

Have a regular day and hour for calling at each place, and nine times out of ten the money will be found laid aside in readiness for the collector.

Divide the city into convenient carrier districts, giving each boy about a hundred papers, or in some cases a smaller number, where the route is a long one. Pay the boys by the week, giving the oldest and best ones a trifle more than the others, and by a system of rewards for new subscribers and faultless delivery, and of fines for poor work, furnish the lads a continued interest in their work and an incentive to serve your financial ends.

Prepare a list showing the total number of residences in each carrier district, and occasionally print an extra edition and have the carrier deliver a copy at every house in the city. A few days after this service pay the boys for the work, meanwhile having instituted inquiries in various parts of the city to ascertain if the work has been faithfully done.

Follow up the extra edition with a canvass for new subscribers, utilizing your collector, the carriers and any good solicitor that can be obtained.

If you are printing a good local daily, with all the news of your city and county, and giving such other matter of general interest as you can afford to print, you will now have a solid and growing subscription list, which no rival can take away from you, and which will afford you a steady and a satisfactory income; and now, too, you are ready for your advertisers, for without such honest and persistent work on your subscription list it is sometimes unjust to ask an advertiser to place his announcement in your columns.

With your daily visiting regularly, say, one-half of the homes of your city, and occasionally being seen in every house not to speak also of the incidental circulation you will meanwhile have acquired in all the surrounding towns and hamlets of your county, you will be in a position to present to the business men of your community the opportunity of reaping a rich and sure reward through the use of your columns.

Advertising, your other source of revenue, should receive your most careful and painstaking attention. I have found it profitable to employ the best advertising solicitor that could be had, to assist in carrying out my plans, and to pay him a liberal salary. I do not believe in standing idly by and permitting advertisers to do spasmodic, intermittent advertising in your columns when the spirit moves them; for in the long run this mode is neither satisfactory to the advertiser nor profitable to the publisher. Yearly or quarterly contracts, usually verbal, with a simple memorandum of the particulars, and with settlements every week, month or quarter, according to circumstances, are by far the best for both parties.

In a small city where you personally know your advertisers, I have found written and signed contracts only occasionally necessary; as a rule, a memorandum made at the time is all that is required; this being useful once in a while to remind forgetful advertisers that they are not doing as they agreed.

By collecting small amounts at short intervals, many of the minor dealers are enabled to take a small space and pay for it without its becoming burdensome; whereas they would be utterly unable to meet the bill if the account should be allowed to run six months or a year, and would have to drop the advertising.

Adopt a fair and equable rate—that of the Associated Ohio Dailies, for example—and then stick to it with that gentle firmness that does not repel the advertiser, but convinces him that

the space is fully worth the price asked for it, and that it will pay him to use it. Business men are following their vocations to make money, and it is your province to convince them that the use of the advertising columns of your daily, at the fair rates you charge, will add to their profits.

Having persuaded them to become advertisers, it is a good plan to call on them frequently, offering suggestions and helping them in any reasonable way to make their advertising profitable to them. The satisfied advertiser of to-day becomes the regular advertiser of next year and year after next, who could not be driven out of your columns with a club.

Give the preference to home advertisers, if you have any favors to show in the way of choice position and other advantages.

Don't yield to the fallacious plea of the foreign advertiser that, on account of its being the dull season, you ought to be willing to run his advertisement at half price—or less. Keep your columns filled all the year round with live, fresh, home advertising, and then you can do justice to the few liberal and fair-minded foreign advertisers that are willing to pay you a fair rate for your space.

After adopting a fair rate, stick to it. Don't allow customers to dictate prices. Because your neighbor has been so foolish as to take advertising too low, don't you commit the further folly of doing the same thing.

Keeping down the expenses is an art of itself, and is the secret in many instances of prosperity on the one hand, or ruin on the other.

I do not mean a cheese-paring economy that is usually called stinginess, but I allude to a hearty willingness to say "No!" to many useless and extravagant expenditures that so often and so seductively present themselves.

#### SCARCITY OF GOOD WORKMEN.

WHILE in many respects the printing business has made great growth during the past half century there is one particular in which it has greatly deteriorated, i. e., the capability of its operatives. When boys were received as apprentices and were taught all the various branches of the business they became competent workmen. Those who became compositors knew something of presswork, and those who became pressmen knew something of composition. Then the compositors knew all the different parts of composition; not only the setting of plain matter, but of table work, title pages, advertisements, posters and general job work. They were better acquainted with punctuation and capitalization, with the relative sizes of types, and were required to pay more attention to spacing than the men of the present day. They also understood making-up and imposition, including making up the furniture and putting the forms to press. The pressman likewise not only knew how to put a form on the press and make it ready, but also knew something of mixing inks, casting rollers, and should anything happen to their press they could in most cases either make repairs or at least fix it up temporarily so as to avoid delay.

How different the situation is to-day! Compositors for the most part not only know nothing at all of presswork, but know only some one part of the compositor's business, and that in a limited degree. One can set type fast enough to work on a newspaper, but would not be a good book compositor. Another may know more about the latter, but nothing at all about disproof work. A third may not be good at either of these, and