

American Model Printer.
Economical Management.

In the arrangement of small or large printing establishments the importance of a correct knowledge as to what constitutes true economy should be obtained as speedily as possible; for the obvious reason that hardly any other line of business possesses as many loop-holes for waste and loss.

Of course, no one enters the printing business to lose money; but many who are now engaged in it have but a limited idea as to its true method of management, and are in ignorance as to the causes that conspire against their making money. It is to these persons our remarks will mainly apply, hoping that the few practical suggestions here given may be beneficial to them in their future operations.

The waste in smaller printing offices can more easily be looked after by an ordinary competent person than in larger ones. The more general liability of loss in such places lies in the carelessness of the employer, or those whom he employs, to rigidly apply to some good use the smaller parts of perishable stock; keeping material and machinery in cleanly order, and a systematic place for everything in the shape of stock or material, however insignificant it may appear.

It does not require a philosopher to assure us that, in the art of making money, anything that costs money should be measured to an infinitesimal degree, if we would realize a correct value of its fractional parts. Paper stock of all kinds, as well as many of the articles that form factors to the printing business, are bought and sold by weight. The printer is always made to pay per this rule. Let him fix his charges by it; and let him also save by it, by carefully laying away all surplus parts of stock, so as to be made available for small jobs that may come in from time to time. A pound of stock thus saved will often make a profitable job.

Next to perishable stock proper is your item of material. What you have, take good care of; for it will not do to allow careless or incompetent boys or workmen to abuse your material because you can get them to work a little cheaper than more able persons. Perhaps, in this respect, more wanton waste and false economy are developed than in all the other avenues to loss. Look around you, and you will see scores and scores of small offices that have become

almost total wrecks because of shortsightedness in this particular.

Do not buy new faces of type recklessly, or because you want to show everything that is new. This part of the management of a small office is often a trying one; especially if your standard of work and prices are low.

If you must buy a new font now and then, select it with wisdom, so that its addition to the material on hand will not cause it and you to look clownish. It is also a folly to buy anything second-hand, because it is *cheap*. From long experience, we have found it best and cheapest to purchase articles that are new. The owners of the majority of small printing offices are the persons who support the second-hand dealers, and who, consequently, most frequently get victimized. These purchases are made on the score of economy; but they sooner or later demonstrate how false has been the principle. Above all, do not cheat your patrons by giving short count, because you have only been able to get cost price for your work. If you cannot get a reasonable profit on all your work, it is true economy to refuse such orders as do not give a margin. By this course, you will save wear and tear on material, and have your facilities open for the execution of orders that will pay.

In large printing establishments, the liability to loss and the exercise of methods of false economy is often very great. Where there is not a strictly established system in the work-room, as well as in the counting-room, a constant leakage of what should be a large profit is the result. In the stock-room there should be a person of careful and qualified ability—one conversant with the value of every article under his care. Such a person should be liberally paid, especially if he has developed a propensity to save for the concern the smaller or apparently insignificant parts of stock that usually find a place in the waste-bag, or that lay on shelves and never seem to be suitable for anything. We know of an establishment that was so badly managed in this respect by a cheap predecessor, that the new stock-man found enough paper rolled up and laying around in different places to do the poster and circular work of the concern for three months! Another establishment, where the partners of the firm superintended the departments—the stock-room, assigned to one of them, was so slovenly attended to, that when a proper person was ap-