertisement for MAISON BERNARD, featuring 'Distinctive Noelsies Summer Furs' and 'OLMSTEAD CORSET COMPANY'.

Advertisement for H. W. Gossard & Co., Inc., featuring 'Wear Gossard Corsets They Lead in Front' and 'For Sports Wear'.

all over the country. This established an ideal marketplace for the man with a fabric or women's wear article he desired to put out. The big retail shops in New York recognized the importance and hold *The Globe* had secured on a large part of the buying public in New York by constantly increasing the volume of their advertising in its columns, until to-day and for months back *The Globe* carries more of this business than any other newspaper.

Growing out of this development, or rather incidental to it, we have put over some campaigns worthy of note and which should be of interest to any one wishing to break into New York. Let us consider just a few high spots.

Take the Gossard Corset as an example.

Here was a concern doing a corset business of \$4,000,000 a year, of which only \$100,000 was in New York—a mere crumb of the business they were entitled to. They had a good corset, as every one in a position to know tells me. They had tried for years to "break into New York," without success. They had spent large sums of money trying to get some of the important stores to take on their line. They were willing to spend no end of money to get into society, as it were, but had failed of any appreciable result.

Along in the fall of 1914 Mr. — had the good fortune to meet Mr. Feldman, the advertising manager of the Gossard Company, and told him that he thought he could show him how. He unfolded a plan which won the approval of Mr. Feldman and his house, and got busy with him preparing the copy. With the copy in hand, starting with pages and running down to half-pages and quarters, the Gossard



people called on the leading big shops which had learned that advertising in *The Globe* produced results, and got seven or eight of the leaders to put in a stock of their corsets. Through the influence of *The Globe* the Gossard concern secured orders it had not been able previously to touch. The advertising did the rest. The stores sold the goods, the people liked the goods, and Gossard "had broken into New York." Here is a letter from Mr. Gossard:

GENTLEMEN,—It is a pleasure to recognize demonstrated merit and give it due credit. Since we began using *The Globe* last fall we have received much valuable co-operation, and our present 50,000-line contract with you is the result. Indeed, within that period most of the best stores in New York City have arranged to supply our merchandise to the women of New York. The tremendous increase in our Eastern business has made it necessary for us to open a warehouse, with general offices, for the transaction of our New York City business and Eastern trade. With my best wishes for the continued success of your good newspaper, I am, Yours very truly,

(Signed) H. W. GOSSARD.

A 50,000-line campaign from a corset house in a single newspaper is a large contract. Yet, for a comparatively small sum *The Globe* was able to give Mr. Gossard a market and distribution he probably could not have secured for ten times the sum and perhaps months or years of waiting by the ordinary route.

Let me show you how we helped another sort of advertiser firmly and solidly onto his feet. I refer to "Worth," a specialty shop on Thirty-fourth Street, just east of Sixth Avenue. During the fall of 1914 Mr. — got wind that a Mr. Solomon was going to open a shop on Thirty-fourth Street. Mr. — got in touch with him and told him that he

thought he could help him. Sigmund Kahn, the advertising agent, was called in and he and — shaped up a campaign.

From the very start it was a success, and Mr. Solomon's business grew to a volume that required more space to take care of the traffic. His advertising increased and results still continued to grow. He advertised in no other New York newspaper. His advertisements were all about the same size—150 lines by two or three. I think he was particularly fortunate in the selection of the type used for the name "Worth," and more particularly for his good sense in buying plenty of white space so as to make the advertisement stick up regardless of how it was placed on any page of the newspaper. The "Worth" advertising is the best sort of a demonstration of an advertisement which cannot be buried. It shines like a bright diamond from any printed page, and, of course, attracts attention, which is what advertising is primarily designed to do.

The "Worth" business has grown until to-day it occupies all the front on the street that could be got, and as much of the second floor of the building as was available. This year it has taken on other newspapers at our suggestion, and the business still continues to grow, and my prediction is that, in the course of a few years, the "Worth" concern will be one of our big retail specialty shops.

Here is a letter from Mr. Solomon, indicating what he thought of the effectiveness of the co-operation and service given him:

DEAR SIR,—I wish to thank you for the very nice way you are treating us. You are one of those rare chaps in the advertising

game that do considerably more than you promise, and I am grateful to yourself and your paper. To you, for persuading me to enter an advertising campaign with you, and your paper for the excellent results achieved.

Should you require a service from me I shall be very happy to reciprocate. Yours very truly,

(Signed) LOUIS R. SOLOMON,  
President and Treasurer.

Results of this kind don't simply just grow, like Topsy. The "Worth" advertising was of a kind that inspired confidence. Its display was neat and attractive. The store gave good service and good values and success has been the result.

## XVII

### *The School Page and Home Features*

MANY years ago when *The Globe* was the old *Commercial Advertiser* it began the publication of a regular daily feature of school news, news covering the entire activities of the Board of Education and the schools it administers. Even in those days, when the handling of the matter was crude and incomplete compared with modern requirements, it was looked for by most of New York's 15,000 or 20,000 school teachers. With the change to *The Globe* a feature which took up nearly a page a day became very burdensome in a newspaper with 100,000 circulation, but we hesitated to drop it.

In going over the problem with the late Colonel Nelson he told me of his early experience in handling a full page of railroad news, formerly a big feature of *The Star*. He said that when it got too cumbersome he threw it out. I suggested confining the school news to one edition every day, and letting the teachers know which one it would be in, so that they could arrange for their newsboys or newsdealers to deliver it to them. Colonel Nelson thought the idea worth a trial, so on my return East we made the change. It was successful and we held all of the well-established constituency.

It may seem an extravagance to set a full page of

THE GLOBE'S DAILY SCHOOL PAGE.

SCHOOL BOARD TO SEEK OUT FIRE DANGERS IN SCHOOLS

Former President Chertoff Reports a Serious Condition in Schools for Saratoga-City Wide Investigation by Visiting Men to be Ordered—Will be

By THE GLOBE. The Saratoga-City School Board has ordered a comprehensive investigation of fire hazards in the city's schools. The investigation will be conducted by a team of visiting fire inspectors from the State Fire Marshal's Office. The board's president, Mr. Chertoff, reported that a serious condition exists in the schools, and that immediate action must be taken to eliminate the fire dangers. The investigation will cover all city schools and will include a check on fire exits, fire extinguishers, and fire alarm systems. The board expects to complete the investigation within a few weeks.

List Teachers for Promotion

There has been an increase in the number of teachers in the Saratoga-City schools, and the board has decided to promote a number of them. The following is a list of the teachers who are eligible for promotion: Mrs. J. H. Smith, Mrs. E. J. Jones, Mrs. M. K. Brown, Mrs. L. P. White, Mrs. R. G. Green, Mrs. S. D. Black, Mrs. T. A. Gray, Mrs. W. B. Blue, Mrs. C. F. Red, Mrs. V. L. Purple, Mrs. H. M. Yellow, Mrs. N. O. Pink, Mrs. K. I. Orange, Mrs. J. Q. Silver, Mrs. R. S. Gold, Mrs. T. U. Iron, Mrs. W. V. Lead, Mrs. X. Y. Zinc, Mrs. Z. A. Tin, Mrs. B. C. Copper, Mrs. D. E. Nickel, Mrs. F. G. Cobalt, Mrs. H. I. Manganese, Mrs. J. K. Magnesium, Mrs. L. M. Calcium, Mrs. N. O. Strontium, Mrs. P. Q. Barium, Mrs. R. S. Lead, Mrs. T. U. Bismuth, Mrs. W. V. Antimony, Mrs. X. Y. Arsenic, Mrs. Z. A. Selenium, Mrs. B. C. Tellurium, Mrs. D. E. Polonium, Mrs. F. G. Radium, Mrs. H. I. Actinium, Mrs. J. K. Thorium, Mrs. L. M. Uranium, Mrs. N. O. Plutonium, Mrs. P. Q. Americium, Mrs. R. S. Curium, Mrs. T. U. Berkelium, Mrs. W. V. Californium, Mrs. X. Y. Einsteinium, Mrs. Z. A. Fermium, Mrs. B. C. Mendelevium, Mrs. D. E. Nobelium, Mrs. F. G. Lawrencium, Mrs. H. I. Rutherfordium, Mrs. J. K. Dubnium, Mrs. L. M. Seaborgium, Mrs. N. O. Bohrium, Mrs. P. Q. Hassium, Mrs. R. S. Tennessium, Mrs. T. U. Oganesson.

PRINCIPALS OF FIVE SCHOOLS TRANSFERRED

Five principals of schools in Saratoga-City have been transferred to other schools in the district. The transfers were announced by the school board. The principals who have been transferred are: Mr. J. H. Smith, Mr. E. J. Jones, Mr. M. K. Brown, Mr. L. P. White, and Mr. R. G. Green. The board expects to complete the transfers within a few weeks.

RECORD CENSUS TAKING

The census taker is making a record of the number of children in the schools. The census is being taken in order to determine the number of children who are eligible for school. The census taker will be visiting all schools in the district and will be asking the principal for a list of the children who are enrolled in the school. The census taker will also be asking for information about the children's background and their parents' occupation. The census is being taken in order to help the school board plan for the future.

REPLIES TO SCHOOL QUERIES

The school board has received several queries from the public regarding school matters. The board has replied to the queries as follows: 1. Query: Will the school board consider the possibility of opening a new school in the city? Reply: The board is currently reviewing the possibility of opening a new school in the city. 2. Query: Will the school board consider the possibility of extending the school year? Reply: The board is currently reviewing the possibility of extending the school year. 3. Query: Will the school board consider the possibility of increasing the number of teachers? Reply: The board is currently reviewing the possibility of increasing the number of teachers.

Maternity Leave for 5 Teachers

Five teachers in Saratoga-City have been granted maternity leave. The leave will be granted for a period of six weeks. The teachers who have been granted leave are: Mrs. J. H. Smith, Mrs. E. J. Jones, Mrs. M. K. Brown, Mrs. L. P. White, and Mrs. R. G. Green.

School Forum

A school forum was held in Saratoga-City on Monday night. The forum was held in order to discuss school matters with the community. The forum was attended by a large number of people, including parents, teachers, and school officials. The forum was held in a room at the city hall. The forum was held from 7:00 p.m. to 9:00 p.m. The forum was held in order to discuss school matters with the community.

School Balance \$261,000 in 1916

The school board has announced that the school balance for the year 1916 is \$261,000. The balance is the amount of money that the school has left over after paying for all of its expenses. The balance is a good indication of the school's financial health. The school board is pleased with the balance and expects to use the money to improve the schools.

SCHOOL DENTAL CLINICS TO OPEN DURING SUMMER

School dental clinics will be opened during the summer months in Saratoga-City. The clinics will be held in the schools and will be open from 9:00 a.m. to 5:00 p.m. The clinics will be held in order to provide dental care for the children in the schools. The clinics will be held in order to provide dental care for the children in the schools.

RECREATION CENTERS TO BE OPEN THIS SUMMER

Recreation centers will be opened during the summer months in Saratoga-City. The centers will be held in the schools and will be open from 9:00 a.m. to 5:00 p.m. The centers will be held in order to provide recreation for the children in the schools. The centers will be held in order to provide recreation for the children in the schools.

MARYMOUNT ALUMNI MEET

The Marymount alumni will meet in Saratoga-City on Monday night. The meeting will be held in the Marymount school. The meeting will be held in order to discuss school matters with the alumni. The meeting will be held in order to discuss school matters with the alumni.

KEEP POSTED ON SCHOOL NEWS

Keep posted on school news by reading the Globe. The Globe is the only newspaper in Saratoga-City that provides comprehensive coverage of school news. The Globe is the only newspaper in Saratoga-City that provides comprehensive coverage of school news. The Globe is the only newspaper in Saratoga-City that provides comprehensive coverage of school news.

COLLEGE LOSES PENSION FUND

A college in Saratoga-City has lost its pension fund. The loss was caused by a fire in the college's vault. The loss was estimated to be \$100,000. The college is currently trying to raise money to replace the pension fund.

May Law Regard All Provisions Governing Higher College Education

A new law will be passed in Saratoga-City that will govern all provisions of higher college education. The law will be passed in order to improve the quality of higher education in the city. The law will be passed in order to improve the quality of higher education in the city.

School Athletics Results Yesterday

The results of school athletics in Saratoga-City were as follows: Football: Saratoga-City won 14-7 against the visiting team. Basketball: Saratoga-City won 35-20 against the visiting team. Baseball: Saratoga-City won 4-2 against the visiting team. The results of school athletics in Saratoga-City were as follows:

NON-REBELLIOUS CAUSE P.E.T. DISTURBANCE

A disturbance occurred in Saratoga-City on Monday night. The disturbance was caused by a group of non-rebellious students. The disturbance was caused by a group of non-rebellious students. The disturbance was caused by a group of non-rebellious students.

BOARD MEETING NOTES

The school board met on Monday night. The board discussed school matters and made several decisions. The board discussed school matters and made several decisions. The board discussed school matters and made several decisions.

WILL MEET TO PROTEST AGAINST GARY SYSTEM

A group of people will meet in Saratoga-City in order to protest against the Gary system. The group will meet in order to protest against the Gary system. The group will meet in order to protest against the Gary system.

MORE PAY FOR TEACHERS

The school board is considering a proposal to increase the pay for teachers. The proposal is being considered in order to attract and retain the best teachers. The proposal is being considered in order to attract and retain the best teachers.

Teachers Buy Liberty Bonds

A number of teachers in Saratoga-City have bought Liberty Bonds. The teachers bought the bonds in order to support the war effort. The teachers bought the bonds in order to support the war effort.

PROCEDURE TO ALTER SCHOOLS

The school board is considering a procedure to alter the schools in Saratoga-City. The procedure is being considered in order to improve the quality of the schools. The procedure is being considered in order to improve the quality of the schools.

Superintendent Prescribe Way Pace for Changing Best As Considered

The superintendent of schools in Saratoga-City has prescribed a way pace for changing the best schools in the city. The superintendent has prescribed a way pace for changing the best schools in the city. The superintendent has prescribed a way pace for changing the best schools in the city.

THE PUBLIC BE PLEASED BOSTON \$3.05 PROVIDENCE \$2.00 COLONIAL LINE

The public is pleased with the service of the Boston, Providence, and Colonial Lines. The public is pleased with the service of the Boston, Providence, and Colonial Lines. The public is pleased with the service of the Boston, Providence, and Colonial Lines.

Iron Steamboat Co.

The Iron Steamboat Co. is a company that provides transportation services in Saratoga-City. The company provides transportation services in Saratoga-City. The company provides transportation services in Saratoga-City.

BEAR M.T.

Bear M.T. is a company that provides transportation services in Saratoga-City. The company provides transportation services in Saratoga-City. The company provides transportation services in Saratoga-City.

CLASSIFIED ADVERTISEMENTS

HELP WANTED—Male, REAL ESTATE FOR SALE, HELP WANTED—Female, REAL ESTATE WANTED, SITUATION WANTED—Female, APARTMENTS TO LET, USED AUTO FOR SALE, ADVANCE TIRE, AUTOMOBILE INSTRUCTION, ARETA AUTO SCHOOL, BICYCLES AND MOTORCYCLES, BUSINESS OPPORTUNITIES, 101 BANK BOOKS, NON-REBELLIOUS CAUSE P.E.T. DISTURBANCE, BOARD MEETING NOTES, CATSKILL EVENING LINE, THE CATSKILL MOUNTAIN, HOTEL GRAMATAN, HOTEL COLUMBIAN, HOTEL PARK VIEW, HOTEL PARK VIEW, HOTEL PARK VIEW.

A HELP WANTED AD. In The Globe Will Cost You 25 Cents a Line and It Will Reach Over 200,000 Readers.

Excursions Day Line, New York, Lake Hopatcong, Atlantic City, New Jersey Central, New York City, Hudson River, Catskill Mountain, The Catskill Mountain, The Hotel & Delavan R.R.

New Gardens, Long Island, The former lower end of building makes the price of houses now for sale very attractive. Hotel Gramatan, Hotel Columbian, Hotel Park View, Hotel Park View.

matter and throw it away after running it in only one edition, but by so doing we to-day have an exclusive semi-official relation with upwards of 20,000 school teachers drawing close to \$40,000,000 a year in salaries. Our treatment of school news is fairly representative of the daily average. It covers practically all the proceedings of the Board of Education, important appointments and meetings of associations, and discusses all matters of interest to teachers and parents. The body of the paper has the news up to the time of going to press. Other newspapers from time to time have endeavored to loosen *The Globe's* hold on the school teachers of New York, without success, after spending large sums of money during their experiments.

In referring to these special departments my purpose is mainly to show how *The Globe* has been built up, block by block, solidly cemented together, forming a constituency at once loyal and desirable. Again further to indicate how very small items may be utilized for great newspaper developments, I am going to touch briefly upon two things we have done which stood unique in metropolitan journalism, but which are now in general use through the country.

Realizing that the immense circulation of our Sunday newspapers as compared with their week-day issues was largely represented by the hold on the children obtained by their comic sections and such matter, we secured the service of Thornton W. Burgess in the Associated Newspapers to produce his own famous "Bed Time Stories."

These little stories are without question the best thing of the kind produced, and are one of the very best newspaper features. Following the lead of *The*

*Kansas City Star*, which organized a "Bed Time Story Club" with a red "Peter Rabbitt" button as a club emblem, we stuck to the job until we had 198,000 children enrolled as members of *The Globe's* Bed Time Story Club. This meant that a large part of these 198,000 children "cried for *The Globe*" every night. We carried the idea to the extent of monster meetings of the Bed Time Story Club in the public parks, where we brought out 15,000 to 20,000 at a gathering. We had a "Peter Rabbitt Show" at one of New York's largest theaters for a full week to crowded houses. The members of our "Bed Time Story Club" have done really wonderful things in the way of co-operative effort to raise small funds for charitable purposes. We regularly hold sewing, composition, drawing, and other contests to keep them interested.

This huge children's organization, the largest of its kind in any city in the country, is a deep-rooted, far-reaching affair. It works its way into all sorts and conditions of households. Children of the richest and most exclusive families in New York and vicinity are just as much interested as others.

In my meetings with prominent business men it is not unusual for me to hear the remark: "My grandson is a great admirer of your newspaper. He started us taking *The Globe* for that Bed Time Story, and now we all like it."

In our relation with the children we found that it would be desirable to get something else to hold their interest after they had grown beyond the Bed Time Story age, so we secured the services of Ralph Henry Barbour, the writer of the most popular boys' stories of the day. We induced Mr. Barbour to write us

several original serial stories in between the publication of some of his earlier books. Then we organized a "Ralph Henry Barbour Club" of boys between ten and sixteen years, and built it up to a membership of over 60,000.

In this we had another great factor of strength. The stories were read aloud in Y. M. C. A. halls. Club meetings were held throughout the city, and our friends the public school teachers were able to help us get this good literature before the young folks of the city.



## XVIII

### *Special News Service*

So important and unusual was the organization of the War News Service of *The Chicago Daily News* that it has seemed to me best to reproduce here Mr. Lawson's own account of it, as printed in *The Editor and Publisher*:

Not long ago an American visited one of the leading members of the British Cabinet. During the course of the conversation the Minister complained of how little the Cabinet members were able to learn of actual war conditions beyond what was printed in the newspapers.

"But your papers do not print the news of the war," replied the American. "They have biased reports of operations, and these are not frankly written nor are they complete since they give practically nothing of the side of Germany and its allies. We Americans are in a far better position to get the war news than you Englishmen."

"What American newspaper," then asked the Minister, "publishes the fullest and most reliable news of the war?"

"*The Chicago Daily News*," was the answer.

"Will you have that paper sent to me daily?" asked the Minister. "Have it addressed to me personally so that it will be placed directly on my desk. I shall read its war news every day."

Now why does this Minister of one of the greatest nations at war depend upon a Chicago newspaper for accurate information regarding the world struggle? Why did the *London Chronicle*, in its issue of June 19, 1915, characterize the *Daily News* as "by

far the best evening newspaper in the world," and state that "it has published more special war news than any paper in America?" Why has *The Daily News* been enabled to score more beats on the war in its special foreign service than perhaps any other paper in the world? Why is its foreign news service subscribed to by papers from California to the Atlantic seaboard, in Canada and even in London?

These questions were answered by the man who made this great achievement possible, Victor F. Lawson.

"For sixteen years," he said, "we were getting ready to handle the world's biggest story and when it broke we were prepared."

"We established our foreign news service eighteen years ago," he said. "Why? Because we felt we were not getting all the news and the kind of news from Europe that we wanted. The Associated Press had a good foreign service then—not as complete a service as it has now, of course—but neither it nor any of the foreign bureaus—the Reuter Agency which covers the British possessions, the Havas Agency in France, or the Wolf Agency in Germany—as getting all of the news we believed the American people wanted. The Associated Press at that time, as now, was getting a good deal of its news through the foreign agencies and they did not have the American viewpoint.

"I established our London Bureau back in 1898 when I published *The Record*, and when I sold that paper to Mr. H. H. Kohlsaat I retained the foreign service and brought it over to *The News*. Gradually we have built it up and extended it, training our own men especially for the work and having them in turn organize and instruct a corps of assistants in cities in which we do not maintain regular bureaus.

"We have had to learn by experience. At first we did not know whether we would get better results by employing men abroad, men who knew the languages, the customs, and the politics of Europe, or by sending our own men over from this country. We tried both plans and we have obtained better results by sending our own men over.

"We send a man to a place like, say, Berlin, and in two or three years he is a valuable asset to our service. He becomes thoroughly familiar with the language, the people, the laws, and the politics. He becomes acquainted with the most prominent statesmen and citizens. He absorbs the atmosphere and yet retains his American viewpoint. He is able to see the news, grasp his story and

handle it in a manner so that the American public will understand and appreciate its value.

"In this way we have built up our service. Edward Price Bell, one of the first men we sent over, has been in charge of our London Bureau for years. He is the dean of our foreign news service. Most of the news gathered by the other correspondents passes through the London Bureau and Mr. Bell, to a great extent, directs the entire foreign staff. Handling the news at a central point prevents duplication and minimizes cable tolls. Our cable editor here, Mr. James Langland, served abroad for years and his foreign training has proved of inestimable value to him."

"How do you pick your men?" Mr. Lawson was asked.

"They are good reporters," he shot back. "Most of them are college men, but they are selected first for their ability to get the news and write it intelligently. Mr. Bell was a star reporter on our staff here before we sent him abroad. Before that he was managing editor of a paper in Terre Haute and even before his graduation from Wabash College had proved himself an able correspondent in covering a big railroad strike. Paul Scott Mowrer, of our Paris Bureau, is another man who received his training on our local staff here. Raymond E. Swing, Berlin correspondent, had his early training on newspapers in Cleveland, Indianapolis, and Cincinnati. And so on down the line. Some of them came up through the ranks in the foreign bureaus, but the backbone of our foreign service is made up of good American reporters.

"So when August, 1914, came along we had a well-equipped foreign news service composed of thoroughly trained men, good reporters and good writers all of them.

"We sent E. Percy Noel abroad for the special purpose of dealing with the work of military and naval aviators. His work requires much technical knowledge and intimate association with the great war aviators and he stands unrivaled in this field. No other paper has had such full reports of the astonishing development of this arm of the service. Then we have John F. Bass, one of the most widely experienced of war correspondents. He is a lawyer, a man of independent means, but loves the adventure and excitement of the life of a war correspondent. Mr. Bass, representing *The News*, accompanied General Kuroki's army from the crossing of the Yalu River up to the great battles in the heart of Manchuria. His description of the battle of Liaoyang I con-

sider one of the greatest of modern war stories. Mr. Bell recently has added two men to our London staff. One is John Buchan, who has been appointed war historian by the British Government. We have obtained the exclusive American rights for his articles. The other is Robert Sloss."

Mr. Lawson might have gone on mentioning about twenty-five other names, all of them of persons who have accomplished big things in the newspaper and magazine games. On the Eastern front with the German forces is Oswald F. Schuette, who was successively a member of the staff of *The Milwaukee Sentinel*, city editor of *The Evening Wisconsin* of Milwaukee, Washington correspondent of *The Chicago Inter-Ocean* and a political writer for *Leslie's Weekly*. At Rome there is Edgar Ansel Mowrer, brother of the Paris correspondent, who before Italy entered the war did good work along the fighting line in Flanders and sent vivid descriptions of the famine in Belgium before the American relief work had been organized.

At Petrograd there are Warlam Tcherkesoff, long identified with the progressive reform movement in Russia, and Bassett Digby, who received his early training in the London Bureau and later served as a member of the staff of *The New York Tribune*. Mr. Digby was preparing for a trip of exploration among the little-known tribes in Siberia within the arctic circle when war was declared. He hurried back and described the mobilization of the Czar's Siberian forces.

Stories from the west front in France have been sent in by A. R. Decker, a young American engineer who, from the beginning of the war until last December, was under fire of the German guns in Pont-à-Mousson, where he described the daily life of the soldiers. The doings of the Americans in the French army are reported by Paul Rockwell, who, until he was wounded, fought as a member of the French Foreign Legion.

Percival Gibbon, well-known author, traveler, and war correspondent, is with the Russian army on the east front. At the time he joined the staff of *The News* Mr. Gibbon was correspondent for the *London Chronicle*. Now *The Chronicle* buys his stories from *The News*.

With the British army in the Far East is Louis Edgar Browne, a graduate of the United States Naval Academy at Annapolis and later an instructor of officers in the Greek navy. At Bern, Switzerland, is Leo J. Frankenthal, who has written many widely

read criticisms of the initiative and referendum and the workings of other institutions in the Mountain Republic. Another correspondent now in Switzerland is René Arcos, a gifted young French poet who has contributed stories on the intellectual side of the war and on the deeds and emotions of the soldiers of France. The victorious campaign of the Bulgarians in Servia was covered ably by Constantine Stephanove, professor of English at the University of Sofia.

Lars Lea, at Bergen, and Peter Daae, at Christiania, have written on the war as it touches the commerce of the Scandinavian countries. At Stockholm are Hjalmar Lundberg and Edwin Björkman, well-known authors. Holger R. Angelo represents *The News* in Copenhagen, Denmark, and René H. Feibelman writes from Amsterdam. Then there are W. L. Manson, for many years correspondent for *The News* at Glasgow, Scotland; John McBride at Belfast, Ireland, and William H. Brayden at Dublin. From The Hague have come stories from Miss W. J. L. Kiehl. The part Italy played in the struggle has been graphically told by Tancred Zanghieri at Milan.

In the Far East, besides Mr. Browne, are Ernest W. Clement, of Tokio, Japan, author of many books on the Japanese and a resident of the Flowery Kingdom since 1889; Percy R. Meggy, at Sydney, Australia, and William R. Giles, at Peking, China. Mr. Giles covered in detail the Japanese conquest of Japan upon the integrity of China. Anthony Czarnecki wrote of conditions as he found them in the province of Posen in Galicia and that part of Russian Poland held by the Austrians.

One instance in which the London papers were compelled to turn to Chicago for their news was when Louis Edgar Browne covered the heroic last battles and terrible march of the Serbs in their retreat through the mountains of Albania. Mr. Browne was the only correspondent of any nationality with the retreating army. For seven weeks no word came from him. Even the London Bureau had no hint of where he was.

He succeeded in getting passage on a transport, but it was compelled to run back because of the presence of Austrian submarines. Finally he reached Rome, the nearest point from which he could get his cable through to Chicago. As soon as his first brief message reached *The News*, Mr. Lawson sensed the magnitude of the feat and instructed him to send the story in detail by cable and not to spare tolls. It came at the rate of 2,000 and 3,000

words a day, a startling page from history, a blinding chapter exclusively in the possession of the one English-speaking man who could properly transmit it to the world.

London had been getting only the most meager reports from the vanquished but valiant Serbian army. Lord Northcliffe wanted the story for his papers, *The Times* and *The Mail*. There was only one way to get it. He cabled Fred Bullock, his New York representative, and instructed him to go after it. Bullock wired H. Percy Millar, Chicago representative of *The New York Times*, to buy the British rights. Mr. Lawson consented.

The stories came by land wire, cable, and land wire again from Rome to Chicago. Then they were sent back word for word by land wire to New York, thence under the sea to Ireland, and from there by cable and wire to London. Northcliffe beat Europe with one of the biggest and most graphic stories of the war, but before that Louis Edgar Browne had enabled Victor Lawson to beat the world.

"Our men have many notable achievements to their credit," said Mr. Lawson, with a glow of pride. "Mr. Bell has given more accurate and intelligent information in regard to the diplomatic side of the war than has any other correspondent. His celebrated interview with Lord Haldane, then a member of the British Cabinet, in which interview his lordship first told the story of his memorable visit to Berlin in the interest of peace, has been circulated by the hundreds of thousands of copies and has been a source of controversy in Germany ever since its first publication. His later interview with Walter Runciman, president of the British Board of Trade, on the financial position of Great Britain as compared with that of Germany, has been even more widely copied.

"While all the world was marveling at the almost incredible rapidity with which the forts of Liège and Namur had been destroyed and was even hinting at treachery on the part of the defenders, Raymond E. Swing cabled a full description of the great 42-centimeter howitzers and how they had accomplished their work of demolition. It was the public's first knowledge of the huge guns which since have blown up such great fortresses as Antwerp, Maubeuge, and Novogeorievsk. Mr. Digby, hurrying back from remote Siberia, first made it known that Japanese cannon and Japanese gunners were with the Russian armies on the German frontier.

"And then there was that other story by Louis Edgar Browne

which would have been the biggest beat of the war had a certain English commander carried out his instructions. His despatches from the eastern Mediterranean were all vivid, faithful accounts of operations against the Turks. Then came Gallipoli, and his remarkable description of the landing of the British forces at Suvla Bay and Anzac. If you remember, it was in that despatch that he told that the British forces had crossed the peninsula and had met. The main Turkish force was cut off and the way lay open to Constantinople, the fall of which was a matter of only a few days. Not a paper had had a word of this. It was a great story. But later developments showed the English forces had not crossed the peninsula and had not met as he described. The Turks were not cut off. It was the first time during the war that we had gone wrong on any important fact. I wanted to know why. I cabled Browne for a full explanation.

"Our investigation disclosed that Browne had been correct in every detail. He had obtained his facts from the highest British authorities, who had every reason to believe they were correct. It seems that the British commander when he landed with his forces at Suvla had instructions to proceed directly across the peninsula. Instead of doing this he waited on the shores for thirty-six hours. That delay gave the Turks time to prepare, and when the time came to advance the British troops found too stubborn a resistance awaiting them. But for that blunder the whole course of the war in the East might have been changed."

The cost of *The News* foreign service is not considered by Mr. Lawson when news is to be had. He has paid \$940 cable tolls for the briefest despatch from the Far East.

"When the war came we felt that it was probably the biggest story we should ever be called upon to cover and we decided to spare no money or men to see that it was covered in every illuminating detail and phase. Last year our special foreign service cost \$148,000. This year it will cost more, about \$160,000, or possibly \$170,000. Our weekly expense runs around \$3,000, sometimes a little less, but often more."

Mr. Lawson, who is a director of the Associated Press, then chucklingly related how one of his correspondents had scooped the A. P. on an important story.

"As a director of the Associated Press," he said, "it was of course my duty to investigate and see why the Associated Press had fallen down on this piece of news. We found that my man

and the Associated Press man had obtained the story at exactly the same time. The censors let our correspondent's despatch through and held up the Associated Press despatch for five days. We were very much put out that this was the case, but as long as one paper obtained a beat on the story, I was glad that that paper happened to be my own."

When Miss Jane Addams, who presided at the Women's Peace Congress at The Hague, sought an interview with the German Chancellor, von Bethmann-Hollweg, in Berlin, it was Oswald Schuette who obtained it for her.

"Your men are everywhere," she told Mr. Lawson upon her return. "I met Mr. Bell in London and Paul Scott Mowrer in Paris. When we reached Rome there we found Edgar Mowrer awaiting us. They were all helpful. *The Daily News* has a right to be proud of its foreign service."



## XIX

### *Know Your Readers*

INQUIRY of many newspaper editors and publishers in various cities shows that few of them operate as effectively as they might. There is too general an inclination to let well enough alone, to match up the other fellow, or try everything that offers. When asked why they don't get frequent expressions of opinion from their readers, they say they can't, don't want to, or that a request for such information would be undignified. The man who knows how, and operates in the light of definite facts in place of the way he feels, has an almost free field for attaining great success. The chances are that the dreamer will not wake up until the other man has arrived.

This took place in New York in 1883, when Joseph Pulitzer broke through the conventions with *The World*, and again in 1896, when Adolph S. Ochs and William R. Hearst forced their way to the front.

The old, straight-line newspapers continued in their dreams of the great good-will values they represented, and laughed at the antics of the new-comers. But, as results have proven, the new arrivals had a better knowledge of what the people wanted. Good old properties, which for years had been dividend-payers, dropped into the discard and red-ink class, simply because they were so obsessed with their own idea of

their own importance and leadership that they were not human. For the purpose of ascertaining exactly where he stands, I know of no process more definite than the form we have used at different times on *The Globe*, and which on my suggestion has been used by many other newspapers, as follows:

Are you reading *The Globe's* serial story?.....

If so, how do you like it?.....

If not, why not?.....

Do you consider the continued (serial) story a desirable newspaper feature?.....Why?.....

Do you read the woman's page?.....Do you consider it good, bad, or indifferent?.....Why?.....

Do you like Edna K. Wooley?.....Why?.....

Do you like American Fashions?.....Why?.....

Do you like a Batch of Smiles?.....Why?.....

Do you read Dr. Crane?.....What is your estimate of his essays?.....

What do you think of Walt Mason's rhymed proses?.....

Do you laugh at Hank and Knobs?.....

Do the editorial articles interest you?.....

Could you suggest improvements?.....

Do you like the Evening Story?.....

Do the Little Stories for Bedtime interest you?.....

Do we print enough Sport News?.....

Do you like Famous Women in History?.....

Do you like our cartoons?.....Which?.....

*Name the Best, In your Opinion, of all the Features Listed Above...*

.....

Remarks:.....

.....

.....

Signed.....

Address.....

.....

This form, printed on letter size paper, mailed to 500 or 1,000 readers in different sections from time

to time, with a courteous note explaining why the information is wanted and with a stamped return envelope, provides the very sort of a symptom blank that a doctor would require before making a diagnosis and deciding on a treatment.

In the case of newspapers with direct subscription relations, the sending out of a few hundred such forms this month in one district, and next month in another, would not be expensive, and the editor and publisher could operate in the light of exact knowledge. Occasional invitations for readers to suggest new departments and features are a mighty good thing. Small weekly prizes for the best suggestions from employees have often produced ideas of value. Our department heads and executives are often too well satisfied with present conditions to think of new ideas, and very reluctant to recognize the value of a suggestion from a subordinate. Our newspapers are seldom 50 per cent. effective in editorial ability to give the people the best thing obtainable on any day. Our editors too often are more inclined to let things drift than to dig every day and select and present only the best.

By one process or another secure your readers' appraisal of your goods. In the long run your goods must be "right." Your readers do not want to make the newspaper, but you want to know whether the stuff you are putting out has the right appeal.

*Ratio of Reading to Advertising*

UNTIL very lately our newspapers were conducted probably more loosely regarding extravagance in the waste of print paper than most of us realized until brought sharply up against the conditions of the high cost of print paper in 1916 and 1917.

Investigations all the way across the country a few years ago showed that many publishers were operating on the basis of "fifty-fifty," by which was meant 50 per cent. reading matter and 50 per cent. advertising. Others "forty-sixty," some "thirty-five-sixty-five."

After carefully checking up best newspaper experience in the case of successful properties, I figured out that the sane solution of the problem was to hit upon a fixed standard of reading matter and then let the advertising make the paper as large as it would. I found some newspapers in medium sized cities getting away with as little as from thirty-eight to forty columns of reading matter, with most successful papers in larger towns, constantly growing in circulation, giving only from fifty-five to sixty-five columns of reading matter.

By reading matter I mean everything except advertising.

With this experience in mind and the adoption of the sixty-column standard we saved nearly \$50,000

in paper cost on *The New York Globe* during 1915. With the paper famine and higher costs of 1917 we have made a still further reduction in reading matter with a variation from forty-five to fifty-five columns.

The results of this economy are clearly shown. The figures, taken at random, show how much more advertising we have been able to get into less pages. For example, in the first week illustrated below, we printed sixty-two more columns of advertising in seven less pages printed for the week, as compared with the previous year.

Reading matter was cut down 118 columns, which meant about twenty columns, or more than two pages, of reading eliminated in every issue. The average circulation during this week was 174,000 in 1916, while it was over 200,000 in 1917. By this economy we had very materially reduced paper consumption and still satisfied the reader.

In connection with this detail of proved economy and efficiency, I present a table showing the application of what I have termed the sixty-column standard to seven and eight-column newspapers.

*Comparison of Advertising and Reading*

	Week Ended Feb. 11, 1915	Week Ended Feb. 10, 1916	Week Ended Feb. 8, 1917
No. Cols. Adv. . . . .	274	296	358
No. Cols. Reading..	429	479	361
No. Pages . . . . .	88	97	90

	Week Ended Feb. 4, 1915	Week Ended Feb. 3, 1916	Week Ended Feb. 1, 1917
No. Cols. Adv. . . . .	238	289	297
No. Cols. Reading..	465	447	343
No. Pages . . . . .	88	92	80

*Comparison of Advertising and Reading—Continued*

	Week Ended Jan. 21, 1915	Week Ended Jan. 20, 1916	Week Ended Jan. 18, 1917
No. Cols. Adv. . . . .	282	342	344
No. Cols. Reading ..	518	474	328
No. Pages . . . . .	100	102	84

	Week Ended Nov. 19, 1914	Week Ended Nov. 18, 1915	Week Ended Nov. 16, 1916
No. Cols. Adv. . . . .	299	393	395
No. Cols. Reading ..	516	407	341
No. Pages . . . . .	102	100	92

	Week Ended Oct. 29, 1914	Week Ended Oct. 28, 1915	Week Ended Oct. 26, 1916
No. Cols. Adv. . . . .	327	385	387
No. Cols. Reading ..	457	421	333
No. Pages . . . . .	98	102	90

In order to apply the same principle where you desire to limit reading matter to, say, forty-five columns, make up a sheet like the sample, putting the figure forty-five down the column where fifty-six or sixty is shown, and make up the other columns by adding the remaining number of columns left in the different size newspapers.

Broad experience seems to indicate that intelligent condensation does not injure circulation, while there are many well-authenticated proofs of unsuccess in circulation effort where tremendous bulk of reading matter was offered the public.

*Columns of Reading as Regulating Size of Paper*

7-Column Newspaper		Normal		Go to
Pages	Columns Total	Reading Columns	Advertising Columns	Next Size Columns
10	70	52	18	20
12	84	56	28	30

*Columns of Reading as Regulating Size of Paper—Con.*

7-Column Pages	Newspaper Columns Total	Normal		Go to Next Size <sup>1</sup> Columns
		Reading Columns	Advertising Columns	
14	98	56	42	44
16	112	56	56	58
18	126	56	70	72
20	140	56	84	86
22	154	56	98	100
24	168	56	112	114

8-Column Pages	Newspaper Columns Total	Normal		Go to Next Size Columns
		Reading Columns	Advertising Columns	
10	80	60	20	24
12	96	60	36	40
14	112	60	52	56
16	128	60	68	72
18	144	60	84	88
20	160	60	100	104
22	176	60	116	120
24	192	60	132	136

<sup>1</sup>The theory is to figure the cost of adding extra pages and to cover such extra cost by adding two to four columns of additional advertising before going up. For instance, if it costs \$50.00 to add the two pages and your column rate is \$25.00, don't go up until you have two full columns over the normal standard.





*PART IV*

*The Plant*

*The Factory Idea—Model Arrangement—  
Mechanical Economies—The Paper Problem*



*Location and Layout*

WIDE observation of newspaper conditions throughout the country convinced me that the centrally located plant at the business center of the city is a radical mistake and inflicts an unnecessary and unjustifiable handicap on the business. The newspaper plant is a factory and should be handled as such.

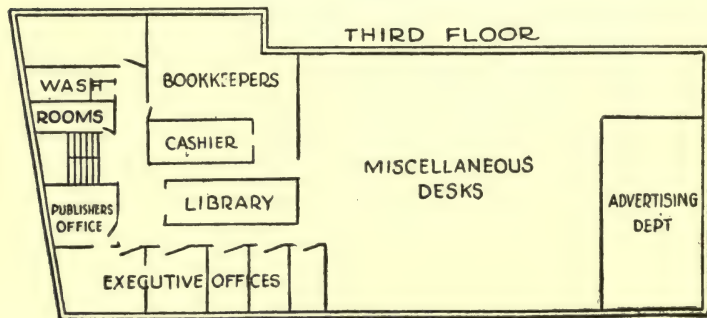
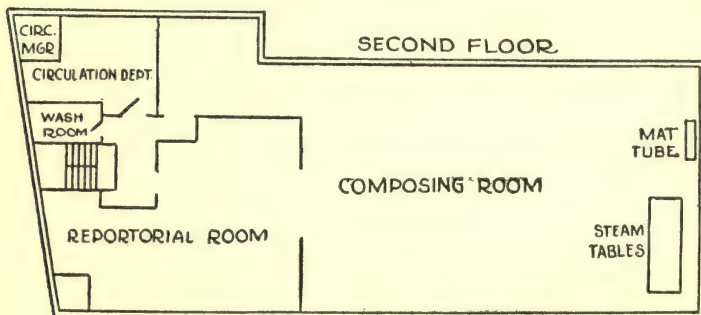
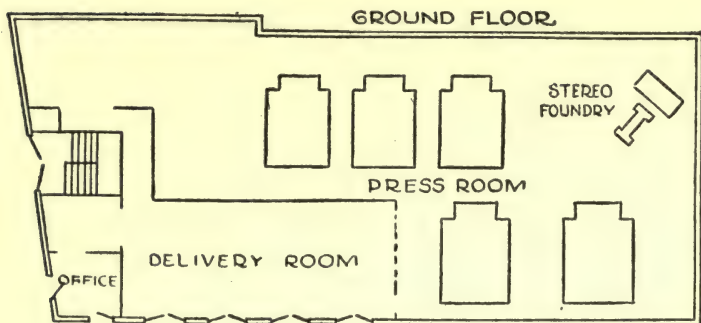
In 1911, when *The Globe* was compelled to seek larger quarters, we looked around for some cheap piece of property where we could install our equipment and produce the newspaper on a factory basis. We found what we wanted in the shape of a three-story building which had been used as a freight depot for a local express company run in connection with the trolley system. We moved from a cramped site near Broadway, worth better than one million dollars, to one having 15,000 feet of floor space per floor and worth less than one-tenth of the other's value. The twenty-five feet between floor and ceiling that formerly permitted trolley cars to run through the building provided abundant head room for our presses, all of which were erected on the ground floor in plain sight of the passers-by.

Our side-street factory has been studied by newspaper-owners from other cities who are now seriously

considering saving the heavy extra expense involved in keeping their plants at the heart of things, as it were. The trifling added expense for delivery from the off-center factory is but a small item in comparison with the increased efficiencies and elbow-room secured. The people who read a newspaper don't stop to think where it is made. I am firmly of the opinion that centrally located offices, with elaborate bulletin-boards, reduce sales rather than increase them. Numbers of people will dash up to a bulletin-board and get all the information they want, who would not have the courage to take up a newspaper from a newsboy merely to glance at the head-lines. No factories that I know of, except newspaper factories, seek out the most expensive corners. But the fashion of proving one's success by putting up an expensive and sumptuous building in a show street is going out. Advertisers are seriously considering that advertising rates that justify such profligacy are too high.

I have gone over this matter with newspaper-owners of many of our larger cities, and reached an agreement in most cases that the ideal and most effective basis would be to have a plant where property is cheap, where a two- or three-story building can spread out and permit of proper relation of departments, often lost where stair-climbing and elevator service intervene. Such a plant, in pneumatic tube and telephonic communication with a small, centrally located counting-room, at the center of the city's activity, would save many dollars to many newspapers every year. Additional branch offices may be set up at as many points as is desired far below the present cost of doing business.

Because many of our most successful newspapers



FLOOR PLANS OF NEW YORK GLOBE PLANT

have done this and are doing it doesn't prove a thing. Expensive and efficient machinery huddled between the columns of a high office building, with hardly enough room about them for the men to work it up to 50 per cent. of its capacity, and other departments scattered on various floors throughout the building without a chance for co-operative effort, bring wasteful and poor business. Increased competition and largely increased costs, which are daily bringing the possible margin of profit closer to the red-ink side, make it imperative that expense be held down wherever this can be done.

We shall now consider the arrangement and distribution of equipment and departments in *The New York Globe* building, which, in my opinion, after examining nearly all the larger plants, represents the most economically balanced newspaper factory in the country. There are several larger and probably better equipped, but I have never seen one in which a newspaper of large circulation could be more economically produced.

As previously stated, we have 15,000 feet of floor space per floor. The entire ground-floor is devoted to the printing presses, stereotyping foundry, delivery room, and storage, with the exception of a ten-by-ten corner office for the receipt of advertisements and sale of newspapers. The rough sketch on the preceding page shows the three floors.

As will be seen, the printing presses are arranged so that the printed papers can be thrown directly through windows opening on to the counter in the delivery room. The delivery room, occupying part of the street front, enables the circulation department to deliver the printed papers and mail packages

directly to the waiting automobiles and wagons at the curb, a few feet away.

The stereotyping foundry is placed immediately under a chute from the molding room above, through which the mat drops by gravity within a few feet of the Double Junior Autoplate Machine. The shaving machine in real life extends well out into the middle of the press room, where the pressmen can get the plates and, with only a very short carry, lock them on the five presses.

Referring to the plan of the second-floor, let us look at the composing room first, at the right-hand end of the floor and extending around back of the city room. Along the fronts are type-setting machines. These are all Intertype and Mergenthaler multi-magazine machines, placed for the most advantageous use of the light.

About half-way back at the right end are the matrix tables, originally equipped to be heated by electricity, but now by steam. Still farther back and immediately alongside the doorway is the top of the matrix-chute to the foundry on the floor below. Along the back wall are the cases of display type or advertising alley. The center of the room is occupied by make-up tables, banks, and form trucks. Everything works toward the center of the room and finally down to the matrix table and chute to the foundry below. There is no lost motion, turning back, or elevators or carrier systems.

Now for the news room at the left front. At the square desk in the corner sits the managing editor. Immediately at the low gate sits the city editor, and at his right, at a semicircular desk, are the copy-readers. Occupying nearly all of the middle of the

room are desks for reporters, with telephone connection and typewriter equipment. In the right-hand front corner Associated Press news comes in over machines and telephone booths, while at the back end of the room are the telegraphers. At the rear left-hand corner of the building is the office of the superintendent of circulation.

Viewed in the large, this gives us great manufacturing efficiency. The newspaper is created in the news room, with the circulation manager near at hand for instant conference. The copy is shot through the door to the copy desk just the other side of the fire-wall, where it is rushed into type, finds its way to the forms at the center of the room, and thence to the matrix table, foundry, presses, delivery room, and wagons.

It is a straight-line positive movement from one corner of the building almost to the far back corner and then back toward the front corner again. No hoists or carriers are required—short carries and gravity, the most positive of forces, do the rest. We have now very briefly surveyed the mechanical departments or newspaper factory end of the plant, and will step up-stairs where the executive and miscellaneous departments are housed.

Referring to the plan of the third story, we will again start with the room at the right-hand end of the picture. This was originally designed to be one large room with as many desks as required to care for miscellaneous writers. Later on the advertising department was given the back end of the room behind a seven foot partition, and several other groups of special departments got cubby-holes.

Along the front left-hand corner are the executive



officers and editorial writers. A small library is in front of these offices, while the cashier and bookkeepers occupy the remainder of the room. I have now shown you a newspaper factory where everything is sacrificed to the economical and efficient production of the newspaper. All of the usual store front is given to delivery room and press room, with the next most accessible space devoted to the departments next most essential in the rapid production of a newspaper. We figure that any one seeking the cashier or any of the departments on the upper floors wants something and will walk up. We have no elevators in *The Globe* building. No office time is lost in walking up or down stairs, as all related departments are immediately in touch with one another.

If laying out a plant for a newspaper in a smaller city I should follow the general idea we have carried out in *The Globe* office. I should use three connected floors, putting the press and delivery rooms and stereotype foundry on the ground or street-level floor; the composing, news, and circulation department rooms on the second, and the other departments on the third. In case the factory idea is carried out in connection with a small centrally located office, the advertising and bookkeeping end could be housed there, but I think it best, after our experience, to hold the entire force as close to the smell of printer's ink as possible. Somehow when men get out of touch and sympathy they lose efficiency.

*Press and Stereotyping Equipment*

IN giving a mere passing glance at some of the leading types of printing-presses, merely as a suggestion to enable those at distant points to select a given style for further investigation, I shall start with simple ones first and then advance to the giants for metropolitan use.

For the small daily or a progressive weekly I have never heard of anything superior to the new Duplex Flatbed Press, Model "A," which will print four-, six-, and eight-page papers, printed, cut, and folded, at from 3,000 to 3,500 per hour. Printing from roll paper, which can be bought at lower prices than flat, with lower waste in operation, this machine is cheaper to operate than a press using flat paper. On the floor it occupies 11 feet 9½ inches by 7 feet, with overall measurements 14 feet 4 inches by 10 feet. For further information address Duplex Printing Press Co., Battle Creek, Michigan.

For smaller dailies requiring the production of larger newspapers or larger editions the Duplex Tubular-Plate Press seems to me to provide the ideal equipment. The speed of this press is 30,000 per hour of 4-, 6-, 8-, 10-, 12-, 14-, or 16-page papers.

The tubular-plate press represents a new departure in construction, in contrast with the long-standardized

semi-cylindrical plate. This press is only one plate wide, starts with a single plate, can be operated by two men, and can be used for many jobs with great profit. The equipment with the press is a Tubular-Plate casting-box, and mechanical compressor steam-table, which can be operated by the same two men who run the press, where union rules do not prohibit such efficiency. The Duplex Press Company turn out larger presses for metropolitan newspapers and will gladly furnish further details on request.

R. H. Hoe & Co. for years had a practical monopoly of the printing-press business, and for a long time beat off all competitors by sheer force of merit and quick delivery of the goods. But during recent years several manufacturers developing new ideas in construction and efficiency are finding increasing recognition. While all manufacturers endeavor to standardize their product, the Hoe concern has always met competition by matching new types produced by others, and by reason of the wonderful experience of their designers can build a press to fit any space and produce any combination that may be required.

From the huge Double Octuple, which will turn out 288,000 four- to eight-page papers per hour, down through the Double Sextuple to the single Octuple or single Sextuple either "Straightline" or "X" type the line is wonderful and much varied.

Hoe machinery has always been maintained up to a very high standard. A Hoe press twenty years old, if kept up to date by the addition of new devices as perfected, will generally be found to run better than the day it came from the shop.

The Hoe people say that they have given up the construction of the smaller types of presses for very

small newspapers. They do not quote prices on their presses except to prospective buyers. For further information address R. Hoe & Co., Grand Street, New York City.

One of the very highest grade of newspaper presses is made by the Goss Printing Press Company of Chicago, which, through the great success of their famous "Straightline" type, almost revolutionized its press business.

Their line, of which I am briefly referring to only three models, is complete and worthy of careful investigation. What I have always liked about the Goss people is that they always name a fair price for a press and generally get it.

They are not out for volume business at a loss for the showing, and, as a rule, wherever a Goss has been tried out it is always more Gosses for that plant.

In my experience investigating press-room conditions about the country I have generally noticed, where two or more types of presses were employed, that the circulation men always want Goss "Straightlines" used for starters because they think they get away quicker and with less breaks at the start.

The Goss Comet Web Perfecting Press, with folder, fills a field of usefulness to-day in the growth of a newspaper that was unoccupied a few years ago. It bridges over the period of growth from a newspaper produced on a sheet-fed press to the circulation that demands a stereotyping rotary press with its expensive first cost and constant charge of stereotyping. The Comet prints direct from flat type forms. It prints either four, six, or eight pages, prints both sides of the web, and folds (pastes, if desired,) its product to either one-half or one-quarter page fold at a speed of

3,500 copies per hour, and prints either six or seven columns to the page. The Comet is a high-grade, simple, economical, and dependable press, and costs about four thousand dollars.

The Goss Junior Straightline is adapted to print and fold such newspaper publications as have outgrown the capacity of a Comet, both as to product per hour and number of pages to each publication. Each printing unit, or deck, prints upon a separate web one page wide, and the Junior Straightline Press is built with either three, four, or five decks to produce the maximum number of pages required. If originally built with two decks, the third and fourth decks can be added at any later date, making a unit-constructed press increasable in capacity as the newspaper grows. Only one plate is used for each page, excepting in producing six-, ten-, and fourteen-page papers, when there are only two more plates than pages used. All products are folded in book form and only one width of web is used.

This press produces at a running speed of 20,000 copies per hour and fills the bill excellently until the publication demands a high-speed press of metropolitan capacity. The prices for this type of press run from \$13,200 and up, according to size press demanded.

The high-speed Goss Straightline sextuple presses are built for a guaranteed speed of 36,000 copies per hour on all products run two to a revolution. This speed is the actual practical speed and not a visionary one. This machine is built to suit the demands of the purchaser from a two-plate-wide, three deck, twenty-four-page press, to a double Octuple with supplementary color-printing units, or larger. It is divided

into two types, known as "Decker" and "Low" constructed, the type selected by the purchaser will generally conform to the possibilities of his press-room, and both types have many points in their favor. Both classes of machines are furnished with Goss patented quick-lock-up device which instantly and securely locks the printing plates in place, and the wrench used for this purpose cannot be removed from its position until the plates are securely locked.

The printing cylinders are so located or placed that it is unnecessary to remove any inking rollers in attaching the plates. The plate cylinders are staggered. All ink fountains are equipped with end adjustment so that it is unnecessary for the pressman to enter the press to adjust the ink at any time. The inking mechanisms are of latest type and optional as to construction and capacity. All ink fountains are prepared for pipe supply of ink. Ink fountain feed by ratchet and pawl with complete facilities for regulating of ink.

All roller sockets and fountain-feed roller-levers are of safety-lock type. All inking mechanisms are on the outside of the frame. The printing-cylinder bearings are three and a half inches in diameter by eight and a half inches long, and special high-carbon hammered steel devices are used in all cylinders. The framework of the machines is extremely heavy. Wedge adjustments are used for setting impression. Presses are furnished with or without electrical drive.

The prices for Goss high-speed machinery vary from \$19,750 for their single-width, triple-deck presses to \$38,000 and up, according to type of press demanded.

The five high-speed presses in *The New York Globe* office are equipped with the Kohler System, especially designed to operate and control them electrically. They have now been in steady operation for over six years without a hitch or drawback of any kind. Around the presses at convenient points are a number of push-button stations which are connected with the main control board on the side wall and above the floor. The buttons are marked "on," "stop," "off," with two control buttons, "run," and "safe."

For the protection of our men we eliminated the use of all the starting buttons except at one point under the control of the pressman in charge. In operation any man at six or eight points can stop the press in case of necessity, but only one can start it. When the button "safe" is pushed in at any point, no one can start the press at any other point. Under such a system accidents such as men losing hands and arms when putting on plates, through the careless starting of the press by a man at another point, are almost entirely eliminated.

In operation the presses are started by the pressman pushing the "on" button. By continuing to press this button the press may be gradually accelerated from standstill to maximum speed or any speed in between. By pressing the "off" button when the press is running its speed gradually dies down. By pushing the red, or "stop," button the press can be brought to an almost instant stop. The list price of the Kohler System for driving a high-speed sextuple press installed at any point east of the Mississippi River is \$4,250. For further information address The Kohler System, 50 Church St., New York City.

Entirely aside from the ordinary stereotype equip-

ment furnished by the printing-press manufacturer under old conditions, the modern up-to-date newspaper can secure great advantage in efficiency by using inventions brought forth by Henry A. Wise Wood and his brother, Benjamin Wood, who have gone into the dry-mat problem and produced the Junior Auto-plate Machine and Autoshaver. The Double Junior can be arranged on either side of a huge metal pot, with the Autoshaver coming forward at the center. Under old conditions the plate was made by pouring molten metal by hand-ladle into the casting box, and then finishing it on stationary blocks by hand, a slow and cumbersome process compared with the modern method. The Junior Auto-plate Machine turning out three plates per minute, scraped and cut ready for the Autoshaver to finish cool and dry at the rate of twelve per minute, has probably more than any other factor made possible the modern daily newspaper.

Single Junior Auto-plate machines are listed at \$10,000 F.O.B. factory. Double Junior Auto-plate machines, \$12,000 F.O.B. factory. The Autoshaver is listed at \$3,500 F.O.B. factory.

For the use of smaller newspapers desirous of reducing hand labor to the minimum, and at the same time securing more uniformly good plates than by the hand process the Wood Company has designed and successfully demonstrated the Semi-Auto-plate machine. Here we have a single unit in which can be cast, finished, cooled, and delivered two plates per minute, ready for the press without handling.

After years of persistent experimentation and exasperating experience in getting stereotypers to give the thing a fair chance the Wood Company now has a dry mat which is a veritable life-saver in the art of



newspaper-making. The dry mat eliminates the steam-table or the making of mats by the old hand process. The dry mat has made stereotyping a process almost as easy for any man as a stereotyper, but its use has put no stereotypers out of the business. During the experimental days in which we used the crude dry flongs exclusively for months we had all sorts of trouble with shrinkages up and down and at angles.

To-day by refinements in the process a uniform cross shrinkage is secured which is not objectionable from any standpoint, and can be easily utilized to make considerable economy in print-paper costs, from one to two inches in the width of the four-page-wide roll. Dry mats are now quoted at fourteen cents each, by the hundred or thousand.

In connection with dry mats, or, for that matter, for any sort of stereotyping, the under-driven Wood matrix rolling machine deserves recognition. The Wood Company by producing this machine entirely eliminated the burr on the surface of the plates so frequent under old conditions. Under the old plan the power was applied to the rolling cylinder, which produced a thrust that caused the type to drag into the surface of the soft mat. Mr. Wood, by transferring the power to the lower cylinder and platten, leaves the upper cylinder free to roll the mat smoothly into the type. Other machines of the type are now made, but the credit of producing this important development belongs to Henry A. Wise Wood and Benjamin Wood. Further details regarding any of the Wood machinery can be secured from The Wood Newspaper Machinery Co., 25 Madison Ave., New York City.

## XXIII

### *Composing Machinery*

IF asked what invention, aside from the developments of the printing press itself, more than any other made our present-day newspaper a possibility as compared with those of earlier days, I should have to answer, the Linotype, invented by Mergenthaler of Baltimore. As improved from the earliest models made during the '80's the present Linotype family with multi-magazine equipments of various sorts represents almost as revolutionary stages of improved efficiency as did the original machine over hand setting. Model 9, for instance, gives the operator control of eight different faces of type, which he can use in a single line if he chooses by simply pulling different levers to throw the desired magazine into place. One printer and one Linotype save the work of five pairs of legs and five pairs of hands in handling material, in setting straight matter, display, or tabular work.

Linotype matter is easier handled than matter set in individual type, for it eliminates the delays caused by pieing the type. The use of the Linotype also produces a new dress of type for each issue of the newspaper. If our compositors were more inclined to try to get maximum production from our Linotype machines generally, rather than to produce average

low outputs, the use of the machines would mean even greater efficiency in production than they do to-day. For further information regarding Linotype machines address the Mergenthaler Company, Tribune Building, New York City.

One of the most important parts of the equipment of a modern newspaper composing room is the Monotype, which is practically the combination of a composing machine with a veritable type-foundry. It not only makes the type necessary for its own composition, but also supplies type, leads, slugs, rules, and spacing material for the hand compositors and the whole newspaper.

The Monotype is a pair of machines, for the Monotype consists of two separate machines, one of which—the keyboard—composes the type and records it by perforations on a paper ribbon which controls the other—the Caster—in making the type and setting it in lines and columns. The keyboard will set any matter than can be handled by any other machine and some kinds that are possible only on the Monotype. In fact, it will set anything that can be set by hand, and do it quicker. This includes those intricate advertisements of the big department stores with two and three faces of type and large figures, which it sets at one handling, as well as the smaller and less complicated advertisements.

In addition, it makes the display type needed for the heads and hand-set advertisements. It does all this so economically that it is less expensive to remelt whole-pages after use and make new type than it is to distribute. Thus, the Monotype created the Non-distribution System, which is the greatest advance in newspaper manufacturing economy since the inven-

tion of the hot-metal composing machine. By this system all non-productive time is eliminated and the compositor relieved of the disagreeable work of distribution. All his time is occupied in new composition.

In recommending the purchase of equipment it is usual to say something about cost of machinery, etc., but in the case of the Monotype this is really immaterial, as in any considerable plant the saving it makes will pay the entire cost in a couple of years. The first cost is less than that of a foundry-type outfit that would give anything like equivalent service and depends on the size of the paper, the character of display in heads and advertisements, and the number of fonts desired. The cost of running after installation is much lower than any other system. The list price of the Monotype Keyboard and Casting Machine is \$4,200. For further information address The Lanston Monotype Machine Company, Philadelphia, Pennsylvania.

The Thompson Typecaster has been on the market since 1908, and has found its way to all parts of the world. One outstanding feature of this machine is its ability to take any Linotype or Intertype matrix and cast single type from it for the case, and as these matrices are made for many foreign languages, the reason is here found for its popularity in countries abroad. They are in use in Australia, India, China, Japan, South Africa, Java, South America, Jamaica, Cuba, Germany, Italy, Holland, England, and Canada, as well as in large numbers in the United States, where more than eighty daily newspapers now cast all their type with Thompson Typecasters. Many are in use by job printers also.

The Thompson Type Machine Company's factory

is in Chicago, while matrix libraries are carried in New York, Chicago, and London. Here are kept for the convenience of users of this machine all the popular display type faces in series running from six to forty-eight point in size, the matrices being loaned for a nominal fee to users.

An interesting development recently brought out is an attachment for casting leads, rules, and slugs, in all body sizes from two point up in endless strips, and a cutting-off attachment which automatically cuts the material into desired lengths. The price of the Thompson Typecaster is \$1,600, complete to cast eleven sizes of type, quads, and spaces. Lead, slug, and rule casting attachment, with cutter, from \$400 to \$600 extra. On even a 6-per-cent. basis the investment in such an equipment should pay for itself within a year or two in even a small newspaper office. In the larger office, on account of the limited floor space it requires and its wonderful flexibility of production, it is a prime necessity.

A recently developed machine for advertising display composition is the Ludlow Typograph, for which the Mergenthaler Company is selling agent. The Ludlow sets matrices instead of type, and these are kept in cases adjacent to the machine, being returned immediately to their places after use. The product of the Ludlow is a slug, multiples of which will produce any desired measure.

Working on the same basic design as that originated by Mergenthaler, on the expiration of his base patents, the Intertype machine to-day offers newspaper publishers a composing machine designed to combine simplicity and flexibility so standardized as to be absolutely interchangeable.

Thus, if a printer buys a model A single machine, he may at any time later have its range of work widened by having it made over into a model B or model C, in his own office and at a cost not to exceed the original difference in price between the two models.

Now that the bugaboo of threatened infringement litigation has been wiped out by decision of the United States Supreme Court, no newspaper publisher need have any fear in giving the Intertype the trial it deserves. In our experience the machine gives complete satisfaction in every respect, and at the lower prices for which it is sold than other types, including parts and supplies, its use offers attractive inducements. For further details write the Intertype Corporation, Terminal Building, Brooklyn, N. Y.

## XXIV

### *Space-saving Economies*

IN my observation among the daily newspapers of the country I have been surprised at the really wonderful efficiencies of many of the small city newspapers, as compared with the waste and prodigality of our big city newspapers. The best ideas are often developed in the smaller offices, where, "necessity being the mother of invention," they just have to do things to get by, while we are too bound up in webs of tradition and habit. On November 16, 1916, I received this letter from Robin Damon, publisher of the *Salem (Mass.) News*:

DEAR SIR,—We little fellows in the suburbs watch the movements of the men in charge of the big papers. You have been quoted at some length and frequently regarding the newspaper situation—and just now the situation is acute. Some old-timer is accused of nodding, and there's also a wise saying about the beam in the eye. Hence I should like to know just why your paper considers it necessary to use about 2,500 inches in a year for the inclosed. (See page 179.)

Why should nearly an inch of space be given to the information about *The Globe* being entered as second-class matter? One inch across the column should be sufficient for the whole matter, for it never is changed. Note how we cover the same thing.

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**THE SALEM EVENING NEWS**

Salem News Publishing Co.


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**Entered as Second Class Mail Matter.**

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Immediately on receiving the tip I referred the matter to our editor and wrote Mr. Damon a note of thanks, enclosing a proof of the heading in abridged form:

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**The Globe**  
AND Commercial Advertiser.

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Published and owned by the Commercial Advertiser Association, Globe Square, New York. H. J. Wright, President; William Shillaber, Jr., Treasurer; Jason Rogers, Secretary. Entered at the New York Postoffice as second-class matter. **SUBSCRIPTION RATES:** One Year, \$6.00; Six Months, \$3.00; Three Months, \$1.50; One Month, 50c.

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**STATEMENT OF CIRCULATION.**

The daily average net paid circulation of The Globe for the year ended June 30, 1917, was.....	<b>210,755</b>
The daily average net paid circulation of The Globe for the year ended June 30, 1916, was.....	<b>184,580</b>

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**The Globe is a member of the Audit Bureau of Circulations.**

I received this most informatory and valuable reply, which I am taking the liberty of spreading before all newspaper-makers for their use:

DEAR SIR,—I have your letter with proof inclosed. I am pleased that you have seen the point and acted so quickly. Recently I have been working here over the waste problem, for I believe that every extra lead or space used that does no good or serves no purpose should be eliminated. It is surprising what a lot of space printers throw away in a single edition because it is easier to drop in a lot of leads than to find things that just fit the space. Of course, I know that in the rush of closing pages a lot of things must slip by, but my notion is that if certain rules regarding the small things are adopted only a small per cent. of wasteful instances will appear daily.

We average on this paper about ten pages daily, where a few weeks ago it took twelve pages for the same amount of advertising, and as a rule there was what the editorial department calls "plenty of room for everything."

This condition came from the fact that the size went to twelve



**The Globe**  
 AND **Commercial Advertiser.**

NEW YORK, TUESDAY, OCTOBER 3.

Published and owned by the Commercial Advertiser Association, Globe Square, New York. H. J. Wright, President; William Shillaber, Jr., Treasurer; Jason Rogers, Secretary.

Entered at the New York Postoffice as second-class matter.

PUBLICATION OFFICE: GLOBE SQUARE.  
 WASHINGTON OFFICE.....Times Building  
 CHICAGO OFFICE.....Tribune Building  
 LONDON OFFICE.....8 Waterloo Place, Pall Mall, S. W.

SUBSCRIPTION RATES:

One Year.....\$6.00	Three Months.....\$1.50
Six Months..... 3.00	One Month..... .50

STATEMENT OF CIRCULATION.

The daily average net paid circulation of The Globe for the month of August, 1916, was.....	210,676
The daily average net paid circulation of The Globe for the month of August, 1915, was.....	182,737

The Globe is a member of the Audit Bureau of Circulations.

*THE GLOBE is not responsible for any unsolicited manuscript which is not plainly marked with the name and address of the sender and accompanied by stamps for return.*

The Globe does not knowingly accept false or fraudulent advertising or other advertising of an objectionable nature. Readers of The Globe will confer a favor if they will promptly report any failure on the part of an advertiser to make good any representation contained in a Globe advertisement.

pages when there were three, four, or five columns extra beyond the regular run of advertising for ten pages. As a matter of fact, it took but little encouragement to jump to twelve pages, for with twelve machines we always have several hundred columns of type standing, and there seem to be many illustrations—coming from the I. U. S. service. We have so much filling material that a twelve-page paper seems nothing. Then a man in charge of the editorial department seemed surprised when I told him that he was wasting money. "Why, it doesn't cost anything, for we have so much type and so many illustrations we could run twelve pages every day, and I think it would be a good plan," that was his response. And it happens that we have a rather enterprising young man as foreman, who is anxious to make a good paper.

I came back from a summer in Maine the middle of October, and since then I have been working on the "efficiency and economy" idea, because while in the woods I paid a number of visits to the paper mills, and the information I was given gave me a number of serious thoughts, for I saw more wrapping paper coming out than white news—and the price quoted for next year—or hinted, for the mill men will not set a price—has been astounding, even with our small edition. Since I have been on the job here I have talked with five different publishers, and I have been surprised to learn that they were in total ignorance of the great waste permitted in the different offices.

After my talks with the responsible men, and careful observation of the newspapers, I agree with Mr. ——— of the Berlin Paper Company, who told me that newspaper publishers would be bankrupt if their enterprises demanded the careful supervision given ordinary manufacturing concerns. This reminds me that at the big plant of the United Shoe Machinery Company, located near here, the technical department has just expended \$250,000 in perfecting an appliance used in lasting shoes that now saves a sliver of leather no thicker than a pin. Every newspaper in the United States is wasting from columns to pages of space—simply throwing away the money, because no one gives attention to the many little places where people with no thought of cost toss away the pennies. I have been trying to get three papers now running 7-col. 13-em pages to adopt the 8-col. 12½-em pages. In one case this would save \$25,000 a year in white paper, to say nothing of the saving in matrix paper, ink, power, freight, etc. Yet the manager says that he cannot make the change on

account of some "tinkering" needed on the press. I offered to put in a new press if he would give me half the saving for ten years. And he hangs back. Yet I know his present plant could be changed for less than \$1,000 in a month's time, and make the tremendous saving.

In this office, with a daily edition of 19,000 at present, we are saving an average of two pages a day. Six weeks ago we were running 21,250 daily, but non-return, cutting down all free copies, and watching papers as though they were dollar bills, has saved over 1,200 daily—and we now collect more cash from sales than we did two months ago. We also increased mail subscriptions to fifty cents a month. Many papers have adopted most of this plan, but the saving is little compared to the amount that could be cut off by digging into the details of every page of the paper.

With a paper like *The Globe* I think it is moderate to estimate that the adoption of even a small part of the ideas we have put into force here would save \$50,000 yearly—and I should not be surprised if the sum was double. Of course, this requires some co-operation from the editorial department, yet the greater part of the work can be done with little reference to the "men up-stairs." In fact, with one paper I have sort of advised on the subject, two pages a day were cut off before the men with the green eye-shades knew what was going on. With their active interest in the matter the paper was given several extra columns for news after the business department had taken its share of the saving.

When I take a day and look over the exchanges coming here it fairly makes me itch to get hold of the managers and tell them what wasteful rascals they are in every department. Yet my few interviews have usually ended in, "Oh, well, we cannot run things that way." If you look over every paper you will see that the one thing I criticized in *The Globe* is a waste in all.

A good way to find out just how space is wasted would be for you to ask the composing room to send you fifty ordinary two-point leads and stack them up on your desk. Measure the pile, and you will see that it represents some space. Then go over the pages of *The Globe* and count the number of places where there are extra leads. Include in your requisition an order for ten of the dashes used in heads. You will find that the dashes make an inch or more. Again go over the pages and note where dashes are used that do no good, tell nothing, but take space. To illustrate this point I am inclosing a few slips from this paper's

work. We run an average of forty columns of reading matter daily, and I was surprised to find that five columns were wasted. This five columns saved is one of the reasons why we have saved paper, for, as stated before, an extra three to five columns throws the size up a couple of pages in the average office.

The answer to my plan has usually been that the details are too petty, yet one plain lead saved each day on a single page amounts to 365 in a year, and with a 20-page paper it is 7,300 leads. Save 100 leads on a page, and it is quite a number. You can easily find out by using the sample pile of 50 leads. I have not seen a newspaper that did not have fully 100 extra leads in the average page. Then add the unnecessary dashes, and the saving would be enough to buy several linotype machines each year. I do not advocate reducing white space where it will conflict with artistic effects or injure the papers. My theory is that few, if any, readers of papers notice the points I am working on—at least we have not heard a word of criticism.

In my investigation I have found that the matters I speak of have always—or nearly always—been arranged by some printer, and therefore millions of dollars are wasted by the newspapers of this country on the more or less haphazard notions of men receiving from \$15 to \$35 a week. I think if you get your editorial men into your office and ask them if they know just why a certain amount of space is used between certain places on the pages they will be unable to answer, except that the custom has been to run things in the way they are shown.

Here is where the efficiency and economy expert gets in his work. And I think that the newspapers of the country would receive more benefit from this sort of thing than they will ever get from trying to regulate the price of paper. It is no wonder paper-makers think they can flim-flam newspaper publishers when they see what idiots the publishers have been for so many years. The publishers allow irresponsible men to spend their cash, and few even realize how the money is going to waste—and if they do have a dim notion of the matter they look at their own product with eyes that do not see.

Of course, there are hundreds of ways by which space can be saved without injuring the value of a paper, but I will not bother you with citing them now; yet if you feel interested in the subject I should be pleased to go into details at length—and if you care to send me *The Globe* for a time I should like to go over its columns,

and I think I could point out places where your printer-men could save you a lot of cash. This is provided you do not find your own force willing to join your efforts. And that is quite a serious problem.

Here I have found it necessary to personally supervise every page for a number of days, and even then the old-timers will return to their old habit of "leading out" a column instead of finding something that is a snug fit. We now have pages without a single lead, making a non-distribution scheme, although we haven't the machinery for that system.

This is a very long letter, but it happens that for the past month I have been working about eighteen hours a day in this office and two others on the interesting subject, and so I am overflowing with ideas on the topic.

I am—or was—a practical printer, so that I am able to pick flaws where the ordinary manager depends upon his printers for information. One publisher told me: "Why, what's a lead, anyhow?" When I handed him one he replied: "Oh, that little thing doesn't amount to anything." Yours very truly,

(Signed) R. DAMON.

H. J. Wright, editor of *The Globe*, armed with the material furnished by Mr. Damon, went over the whole matter with our foreman, and an almost complete revolution took place. I hate to make an estimate of the waste space they eliminated, but sincerely believe that we are getting anywhere from six to eight more columns of honest reading matter in the forty-five to fifty-five we run a day than we formerly did.

As I wrote Mr. Damon, my hat is off to him. I have long known his wonderfully successful newspaper, which dominates its field with a thoroughness I think unequaled in the country. He has worked hard since he started *The News* in 1880, beaten off all competition, and to-day holds absolute monopoly of all approaches to Salem, Massachusetts, through newspaper advertising. I cannot refrain from making a few extracts

from another letter from Mr. Damon, which accompanied a careful digest of a week's file of *The Globe*:

DEAR SIR,—I have just returned from a week's vacation and found your letter and a bundle of *Globes*. Your letter expressed my own opinion of a lot of metropolitan publishers. I have an idea that many of them would fall down hard if they were taken from their rich feeding grounds and compelled to scratch a living from a country city.

It must seem rather a nervy performance for me to even pass a word of criticism on an effort like *The Globe*, yet, taking the bundle of papers as an invitation, I spent Sunday evening in going over the papers. I inclose a few notes I made on the paper.

In considering my criticism you should take into consideration that my sole experience has been gained in this rural community and its adjoining towns, for I personally started *The News* when I was seventeen years old, back in 1880, when a hand filled with type and a press just big enough to print only a single page at a time seemed sufficient for a daily paper in a weekly publication office. Now there are only one old-time weekly, kept alive through sentiment, and *The News*. Naturally there have been many competitors.

For many years I personally conducted every department, and it was my regular duty to see every page before it was made up, and also look after the press-room. I at first picked up a lot of type in the advertising department. In such ways I secured a practical knowledge of all the work on a country daily, although I had carried on a job-printing office for several years as an amateur printer before starting the paper. For a number of years now I have been away from six to eight months each year, my regular time for continuous work here being from the middle of October to the first of February. The remainder of the time I am either in the Maine woods or in Florida. Short trips keep me posted. It happens that I am now on the job, and hence I have gone through your paper. You may find nothing of value in the notes, and if you do not get even a hint worth taking the work will still be both pleasurable and profitable to me, for I find that by making such close examinations of many other papers I am getting a lot of information that has proven valuable.

## NEWSPAPER BUILDING 191

I am inclosing a page from *The Bridgeport Telegram*, one of my pupils. The mechanics on the paper are poor workmen, but what you see is a great improvement over former conditions.

As a result of Mr. Damon's suggestions we have cut out columns of waste space in *The Globe* every day and are giving the readers just that much more real reading matter or saving the money that would have been wasted.

*Mechanical Problems on The Globe*

If your newspaper is going to reach a circulation of over 3,000 per day, it is advisable to install a perfecting press and stereotyping machinery. Some of the smaller newspaper publishers incline to the idea that 5,000 marks the starting point for the use of perfecting presses.

For such a small office and indeed for one expecting to handle from 120,000 to 150,000, I should select either of the two models made by R. Hoe & Co. or the Duplex Press Company, single-width machines starting with a single plate, capable of getting out a twelve-page newspaper. Such a press, including the stereotyping equipment, can be operated by two men where union rules do not interfere. During idle time it may be used with profit to get out fly-sheets and large rough jobs to be cut up later. I should use the dry mat which does away with a steam-table, and which in a pinch can be handled by almost any one. Electrical power provides wonderfully effective operation of the machinery where current is reasonable. Such power, besides having the advantage of avoiding the necessity of making steam, costs money only when actually in use.

I am a strong advocate of both slug and single-letter casting machines for even small offices. The



interest on the original investment is very small in comparison with the amount of money that can be saved in eliminating all distribution. In the old days when I learned my trade it was calculated that one-third of composition expense was represented by distribution. In other words, it took just about half as much time to get the type back into the cases as to set it. By the use of the non-distributing system, the setting of all type by machines or machine-made type, and throwing it all into the melting pot at the end of each day, our total expense for distribution in *The Globe* office is about \$15 a week.

After much observation I incline to the notion that a plant for a large newspaper provided with a number of small units like these small presses, perhaps equipped to produce newspapers up to twenty-four pages, would be ideal and more economical than the larger and more complicated machines. A battery of such presses, ranged side by side down a long room, where land is cheap, each unit starting with a single plate, would produce more papers per hour for the number of units employed than larger machines.

For example, in *The Globe* office we can print 250,000 papers per day on three presses by getting out six editions, when we should require seven or eight presses to produce the same number if we tried to do it all in one edition.

In the case of morning newspapers where only one main edition is published, with perhaps a country edition a bit earlier, less press capacity is required than for an evening newspaper. With the evening newspaper time is a greater essential, and in our larger cities, at least, a run of from twenty to forty minutes on the press is about all we can get the carriers and

newsboys to wait for. They all want their supply at once. The papers all bear edition ear-marks, which indicate the time they are printed, and the fresher they are off the press the more readily they sell.

Even in the case of smaller newspapers I believe that a greater multiplicity of editions is desirable. The earlier runs can be filled up with features to be dropped later, or the first editions can be held down tight and gradually blossom out into real newspapers toward the end of the day.

Much prestige can be created by establishing a reputation for reliability in the marking of editions. People can be trained to insist on certain stated editions, which is a worth-while asset in competition with unreliable newspapers given to misbranding.

In equipping *The Globe's* new plant in 1911, we sought to get everything up to the minute. We put in electric drying tables for the stereotypers, at a cost of \$8,000, but after two or three years' experience threw them out and restored steam.

Under commercial conditions we found that it was costing us about as much for electric current to dry the mats as to operate four or five huge modern high-speed presses. We found that there was always the danger of melting the forms with electric current in case of short-circuits.

About two years or so after we had started operating our new plant, we began a seven months' trial of the dry mat, which had been so much talked about at the April meeting of the American Newspaper Publishers' Association. We began in May, and from that time until December did not make a wet mat in our office. We put up with much inconvenience and annoyance

during those experimental days, in the hope of eventually overcoming the difficulties. Shrinkage impossible to control, particularly in reference to block advertisements, led to endless complaints and allowances to advertisers. We put in new rolling machines, capable of getting deeper impressions in the mat, bought all kinds of roasters, scorchers, and the like, being anxious to perfect the device that promised to do away with the heat of the drying-tables in summer and to reduce the damage done to type and illustrations by frequent heating.

We found that we had to reblanket all of the impression cylinders on the presses more frequently than formerly, and that it was not possible to get uniform results by trying to use wet and dry mats interchangeably. That was the reason we decided to adopt one method and adjust all our equipment that way. Along in December we got a poor lot of dry mats and finally decided to throw the whole thing overboard and revert to the old process. The dry mats had been costing us sixteen cents each, but were later reduced to twelve cents. This was a high price to pay, but I thought it would be greatly modified if the demand for them became large enough by reason of general use.

During our dry mat experiment our stereotype foreman was trying out various schemes to produce dry mats of his own and hit upon one made with uncooked paste, differing from the usual cooked composition. When we returned to wet-mat methods, he employed this process with good results and greater economy. We now use dry mats for starters. The manufacturers of dry mats say they have eliminated certain of the troublesome shrinks, and many publishers are reporting satisfactory experiences with them.

With the new equipment we put in four new high-speed sextuple presses—three Hoe “X” type and one Goss Straightline, all operated by sixty and ten horsepower motors under the Kohler control system.

We installed a Double Junior Autoplate Machine and shaver in our stereotype department, equipped our delivery room with metal-topped tables instead of the old-fashioned wooden counters.

We put in three additional Monotype type-casting machines, giving us a battery of five of these, and added several multi-magazine slug-casting machines. This gave us a much more effective equipment than formerly and a safe operating capacity of up to 400,000 papers a day.

## XXVI

### *The Newspaper and Labor*

REALIZING that perhaps my views regarding the newspaper in relation to the labor it employs, with its editorial treatment of labor and its general policy toward all labor news, are out of line with those of most newspaper publishers, I cannot refrain from briefly touching upon these matters.

The beginner in the newspaper business, when brought up against some perhaps innocent violations of labor-union rules he knew nothing about, or perhaps some seemingly unreasonable demand by a walking delegate, is in a sad plight. As a matter of fact, probably no business in the world is now in a sounder relationship to the various labor unions involved than that of newspaper-making.

Through the co-operation between the American Newspaper Publishers' Association and the presidents of the international offices of the various unions, over a long period of years, compulsory arbitration agreements have been produced which are gradually becoming more and more satisfactory. Therefore, my first advice to all newspaper publishers is to join the A. N. P. A. to get the advantage of its well-established relation with all of the unions and the power of its insistence that they fulfil their obligations.

I am heartily in favor of the men who work on our

newspapers getting all the money they can for their services and realize the impossibility of getting all employers to approach such discussions in the proper spirit of fairness.

There are, in my opinion, many well-founded reasons for objection caused both by past transgressions of the labor men and by efforts of employers to protect their bank balances. Unreasonable exactions of time within time, attempts to limit the employer's use of labor within the time he pays for in any reasonable way he wants, attempts to restrict the use of expensive machinery to the small output of incompetent journeymen—are a few of the sore spots which have placed labor in the bad graces of many employers. To my mind they should be recognized by labor men as serious handicaps to the best interests of labor.

From the journeyman's standpoint the labor union as conducted in the past, while undoubtedly beneficial to the mass, has tended to defeat the natural inclination of some to excel and go upward, and held back as many men who would have advanced as it has taken care of by providing "sits" for men filling them with discredit to the various crafts. Thanks to a better understanding of these various factors between employer and employee in the printing trades, through the efforts of the A. N. P. A. we are gradually eliminating the points of friction, but, naturally, we still have some distance to travel before attaining the ideal.

Of course a newspaper must be conducted for all its readers and labor matters should be discussed editorially just as frankly as any other big question. In *The Globe* we commend or attack whichever side we think is right or wrong, in any controversy. We sent Lincoln Steffens to Los Angeles for the McNamara

trial and published front-page specials from him reflecting the side of labor, which at first aroused a strong spirit of antagonism in New York, but when understood produced invitations for personal interviews with Mr. Steffens by leaders in big business.

*The Globe* vigorously opposed the unfair methods employed in Paterson, New Jersey, to quell strikes and prevent free speech. It has just as frankly jumped on strikers where they transgressed the law and decency.

The old notion that a newspaper dared not criticize so large an element in the community as the labor people is merest nonsense. All the mass of the people want is fair play and sincerity, accuracy, and sympathy with humanity. I have personally settled several outside strikes. I know the labor men as men. Most of those who have come up from the ranks realize, as I do, the unfairness of seeking to keep others down. If our labor rules were more liberal, and permitted greater latitude to the proficient, labor collectively would derive large reward for services rendered and probably without loss of a dollar to those less competent.

Few labor men ever stop to think that the employer is devoting most of his time trying to produce work to keep his employees occupied. Statistics show that it is only the last few cents on any dollar earned that sticks clear through to the dividend. Labor should understand that, as it becomes more interested in the success of the establishment, it will get higher rewards during good times if, on the other hand, it is more reasonable and disposed to co-operation during the pinches.

I don't dream of the ideal, but know there can be closer and more satisfactory contact.





*PART V*

*Advertising*

*Question of Rate Cards—Charts and Systems for Advertising Records—Development of Advertising and the Expansion of a City's Trade*



## XXVII

### *The Rate Card*

THE making of an advertising rate card for a newspaper is a matter which has not received sufficient intelligent and scientific consideration in the past. Our newspaper-owners have been too prone to leave this important detail to incompetent subordinates or fixed it on the basis of what the traffic would bear, rather than on the basis of what they must secure in order to remain solvent.

Referring to the cost-finding system, covered in another chapter, the man who seeks to issue a new safe and sane rate card must carefully consider the complicated and peculiar character of his relations with the advertisers of his town, letting the foreign advertisers fall in as an added event, so to speak. Our newspapers must be primarily adjusted to meet local conditions, so that the man who wants to break into our community to take trade away from it shall be compelled to pay cost, plus a profit on the space he buys.

No daily newspaper can survive on support from out-of-town advertisers. Such business seldom amounts to as much as 20 per cent. of the total volume. In the case of the smaller newspapers it seldom runs up to over 10 per cent.

Starting with the net average rate which our cost-

finding system has shown us we must secure in order to live,  $2\frac{1}{2}$  cents per line, we shall probably find that six or eight of our largest local customers using perhaps 1,000,000 lines of space paid about 14 cents per inch. In order to work out our plan these should be increased to, say, 21 cents an inch. Next we shall find ten or twelve stores which have paid, say, 21 cents an inch. These must be boosted to 28 cents an inch at the start if we are going to make our plan effective. There are, say, 500,000 lines of this business. Next we come to a group of miscellaneous rates yielding, say, 28 cents an inch, or 2 cents a line, amounting to another 500,000 lines. These must be gradually forced up to 35 cents an inch, or  $2\frac{1}{2}$  cents a line. Thus, we find that 2,000,000 lines of the business the paper has been running has brought in less than the average net rate; 1,000,000 at 1 cent equals \$10,000; 500,000 at  $1\frac{1}{2}$  cents equals \$7,500; and 500,000 at 2 cents equals \$10,000, a total of 2,000,000 lines which produced \$27,500, or \$12,500 less than \$40,000, which it would figure at 2 cents per line.

This would leave our last 1,000,000 lines to produce  $3\frac{1}{4}$  cents a line to bring our full average up to 2 cents for the whole 3,000,000 lines.

If we advance our rates as above indicated the increased earnings will be: 1,000,000 at  $1\frac{1}{2}$  cents equals \$15,000; 500,000 at 2 cents equals \$10,000, and 500,000 at  $2\frac{1}{2}$  cents \$12,500, a total of \$37,500. An advance of  $\frac{1}{2}$  a cent per line in the average of the remaining 1,000,000 lines to  $3\frac{3}{4}$  cents will yield \$37,500, a total of \$75,000, which will give us our average of  $2\frac{1}{2}$  cents. This I should consider as a mere starting point in the evolution. It may take

some time to secure the advance all along the line, but the result is worth the effort and is essential to success.

Regarding estimates of temporary loss in making such an adjustment, I should allow a sum equal to say 15 per cent. to cover all temporary withdrawals, and 10 per cent. as net increases produced during the first year, or probably 5 per cent. of \$1,200 loss.

After the end of the year the earnings would be up 25 per cent., so at a cost of less than 10 per cent. of the total increased revenue for one year, the property would be on a sound enough basis to secure credit from a bank if necessary for development. Incident to the raising of rates you will undoubtedly encounter the stone-wall resistance of those who hate to pay more than they think they have to. It is up to you to prove that they must pay you cost, plus a reasonable profit. If you cannot do this you had better withdraw from the contest before the sheriff closes you out. When once you have your house in order you should push forward in getting out a better newspaper which will gain larger circulation, and then by gradual stages bring the different classes of business nearer together—I mean by raising the rates of the big users nearer to those the smaller ones pay.

While I believe that the volume advertisements of the big stores have almost as much interest to your women readers as the news in your news columns, they should be forced to pay at least cost of production, for the long haul. These merchants could not do business without newspaper advertising. In the up-building process never lose courage because any single firm or group of firms temporarily withdraws and seeks to give the impression that it is going to get along without using your newspaper. The chances

are that by doing without these advertisers at a losing rate for a short period you will find you have actually made money.

Except in a highly competitive field like New York City, I don't know of a single town outside of Pittsburg where the big stores could remain in business without using advertising space in practically every real newspaper. Pittsburg, like New York, is over-newspapered and the merchants secure ruinous rates by the old process of playing one newspaper against the other. In the long run even such a process swings back your way on your own terms if you make up your mind to sit tight until it does.

Keep improving your newspaper and demonstrating results for other advertisers and natural laws will bring the wandering sheep back into the fold. Remember that people don't advertise just for fun or simply to see their names in print. If your space can be used with profit, and it is up to you to produce such a condition, the chances are that the merchants want the space more than you want them to buy it. The battle is merely a question of their ability to buy cheaper than you should sell for. The sooner you realize that the men who have scored success and are winning fortunes have done so by sweating down prices on all they buy and securing the highest possible prices on heavy traffic through newspaper advertising, the better off you will be.

The merchant prince seeks to convince the newspaper men that he is making them rich and paying too much for advertising space. As a matter of fact, after investigating rates and costs in many cities, I have discovered only four newspapers that get cost from the heavy users of space,

For the well-being and prosperity of any newspaper property, I believe that the most effective work can be done in stimulating the growth of the small local advertiser. To enable him to get results at the higher rates he should receive desirable positions where his smaller copy will attract the most attention. In this detail *The Philadelphia Bulletin* has been notably successful. In a big city it takes about two years to get such an account firmly on its feet, owing to competition and bad advice given the prospect by those envious of your having secured it.

## XXVIII

### *Discounts and Rates*

AT a conference of the business-managers of several of the most successful newspapers in the country I started a round-table discussion as to the best form of rate card.

As a concensus of the opinions expressed I reached this conclusion: The best rate card should provide a high one-time rate, with heavy discount for a very small contract, and then by gradual further discounts reach a fair minimum below which no business should be taken.

It was further shown that a very small discount from the lowest rate for a volume, just a shade above the ordinary limits of the big users, is desirable to keep them running at top speed.

Discounts for full copy every month and for the full year have been successful in producing much additional space for certain newspapers that they would not have secured in the absence of such a provision.

Of course the merchants object to being speeded up, but if they can "buy cheaper" that way it is remarkable how most of them will join the "full-copy" procession.

If we concede that all advertisers are seeking to get lower rates it is up to the newspapers to seek the largest volume they can get at profitable rates.



Taking into consideration all of these factors, I am going to build up a basic outline of a rate card which I believe provides an admirable working formula, subject to modification to meet local conditions, for the specimen newspaper set up in previous chapters.

LOCAL RATES

One time.....	5 cents
1,000 lines to be used in year, or fifty lines every week.....	4 cents
10,000 lines to be used in year, or 100 lines every week.....	4½ cents
50,000 lines to be used in year, or 300 lines every week.....	4 cents
150,000 lines to be used in year, or one page a week.....	3½ cents
Full copy—	
10 per cent. discount on all contracts for full space every month, for year, allowed every month, with provision for short rate in case of later failure to make good.	

Regarding foreign rates, I would add that a higher price must be asked, inasmuch as this class of business involves an agent's commission of from 15 to 25 per cent., and perhaps another commission of from 10 to 25 per cent. to a special representative in the case of many small newspapers, plus demands for much special service, nearly all of which is absent in the case of local business.

Regardless of the howls, laments, and growls of the distant advertising agent for the adoption of a low flat rate, I would advise the outlying smaller publisher to demand a living rate or forego the business. Arguments that foreign business comes in plate and requires no composition, etc., etc., should be ignored, as it always demands positions that would not

ordinarily go to local customers as a "must" unless paid for.

Every time a newspaper sells any position better than next following or alongside of reading matter, almost regardless of the price secured, it involves itself in added loss. Position advertisements require larger newspapers, added pages, and prevent the proper presentation of news to create the greatest good-will value of a newspaper. Our newspapers should look upon their space as the storekeepers view their show-windows and the heavy traffic points in their stores.

Our first-page is the sign over our store. Our second and third pages are our principal show-windows. Our newspaper as a *newspaper* can most effectively be made big or unmade by the way we hold these pages. If we permit any advertising in the second and third pages, I believe it should be forced to pay price and a half or double rates. We seek to make the rate prohibitive for these pages in *The Globe*, but some advertisers insist on buying places in our show-windows.

Reverting to our rate card, few general advertisers use heavier space than 10,000 lines. As my ultimate rate for carrying on the property by the first reckoning was 3.7 cents per line, I should add on the extras to establish a flat rate of 6½ cents per line, or 91 cents per inch. Deducting 15 per cent. commission and 15 per cent. for special representation, you would net sufficient to care for any reasonable special service and the measure of special positions unavoidable in many cases. Above all else in conducting your relations with the advertising agencies establish your rate and stick to it against every effort on the part of

agency space-buyers to secure commissions either in regard to position, price, terms, readers, or anything else.

It may take you a year or two longer to arrive as a one-rate newspaper, but when you do you will have profited by waiting. As a matter of fact, agencies would rather do business with one-rate newspapers, but never admit this until they have tried every scheme mortal can devise to break down rates.

While theoretically the agent is paid his commission by the newspaper, he seldom acknowledges the fact that he is working for it. He takes a commission from the newspaper, but represents the advertiser who pays the bill.

It has been openly charged that the advertising agent prefers to use the magazines for material accounts because he can earn his money with less effort and expense. He can use up an appropriation of \$250,000 in a single medium instead of several hundred newspapers. National advertising is now swinging definitely away from the so-called national mediums to the newspapers.

By fighting for a one-rate position—a rate that will pay its way—and conceding a flat rate on this type of business our newspapers will be building on a solid foundation. The day of the rate card that no two men could figure alike has gone by. Simplification and standardization are the order of the day. Each newspaper must figure its individual costs and get this, plus a profit, if it is to endure.

Too many of our advertising managers and solicitors have a mistaken notion of what they are selling the advertiser. Brought face to face with the buyer of space, they permit him to place them in the wrong

position and at a disadvantage. When once the advertising prospect is nursed past the doubtful stage and realizes what advertising will do for him, he will naturally seek more advertising as the law of gravity forces water to run down-hill.

The newspaper only sells the advertiser the right to address its readers in its columns upon terms and conditions fair to other customers and to itself. The sooner the newspaper-man brings himself to a full realization of his true position the sooner will he change over from the notion that the advertiser, by using his newspaper, is bestowing a favor on him. If it were not for advertising, our newspapers would be selling for three, four, or five cents per copy. Through the sale of advertising space we, in exchange for opportunity to address our readers, permit merchants to co-operate in giving the reader a cheaper newspaper.

Every time we convince an advertiser of the truth of this theory the better and more satisfactory our relations with him become. As newspaper advertising is essential to modern merchandizing, and circulation a necessity of fruitful advertising, the interests of advertiser and publisher are mutual and should be recognized as such.

In the case of *The Globe* the relation we have established with many advertisers on the basis of mutual understanding has been most satisfactory and profitable to them and to us. Of course there always are those who seek more than they are willing to pay for, but in time they see the advantage of doing business on right principles.

The reader should be made to carry his share of the added expense, either by increasing the price of your paper to two cents per copy, by the reduction of the

amount of reading matter furnished for one cent, or by economies of production. You can justifiably ask your advertisers to carry their share of the load, whatever it may be, without having made it too onerous.

Following the 1917 large advance in the price of paper, several of my newspaper friends foolishly raised rates 25 or 50 per cent., only to lose much business that would have continued on an advance of, say 10 per cent. to-day, and 10 per cent. in two or three months.

Our advertisers cannot assimilate too heavy a charge any more than we can. We must give them reasonable notice and time to work out their problems.

In the case of newspapers selling space on yearly contracts the increase in advertising rates is often a long-drawn-out process. All advertisers generally get notice that they may continue on the present basis by making a contract for a full year before a certain date.

This means virtually a year of old rates under most circumstances, with only new advertisers or transients at the new rate. War conditions justify war measures. Quite a number of small city publishers explained to me that they could not live through the year 1917 unless they could produce immediate additional revenue from their advertisers. I recommended to them the successful experience of a small Southern publisher, who merely made an announcement like this:

#### NOTICE TO ADVERTISERS

Until further notice, on account of war conditions and higher cost of print paper and supplies, *The News* will make no advertising contracts for a full year, as in the past.

Advertising rates will be made known from month to month, and only hold for the month announced.

As soon as any existing contract expires the advertiser will be quoted the monthly rate that he will be entitled to on the basis of discount the volume of his business entitles him.

This virtually produces added revenue overnight. It provides for raising or reducing rates as circumstances demand. You do not have to ask your advertisers to tie themselves up at a high emergency rate for a full year. As contracts are expiring from week to week throughout the year it would not take long to commence to feel the benefits from such a process for meeting an emergency.

Of course, in the case of newspapers operating under a flat rate, without contracts, it is an easy matter gradually to transfer part of the burden of increased costs to the advertisers.

## XXIX

### *Use of Graphic Charts for Visualizing Comparative Records*

AFTER years of careful observation, I have arrived at the conclusion that the use of the so-called graphic charts provides the ideal method for visualizing newspaper records and different points of efficiency.

For example, the form of Chart A gives a better idea of the gymnastics of *The New York Globe's* circulation for the period of six and a half years than would any table of figures. Notwithstanding the seasonal sweeps in the curves, each year generally starts higher and ends higher than the one preceding it.

I have found the charts of inestimable use in keeping records of results in advertising. In Chart B is reflected a comparative record of the total volume of advertising carried by a newspaper. In Chart C is a record of financial advertising as easy to construct as it is simple to read.

Chart D produces a new vision, for example, regarding women's specialty-shop advertising in New York City with the two great peaks, March and October, very clearly defined. Such a chart disproves the frequently conceived fallacy that anything in real life runs exactly regular except unproved circulation statements.

Other uses of the graph are shown in E, F, and G,

for comparative records of expenses, total, by department, or for any or all items. Personally I have a separate loose-leaf book which has a graph for each of the 180-odd items, covering a series of six years' experience.

Whenever an item seems to be crawling up, and as most things do habitually in a newspaper office, a glance through a single graph covering that item shows whether it is a seasonal bulge or a mere joy ride by the department executive.

Chart H, covering print-paper consumption, has tremendous interest to most newspaper publishers during a year like 1917. The chart shows what cuts in consumption we made in *The Globe* office in October, 1916, in endeavoring to keep within our tonnage allotment. Continued through 1917 the chart graphically indicates a saving of from 200 to 300 tons a month in consumption.

Still other uses of the graphs are shown in I, J, and K. Here numerals written representing "hundreds" of dollars take the place of the curves shown in the other forms.

It is a comparatively simple thing for any newspaper plant to make a line cut showing the lines on these graphs, which can be printed at trifling expense. By having a margin along the side or top, punch-holes can be cut for keeping the graphs in a loose-leaf holder.



CHART A

NEW YORK GLOBE'S CIRCULATION CHART

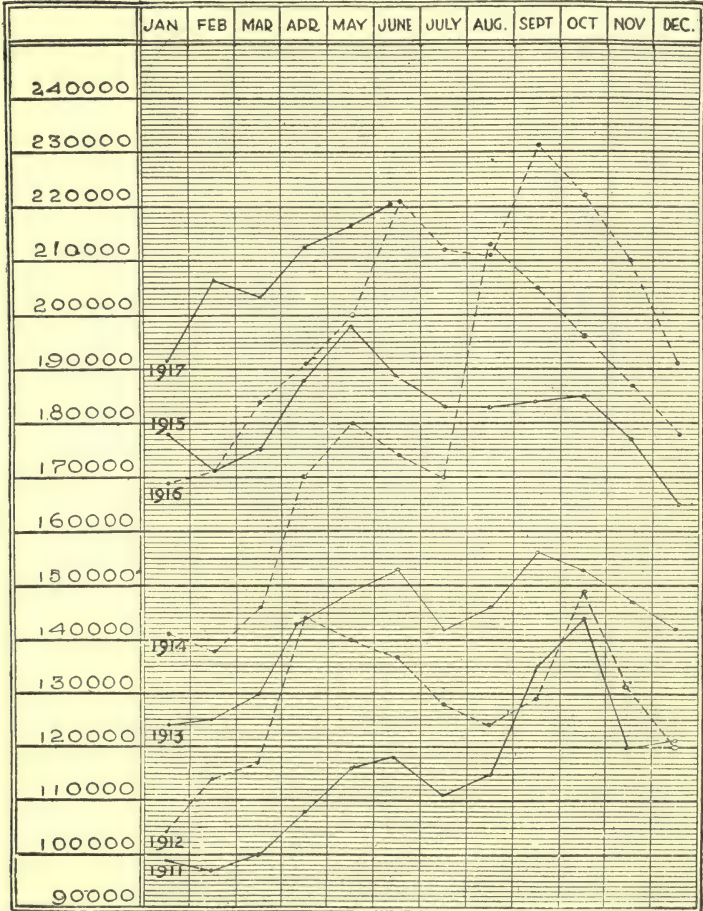
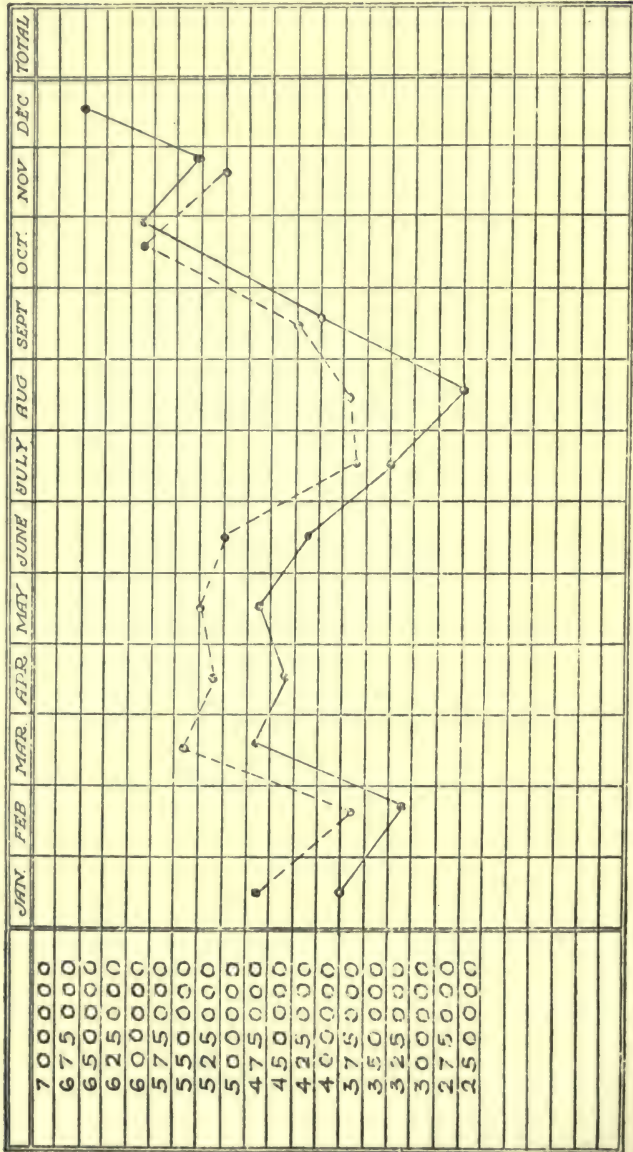


CHART B  
LINES OF ADVERTISING



1915 ————— 1916 - - - - -

CHART C  
FINANCIAL ADVERTISING

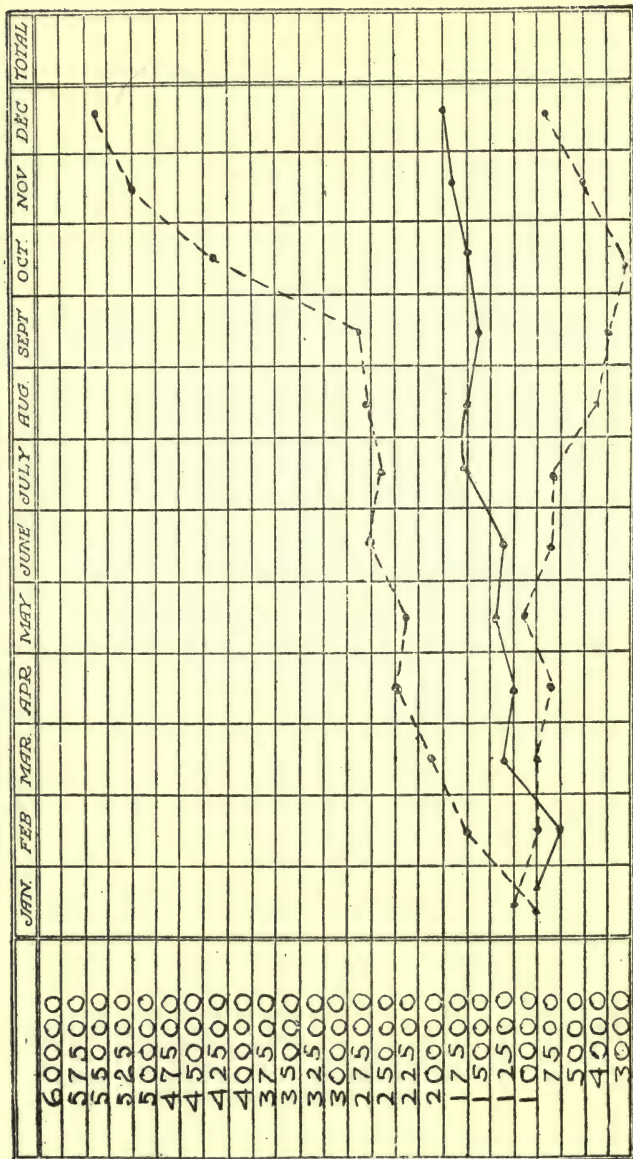


CHART D  
WOMENS SPECIALTY SHOPS. ADVERTISING

87

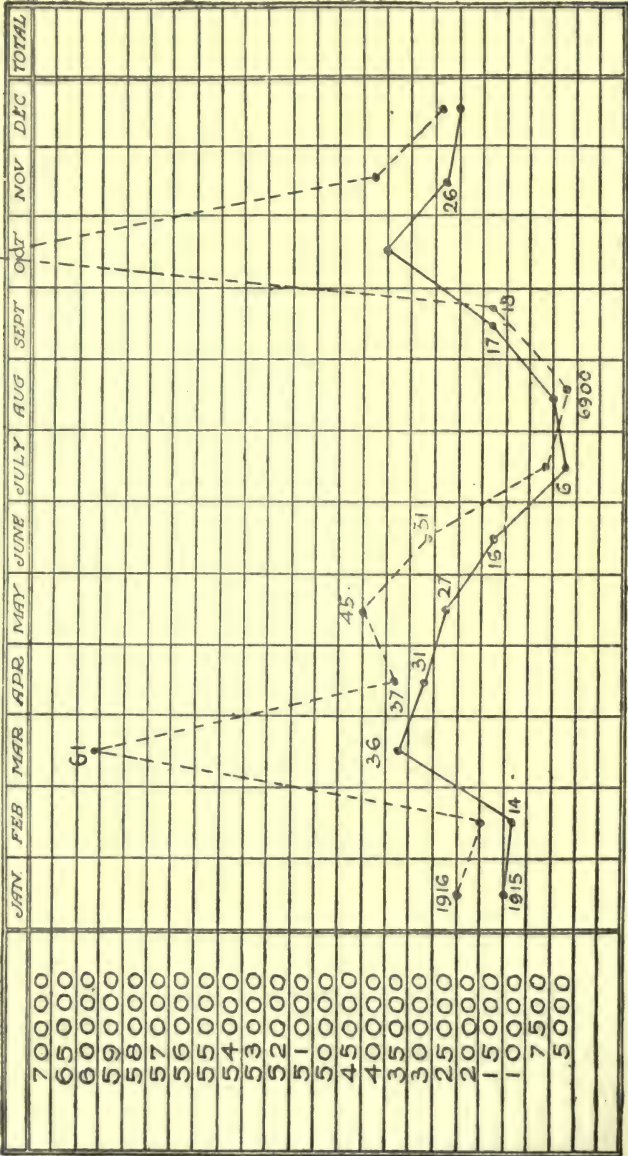
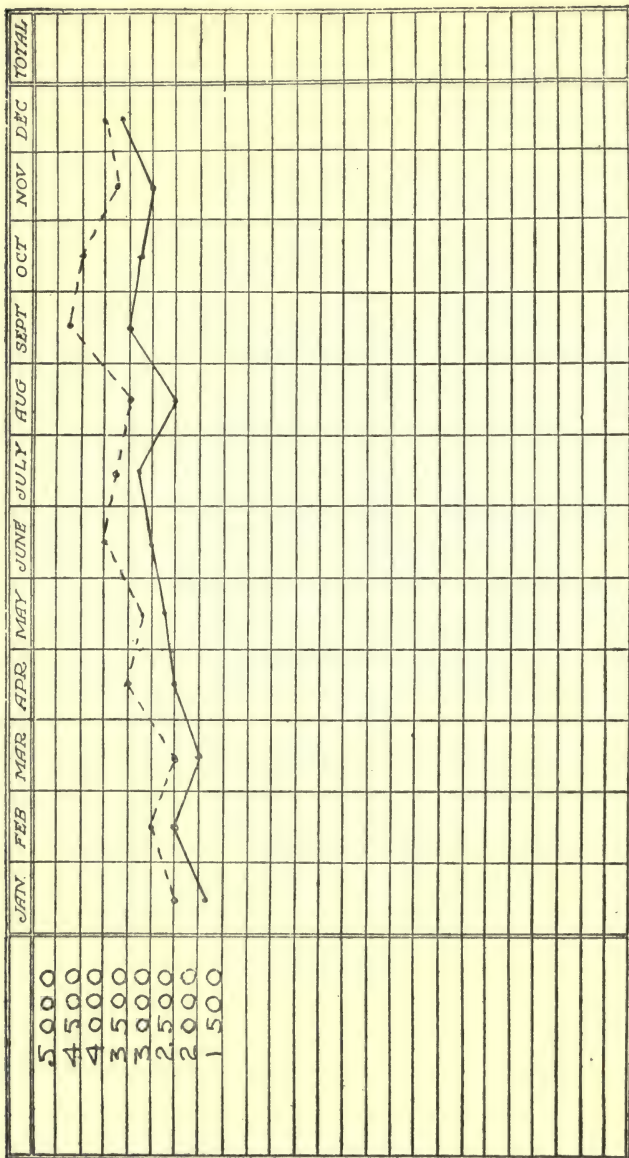


CHART E  
EDITORIAL EXPENSE



1915 ——— 1916 - - - -

CHART F  
CIRCULATION EXPENSE

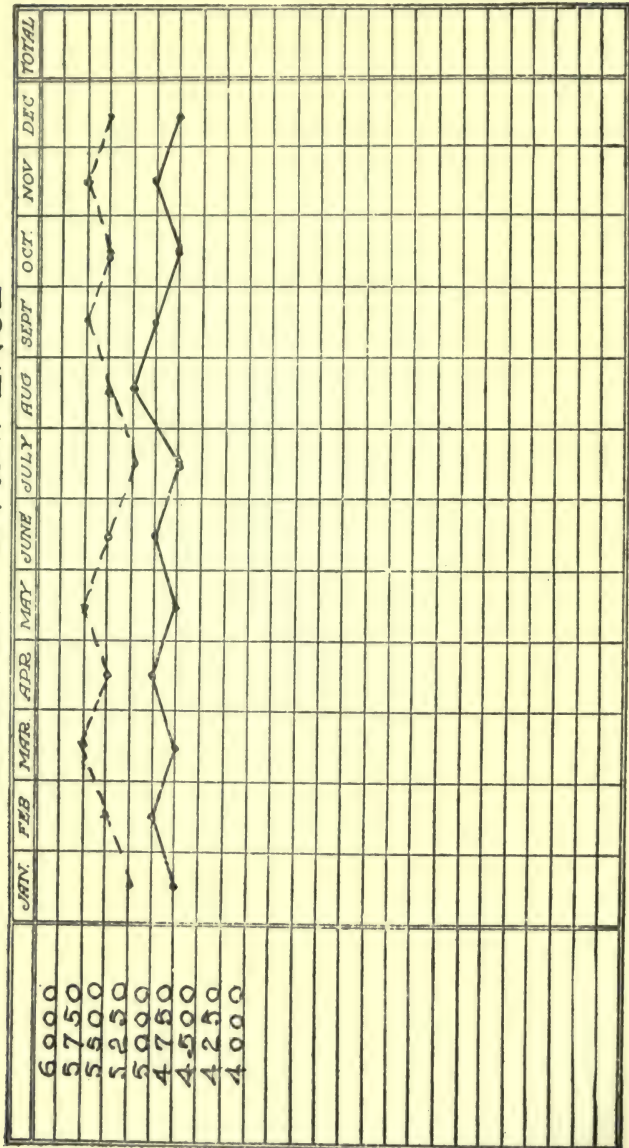


CHART G  
PRINT PAPER BILL

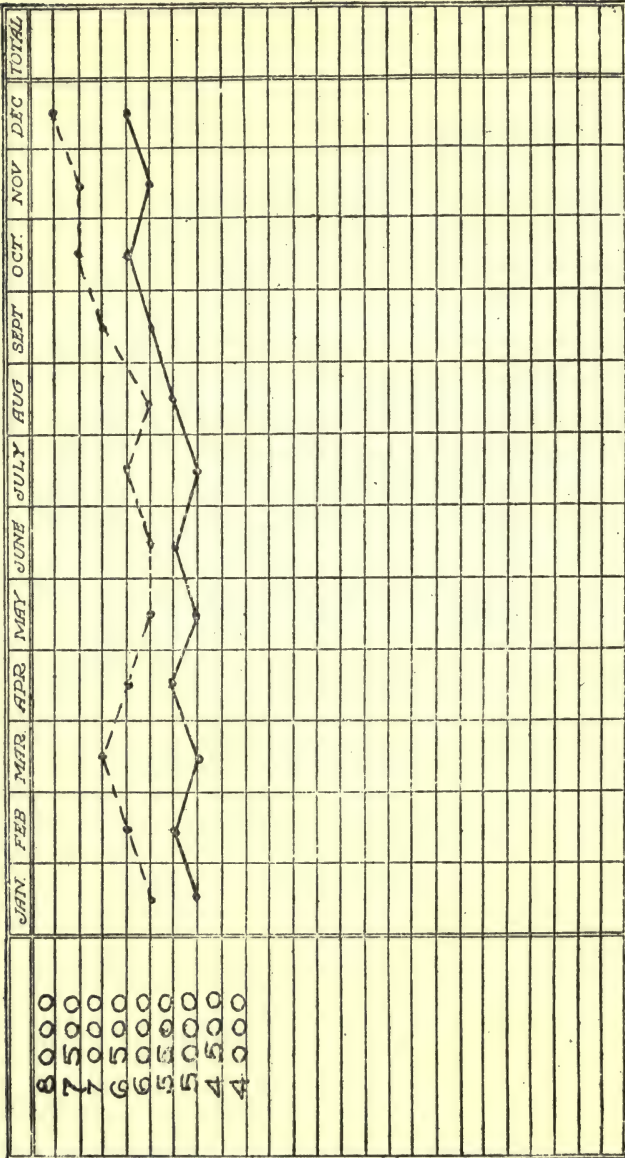
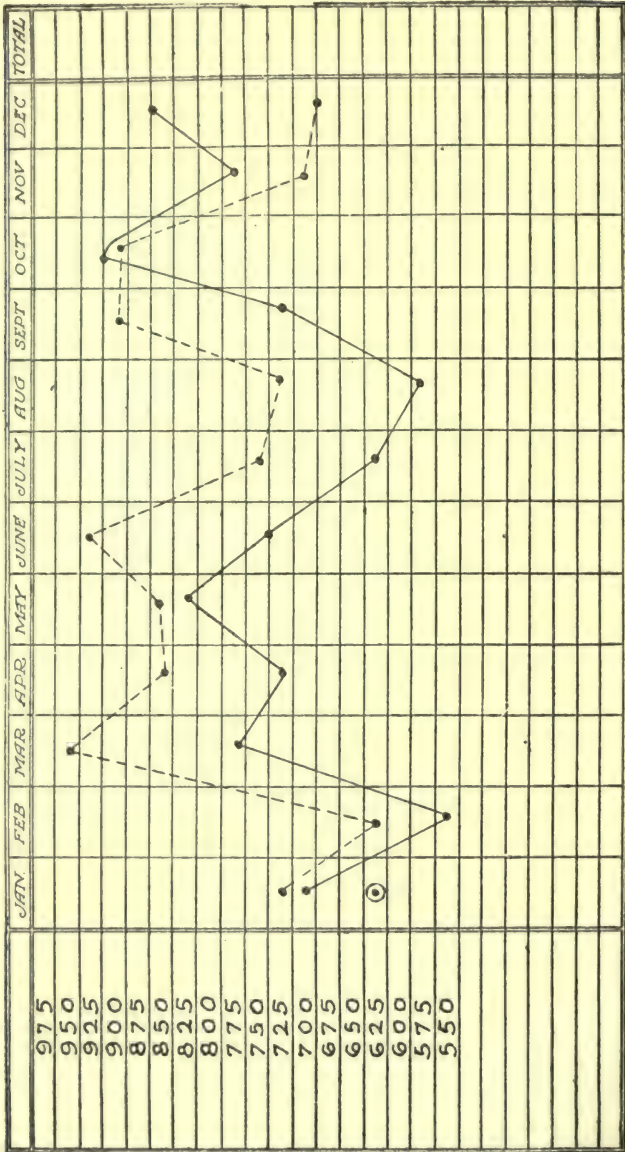


CHART H  
WHITE PAPER TONNAGE



1915 ——— 1916 - - - - - 1917 ○





CHART J  
EXPENSE VS. EARNINGS

	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	TOTAL
<b>EXPENSE</b>													
1914	96	97	103	86	96	92	80	76	80	93	101	106	
1915	95	93	100	91	95	98	87	82	82	95	98	102	
1916													
1917													
1918													
<b>EARNINGS</b>													
1914	84	91	92	81	90	86	76	70	75	85	91	94	
1915	86	93	95	84	92	87	78	72	76	87	93	96	
1916													
1917													
1918													

FIRST FIGURE MEANS \$9600. ALL OTHERS THE SAME



## XXX

### *Take Your Own Medicine*

THE weakest point in most organizations is the advertising department. I say this without any purpose of criticizing the many able men who are rendering the best and most effective service permitted them.

It is really pathetic to see a business which itself is largely dependent upon advertising unwilling to take its own medicine, as it were. When our trade papers urge newspapers to advertise, we are too apt to look upon their arguments as mere selling talk. This is all wrong. I have proved, to my own satisfaction, at least, in the case of *The Globe* that liberal trade-paper advertising pays, and pays handsomely. We have literally put *The Globe* on the map, so to speak, through consistent and serious trade-paper advertising. Two or three years ago, when I visited outlying advertisers and agencies, I was much chagrined to find how little they knew about *The Globe*.

The whole thing is changed to-day. The usual first salutation is, "I want to congratulate you on the progress *The Globe* has been making." When asked how they know about this growth, the general answer is, "I see your advertisements in the trade papers." I know, because I have been through the mill. We have spent about \$15,000 or \$20,000 a year for this

advertising, which is a very small percentage on the volume of business we do, judged by the standards we urge our advertisers to apply to their businesses.

There is not a competent advertising manager in the country who will not agree with me that he could materially increase the volume of advertising carried by his newspaper if permitted to take more of his own medicine and advertise the advertising he is trying to sell. In many cases, I think almost as a rule, newspapers are the poorest advertisers of their own wares of all business men.

What the distant advertiser or agent wants to know regarding a newspaper is the sort of material that should be assembled in your trade-paper advertisements. Intimate statements of things the paper is doing and solid arguments proving its excuse for existing give the proper angle. Mere circulation figures and statements showing growth in volume of advertising are only of incidental use.

We explain to advertisers who do not get results from their advertising in our newspapers that they fail because their copy doesn't inspire confidence or is not sufficiently attractive to secure the attention of readers. A most casual study of the advertising of newspapers in the trade papers indicates that the men who prepare the copy do not give the matter the consideration it should have.

The trouble in most newspaper offices is that they look upon advertising as something that must be sold, and take too little interest in helping to make it stay sold. Any manufacturer of any worth-while commodity follows up the sale of his goods with various dealers to help move the goods, while our manufacturers of advertising too often think all they have to

do is to take the customers' money in exchange for space.

This old-fashioned newspaper conception of advertising is a hand-me-down of the period when newspapers could live on circulation receipts alone, and advertising was looked upon as a mere necessary evil. As we all know, our present-day great newspapers would not be a possibility without a certain basic volume of advertising.

The older I grow in newspaper experience the more I am inclined to believe that the trouble with modern newspaper advertising is that we sell it too cheaply. With the present general standard of from 40 to 60 columns of news for the average one-cent paper are not some publishers foolish to sell advertising at such low rates that they are compelled to get out from 24 to 48 page papers?

I sincerely think that it would be better policy to raise the barriers so as to limit the volume. Every one concerned would make money by the change. The big department stores, which buy whole pages and double trucks more largely to demonstrate their ability so to do than for any other reason, could probably do just as much business with two columns at a much higher rate.

In expressing these views I am not merely dreaming out loud, as it were, but giving the result of some recent experience which seems to prove the accuracy of my theory. When the paper shortage occurred, in October, we could not get paper for more than a sixteen-page paper for every day until the end of the year. Much against our natural inclinations, we had to leave out many columns of possible business every day.

Our policy was to take care of as many of our customers as possible and arbitrarily to limit the volume from any of them. Firms that ordinarily used full-pages were limited to three columns, firms which used five columns were limited to two columns, and so on down the line. The net result was that we were crowded to capacity every day, and probably made more money than if we had been tempted to go up to bigger papers every time the volume required it.

Regarding solicitors, my observation clearly points out that the ordinary angle of attack is defective. Instead of using salesmen or training our solicitors to become real salesmen, there is too much copy-chasing indulged in. The advertising business offers too high rewards for successful salesmen to clutter up our forces with a lot of brainless copy-chasers.

Advertising management has been wonderfully developed during the past twenty or twenty-five years, yet far too many publishers still continue to insist on the old-style methods being carried out. To-day our most efficient advertising manager is a man who, by sheer force of conscientious and intelligent service, is received by the leading business men of the community as a welcome and valued adviser.

No one who has not been through the mill, as it were, is in a position to judge how seriously the average advertising-manager is handicapped by his superiors. I mean by editors, publishers, and business managers. Instead of gladly doing what they can to make it easier for him to sell the space that helps pay all salaries, there is too often a slap in the face through implied disdain of the salesman.

When I suggest that the advertising manager, to

produce best results, should have the support of all other executives, I do not suggest any lowering of ordinary standards of editorial or publishing ethics. The advertising manager sells space, plus many other factors. His own personality is an item. His picture of what the newspaper stands for is another. His picture of the class of people who read it is another. It is only as our advertising manager intelligently reflects a proper visualization of the paper to the business men and advertisers of the community personally and through his solicitors that he can approximate the possibilities of his field. Therefore, the closer he is taken to the hearts of editors and others near the soul of the newspaper the better he can do the work he is expected to do.

The deeper I look into advertising management as a general subject, the more convinced I am that our best solicitors are the young cubs that we bring up in our own offices. In a small office, one thoroughly equipped advertising man of the type that can impress leadership and dominance on a selected crew of ambitious novices will produce better results than several low-average men working at cross purposes.

In larger offices, where conditions will warrant heavier expense, I think that best results are obtainable through the employment of the best specialists that can be obtained to carry through to success the different plans undertaken. For example, for real estate advertising, a solicitor who has had practical experience in the real estate business can find an easier approach and do more constructive work than one who merely seeks to sell space.

Likewise, all through, the advertising department



should be equipped with men who know as much about the lines of business they solicit as is possible, or the young men who are to follow up the business should be impressed with the desirability of closely studying business as the easiest road to their own advancement.

A system by which all solicitors must make frequent reports on accounts on their individual lists, and re-assignments of items on which satisfactory progress has not been shown, is healthful. This business can be done in a way to build up a finer spirit of co-operation among the men than anything I have ever heard of. If all the solicitors are taught to believe that it is business for the paper they all seek, either personally or as a team, their work will be more effective.

Wide and diversified experience, tabulated after inquiry among many newspapers, large and small, would seem to indicate that a total expense of ten per cent. of the volume of business done is an average charge to cover all and every item of expense in connection with the advertising department and promotional work.

I have seen some newspapers which were operating on as narrow a margin as six per cent. and others which have ranged up about the fifteen-per-cent. mark. Some of the present-day big successes have until very recently spent practically nothing on their advertising departments, just letting business trickle in past the barriers if it would.

There are great properties which, through lack of intelligent up-to-date grasp of best present-day efficiencies, are doing nothing toward future development, just taking the cream off the milk, as it were, afraid

to advance rates to a living basis, which could increase their earnings by fifty per cent. or more if they would wake up.

On the other hand, there are newspapers of the more or less doubtful class which so concentrate their energies on advertising promotion that they almost lose sight of the desirability for getting out creditable newspapers. They do not realize that in their rush for volume they are seriously injuring the possibility of satisfactory results for their customers.

One of the largest and most successful general advertisers in the country told me he could not get profitable results from a certain very important newspaper. He said he knew it should produce results for him, but that after repeated trials he was forced to give it the go-by. He said he thought it was because this newspaper carried too large a volume of business.

During the past year I have been much pleased to see the way many important men in the advertising business have been swinging around to the "higher rate" "pay for preferred position" basis. It is up to the newspapers to maintain the paper market on a normal basis by effecting economies in the use of paper, by increasing rates and discouraging the spread-eagle use of space by those disposed to take advantage of their foolishness in almost giving away space.

With higher rates our newspapers would be able to give our advertising managers a liberal enough appropriation to enable them to maintain competent promotional departments for the development of the immensely rich possibilities of their fields and greater service to the community.

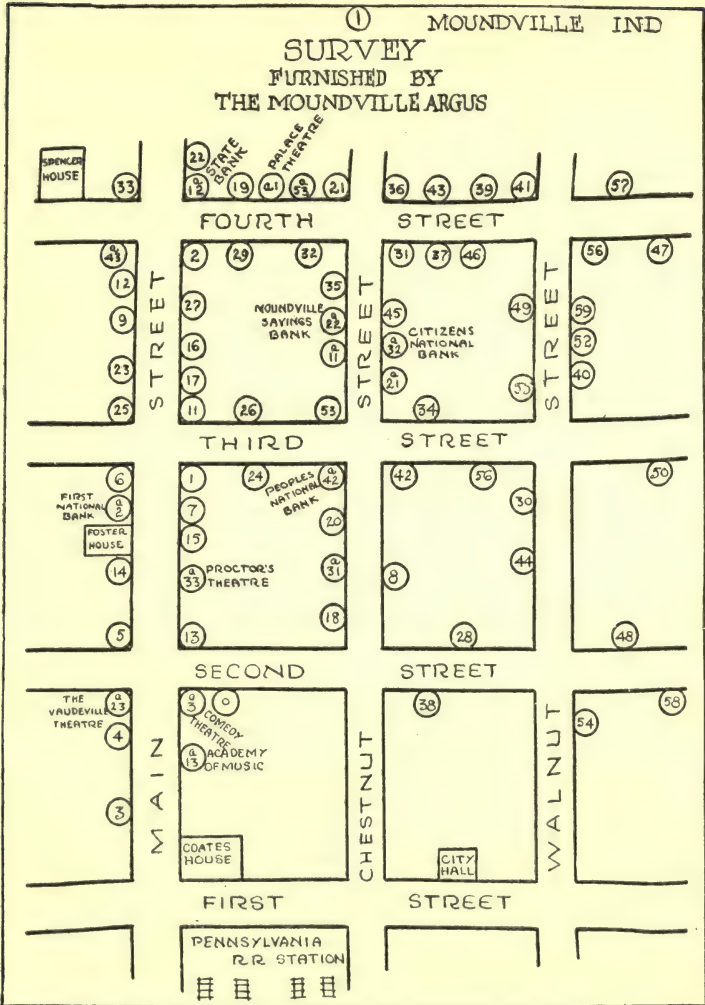
Where the proper relationship exists between newspaper and merchants it will not be found difficult to make clear the necessity for co-operation and mutual concessions during any period of unprecedented hardship inflicted upon the business of the country.

## XXXI

### *Visualizing Your City*

HEREWITH I am presenting sample pages of a survey which I have prepared for the use of newspaper publishers to show them how they can explain to advertisers the effectiveness of daily newspaper advertising and co-operation. This is easily the most important and far-reaching service that a newspaper can render to enable the distant advertiser to grasp the possibilities of its town as a market place for his goods. No matter how big or small your city, at a distance it is a mere dot on the map to the man in another part of the country who wants to do business there. By the map and the lists of dealers, plus other information, you can put before him at no cost information that would cost him hundreds or thousands of dollars to procure.

Each newspaper publisher knows his own town better than almost any one else in it. In an hour or so he can make up a survey substantially like the sample pages herewith at no expense. The value of an assembled group of such surveys covering all the selling centers of the country would be inestimable. Our friends the magazine and bill-board people have for years secured much business which should have gone to the newspapers largely through collection and



presentation of information along similar lines, not half so valuable as we can procure.

Each page of the survey should be the size of a full letter-sheet, the group being neatly slipped into cheap brown slip-covers usually used in filing cabinets.

The first thing to do is prepare the map (like illustration). This map is supposed to cover the shopping center of the town. If there is more than one distinct shopping center, a separate map of each should be prepared, carrying symbols on the maps under the various classifications. In making the map, fill in the names of city hall, railroad stations, leading hotels, theaters, and banks, for the purpose of setting up the high spots. In locating dealers in the different centers on the map, the system of inclosing the numbers in circles should be followed to prevent confusion. All department stores are designated by numbers ending in "1." For example: 1, 11, 21, 31, etc.; all grocers end with "2." For example: 2, 12, 22, 32, etc.

After exhausting the ten figures mark all the optical-goods dealers A<sub>1</sub>, A<sub>11</sub>, A<sub>21</sub>, A<sub>31</sub>, etc.; the banks, A<sub>2</sub>, A<sub>12</sub>, A<sub>22</sub>, A<sub>32</sub>, etc., and so on to the hardware dealers, B<sub>1</sub>, B<sub>11</sub>, B<sub>21</sub>, B<sub>31</sub>, etc. This is done for the purpose of enabling a distant advertiser easily to pick out on the map dealers in his lines with whom he would like to get in contact. The map is very easy to make. No matter how rough or crude, it is better than no map. All the primary or essential dealers in the principal lines covered up to B<sub>3</sub> should be identical on all maps. In case of there being no dealer in a certain line, mention some one handling the goods or skip that symbol.

The lists should be made to include a sufficient number of dealers in every line to enable an outside

manufacturer to secure a fair representation. The asterisk in front of a dealer's name should be used only in the case of dealers who have special agreements substantially like this:

We, the undersigned grocers of the city of Moundville, do hereby agree to co-operate with all reputable manufacturers of food products, etc., whose goods are on our shelves during the time in which said manufacturers are advertising in *The Argus*. Such co-operation is to consist of displaying the advertised goods in our windows or prominently on our shelves and of emphasizing the goods to our customers.

VITAL AND COMMERCIAL DATA—(Tables A and B). One or more sheets, as required, should be made as comprehensive and inforamatory as it is possible to make them to give the distant business man an intimate conception of your town and its activities.

REGARDING YOUR OWN NEWSPAPER—(Table C). Here you should tell your own story of why your paper is published, what it has done, the proportion of the various sorts of advertising it carries, whether it leads in display or classified. It would be well to add some testimonials of appreciation of local advertisers and prominent people. Put your best foot forward, just as if you were soliciting an account. Avoid generalities and be as specific as possible.

SERVICE TO ADVERTISERS—(Table D). Make this cover your own wishes in the matter. The form suggested in the sample merely presents my own views of what could be reasonably done in most cases.

With this there should be a reproduction of your own first-page or the whole newspaper to give the distant advertiser a glimpse of it as it is.

THE RATE CARD—(Table E). Fill out a full sheet to match the other pages, setting forth your foreign rates for the various amounts of space, display, and positions. Absolute uniformity as to quantity is essential. If, for example, you have no rate specified for 400 inches, but have for 300, quote that; likewise, if you have no rate for 800 inches and nothing above, say, 500 inches, quote that. If you want to, pin a copy of your latest rate card to the sheet, but fill in the amounts we provide for.

## TABLE A

January 1, 1918

MOUNDVILLE, IND.

Furnished by *The Moundville Argus* (For use in Conjunction with Graphic Commercial Survey Map)

## DEPARTMENT STORES

1. *James McCreery & Co.	000 Main Street
11. Lord & Taylor	000 " "
21. Schneider Bros.	000 Fourth Street
31. *Schloss & Co.	000 " "
41. Peck & Snyder	000 " "
51. *Bloom & Co.	000 " "

## GROCERS

2. *Funk & Co.	000 Main Street
12. *Sweet & Bliss	000 " "
22. *Snell & Co.	000 " "
32. *Jones, Smith & Co.	000 Fourth Street
42. Slack & Son	000 Chestnut Street
52. Gosman Bros.	000 Walnut Street

## DRUGGISTS

3. *Buchler Bros.	000 Main Street
13. *Jones, Bliss & Co.	000 " "
23. *Hoffman & Son	000 " "
33. *Booth Bros.	000 " "
43. *Bliss & Co.	000 Fourth Street
53. *Jones Bros.	000 Chestnut Street



TABLE A—Continued

HAT STORES

4. *Sniffen Bros.	000 Main Street
14. *Dow & Co.	000 " "
24. *L. B. Smith	000 Third Street
34. *W. B. Brown	000 " "
44. *A. B. Ivy	000 Walnut Street
54. *L. A. Morrison	000 " "

HABERDASHERS

5. *The Hub	000 Main Street
15. *Smith, Gray & Co.	000 " "
25. *Wolf & Co.	000 " "
35. *Fetterolf	000 Chestnut Street
45. Vanderhoff & Co.	000 " "
55. Sweet & Co.	000 Walnut Street

\* (Pledged to co-operate with local newspaper campaign).

TABLE B

<i>January 1, 1918</i>		MOUNDVILLE, IND.	
POPULATION			
Total in City	.....	Total in area	
Total in territory		served by news-	
within 30 miles	.....	paper	.....
			.....
		Grand Total	.....
Percentage	} Native Born.....		
in City		} Foreign Born.....	
CHIEF INDUSTRIES			
Mound. Iron Wks, employing	....	Avge. weekly payroll \$	.....
Indiana Wagon Co., "	....	"	"
Mead Auto. Works, "	....	"	"
BANK CLEARINGS			
Total 1914	\$.....	October, 1915	\$.....
SCHOOL FACTS			
Number of public schools	.....		
"	" teachers	.....	
"	" pupils	.....	
"	" private schools or colleges	.....	
"	" pupils	.....	

## TABLE C

*(Merely as an example to show what is wanted)*

January 1, 1918

NEW YORK, N. Y.

SOME INTIMATE FACTS REGARDING  
*THE NEW YORK GLOBE*

Founded in 1793 as *The Minerva*, renamed *The Commercial Advertiser* in 1797 and renamed *The Globe* in 1904, *The Globe* is the oldest existing daily newspaper in the United States.

It daily consists of from 12 to 24 pages, sold on the streets at 1 cent per copy and by mail at \$3 per year.

In 1911 *The Globe* organized The Associated Newspapers with *The Chicago Daily News*, *The Philadelphia Bulletin*, *The Kansas City Star* and *Boston Globe* as charter members, now grown to about 40 strong evening newspapers all over the country.

Through the use of the feature matter of these great newspaper successes included in the Associated Newspaper service *The Globe* has steadily grown in circulation as follows:

1911.....	115,863
1912.....	129,427
1913.....	142,813
1914.....	175,450
Sept. 1915.....	184,562

*The Globe* has especially aimed to be a distinctly home newspaper, appealing to people of the middle and better classes—people with money to spend and who most liberally respond to advertising.

Its features that appeal to women stand as the very best of their kind in the country. Its fashion articles have won for it recognition as the fashion authority of the city and have given it a larger volume of retail and specialty advertising of special appeal to women than any other newspaper.

The great success of the recent Fashion Show, six performances at Carnegie Hall, when *The Globe* single-handed comfortably filled the house every evening, indicates its hold on its readers.

Through its Pure Food Department, started nearly three years ago, under the direction of Alfred W. McCann, *The Globe* has won the confidence and following of over 100,000 mothers interested in the well-being of their children and families.

The results *The Globe* has produced for foods that were approved by Mr. McCann have surpassed all records of direct response from advertising. Unknown articles have been given large sales almost over night. Details will be gladly presented to any one interested.

These few testimonials will indicate the response:

"The results are startling to us. Letters are coming to us in every mail and, what is more important, repeat orders are beginning to appear.

"We have spent quite a sum of money, in various ways, to induce the consumer to try Wyzono, but until we got in touch with *The Globe's* clientele met with little or no success. Now things are different. We think it is on the road to success."

"The result, however, surpassed our fondest anticipations. The Normanna Boneless Kippered Herring, only conceived by us as an idea in January this year and packed in Norway under our supervision during February and March, consequently unknown, seemed to leap into the limelight as soon as appearing in your certified directory, and the inquiries came from all over the Metropolitan territory, by mail, by telephone, and even in the form of numerous personal calls."

"The power obtained by *The Globe* through its pure food campaign came as a revelation to us. We have seen the proof. As admirers of Mr. McCann and his work, we wish more power to you and to him."

"When we signed the contract for advertising in *The Globe Pure Food Directory*, representing Wheatsworth Biscuits, it was with the idea that we were merely helping along a good cause.

"After the first issue we changed our minds, as we began receiving inquiries from the housewife and dealer alike—not only from Greater New York, but from as far West as Chicago."

"When we sought publicity for Peek's Perfect Tea through the medium of *The Globe Pure Food Directory* we did not for a moment imagine that we would thereby be bringing our product within the influence of what has proved to be a veritable magnetic zone of responsive thought waves.

"It is as if you delivered our message from a high place to a waiting and eager multitude."

Popular serial stories, short stories, Dr. Crane's articles, Walt Mason, cookery, advice to working girls, an excellent doctor's column of advice, the best theatrical criticism, all go to make *The Globe* strong with the class of women it is intended to appeal to.

For the children, Burgess's "Bedtime Stories," now so widely imitated, with a Bedtime Stories Club of over 60,000 children following a very interesting column carefully edited, together with comic strips, etc., keeping the children asking for *The Globe*.

*The Globe* is the virtual unofficial organ of the 25,000 school teachers employed by the City of New York, who draw upward of

\$30,000,000 a year in salaries. Every day a full page of Board of Education matter is published in one edition for them.

This army of school teachers is an important purchasing power which cannot be as effectively reached through all other New York newspapers combined as in their daily newspaper, *The Globe*. Ask any one who knows a New York school teacher and be convinced.

*The Globe's* editorial page is widely and closely read and probably exerts a greater influence than any other in New York. *The Globe*, being independent in politics, broad and liberal in its consideration of all matters, commands a confidence on the part of its readers found in few newspapers.

As an advertising medium *The Globe's* growth, merely on the strength of *proved results to other advertisers* and results for all who use it, stands unique in records.

**(825,436 lines gain in the first nine months of 1915 compared with 1914.)**

In volume of display advertising *The Globe* stands second among the evening newspapers and third among all NEW YORK'S newspapers, counting only week-days. Here are the figures for September:

EVENING NEWSPAPERS	LINES OF DISPLAY SEPT., 1915	MORNING NEWSPAPERS Excluding Sunday	LINES OF DISPLAY SEPT., 1915
Journal . . . . .	495,054	Times . . . . .	477,128
<b>GLOBE</b> . . . . .	<b>405,749</b>	Herald . . . . .	213,013
World . . . . .	356,661	American . . . . .	182,390
Sun . . . . .	353,148	World . . . . .	200,292
Mail . . . . .	320,648	Sun . . . . .	183,820
Post . . . . .	266,396	Tribune . . . . .	164,253
*Telegram . . . . .	180,543	Press . . . . .	96,890

\* Excluding Sunday.

While *The Globe* shows a gain of 825,436 lines of advertising to Sept. 30, many other papers show a loss as follows:

EVENING NEWSPAPERS		
(6 days)	GAIN	LOSS
Journal . . . . .	.....	189,427
<b>GLOBE</b> . . . . .	<b>825,436</b>	.....
World . . . . .	.....	409,713
Sun . . . . .	485,972	.....
Mail . . . . .	20,121	.....
Telegram . . . . .	.....	37,133
Post . . . . .	.....	145,509
Totals . . . . .	<u>1,331,529</u>	<u>781,782</u>

MORNING NEWSPAPERS

(7 days)	GAIN	LOSS
American.....	.....	554,319
Herald.....	.....	1,043,791
Press.....	.....	843,244
Sun.....	.....	152,066
Times.....	12,840	.....
Tribune.....	364,774	.....
World.....	.....	636,083
Totals.....	377,614	3,229,503

In food advertising *The Globe* leads all other New York newspapers.

In dry goods it stands third among the evening newspapers.

*The Globe* leads all evening newspapers in the volume of foreign advertising, though it does not accept much of the business that its competitors carry.

*The Globe* does not print any "cure" advertisements of any description, declines any extravagantly worded medical discovery stuff, or any fraudulent, questionable, or offensive advertising of any sort.

In eliminating the false, *The Globe* has been solely influenced by the good business reasons for doing so—the protection of its readers, the maintenance of decency in its columns, and to secure greater confidence in the advertising it accepts and prints.

*The Globe* is justly proud of its record of having done things. Instead of boastful preachings and sensationalism, *The Globe* organizes definite movements which effect local betterments which attract attention and win support of the more desirable part of the community.

Built up block by block, block upon block, without gift enterprise or guessing contests of any kind, through faithful service to reader and advertiser alike, *The Globe* to-day represents a live, vital, and dependable medium through which new and increased business can be secured easily, cheaply, and effectively.

*The Globe* will gladly give further details and proof to any advertiser desiring it.

TABLE D

January 1, 1918

MOUNDVILLE, IND.

SERVICE THE ARGUS EXTENDS TO ALL ADVERTISERS

Through the Indiana Publishers' Association:

1. *The Argus* has secured signed pledges from local dealers in nearly every line of business who will heartily co-operate in

- boosting any article for which a campaign of advertising in *The Argus* is carried on by its manufacturer.
2. *The Argus* will inform all local dealers in any line pledged to co-operate with it, by postal card or letter, stating when the advertising is to start, and distribute proofs, provided it receives copy in time to prepare samples.
  3. *The Argus* will assist the representative of any manufacturer who has filed an application blank of the Indiana Publishers' Association guaranteeing to do a certain amount of advertising by introduction to local dealers and urge special displays and supplemental advertising by local dealers.
  4. *The Argus* will likewise seek to get local dealers to collectively use as much space as a manufacturer guarantees to use on one of the Indiana Publishers' Association applications.
  5. *The Argus* will at nominal charge make any reasonable local trade investigation for a distant manufacturer considering doing business in Moundville. Charge (——) per day for as many days' service as required. In case reports lead to business amounting to ten times the service charge, the amount of the service charge will be refunded.
  6. *The Argus* will not seek orders for goods for any manufacturer or act as travelling salesman. It furnishes names of dealers pledged to co-operate, and goes no further than above indicated.

#### APPLICATION FOR SERVICE

Secretary Indiana Publishers' Association:

Dear Sir—We hereby authorize you to request the newspapers in the towns specified in enclosed letter to secure information or service covered in section (——) of the service blank furnished in the surveys made in connection with the Graphic Commercial maps.

We hereby agree to use.....inches of space as a minimum in each newspaper within...months from date. Failing to do so we agree to pay for said service at.....per day of the investigator's time and to accept the return of goods at prices paid for all goods ordered by dealers on the strength of your representations made by your members.

Signed.....

Dated....., 1915.

TABLE E

January 1, 1918

NEW YORK, N. Y.

RATE CARD

THE GLOBE  
(As an Example)

DISPLAY ADVERTISING

**RUN OF PAPER:**

1 Time.....	\$4.90	Per Inch
26 Times.....	4.90	" "
156 Times.....	3.64	" "

**ON OPEN SPACE:**

100 Inches or 1,400 Lines in One Year.....	\$4.90	Per Inch
200 " " 2,800 " " " ".....	3.92	" "
400 " " 5,600 " " " ".....	3.92	" "
800 " " 11,200 " " " ".....	3.78	" "
1,000 " " 14,000 " " " ".....	3.78	" "
2,000 " " 28,000 " " " ".....	3.64	" "

**POSITION CHARGES:**

Any Specified Page.....	.70	} Per Inch Extra
Alongside Reading R. O. P.....	.70	
Next Following and Alongside R. O. P.....	\$1.40	
Last Page.....	None	
Opposite Editorial.....	None	

**CLASSIFIED:—TWO CENTS PER WORD.**

Size of Page—17 x 21 $\frac{1}{8}$  Inches; 8 Cols. to Page; 296  
Lines Agate to Col.; Width of Col., 12 $\frac{1}{2}$  Ems Pica.

(Regardless of the Peculiarities of Your Rate Card, Fill in a Sheet to Cover Exact Spaces Above, so as to Provide Uniform Standard for All Newspapers.)





*PART VI*

*Circulation*

*How Money Is Foolishly Wasted—Make  
the Product Meritorious—Circulation  
Promotion*



## XXXII

### *Promotion and Delivery*

MORE money has been wasted in childish efforts to bolster up circulation for inferior newspapers than would be needed, if properly invested, to secure for worthy enterprises, circulations and prestige far beyond their fondest ambitions. I mean this in the broadest and widest sense, for I know that I am on the soundest kind of a foundation when making this radical statement.

Our friends the mining engineers, those of broad experience, put the proposition in this way: "More money has been spent in mining than ever came out of the ground." In mining so much money is wasted in foolish prospecting, and for stocks in mines that never existed except in the minds of the crooked promoters seeking to float worthless securities, that the assertion is more than made good.

The same thing happens every day in our newspaper offices and has been going on for years, ever since there have been newspapers. Any really competent circulation manager, of successful experience, knows that better and more satisfactory results circulation-wise can be got for his paper by spending more money through the editorial department than by many times the amount spent in trying to force a sale for an inferior product.

The fully qualified circulation manager—the only kind worth desk-room—will put in more time ascertaining what the public in his town want in the paper, and fighting for that sort of paper, than in foolish fireworks. He is in closer touch with the situation than any one else on the paper. His carriers report the criticism of subscribers through newsboys and dealers, and he is in a position to verify the reports.

The difficulty in many newspaper offices is that publishers, business managers, and editors are too inclined to look upon the circulation manager as a sort of over-grown newsboy, or a grossly inferior subordinate, than as a responsible man, probably more keenly interested in the growth of the circulation of the paper than any one else on it.

My introduction to the newspaper business was through the circulation department, and during the last thirty-seven years I have had, I think, exceptional opportunity for studying circulation methods and results. As a matter of fact my weakness in the newspaper business is my inclination to look upon practically everything that offers as it may affect circulation.

Regardless of general opinion to the contrary, in many important quarters, I am satisfied that as a rule a newspaper can secure more satisfactory growth out of specialties than by the extravagant exploitation of general news. In a competitive field a newspaper either succeeds or fails, according to its features and individuality.

Big special news, like that created by Mr. Lawson, in covering the great World War with forty exclusive special correspondents at all European capitals, and with the armies, costing him \$200,000 a year, is the

sort of news which can be cashed in for circulation. *The Chicago Daily News* gained nearly 100,000 circulation through its publication, while *The New York Globe* has picked up nearly 50,000 new readers in five months by its use.

Routine news is now obtainable by almost any newspaper. Special features, such as are supplied by the Associated Newspapers and the various feature syndicates, provide the sort of exclusive matter which may be capitalized in any city or town. A careful selection of such matter, of the sort that people will "cry for," is the best sort of stuff to give the circulation man with which to build.

I recognize the natural opposition of the average managing editor to this theory. For him to admit that any "canned" product is as good as articles he can produce would be considered an admission of weakness on his part. Nevertheless, all the best experience leans toward the method I am suggesting. I could give case after case to prove the point. Look at *The Chicago Tribune*, *The Kansas City Star*, *The Philadelphia Bulletin*, and other successes too numerous to mention, and you will find in them the best presentation of the news of the day, backed up by features and departments which give them striking individuality, impossible of duplication in their fields.

The newspapers of *The New York Times*, *The Indianapolis News*, and *The Dallas News* type, which have scored successes here and there, are rather the "exceptions that prove the rule." *The New York Times* has won its position through specialized news, as previously indicated, just as the other papers mentioned in the same general class have done. This

type of construction is much more easily attacked than the type built on great human-interest features, which cannot be duplicated. Any one with sufficient money and properly trained brains can get out as complete a "news" paper as any one else. The news is free to all who will employ enough men and devote to it as much space as the other fellow or more. From the circulation standpoint it is much easier to win increased sales of the kind that stick, and gradually grow through the recommendation of readers, by the proper use of features than by piling in the news.

The expense of the circulation of our newspapers varies all the way from 13 to 31 per cent. of the total operating expense, excluding the cost of print paper. In many cities where street cars can be used at no expense, or at purely nominal cost, the figure ranges in the neighborhood of 12 to 15 per cent.

In cities like Philadelphia, Boston, Kansas City, where the delivery system involves many divergent routes, extending like the spokes of a wheel, the cost of delivery is much higher than in a city like New York, where the heavy deliveries are along straight lines north and south. The successful building of *The Philadelphia Bulletin* to its present high point of circulation has been largely the result of the most perfect and elaborate delivery system, almost regardless of expense. It is so, too, with other great newspapers, and I hesitate to criticize the wisdom of such liberality. If we were more inclined to make our newspapers better newspapers, with stronger and stronger individuality, there would be less necessity of burning up good money at the feet of the "Speed god" which our newspapers do as a matter of blind faith.

I have long advocated a joint delivery of all the newspapers in a given city, which would cut delivery expenses probably 50 to 60 per cent., an item sufficient to make them all better newspapers and permit the adding of many dollars of profit for their makers. The weaker newspapers naturally hesitate to have their output handled strictly as a commodity, and usually prefer to try to gain a few moments at given points over their more cumbersome competitors.

If any business under the sun is afflicted with vicious and destructive competition it is the newspaper business in this worship of the "Speed god." We newspaper men, for some reason or other, have it so deeply ground into our systems that success must come from beating the other fellow that we more often than not throw away all possibility of making our business a commercial success.

In many of our smaller cities the evening newspaper publishers have found a solution of the problem which seems incapable of being solved in a big town. By limiting themselves to one edition each day they have trained their constituencies to expect only that one edition at a certain reasonable time. In New York the evening delivery problem, trying to beat six or a dozen competitors to 5,500 news-stands five times a day, means the useless burning up of money and effort. I am firmly convinced that if our newspapers could be brought to look upon their product as a commodity and would substitute delivery experts from the department stores or express companies for our circulation managers they could have fortunes. I don't mean this in the sense of criticizing the circulation managers' efficiency, but rather to imply that I think their

entire training has made them wasteful in their crazy efforts for speed.

Nowadays, when practically all newspapers get the same news through the same channels, such things as the old-time beats are almost an impossibility. If a paper misses anything its neighbor has it gets out a "lift" in a few moments and all is forgotten. Our newspapers are more largely bought for our way of treating things, our editorials, our features, or what we stand for. The sooner we find out that the transient sale of a few extra copies at the news-stands is not worth what it is costing us the sooner we shall put our business on a sound basis.

The only kind of circulation that is worth anything to us as a good-will asset is that represented by our townsmen who regularly buy our paper and have confidence in it. Our advertisers are discovering this, as is shown by the methods of the Audit Bureau of Circulations in its form of reports and audits. The modern newspaper practice is tending toward the elimination of widely scattered circulation to points many miles away from our home town. Such circulation is almost valueless to our local advertisers, and the general advertiser buys our space for local trade stimulation. Our newspapers have been foolishly profligate in seeking to attain the highest possible circulation figures. It is being demonstrated more and more that we can get higher rates for concentrated circulation of the kind that represents a solid buying constituency than one with mere figures to sell. Our circulation efforts, therefore, should be along the line of reaching the sort of people whom we can educate to have implicit confidence in their paper and the advertising it prints than the kind that merely buys



it to glance over headings and to look at comics or sensational matter.

There is no money in merely selling newspapers. There is no money in selling newspapers which are unprofitable to our advertisers. Our profits and prosperity are so closely interwoven with those of our advertisers that we should seek to eliminate needless waste. Money wasted in this detail must come from the advertiser in the way of higher rates or out of our profits.

## XXXIII

### *Premiums and Contests*

REGARDLESS of ideas to the contrary, I am opposed to all gift enterprise, premiums, and canvasses for the purpose of increasing circulation. If a newspaper is but a thing to be sold as an adjunct to a book, a set of dishes, or something else, it should never be printed. If your product is not good enough to make people want it for its intrinsic merit and value, artificial stimulation will be waste of money.

In the case of *The Globe*, with the exception of one or two small experiments, our circulation department's sale efforts have been confined to delivering the newspaper turned over to it from the press-room. Our circulation manager often says to me: "You don't need a circulation department. All you need is wagons, automobiles, and carriers. We have nothing to do." Despite the fact that we have made no campaigns for circulation promotion and no other effort to get new readers, save those that naturally came to us by the producing of a better and more interesting newspaper every day, we have grown from 75,000 to over 200,000 a day in seven years.

You don't hear of the employment of circulation schemes by real newspapers. Yet there are many men in the newspaper business who think by brass band

and gift enterprise effects to secure increased sale for an inferior article. There can be no lasting success for anything except the real goods in newspaper-making, for every copy of a newspaper is the obvious proof of the genuine or the make-believe. Each day's newspaper is a permanent record of its own achievements. Of what lasting effect is the futile effort to foist an inferior article on a community?

As I have said, my first entrance upon real newspaper work was in the circulation department. I personally organized a corps of correspondents and agents and built up the circulation of a weekly newspaper from 10,000 to over 90,000. I have had the experience and know the details of successful exploitation. In traveling around the country investigating newspapers and newspaper conditions I have always sought to look up the circulation managers of the various newspapers for the purpose of talking over things and giving and taking ideas. Out of this mass of concentrated experience I have reached the conclusion that the most effective and satisfactory ways of promoting circulation are:

- a. Publication of the best possible newspaper;
- b. Publishing the best and most popular features;
- c. Rendering genuine public service; and
- d. Proving to your constituency the genuineness of your publication.

The best circulation manager to-day is the one who, while caring for the detail of delivering the newspaper, can most effectively help in carrying out the above program. The effective circulation manager has several main outlets for his enthusiasm, the most promising among them being:

- a. Advertising in other newspapers, by placard, by dodger, by wagon signs;
- b. Demonstration by sample copy, fly sheet, and booklet;
- c. Specialization in stimulating different units in the community as opportunity occurs; and
- d. Through close contact, frequent conferences with editors and knowing what the newspaper is doing or is going to do.

Perhaps my conception of the ideal circulation manager is a bit exalted, but it is based on twenty-five years' close study of the work of Samuel P. Booth, who has been at my right hand day and night, winter and summer, in the upbuilding of *The Globe*, never satisfied with results and always fighting for greater opportunity for activity and growth. Mr. Booth is no better and no worse than dozens of good circulation men I know, but in *The Globe* office he has more sympathetic recognition and support than any other circulation man I know. His close contact with editors and all executives has broadened him out until to-day, without any further qualification, he could effectively handle any and all departments of any newspaper outside of editorial work. I had not intended to write Booth so prominently into this chapter, but he deserves the recognition, and if by acknowledging his staunch loyalty, activity, patience, and efficiency I can create a proper appreciation of such work by others, and secure for them an opportunity of doing it, I shall feel satisfied.

No stereotyped set of rules for circulation promotion that will be effective everywhere can be safely laid down. But I believe the easiest way to secure new circulation for a good newspaper is by sample copies put directly into the hands of prospects.

Next after sample copies I believe small booklets

giving reprints of a news department, or a strong feature distributed in large quantities in carefully selected neighborhoods, will produce best results. I firmly believe in advertising in other newspapers where you can do so. I believe in the use of good, clean, human-interest serial stories for cementing and holding together our readers. A two- or four-page fly-sheet giving the opening chapters of a good serial leading directly into a stated issue has often proved mighty effective.

Newspapers generally are too prone to give away copies of their papers on the slightest provocation. I know of one publisher who has a theory that he wants a copy of his paper to go to every important space-buyer in the country, and who seeks out their home addresses, so as to put them on his mailing list. He carried a large free-list as a consequence, and having run across some of the victims in their homes, I found that the papers are never looked at.

Not long ago we carefully went over our lists in *The Globe* office and I was surprised to discover how we were being "worked" for free copies. Some of our large local advertisers were getting from fifteen to fifty copies a day, while (one at a time) I found that our various solicitors had been adding new names to our list. By one house-cleaning we cut off a waste of better than 1,000 copies daily, and by cutting off all unnecessary exchanges we reduced the number to 80. To-day our free copies do not exceed 50 a day, instead of 2,500 to 3,000 a year ago.

It is safe to say that nearly every free copy you cut off locally will lead to a new paid subscriber. An occasional copy, under conditions where you know it will be read, is better than supplying just so much more

waste paper for some janitor to sell for junk. Exactly how intelligent human beings can expect some individual in a distant city to read with any interest a newspaper a day or two old is beyond comprehension.

I appreciate how some publishers in smaller cities look upon what they call service copies to correspondents as partial pay for service. They like to deceive themselves into thinking that these correspondents will do more work for the paper furnished gratis than they would for money. From my standpoint, I would rather pay them a few cents more a week and have them buy the paper. If they have not enough interest in their paper to purchase it every day, the sooner they are through the better.

*PART VII*

*Modern Efficiency*

*Budget Is Absolutely Necessary—"Dead  
Line" Theory of Expense—Some Systems  
and Charts Useful in the Newspaper  
Office*





## XXXIV

### *The Budget System*

AFTER years of careful consideration I am firmly of the opinion that the only effective way a business can be run is on the budget system. By this I do not mean to advocate the stifling of any constructive activity in any or all departments by restricting the budgets to so small appropriations as to defeat progress.

Our budget should provide for every "must" item of salary or expense with a reasonable elasticity to cover added expenses which experience shows will probably creep in at different times of the year. By use of the "Dead Line Theory," as shown in the next chapter, we find the idea I seek to convey made practical.

At this point we shall merely set up the percentage of total expense as providing a sound basis for budget appropriations. By taking our total operating expense and then calculating what percentage of the total is represented by the total of each department we reach a definite starting point. It is the absence of basic, standardized figures of the kind herein suggested that makes it impossible for many newspapers to succeed or to find out what is wrong in their operations.

Standardization in costs of departments would

## TABLE F

Name of Paper . . . . .  
 City . . . . .

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## COST PERCENTAGES

*Print paper should not be included*

On the theory of gross expense for the last full year for which you now have figures. These figures represent the percentage of total for each department.

EDITORIAL, including telegraph, press associations, art department, supplies and expenses . . . . .	%
CIRCULATION, including newspaper postage, expenses, promotion, and all expenses . . . . .	%
COMPOSITION, including labor, material, and supplies . . . . .	%
PRESS ROOM, including ink, supplies, etc. . . . .	%
STEREOTYPING, including labor and supplies. . . . .	%
ADVERTISING DEPARTMENT, including expenses, foreign representation, trade-paper advertising, promotion and expense . . . . .	%
BUSINESS DEPARTMENT, cashier, bookkeeping, stationery, postage, etc. . . . .	%
GENERAL EXPENSE, including light, heat, power, insurance, supplies, etc., but EXCLUDING rent and interest on bonds or indebtedness of any kind . . . . .	%

Dated . . . . .

(Signed) . . . . .

enable newspapers to exchange figures like those below, covering percentages of total expenses which would be most interesting and valuable. If, for example, any twenty newspapers of approximately the same potential circulation would use percentage figures on a standardized blank, shown in Table F, and the compilation was made available for those cooperating, they would be able to secure at a glance absolute information as to whether they were high or low compared with others.

For the purpose of making such figures more dependable some general understanding, like the following, should be reached and accepted as the standard among the papers exchanging such information:

1. All total figures should include a charge for depreciation and re-equipment; say 10 per cent. on machinery and 5 per cent. on furniture.

2. Rent should be included as a charge whether paid or not to equalize comparisons.

3. Print paper should be eliminated from the calculation, for the reason that the item is so large a factor and so much a matter of individual caprice as to interfere with comparisons elsewhere.

Some years ago I asked a number of newspapers to exchange percentage figures with me and got a response from 15 out of 25 asked to participate. The result was satisfactory, although representing a rather mixed group, and without any standardization of practice some of the figures were very misleading.

Some of the newspapers were in the very large cities and some in smaller towns. In some places, for example, papers were transported by trolley companies without expense, while others were delivered by automobile and carrier.

COST PERCENTAGES OF DIFFERENT DEPARTMENTS  
(Excluding print paper)

Paper No.		Edit'l Dept.	Cir. Dept.	Compo- sition	Press- room	Stereo- typ'g	Adv. Dept.	Bus. Dept.	Gen. Exp.	
"	"	1.	21	31	12	9	3	12	2	10
"	"	2.	23.07	25.91	15.34	6.5	3.23	9.76	4.01	12.18
"	"	3.	35.1	15.75	19.13	4.46	1.49	7	3.85	13.22
"	"	4.	19.9	13.4	26.3	5.6	4	11.1	4.3	15.4
"	"	5.	35.9	14.24	19.7	3.8	3.42	9.34	6.3	7.3
"	"	6.	28.56	15.06	19.37	9.02	3.18	5.24	10.93	8.64
"	"	7.	24.3	19.4	23.5	10.9	4.1	8.3	5.4	4
"	"	8.	24.2	25.6	17.1	5.7	3.4	9.6	5.3	9.2
"	"	9.	30.4	24.9	18.3	5.8	2.4	9	4	5.2
"	"	10.	26.2	31.2	22.8	4	2.1	2.2	6.4	5.1
"	"	11.	26.7	17.7	22.7	6.5	2.6	7	1.8	14.6
"	"	12.	20.6	14.2	12.3	3.7	3.9	5.9	1.6	10.9
"	"	13.	23.9	23.9	19.5	6.5	2.6	12.6	6.8	4.2

EDITORIAL, including telegraph, press associations, correspondence, art department, supplies, and expenses.

CIRCULATION, including delivery, newspaper postage, expenses, promotion, and all expenses.

COMPOSITION, including labor, material, and supplies.

PRESS-ROOM, including ink, supplies, except print paper.

STEREOTYPING, including labor and supplies.

ADVERTISING DEPT., including expenses, foreign representation, trade paper advertising, promotion and expense.

BUSINESS DEPT., cashier, bookkeeping, stationery, postage, etc.

GENERAL EXPENSE, including light, heat, power, insurance, supplies, etc., but EXCLUDING rent and interest on bonds or indebtedness of any kind.

Before getting access to these figures, however, I had always had the feeling that our circulation expenses were out of proportion to those in other offices. The returns from other newspapers disproved this

theory, but enabled us, after queries, materially to reduce expenses in other departments.

In the case of newspaper No. 3, the chief executive salaries are charged on editorial pay-roll. Nos. 3, 4, 5, 6, and 12 represent newspapers which at the time the figures were compiled used local street cars for delivery, either at no expense or at nominal cost.

*The Dead Line Theory of Expense*

ONE of the chief troubles in the newspaper office operated without direct cost system is the ever-present inclination of expenses to pile up to high records on every bulge in business. On a boom in advertising for a brief season every department breaks loose and takes on extra expense, very often without any one noticing it or nipping the waste in the bud.

This was brought forcefully to my notice in going over some figures of expense and income a few years ago. I had set down on a sheet of paper some figures illustrating comparative growth in income and expense for six months of three years. The figures represented thousands of dollars, plus or minus. For example, the first month, July, 1914, means expenses were up \$5,000, while earnings were up only \$4,000:

	Expense 1914	Income 1914	Expense 1915	Income 1915	Expense 1916	Income 1916
July .....	5+	4+	4+	3+	3-	4+
August.....	6+	8+	5+	6+	2-	5+
September...	9+	10+	8+	9+	4-	6+
October .....	12+	15+	9+	10+	5-	12+
November ...	13+	14	10+	11+	2-	11+
December ...	10+	10	2+	5-	1-	10+

The figures are fictitious, but they demonstrate the point I want to make. Notice how in the first two

years every increase in income is almost blanked by increases in expenses. Then notice how, by the application of the system I am going to describe, expenses were held down or reduced in the last year regardless of increases in income.

I reasoned the problem out in this way:

1. Certain expenses not affected by increased volume of business should be placed below an imaginary dead-line and not permitted to move upward without complete understanding and authorization.

2. Those departments directly affected by increased volume must, of necessity, swell and recede as business does, and must be controlled by some rule in each for keeping absolute check of costs by units adapted to each.

3. All items of promotional or experimental nature in any department must be kept track of in a lobe extending down below a line drawn across the sheet at the bottom of the first group.

Acting on this theory, I prepared Table G, which has been most effective in the cases of many newspapers to which I have furnished copies of it.

I like to see the proposition as shown in Table G. With a picture of this sort in mind it is very easy to operate a growing newspaper.

If you keep all the promotional, experimental, and exceptional expenses below the base line, and admit nothing to the central group that is not an absolute *must*, and nothing above the dead line except as justified to care for additional business, more than half the usual troubles in a newspaper will be done away with. Regulated in this way when a condition like the print-paper panic of 1916 and 1917 hits you,

## TABLE G

Showing Visualization of Expense to Avoid Bulges All Along the  
Line Created by Periods of Temporary Prosperity

## DEAD LINE EXPENSE

*(For the purpose of preventing inordinate expansion of expenses  
during a particularly prosperous season)*

Items which MUST go up to

Care for Increased Business:

COMPOSITION—To care for additional business—Keep track cost  
per column

WHITE PAPER—To care for enlarged paper —Maintain fixed  
standard read-  
ing matter

PRESS-ROOM —To care for longer press runs —Watch output per  
press hour

DELIVERY—To handle extra number or size —Keep track cost  
of paper per thousand

ADVERTISING DEPT.—To care for extra cuts  
and illustrations

## DEAD LINE

Items which SHOULD NOT

Be Allowed to Increase:

EDITORIAL

RENT

ADVERTISING PAYROLL

LIGHT

BUSINESS DEPT.

POWER

## BASE LINE

Items to be Controlled  
in Promotion Accounts  
for Temporary Purposes

—Which can be cut off at any time  
without disturbing equilibrium of  
working force or routine running  
expenses.

CIRCULATION CONTESTS

CIRCULATION CANVASSES

ANY SPECIAL EDITORIAL STUNT

ANY SPECIAL ADVERTISING EFFORT

ANY TEMPORARY EXPENSE



you can cut off almost all the expense of promotional or experimental nature below the base line without disturbing your regular operations in the least. If your whole force is brought to a realization of where it stands in reference to tenure—those in the regular groups knowing that they are fixtures so long as they are effective, and those below the base line only engaged while the special promotional work is on—these latter can be dropped without any more gossip than that the paper temporarily is going to drop promotional work.

In many newspaper offices the dropping of any group of men is hailed with rumors that the paper is in a bad way. This happens when temporary positions grow into regular situations and any cut must affect all departments.

## XXXVI

### *Meeting Increasing Costs*

ON the ground that a single case demonstrated is better than a hundred of theory, I am going to show briefly how we anticipated the high prices of print paper in 1916 and 1917. In October, 1914, in a letter from Mr. Dodge, president of the International Paper Company, to Mr. Bridgman, president of the American Newspaper Publishers' Association, suggesting a get-together meeting between publishers and print-paper manufacturers to discuss print-paper conditions, I saw a sign of impending danger. No meeting was brought off, though I recollect that Mr. Bridgman wrote Mr. Dodge, after consulting his board of directors, that the publishers would attend such a conference. The meeting of April, 1916, at the Union League Club in New York, between newspaper publishers and paper-makers, at which intimations of the necessity for conservation and higher prices by about \$5 a ton were given out by the manufacturers, caused us to get busy.

On May 1, *The Globe* increased its annual subscription price from \$3 to \$6, and instituted economies in the use of paper by reducing the quantity of waste represented in returns, overs, and free copies.

With the idea of an increased price of \$5 per ton in mind, and taking into consideration the economies

we could produce, we went carefully into a calculation of costs to see what increases in the various advertising rates were essential to make both ends meet.

A prospective increase of \$50,000 a year to us, represented by \$5 more a ton for 10,000 tons, seemed to be too big an item to assimilate. But by the use of accurate costing process any situation can be met much more effectively than by guesswork.

On June 1 we issued a new advertising rate-card, making some very minor reforms and primarily to render certain position rates prohibitive in order to meet conditions of the more condensed papers we had in view.

This was followed by another revision of rates, effective August 1, which we calculated would place a fair proportion of the added expense on the advertiser. The one-time rate was increased from 35 to 40 cents per line, with discounts in proportion. The bulk contract rates were increased this way:

- 2,500 line contract increased from 28 to 30 cents.
- 5,000 line contract increased from 27 to 29 cents.
- 10,000 line contract increased from 27 to 28 cents.
- 20,000 line contract increased from 26 to 27 cents.
- 30,000 line contract increased from 24 to 26 cents.
- 40,000 line contract increased from 22 to 25 cents.
- 50,000 line contract increased from 20 to 24 cents.

Along about this time we were hearing reports regarding the difficulties of certain publishers whose contracts for print paper were expiring in getting renewals, except until the end of the year, and then at prices representing nearer \$10 a ton advance than \$5.

We continued to effect further economies in the use

of print paper and waste, reducing the minimum of reading-matter to fifty-five columns from sixty. Then came rumblings and reports of 3-cent paper. We again got busy on our cost sheets and issued a new rate card on November 1, which changed space rates as follows:

One time rate the same.

- 2,500 line contract increased from 30 to 33 cents.
- 5,000 line contract increased from 29 to 32 cents.
- 10,000 line contract increased from 28 to 31 cents.
- 20,000 line contract increased from 27 to 30 cents.
- 30,000 line contract increased from 26 to 29 cents.
- 40,000 line contract increased from 25 to 27 cents.
- 50,000 line contract increased from 24 to 25 cents.

We increased our financial advertising rate from 35 to 40 cents per line and made many minor adjustments regarding other classifications. Before this rate card was fairly in operation talk of  $3\frac{1}{4}$  and  $3\frac{1}{2}$  cent paper was being indulged in, so we decided further to reduce the volume of reading-matter, still further to economize in other ways, and to make another readjustment of certain minor advertising rates, and issued other rate-cards on December 1, 1916, and January 1, 1917.

The net result of all these reforms in anticipation of the heavy added penalty for 1917, estimated at \$234,000 for the year, has been that we have been able to meet the extraordinary increase in the cost of paper during 1917 much more effectively than would otherwise have been possible.

## XXXVII

### *Keeping Track of Expenses*

WE assume that every business enterprise will of necessity have a bookkeeper able to handle a simple set of books to keep records of the transactions of the concern. We shall skip all this and add on a system which will prevent leaks and produce figures which later on will provide the sort of experience charts that will help spell success. To begin with, we shall briefly consider the use of the Voucher and Voucher Record, working to the monthly summary.


The voucher is printed on both sides and provides the ideal system for making every item of expense resolve itself as part of the proper classification of departmental cost. A voucher may be made the master of a whole group of items, which must be reflected in detail on its back.

For example, the whole weekly pay-roll of a concern may be covered by a single voucher, with all the items on the pay-roll segregated in their proper place on the back. Before the voucher can be used to extract funds from the bank it must be drawn by a certain official, checked by another, and approved for payment by another in case such a check-up is desired. Each voucher is numbered and transferred to a voucher record (Figure 3), which is a very wide sheet with lines to care for every item on the back of the

# 278 NEWSPAPER BUILDING

vouchers. At the end of the month the sum of all of the columns must reflect the total expense for that month, showing the cost of every classified item of each department, as summarized in Figure 4.

For simple use, the total figure of each of these

VOUCHER No. ....		New York, ..... 191			
		To .....			
		Dr.			
Disc.	Dept.	Detail	Totals	Current Cash	and Payable
			Totals		
			Cash Debit		
			Net Paid		
Audited by _____ Approved for payment _____ Publisher		New York, ..... 191 Received from <b>THE GLOBE</b> and COMMERCIAL ADVERTISER _____ Dollars, \$ .....			

FRONT OF VOUCHER

units entered on the back of an ordinary voucher will show costs with a simplicity that will surprise a person who has not seen figures in such graphic shape.

The second monthly summary sheet (Table H) provides a still more interesting presentation of these same figures. Here the summary of the voucher record is made easy of use. At the right side is a



DEPARTMENTS

EDITORIAL

- 1 Salaries
- 2 Space Supporting and Spec. Art.
- 3 Correspondence
- 4 Illustrations
- 5 Press Assns.
- 6 Postage
- 7 Carfares
- 8 Telegraph, Cables and Tickets
- 10 Telephone and Messengers
- 11 Stationery and Printing
- 12 Supplies (Papers, etc.)
- 13 Expenses

CIRCULATION

- 1 Salaries
- 6 Postage, Newspaper
- 4 Postage, General
- 7 Carfares
- 8 Expressage
- 10 Telephone and Messenger
- 11 Stationery and Printing
- 12 Supplies
- 13 Expenses
- 14 Wagons
- 15 Advtg. Expenses

ADVERTISING

- 1 Salaries
- 6 Postage
- 7 Carfares
- 10 Telephone and Messengers
- 11 Stationery and Printing
- 12 Supplies
- 13 Expenses

CANVASSERS

- 1 Salaries
- 6 Postage
- 7 Carfares
- 11 Stationery and Printing
- 12 Supplies
- 13 Expenses

BUSINESS

- 1 Salaries
- 6 Postage
- 7 Carfares
- 11 Stationery and Printing
- 12 Supplies
- 13 Expenses

PROMOTION

- 1 Salaries
- 6 Postage
- 7 Carfares
- 11 Stationery and Printing
- 12 Supplies
- 13 Expenses
- 15 Advtg. Expenses

COMPOSING

- 1 Salaries
- 12 Supplies
- 13 Expenses
- 21 Maintenance and Repair

PRESS

- 1 Salaries
- 12 Supplies
- 13 Expenses
- 15 Paper
- 16 Ink
- 21 Maintenance and Repair

STEREOTYPE

- 1 Salaries
- 12 Supplies
- 13 Expenses

GENERAL AND FIXED

- 1 Salaries
- 6 Postage
- 7 Carfares
- 10 Telephone and Messenger
- 11 Stationery and Printing
- 12 Supplies
- 13 Expenses
- 16 Legal
- 18 Power and Heat
- 20 Light
- 21 Maintenance and Repair
- 22 Rent
- 23 Insurance
- 24 Taxes
- 25 Interest
- 26
- 27

MISCELLANEOUS ACCOUNTS

- 26 Furniture and Fixtures
- 27 Machinery
- 28
- 29
- 30
- 31
- 32
- 33

Total

MONTHLY SUMMARY

		Editorial	Circulation	Advertising	Canvassers
1	Salaries, O/T & Ex. Help				
2	Space Rep. & Spec. Art.				
3	Correspondence				
4	Illustrations				
5	Press Assns.				
6	Postage, News & Gen'l				
7	Carfares				
8	Expressage				
9	Telegraphs, Cables & Tickets				
10	Telephone & Messengers				
11	Stationery & Printing				
12	Supplies				
13	Expenses				
14	Wagons				
15	Paper				
16	Ink				
17	Advtg. Expenses				
18	Legal				
19	Power & Heat				
20	Light				
21	Maint. & Repairs				
22	Rent				
23	Insurance				
24	Taxes				
25	Interest				
26					
27					
Total					
Journal					
Total Expenses					
28	Furn. & Fix.				
29	Machinery				
30					
31					
32					
33					
Total					
<div style="border: 1px solid black; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">4</div>					
<div style="border: 1px solid black; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">3</div>					







column for last year's figures, and at the bottom is a line for last year's total of each department total.

In the summary (Table H) we have added another feature not reflected by the voucher record and monthly summary, but which can be easily segregated as follows: The first total down the page includes only absolute items covering cost of production; the second total includes journal items; the third total promotional items, and the fourth total investment items, such as equipment, machinery, or furniture.

As years turn around the value of such segregations of figures will be obvious to any one who will take time to have the figures separated and thus preserved.

We shall later consider the many wonderful and efficient uses which can be made of these basic and fundamental figures.

### BACK OF VOUCHER

*Showing Distribution of Total Amount Approved for Payment on Front*

DISTRIBUTION		
EDITORIAL		
2. Space Reporting and Spec. Art . . .	.....	.....
3. Correspondence . . . . .	.....	.....
4. Illustrations . . . . .	.....	.....
5. Press Assns . . . . .	.....	.....
6. Postage . . . . .	.....	.....
7. Carfares . . . . .	.....	.....
9. Telegraph, Cables and Tickers . . .	.....	.....
10. Telephone and Messengers . . . . .	.....	.....
11. Stationery and Printing . . . . .	.....	.....
12. Supplies (Papers, etc.) . . . . .	.....	.....
13. Expenses . . . . .	.....	.....
18	.....	.....

## CIRCULATION

6.	Postage, Newspaper	.....	.....	.....
6.	Postage, General	.....	.....	.....
7.	Carfares	.....	.....	.....
8.	Expressage	.....	.....	.....
11.	Stationery and Printing	.....	.....	.....
12.	Supplies	.....	.....	.....
13.	Expenses	.....	.....	.....
14.	Wagons	.....	.....	.....
17.	Advertising Expenses	.....	.....	.....

## ADVERTISING

4.	Illustrations	.....	.....	.....
6.	Postage	.....	.....	.....
11.	Stationery and Printing	.....	.....	.....
12.	Supplies	.....	.....	.....
13.	Expenses	.....	.....	.....
13.	Expenses, Classified	.....	.....	.....

## BUSINESS

6.	Postage	.....	.....	.....
7.	Carfares	.....	.....	.....
11.	Stationery and Printing	.....	.....	.....
12.	Supplies	.....	.....	.....
13.	Expenses	.....	.....	.....

## PROMOTION

6.	Postage	.....	.....	.....
7.	Carfares	.....	.....	.....
11.	Stationery and Printing	.....	.....	.....
12.	Supplies	.....	.....	.....
13.	Expenses	.....	.....	.....
17.	Advertising Expenses	.....	.....	.....

## COMPOSING

12.	Supplies	.....	.....	.....
13.	Expenses	.....	.....	.....
21.	Maintenance and Repairs	.....	.....	.....

PRESS

12. Supplies .....	.....	.....
13. Expenses .....	.....	.....
15. Paper .....	.....	.....
16. Ink .....	.....	.....
21. Maintenance and Repairs .....	.....	.....

STEREOTYPE

12. Supplies .....	.....	.....
13. Expenses .....	.....	.....

GENERAL AND FIXED

6. Postage .....	.....	.....
7. Carfares .....	.....	.....
10. Telephone and Messengers .....	.....	.....
11. Stationery and Printing .....	.....	.....
12. Supplies .....	.....	.....
13. Expenses .....	.....	.....
18. Legal .....	.....	.....
19. Power and Heat .....	.....	.....
20. Light .....	.....	.....
21. Maintenance and Repairs .....	.....	.....
22. Rent .....	.....	.....
23. Insurance .....	.....	.....
24. Taxes .....	.....	.....
25. Interest .....	.....	.....
Total .....	.....	.....

BACK OF VOUCHER TO SHOW DISTRIBUTION OF TOTAL AMOUNT  
 APPROVED FOR PAYMENT ON FRONT



## XXXVIII

### *The "Little Black Book"*

SOME twelve years ago I, by accident rather than foresight, commenced to transfer the total figures shown on the monthly summary from the voucher record to a small loose-leaf book convenient to carry in the pocket for use at home. At the beginning my use of the figures was looked upon as a joke by my then office associates. For the first year the figures meant nothing. At the end of two years they meant little, but at the end of five years my "little black book," as it was called, was a veritable office encyclopædia regarding estimates for the future based on past experience. As time went on, of course, I kept adding refinements to the presentation and use of the figures, until to-day, by reference to this little book, I can answer any reasonable question regarding any detail of the business for a period of twelve years.

I cannot too strongly urge upon all readers who are seriously engaged in the newspaper business to start such a book at once and to dip into past records whenever possible in order to provide experience tables for immediate present-day guidance. As a matter of fact, the book that is now my constant companion, almost wherever I may be, is a supplement or summary of the original little black book, which merely covered expenses in detail, and which to-day

forms an entirely independent book for detailed analysis of expense whenever essential.

We shall first consider the original book and show it in its various developments, and then step forward to the summary book, which has been adopted by many important newspaper publishers, to whom I have shown it, as a standard. As a starting point a separate page is opened for every item of expense shown in the distribution on the back of the vouchers, each department being headed by a supplementary page giving the total expense of the department.

Starting with "Editorial Totals" (Figure 6), our sheet ranges from January to December each year, showing total each month. The second page shows (Figure 7) "Editorial, Space Reporting, and Special Articles," the second item of distribution on the voucher, in the same way, and so on through all the other items of distribution. With this simple system installed we have a handy little book, convenient for carrying in the pocket, which will enable us to know exactly what any item is costing us in comparative form. The figures thus produced form a large part in the subsequent calculations I am going to describe.

Now to step forward to the real book of vital information which answers all questions almost automatically or provides data for the solving of any problem of to-day or for reaching an estimate for the future. Take a book of the same size as the one above described.

Our opening compilation (Figure 8) will show actual daily sales day by day for a period of years. Twelve pages will suffice to cover four or five years. There is no necessity for summaries here, as that matter is



# EDITORIAL TOTALS

	1915	1916	1917
JAN			
FEB			
MAR			
APR			
MAY			
JUNE			
JULY			
AUG			
SEPT			
OCT			
NOV			
DEC			

	1918	1919	1920
JAN			
FEB			
MAR			
APR			
MAY			
JUNE			
JULY			
AUG			
SEPT			
OCT			
NOV			
DEC			

FIGURE 6.

EDITORIAL SPACE REPORTING & SPECIAL ART.



1915

1916

1917

JAN

FEB

MAR

APR

MAY

JUNE

JULY

AUG

SEPT

OCT

NOV

DEC



1918

1919

1920

JAN

FEB

MAR

APR

MAY

JUNE

JULY

AUG

SEPT

OCT

NOV

DEC



FIGURE 7

CIRCULATION

JAN

1915

1916

1917

1	00000
2	00000
3	00000
4	00000
5	00000
6	00000
7	Sunday
8	00000
9	00000
10	00000
11	00000
12	00000
13	00000
14	Sunday
15	00000
16	00000
17	00000
18	00000
19	00000
20	00000
21	Sunday
22	00000
23	00000
24	00000
25	00000
26	00000
27	00000
28	Sunday
29	00000
30	00000
31	00000

FIGURE 8

ADVERTISING EARNINGS		JAN
	1915	1916
1	000.00	
2	000.00	
3	000.00	
4	000.00	
5	000.00	
6	000.00	
7	Sunday	
8	000.00	
9	000.00	
10	000.00	
11	000.00	
12	000.00	
13	000.00	
14	Sunday	
15	000.00	
16	000.00	
17	000.00	
18	000.00	
19	000.00	
20	000.00	
21	Sunday	
22	000.00	
23	000.00	
24	000.00	
25	000.00	
26	000.00	
27	000.00	
28	Sunday	
29	000.00	
30	000.00	
31	000.00	
	00000.00	

FIGURE 9.

	DECEMBER					CIRCULATION
	GROSS PRINT	NET AVERAGE	EXPENSE	INCOME	PAPER	
1915	5209876	165050.	20471.88	2554385	3658184	
1916	5293175	191312.	1987297	2850790	2850933	
1917						
1918						

FIGURE - 10

	FOURTH QUARTER				CIRCULATION
	AVERAGE SALE	EXPENSE	INCOME	PAPER BILL	
1915	175.706	61346.70	80118.98	109159.46	
1916	207.918	63197.04	9357.11	98476.88	
1917					
1918					

FIGURE 11

	SECOND	SIX MONTHS	
	EXPENSE	INCOME	PAPER BILL
AVERAGE SALE			
1915	179.535	164447.64	193799.19
1916	212.920	193969.92	198474.44
1917			
1918			
CIRCULATION			

FIGURE 12

	FULL YEAR				CIRCULATION	
	AVERAGE SALE	EXPENSE	INCOME	PAPER BILLS		
1915	181 363	234 292 88	329 73 07	380 76 47		
1916	201 262	252 254 30	367 437 25	409 063 03		
1917						
1918						

FIGURE 13



APRIL

	NO. LINES	LOCAL	FOREIGN CHARGES	EXPENSE
1915	300.000	270.000	30.000	100.000
1916	350.000	315.000	35.000	120.000
1917				
1918				

ADVERTISING

FIGURE 14

	FIRST QUARTER				
	NO LINES	LOCAL	FOREIGN	CHARGES	EXPENSE
1915	000.000	000.00	0000	00000.00	00000
1916	000.000	00000	0000	00000.00	00000
1917					
1918					

ADVERTISING

FIGURE 15

		FIRST SIX MONTHS			
	NO LINES	LOCAL	FOREIGN	CHARGES	EXPENSE
1915	000,000	000,000	0000	00000000	000,000
1916	000,000	000,000	0000	00000000	000,000
1917					
1918					

ADVERTISING

FIGURE-16

	FULL YEAR		ADVERTISING		
	NO LINES	LOCAL	FOREIGN	CHARGES	EXPENSE
1915	000.000	000.00	0000	000000.00	000000
1916	000.000	00000	0000	000000.00	000000
1917					
1918					

FIGURE 16.A

JANUARY

EXPENSES

GENERAL

STEREOTYPE

PRESS

000.00  
000.00

000.00  
000.00

000.00  
000.00

1915  
1916  
1917  
1918

FIGURE-18

FIRST QUARTER

EXPENSES

COMPOSITION

BUSINESS

EDITORIAL

0000.00  
0000.00

0000.00  
0000.00

0000.00  
0000.00

1915  
1916  
1917  
1918

FIGURE 19

cared for later on. Our second series of pages (Figure 9) will show net advertising earnings day by day with weekly and monthly totals. Again only twelve pages are required. Our third series of pages (Figure 10) covers all the essential facts regarding circulation operations. Our gross print for the month, our average net sale, our circulation department expense, our circulation income, and our white paper bill.

Unlike the previous series in the book, the totals of the main items should be summarized quarterly (Figure 11), semiannually (Figure 12), and annually (Figure 13).

Our fourth series of pages (Figure 14) covers all high spot information regarding advertising department operations and results. Here we find total volume of advertising in lines or inches, as you may desire, total volume, total local, total foreign, total net income, and total expense. Again quarterly (Figure 15), semiannual (Figure 16), and yearly summaries are necessary. At a glance you can ascertain whether increased business is costing too much, how earnings compare with previous years, and such vital and important data. Our fifth series of pages clearly (Figure 18) reflects a summary of the totals of departmental expenses brought forward from the other book. Thirty-eight pages will give all the figures in detail, by quarters, half-years, and years, as shown in figure 19. It is unnecessary to provide for circulation and advertising-department totals which are covered in previous pages.

Having gone through the process of building up figures that will enable us to know exactly what we are doing, the next question we should settle is "How to use them" as a life preserver in critical

and radical periods such as the present print-paper catastrophe.

Referring back to the system of finding cost, I would recommend the preparation of a sheet like "Cost *vs.* Earnings." Every month a single figure represents the cost of a line of advertising at the top of the page, while the figure at the bottom represents the advertising earnings per line. Until you have had the use of such a table you cannot appreciate what a really wonderful confidence it can give you in going out into the world to do business. If you are brought face to face with a big item of added expense, don't fly off the handle and say it can't be done. Sit down at your desk and figure it out. First see what economies and added efficiencies will do, and then see how much you must pass to the advertiser. Even a quite heavy item can be spread equitably over many shoulders if you only know how to do it.

Avoid glittering generalities and be prepared to talk intelligently increased "costs" when you want to borrow money from the bank or to increase your advertising rates. Business men nowadays realize that in order to live they must let live. If they want your newspaper as part of their business promotional equipment they will meet slightly increased rates in an emergency. With the data you have in hand you can prove your case, but what is better still you yourself know what average rate you "must" get in order to live.

Far too many of our newspapers are conducted without such figures as I have briefly outlined here. Their managers do not know where they are at from day to day, from month to month, or from year to year, except as they may or may not have a balance



# COST VS EARNINGS

COST

	1915	1916	1917	1918	1919
JAN	3				
FEB	4				
MAR	2 $\frac{3}{4}$				
APR	1 $\frac{1}{2}$				
MAY	2				
JUNE	2 $\frac{3}{4}$				
JULY	4				
AUG	4				
SEPT	3 $\frac{3}{4}$				
OCT	2				
NOV	2 $\frac{1}{2}$				
DEC	2				

RATE

JAN	3 $\frac{1}{2}$
FEB	3 $\frac{1}{2}$
MAR	3
APR	2 $\frac{3}{4}$
MAY	3 $\frac{1}{4}$
JUNE	3
JULY	2 $\frac{1}{2}$
AUG	3
SEPT	4
OCT	4
NOV	4
DEC	4

in the bank. If every month they could clearly show whether they had been operating in "black ink" (profit) and not in "red ink" (loss) they would be able to sleep better at night. By further refinements, which I shall not attempt to include in this brief outline, these figures in the form of daily statements can show profit or loss day by day. Such information is essential in the case of our larger newspapers and where we have a large enough clerical force to produce any figures we may desire.

It is easy enough, where we have a set of figures covering records for two or three years, to estimate the day by day expense of all regular items and monthly bills by reaching averages. The print-paper bill should be charged day by day as the paper is actually consumed. In *The Globe* office we have reduced this process to such a fine point that we usually find ourselves charged with only a very few dollars more expense in the estimates than we have actually spent. Of course this goes into profits. The sheets for keeping track of this from month to month, quarter by quarter, etc., are shown in figure 22. By all means carry this set forward.

JANUARY

PROFIT OR LOSS

LOSS

PROFIT

EXPENSE

EARNINGS.

1915

1916

1917

1918

0000.00

0000.00

0000.00

0000.00

0000.00

0000.00

## XXXIX

### *Conclusion and Summary*

I HAVE touched now very briefly upon and considered many of the most vital points and underlying factors in newspaper building, as well as the purposeful conduct of a newspaper, to the end that it be an important institution in its community.

The foregoing chapters provide the path which the serious investigator may follow to glean other practical data regarding the really notable demonstration of what is best in newspaper making as a business or as a profession.

All consideration has been purposely omitted of the exploitation of the commercial type of yellow daily newspaper, and those which otherwise pander to the baser elements and inclinations of readers who prefer sensationalism and filth.

I have attempted to show how the same broad, general conception of the great independent newspaper was successfully developed by Melville E. Stone with *The Chicago Daily News*, how it inspired Colonel William R. Nelson with *The Kansas City Star*, how it was more rigidly and nationally exemplified by Lord Atholstan with *The Montreal Star*, and how the idea has spread to almost all of our American cities.

If I have failed to make clear the big, central idea which so obviously was in the minds of these great

pioneers in the better and sounder type of journalism, it is because of lack of ability to correctly use the brush in painting the picture.

Regardless of all argument to the contrary, newspapers built and maintained even approximately up to the standards set by these pioneers in sound, honest, and sincere journalism will succeed anywhere, win public support and confidence, and gradually become community institutions of widest influence and profit.

As already stated, I sincerely believe that the present-day *Montreal Star* and *Kansas City Star* between them, and each individually for that matter, reflect the best and greatest in our modern journalism. They stand as models for the background of a new newspaper edifice, or for the reconstruction of a moribund derelict.

I say this after careful consideration of the rights of *The Chicago Tribune* and *The New York Times* to be considered in the same class. *The Chicago Tribune* measures nearer the standard of my ideal than *The New York Times*, which unquestionably stands as a model of the news-paper, and differs very materially from either *The Chicago Tribune* or the two notable examples mentioned.

Our newspaper must have a heart and sympathy as well as news merit to measure up to the goal of greatest perfection in my opinion. Thus it seems to me that *The Kansas City Star* and *The Chicago Tribune* are the two high spots to be studied. Colonel Nelson had the ability to carry out the idea with greatest consistency and effect in the newspaper which he not only dedicated to serve the people of Kansas City who paid their ten cents a week for it, to the State

and to the Nation, but carried it through with nearly ninety-nine and nine-tenths per cent. efficiency.

By the same process *The Chicago Tribune* owes its great dominance to the fact that it is one of the very few morning newspapers which is a home newspaper, in the sense that our great evening newspapers are home newspapers, through its adoption of many of the features and departments generally found in evening newspapers. With this has been coupled an enterprise and dash matched by almost no other, and a human sympathy and real service to reader and advertiser most difficult of duplication.

Too many are prone to think that the ideal newspaper I paint is not a real newspaper. In this they are wrong, for the models I have taken for exemplification are among the greatest *news*-papers in the world; they have been among the chief supporters of the Associated Press at different critical periods in its life, printing the most copious and accurate news of the day, and ever at the fore-front when it comes to getting the really big news, regardless of expense.

Among all the newspapers on the American continent *The Montreal Star*, in my opinion, holds place as a national institution. *The New York Times* probably has a broader national recognition and sale than any other paper in the United States. *The Kansas City Star* dominates the territory for hundreds of miles around its home city through the confidence of all the people in its reliability and accuracy.

During the past fifteen or twenty years I have visited hundreds of newspaper offices in every state in the United States and in the larger cities of Canada. Chiefly as a result of these calls and talks I was inspired to write this book in order to bring home a

sense of their shortcomings to many misguided men at present conducting newspapers, men who really know no more regarding the big idea in their craft than would an infant in arms.

There is another point to consider. A newspaper conducted by men whose only purpose is to make the largest possible profit out of the power which they develop is as reprehensible as any other sort of blackmail. Much as I regret to admit it, there are still in existence two or three big newspapers of this type and many small ones. As the better type newspapers find root in those towns, the black sheep are gradually crowded off the map.

Likewise, a newspaper conducted by men unable to appreciate the true sense of responsibility they owe to their community and the nation, who fail to maintain poise and dignity of attitude in their personal and newspaper work, tends to bring discredit upon all newspapers.

The modern successful daily newspaper is too much of a broad public servant to permit itself to grovel in the dirt of cheap local politics, or to put itself at the beck and call of those who seek to secure plunder by fleecing the public through franchise privileges. The best thought in modern newspaper making tends toward the support of the best men for the offices and the support of projects of genuine service to the community. The day of the partisan newspaper has gone.

Only too often, under pretense of contending for the freedom of the press, unscrupulous and deluded men owning newspapers are permitted to do things and circulate traitorous and inflammatory matter which is as dangerous to the well-being and safety of

the nation as would be an open insult to the flag. It is regrettable that many sound newspaper men resist the enactment of laws to restrain those who, by their acts, bring odium on newspaper publishing as a whole.

For the good this book may do it is delivered into the hands of the reader. It is a rather unusual book, giving the results of years of study of business with a frankness made possible only by the broad purpose that inspired its production.



# Index

## A

- Accounting, need of better, 96.  
Advertising, ratio of to reading, 156;  
the rate card, 203; highly competitive fields, 206; discounts and rates, 208; fight for one rate, 211; increasing rates, 213; graphic charts of, 218-220; solicitor's reports, 233; service to the advertiser, 236; increasing rates on contract, 275.  
Advertising as News, 84.  
Advertising the Advertising, 228.  
American Newspaper Publishers' Association, 75, 194, 197, 274.  
Angelo, Holger R., 149.  
Arcos, René, 149.  
Associated Newspapers, 23; corporation organized, 69; contributors to, 112, 142, 253.  
Associated Press, 13; Pape's letter to, 60, 151.  
Association of American Advertisers, 69.  
Atholstan, Lord, development of *The Montreal Star*, 62; knighted by King Edward, 64.  
*Atlanta Constitution, The*, 121.  
Audit Bureau of Circulation, 70, 72, 256.  
Autoplate Machine, 167, 176, 196.

## B

- Barbour, Ralph Henry, 143.  
Bass, James F., 147.  
Battle Creek Sanitarium, 130.

- Bed Time Stories, 112, 142.  
Bell, Edward Price, 147, 150, 152.  
Bennet Biscuit Co., The F. H., 128.  
Berlin Paper Co., The, 186.  
"Black Book, The Little," 283.  
Booth, Samuel P., 260.  
*Boston Herald, The*, 121.  
*Boston Post, The*, unique constituency and policy, 118; first page of, 119.  
*Boston Transcript, The*, 120.  
Brayden, William H., 149.  
Bridgman, Herbert F., 274.  
Browne, Louis Edgar, 148, 149, 150.  
Buchan, John, 148.  
Budget System, The, 265.  
Burgess, Thornton W., 112, 142.

## C

- Capitalization, how to arrive at, 101.  
*Chattanooga Daily Times*, 52; first year's business, 58.  
*Chicago Daily News, The*, founded by Mr. Stone, 3; Lawson's association begins, 12; circulation figures for 40 years, 17; special war news service of, 145, 304.  
*Chicago Tribune, The*, first page of, 115; policy of, 117.  
*Christian Science Monitor, The*, 120.  
Circulation, forcing experiment in Chicago, 84; built on features, 111; graphic chart of, 217, 222, 227; how money is

- wasted in, 251; value of features for, 252; expense of, 254; delivery problem, 255; premium and contests, 258; free copies, 261.
- Clark, Hon. Champ, 50.
- Classified Advertising as circulation builder, 85.
- Clement, Ernest W., 149.
- Coates, Foster, 80.
- Coates, Col. Kersey, 27.
- Cockrell, John A., 80.
- Cole, G. F., 128.
- Comics, overdone, 112.
- Commercial Advertiser, The* (see *New York Globe*).
- Contests and Premiums, 258.
- Cost Finding Experiments, 267.
- Cost System applied to newspapers, 91.
- Costs, percentages, 266; how to meet increases in, 274.
- Country Publisher, job work accounting, 98.
- Crane, Dr. Frank W., 112.
- Czarnecki, Anthony, 149.
- D
- Daily America*, 80.
- Daily Mercury, The*, 78.
- Dallas News, The*, 121.
- Damon, Robin, 183.
- Dead Line Theory of Expense, *The*, 270.
- Decker, A. R., 148.
- Delivery Problem, *The*, 255.
- Depreciation Figures, 267.
- Digby, Bassett, 148.
- Dodge, President, 274.
- Dougherty, William E., 3.
- Dry Goods Advertising in New York, 103, 104, 105; in morning and evening papers since 1906, 114.
- Duplex Printing Press, 170, 171, 192.
- E
- Editor and Publisher, The*, 145.
- Editorial Expense, graphic chart of, 221, 225.
- Editorial Matter, ratio of advertising to, 156.
- Editorial Rooms Layout, 165, 167.
- Evening Newspapers, advertising in, 102.
- Evening vs. Morning Newspapers, 114.
- Expenses, Budget System of, 265; dead line theory of, 270; keeping track of, 277; monthly summary of, 282.
- Expert Accountants, 99.
- F
- Fashion Page of *New York Globe*, 135.
- Features, 110.
- Federal Trade Commission, report on cost-accounting, 96.
- Feibelman, René H., 149.
- Finances and Capitalization, 101.
- Frankenthal, Leo J., 148.
- G
- Gibbon, Percival, 148.
- Giles, William R., 149.
- Goss Presses, 172-174.
- Gossard, H. W., 136.
- Graham, James F., 80.
- Graham, Sir Hugh (see *Atholstan, Lord*).
- Graphic Charts, 215.
- Green, Dr., 131.
- Grozier, Edwin A., 118.
- H
- Henderson, E. B., 131.
- Hoe Presses, 171, 172, 192, 196.
- Houston Post, The*, 121.
- I
- International Paper Co., *The*, 274.
- Intertype Machine, 167, 180, 181.
- J
- Jelke Co., *The J. F.*, 130.
- Job Work, finding cost of, 98.

## K

- Kansas City Star, The*, first number issued, 26; chronology of, 37; railroad news in, 140, 304.  
 Kellogg Ford Co., 130.  
 Kiehl, Miss W. J. L., 149.  
 Kohler System, *The*, 175.  
 Kohlsaatt, H. H., 146.

## L

- Labor in Newspaper Plants, 197.  
 Langland, James, 147.  
 Lawson, Victor F., 12, 69; story of special war news service, 145.  
 Lea, Lars, 149.  
 Linotype, *The*, 167; models of, 178, 180, 181.  
 "Little Black Book, *The*," 283.  
*London Times, The*, 150.  
 Loose-Leaf Book Forms, 283.  
*Los Angeles Times, The*, 121.  
 Ludlow Typograph, *The*, 181.  
 Lundberg, Hjalmar, 149.

## M

- Manson, W. L., 149.  
 Martin, O. S., 130.  
 McBride, John, 149.  
 McCann, Alfred W., 125.  
 McLean, William L., buys *The Philadelphia Bulletin*, 41, 69.  
 Meggy, Percy R., 149.  
 Mergenthaler Machine, *The*, 167; models of, 178, 180, 181.  
 Millar, H. Percy, 150.  
 Monotype Machine, *The*, 179, 196.  
*Montreal Star, The*, development by Lord Atholstan, 62, 304, 306.  
*Morning Advertiser, The*, 80.  
*Morning Journal, The*, 81.  
 Morning Newspapers, advertising in, 102; as against evening, 114; press capacity for, 193.  
*Morning Star, The*, 80.  
*Morning Telegraph, The*, 80.

- Moundsville Argus, The*, 237.  
 Mowrer, Edgar Ansel, 148, 152.  
 Mowrer, Paul Scott, 147, 152.

## N

- Nelson, Col. William R., establishes *The Kansas City Star*, 20; belief in features, 23; privately published biography of, 26; letter to Roosevelt about lawyers, 30, 69; "make your own newspaper" motto, 90, 140, 304.  
*New Orleans Times-Picayune, The*, 121.  
*New York Commercial Advertiser* (see *New York Globe*).  
*New York Daily America*, 80.  
*New York Daily Mercury*, 78.  
*New York Globe, The*, founded by Noah Webster as *The Commercial Advertiser*, 66; reborn in 1904, 67; circulation figures, 75; pure food campaign, 125; fashions and intensive work, 133; fashion page, 135; school page and home features, 140; learning to know readers, 153; floor plans of plant, 165; mastheads of, 184, 185; graphic charts of, 215; exploitation of in trade papers, 228; information furnished to advertisers, 242; rate card of, 247; circulation methods of, 258; increasing price of, 274; voucher forms of, 277.  
*New York Herald*, advertising rivalry with *The World*, 39.  
*New York Morning Advertiser, The*, 80.  
*New York Morning Journal, The*, 81.  
*New York Morning Star, The*, 80.  
*New York Morning Telegraph, The*, 80.  
*New York Recorder*, 40.  
*New York Times* bought by Ochs, 45; circulation figures, 48; details of purchase, 55; presentation of news, 117.

- New York World*, Pulitzer ownership begins, 38, 46.  
 Noel, E. Percy, 147.  
 Northcliffe, Lord, 150.
- O
- Ochs, Adolph S., buys *The New York Times*, 45; his own story, 49, 153.
- P
- Palmer, Walter B., 98.  
 Paper Bill, graphic charts of, 223, 224.  
 "Peter Rabbitt," 143.  
*Philadelphia Bulletin*, *The*, bought by McLean, 41, 207.  
 Plant Layout, 163.  
*Portland Oregonian*, *The*, 121.  
 Postum Cereal Co., 131.  
 Premiums and Contests, 258.  
 Press Capacity, necessity for, 192, 193.  
 Price, increasing subscription rate, 274.  
 Pulitzer, Joseph, 38, 79, 80, 153.  
 Pure Food, campaign in *New York Globe*, 125; fac-simile of page, 127.
- R
- Readers' Interest, how to learn of, 154.  
 Reading Matter, ratio of advertising to, 156.  
 Rockwell, Paul, 148.  
 Roosevelt, Theodore, 30.  
 Run-down Property, rebuilding, 82; suggestions for rebuilding, 87.
- S
- Salem Evening News*, *The*, 183.  
 School Page of *New York Globe*, 141.  
 Schuette, Oscar F., 148, 152.  
 Sloss, Robert, 148.
- Solomon, Louis R., 137.  
 Space-saving Devices, 183.  
*Spokane Spokesman Review*, *The*, 121.  
 Steffens, Lincoln, 198.  
 Stone, Melville E., 3; his own story, 6, 304.  
 Subscription Rates, increase of, 274.  
 Sunday Newspapers, advertising in, 102.  
 Survey of One's Field, 236.  
 Swing, Raymond E., 147, 150.  
 System Experts, 99.  
*System Magazine*, 96.
- T
- Taylor, Gen. Chas. H., 69.  
 Tcherkesoff, Warlam, 148.  
 Thompson Typewriter, *The*, 180, 181.  
 Tokstad-Burger Co., *The*, 129.  
 Trade Papers, value of, 228.  
 Turner, George W., 81.
- V
- Valuation of newspaper property, how to arrive at, 83, 106.  
 Visualizing Your City, 236.  
 Voucher Forms, 277.
- W
- Washington Post*, *The*, 121.  
 Webster, Noah, establishes *The New York Globe*, 66.  
 Wheatsworth Biscuit, 128.  
 Wood, Henry A. Wise, 176.  
 Wood Newspaper Machinery Co., 177.  
 Worth Shop, *The*, 137.  
 Wright, H. J., becomes editor of *The New York Globe*, 68, 189.
- Z
- Zanghieri, Tancred, 149.











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