

Newspaper Circulation

. . . What,

. . . Where

and How

Newspaper

By

FRANK W. RUCKER

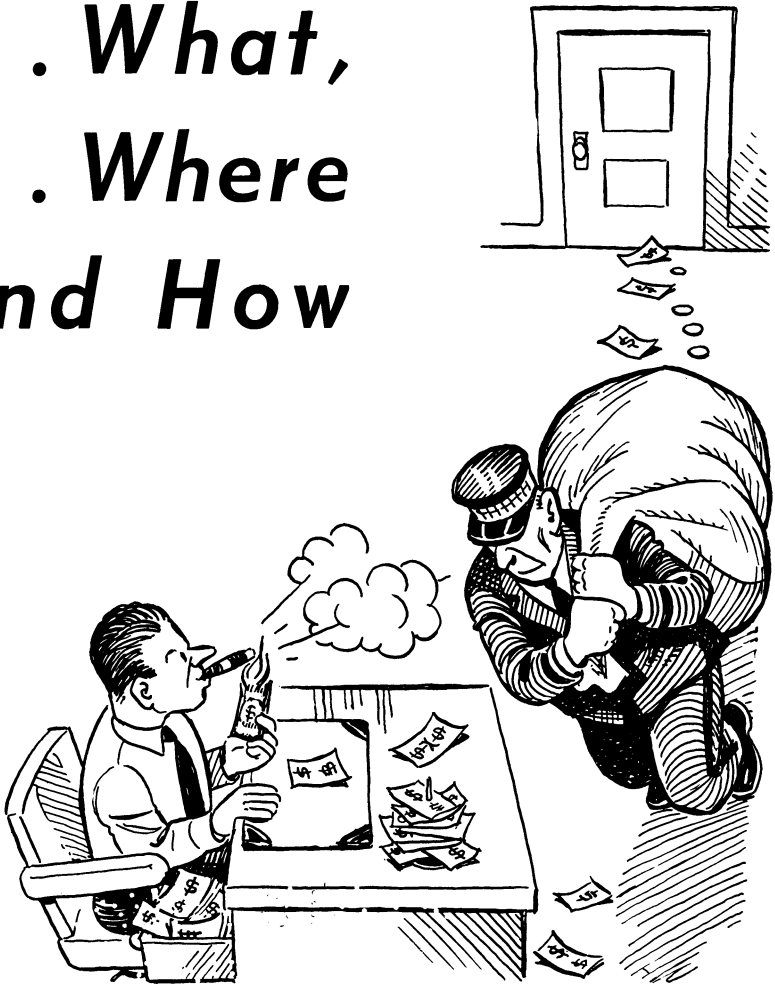
Associate Professor of Journalism,
University of Missouri; formerly
co-publisher and general manager,
The Independence, Mo., **Examiner**



THE IOWA STATE COLLEGE PRESS, Ames, Iowa

Circulation

*... What,
... Where
and How*



© 1958 by The Iowa State College Press.
All rights reserved. Composed and printed by
The Iowa State College Press, Ames, Iowa.

Library of Congress Catalog Card Number 58-5816

*To
My Daughter
Jean*

517839



Foreword

by

H. PHELPS GATES

Circulation Manager

Christian Science Monitor

A NEWSPAPER CIRCULATION MANAGER is a sales manager. He is a distribution expert. He is a promotion and personnel specialist. He is a builder of boys into men. He is all these, but most of all he knows the what, where and how of selling newspapers.

Publishers look to their circulation managers for a high percentage of their newspaper revenue, and with today's pricing of papers, the percentage is going up. Publishers have come to trust, respect and rely on the men who produce many millions of dollars in newspaper income. Circulation managers are among the best paid men in the newspaper industry because they are revenue producers and good will builders.

In writing *Newspaper Circulation — What, Where and How*, Frank W. Rucker has drawn upon his 30 years as a daily newspaper publisher and his 6 years as a teacher of journalism. He has received technical help and data from some 200 newspaper circulators across the country.

Mr. Rucker has done much to raise the sights and standards of the circulation profession. These few comments from circulation managers who read proofs of chapters in advance of publication, indicate their warm and practical acceptance of this book:

"You have done a very thorough job in research and presentation. In my estimation it is very well done." — Hugh Patterson, circulation manager, Waterloo, Iowa, *Courier*.

"You have done a very effective job . . ." — John S. Shank, circulation manager, Dayton, Ohio, *Daily News*.

"I certainly wish to congratulate you on your coverage of circulation accounting and record keeping. I think it is thorough, easy to understand and well put together." — L. C. Bollinger, circulation manager, Santa Rosa, Calif., *Press-Democrat*.

"Highly interesting and factual . . ."—A. L. Trimp, circulation manager, Scranton, Pa., *Tribune*.

"It is amazing that you have been able to pack so much in so few words."—Millard Cope, publisher, Marshall, Tex., *News Messenger*.

Also this vital, technical and specialized phase of the publishing business has now come into the college classroom as a necessary part of journalism training. Schools and departments of journalism, more and more, are offering courses in circulation management. Many newspaper circulation executives are attending seminars and refresher courses which several universities now offer. Various journalism schools have invited local circulation managers to give practical courses, seminars and lectures on how to promote, merchandise and distribute newspapers. A number of journalism graduates have taken master's degrees in circulation management, and at least one has taken his Ph. D. in this field.

Several years ago when I gave courses in Circulation Management in Boston University's School of Journalism, I discovered the great need for an adequate, well-rounded and up-to-date text on newspaper circulation. Without such a text, I realized how difficult it would be for many schools of journalism to give a course in this field.

Then I realized that one reason for the lack of adequate teaching material in circulation is the challenge of satisfying both the practical circulator and the college professor as to what should be taught. Thus, who would be better qualified to write a textbook on circulation than a publisher turned college professor?

In writing this book, Mr. Rucker has performed a very great service for the newspaper publishing industry. He has given new impetus to the teaching of circulation courses in journalism schools. He has given an answer to the question of many journalism schools, "If we give a course in Circulation Management, what and how do we teach it?"

Newspaper Circulation—What, Where and How should prove a valuable working tool for the circulation manager and staff of any newspaper, in the college classroom and in programs of on-the-job training.

Preface

IF THERE IS one phase of the business side of newspaper publishing that needs more emphasis it is circulation building. Achievement in that category of newspaper service determines largely a newspaper's success in advertising selling, in disseminating news and in exerting editorial influence in the community the newspaper serves.

Publishers have little difficulty in achieving financial success and their newspapers reach gratifying heights of influence when they have a well organized, well staffed and active circulation department and when the entire force senses the full importance of circulation.

Students in journalism — particularly those who expect at some time to manage papers — require thorough instruction in the proper organization and the best methods for building circulation.

This book, as you will observe, deals entirely with *newspaper* circulation — what it should be and do, where and how it may be obtained for the weekly newspaper, the small and medium-sized daily and the metropolitan press.

Hoping to give to circulation some of the emphasis it so greatly deserves and to be of service in both the newspaper office and the journalism classroom, the author herewith presents this book as:

1. A practical working manual for newspaper publishers, circulation managers and others interested in or connected with circulation development;

2. A textbook that will explain the organization, personnel and methods required for sound circulation building — one that may become the basis of a course devoted to newspaper circulation or as a supplement to a course in newspaper organization and management.

To reinforce his own knowledge of circulation, gained through 30 years as publisher of a daily newspaper and 6 years as a teacher of journalism, the author presents the experiences and methods of more

than 200 publishers and circulation managers representing newspapers of all sizes in all parts of the United States. He gratefully acknowledges this assistance from so many sources.

Valuable counsel in the preparation of material was provided also by the following persons active in the circulation field and in the teaching of journalism:

Willard P. Horsman, Bloomington, Ill., *Pantagraph*; Byron Vedder, Champaign-Urbana, Ill., *Courier*; John H. McCourtney, Oakland, Calif., *Tribune*; M. E. Fisher, Minneapolis, Minn., *Star and Tribune*; John F. Brennan, Cleveland, Ohio, *Plain Dealer*; Joe Forsee, Sedalia, Mo., *Democrat-Capital*; Ed Mill, Davenport, Iowa, *Democrat and Times*; Hugh Patterson, Waterloo, Iowa, *Courier*; L. Gilford Eden, New Castle, Ind., *Courier-Times*; Jack Carr, Columbia, Mo., *Missourian*; Ernest Schwartz and C. K. Jefferson, Des Moines, Iowa, *Register and Tribune*; F. P. Turner, Jacksonville, Fla., *Florida Times-Union*; John S. Shank, Dayton, Ohio, *Daily News*; H. Phelps Gates, *Christian Science Monitor*; A. L. Trimp, Scranton, Pa., *Tribune*; C. W. Brown, Oconomowoc, Wis., *Enterprise*; L. C. Bollinger, Santa Rosa, Calif., *Press-Democrat*; Millard Cope, Marshall, Tex., *News Messenger*; George Brandenburg, *Editor & Publisher*; and Howard P. Galloway, *Circulation Management*.

Robert Baram, Boston University; R. M. Bliss, Drake University; C. E. Bounds and Kenneth Bell, University of Alabama; Donald C. Burchard, Texas A. and M. College; Alfred A. Crowell, University of Maryland; Earl F. English, Donald H. Jones, Paul Fisher and W. A. Bray, University of Missouri; Erling H. Erlandson, University of Southern California; John H. Gleason, University of Connecticut; L. J. Horton, Ohio University; A. C. Goldsmith and Bruce R. McCoy, Louisiana State University; Kenneth R. Marvin, Iowa State College; John Marston, Michigan State University; C. S. McCarthy, Duquesne University; George Phillips, South Dakota State College; Albert Pickerell, University of California; M. S. Reese, Southern Methodist University; John E. Stempel, Indiana University; William White, Wayne State University; Herbert Lee Williams, Memphis State College; and Tom Wood, University of Tulsa. The author acknowledges with great appreciation all this generous cooperation.

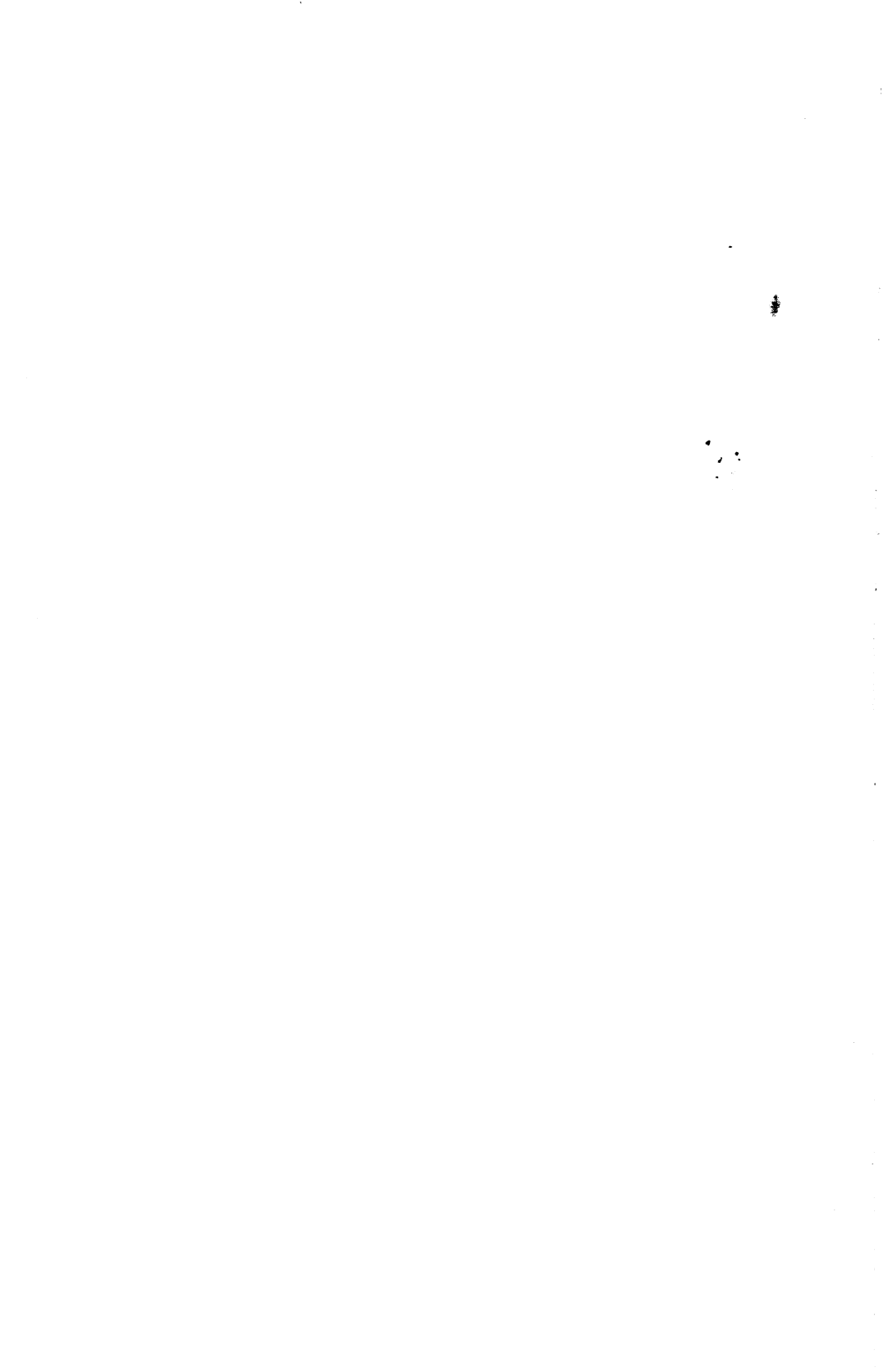
He is grateful also for the valuable source material offered in books on this subject and in *Editor & Publisher*, *Circulation Management*, *National Publisher*, *American Press*, *Publishers' Auxiliary* and other papers and magazines representing the newspaper profession. Important material has been supplied, too, by the International Circulation Managers Association, the Audit Bureau of Circulations, the National Editorial Association, the Inland Daily Press Association, the Southern Newspaper Publishers Association and other press associations.

The manufacturers of newspaper equipment also gave valuable information regarding modern facilities for getting papers ready for delivery after they leave the press and for saving both time and labor in the mailing room and the accounting department.

To all who have assisted in any way, abundant thanks.

June, 1958

FRANK WARREN RUCKER



Contents

<i>Chapter</i>	<i>Page</i>
1. Circulation, Basis of a Newspaper's Success	1
2. Sources of Circulation	8
3. Chief Factors in Building Circulation	24
4. How the Circulation Department Is Organized	38
5. Responsibilities of Circulation Department Personnel	53
6. How to Obtain Good Carriers	62
7. Training and Handling Carriers	79
8. 100 Ways To Keep Carriers Interested and Active	110
9. Selling the Newspaper	122
10. From Press to Loading Dock	153
11. Delivering the Newspaper	178
12. Collecting for the Newspaper	192
13. Circulation Policies	221
14. Circulation Promotion	239
15. Developing Youth Readership	263
16. Audited Circulation	276
17. Circulation Record Keeping and Accounting	288
18. Determining the Subscription Price	313
19. Legal Questions Pertaining to Circulation	327
20. Working with Other Departments	343
21. Keeping Alert to Progress	353
BIBLIOGRAPHY	361
INDEX	363

Illustrations

Figure	Page
3.1 Farm and Home page of Columbia, Mo., <i>Missourian</i> . . .	28
4.1 Circulation setup of Red Bank, N. J., <i>Register</i> . . .	40
4.2 Circulation setup of Kewanee, Ill., <i>Star-Courier</i> . . .	41
4.3 Circulation setup of Gary, Ind., <i>Post-Tribune</i> . . .	42
4.4 Circulation setup of Fresno, Calif., <i>Bee</i> . . .	45
4.5 Circulation setup of Des Moines <i>Register</i> and <i>Tribune</i> . . .	47
4.6 Circulation setup of Jacksonville <i>Florida Times-Union</i> . . .	50
6.1 Comparison, carrier loads and profits on seven dailies . . .	65
6.2 Training Report Card of Elizabeth, N. J., <i>Daily Journal</i> . . .	68
6.3 Notice sent to school principal when carrier is accepted . . .	69
6.4 Forty-piece Newspaperboys Band composed of carriers . . .	77
6.5 Orchestra composed of carriers	78
7.1 Carrier Lease Form used by Decatur Newspapers, Inc. . . .	81
7.2 Carrier Contract Form used by Elkhart, Ind., <i>Daily Truth</i> . . .	83
7.3 Carrier Lease Form used by South Bend, Ind., <i>Tribune</i> . . .	84
7.4 Application for Insurance and Identification Card Form . . .	86
7.5 Office Control Record Form used by Peoria newspapers . . .	87
7.6 Fresno, Calif., <i>Bee</i> carriers and mothers at breakfast . . .	90
7.7 Carriers of Davenport, Iowa, newspapers in selling act . . .	93
7.8 Carrier's Manual issued by Cleveland, Ohio, <i>Plain Dealer</i> . . .	95
7.9 Simple notice forms used by Los Angeles, Calif., <i>Examiner</i> . . .	96
7.10 Certificate of Merit for Fresno, Calif., <i>Bee</i> carrier . . .	97
7.11 Oakland, Calif., <i>Tribune</i> carriers emplane for Disneyland . . .	105
7.12 Merit Insignia awarded by Rock Island, Ill., <i>Argus</i> . . .	108
8.1 Recreational Bus used by New Bedford, Mass., <i>Standard-Times</i>	120
9.1 Sales Chart of Jacksonville <i>Florida Times-Union</i> . . .	128
9.2 Selling steps taken by Dallas, Tex., <i>News</i> carrier . . .	133

9.3	La Crosse, Wis., <i>Tribune's</i> "Pay-As-You-Read" Plan . . .	143
9.4	Telephone solicitors at work for New York <i>Herald Tribune</i> . . .	145
9.5	Selling on television by circulation manager and carrier . . .	147
10.1	SanTom Single Wrap Paster	157
10.2	Conveyor system used by Philadelphia suburban newspapers . . .	159
10.3	Bundle-tying equipment used by weekly newspapers . . .	159
10.4	Press with Double Folder and Cutler-Hammer conveyors . . .	163
10.5	Cutler-Hammer Heavy Duty, Chain-Drive conveyor . . .	164
10.6	Wire-o-Veyor for use in mail room	166
10.7	Sheridan newspaper stuffing machine	167
10.8	Bunn newspaper tying machine	168
10.9	Wiretyer, automatic Bundle-Tying machine	170
10.10	Cutler-Hammer stacker assembly	171
10.11	Mailing machine and conveyor in operation	174
10.12	Flow of papers through mailing and conveyor equipment . . .	175
10.13	Floor Plan of Baltimore <i>Sun's</i> mail room	176
11.1	Newspaper delivery trucks lined up for loading	179
11.2	Promotion piece put out by Mount Holly, N. J., <i>Herald</i> . . .	181
11.3	Cleveland, Ohio, <i>Plain Dealer's</i> method of folding papers . . .	189
12.1	Expiration Notice used by Oconomowoc, Wis., <i>Enterprise</i> . . .	197
12.2	Final Notice sent by Oconomowoc, Wis., <i>Enterprise</i>	198
12.3	Postcard Notices used by weekly newspaper	201
12.4	First Notice of subscription expiration sent by weekly . . .	202
12.5	Second Notice of subscription expiration sent by weekly . . .	203
12.6	Third and Final Notice sent by Pine Bluffs, Wyo., <i>Post</i> . . .	204
12.7	Expiration Notices used by three weekly newspapers . . .	205
12.8	Announcement of combination rates with magazines	207
12.9	Collection card instruction in Cleveland <i>Plain Dealer</i> Manual . .	212
13.1	Plan used by Centerville, Iowa, <i>Daily Iowegian</i>	225
13.2	Promotion used by Centerville, Iowa, <i>Daily Iowegian</i> . . .	226
13.3	Letter urging paper be sent to college students	227
13.4	Unique promotion featuring then-and-now prices	228
13.5	Promotion of price discount	230
13.6	Special offer by Mount Holly, N. J., <i>Herald</i>	233
14.1	Kansas City <i>Star</i> promotion features honored employees . . .	245
14.2	Announcement of new feature by Cleveland, Ohio, <i>News</i> . . .	246
14.3	Promotion of Holy Week feature	252
14.4	Promotion to encourage family reading	255
14.5	Memphis, Tenn., <i>Commercial Appeal</i> and <i>Press-Scimitar</i> chart . .	258
16.1	Insigne of Audit Bureau of Circulations	277
16.2	Pages 1 and 2 of ABC Audit Report	279

16.3	Pages 3 and 4 of ABC Audit Report	280
16.4	Pages 5 and 6 of ABC Audit Report	282
16.5	Pages 1 and 2 of Publisher's Statement to ABC	284
17.1	Form for weekly statement to carriers	290
17.2	Subscription Record Card used by weekly	296
17.3	Memorandum Blank used by weekly	296
17.4	Subscription Expiration Notice used by weekly	297
17.5	Automatic Accounting Machine used by daily	298
17.6	"Stop" and "Start" Order Forms used by daily	299
17.7	Simple Daily Draw Sheet used by daily	300
17.8	Forms for daily circulation records	301
17.9	Quarterly Recapitulation Record for ABC	303
17.10	Ledger Sheet and Carrier Statement Forms	304
17.11	Forms for circulation records and statements	305
17.12	Typewriter Accounting Machine	306
17.13	Sensimatic Accounting Machine	307
17.14	Circulation Charge Sheet and Driver's Sheet	308
19.1	Report of ownership, management and circulation	329
19.2	Report to be filed with second class mailing	333

Tables

<i>Table</i>	<i>Page</i>
2.1 Estimated Population, 1945-55	14
2.2 Estimated Number of Households, 1945-55	15
2.3 Circulation of Daily and Sunday Newspapers, 1945-55	15
2.4 Population-Circulation Comparisons of Vermont Weeklies	17
2.5 Population-Circulation Comparisons of Iowa Dailies	18
2.6 Downtown and Suburban Circulation Comparisons	20
2.7 Population and Circulation Compared to Literacy	22
11.1 Comparison of Delivery Methods used by Weeklies	182
13.1 Income and Expense Per Subscriber	223
18.1 Survey of Mail Rates of 500 Daily Newspapers	317
18.2 High, Low and Average Subscription Prices by States	320
18.3 Circulation-Population Comparisons by States	321

"Any newspaper is like a three-legged stool: for it to hold up there has to be an editorial leg, a circulation leg and an advertising leg. All substantial three-legged stools have legs of equal length and thickness. Some publishers don't get a stool with a strong enough circulation leg."

— BYRON C. VEDDER,
General Manager,
Champaign-Urbana, Ill.,
Courier

CHAPTER 1

Circulation, Basis of a Newspaper's Success

CIRCULATION — the number of newspaper copies sold and paid for — is the foundation of a newspaper's success. All sources of revenue for the newspaper and all services provided by the newspaper, to make of it an indispensable medium and a financial success, are based on circulation.

CIRCULATION SERVES FOUR MAJOR PURPOSES

In estimating the full value of circulation, four facts stand out:

1. It is a prime factor in producing advertising revenue, which constitutes the greater portion of a newspaper's receipts.
2. With the revenue it brings in from mail subscriptions, carriers, street sales, newsstands and counter sales, it contributes directly and substantially to total newspaper income.
3. It is the avenue of contact between newspaper and readers and the means by which the newspaper extends its many helpful services.
4. It is the best evidence of a newspaper's worth that may be provided or obtained.

For these reasons, circulation is a vital success element in the life of any newspaper regardless of size or frequency of issue. The wide-awake weekly serving a small area appreciates its few hundred subscribers as strongly as the metropolitan newspaper does its hundreds of thousands, and is just as consistent in applying the best methods to increase circulation and expand its influence.

One can scarcely exaggerate circulation's contributing influence.

It has been aptly called "the life blood of the newspaper,"¹ "the nerve center of a newspaper's success,"² "the justification of a newspaper's existence"³ and "the channel through which the results of essential newspaper objectives have been tested."⁴ Even more descriptive terms than these might be used but illustrations of how it serves in major capacities may better obtain for it the distinction and consideration it deserves.

Exerts Strong Influence on Advertising

There is no disputing the fact that advertising revenue depends largely on circulation. Manufacturers, distributors and merchants place their advertising in media with good circulation coverage in the territories they wish to reach. Advertising agencies representing manufacturers of products with national appeal, as well as local merchants, look upon the newspaper with average coverage in its circulation area as an effective medium for building good will and increasing sales. Testifying to this, Robert P. Ames, director of research media for the W. D. Lyon Company of Cedar Rapids, Iowa, said at a University of Iowa Short Course in Newspaper Circulation:

"Newspaper circulation enables the advertiser to pinpoint his efforts by markets and at the same time expect penetration of the market. The newspaper is flexible . . . and the newspaper ad lends itself to merchandising at the point of sale."

Weeklies, small dailies, medium-sized dailies and the metropolitan press—all usually experience increased advertising revenue with circulation growth.

As people move from crowded urban centers to suburban towns and even to rural areas and become active in their new communities, they demand news of what their neighbors and local government are doing. So they turn to their community newspaper. This demand makes the weekly paper an attractive medium of advertising for consumer products. According to figures compiled by the *American Press*,⁵ 25 top American weeklies ranging in circulation from 5,138 to 9,718, and averaging 6,901, carried a total of 397,098 column inches of advertising during the month of March, 1956. That is an average monthly volume of 15,884 column inches, or more than 90 solid pages of advertising, which is glowing evidence of the influence of circulation in building advertising for weekly newspapers.

¹ James E. Pollard, *Principles of Newspaper Management*, McGraw-Hill, New York City, p. 33.

² John Scott Davenport, *Newspaper Circulation—Backbone of the Industry*, Wm. C. Brown Co., Dubuque, Iowa, p. 95.

³ *Ibid.*

⁴ Frank Thayer, *Newspaper Business Management*, Prentice-Hall, Inc., Englewood Cliffs, N. J., p. 67.

⁵ *American Press*, May, 1956, p. 46.

Large city dailies likewise experience greater advertising revenue as they expand circulation. When the Birmingham, Ala., *News* and *Post-Herald* (combined circulation 283,771, population 326,037) launched a Mississippi Edition with special news from that area to supplement the large volume of general news carried in this paper, circulation immediately developed in the new field and advertising volume increased. Classified ads from the Mississippi area also instantly jumped to a new high, and display accounts were won by the general increase in circulation. This is but one of many instances that might be cited.

Circulation Revenue Needs Greater Emphasis

Unquestionably circulation is considered of value mainly with respect to its influence on advertising, but more attention is being given to the revenue that may be derived directly from circulation as labor and material costs have become greater and revenue sources more important. Intense competition for the advertising dollar at the turn of the century dwarfed any attention given to cost of producing circulation. Expense could exceed income just so long as a circulation that would attract large advertising volume was maintained. That attitude still exists to a degree but there is a growing feeling that circulation should go along with advertising in providing its proportionate share of the newspaper's needed operating funds.

C. K. Jefferson, circulation director of the Des Moines, Iowa, *Register* and *Tribune* (combined circulation 355,089, population 177,965), described the situation well: "Newspapers have gone through two phases—first, the period of editorial dominance, and second, the period of advertising dominance. Now we have reached the point in newspaper development where the circulation function is finally being recognized in its fullest importance."

PERCENTAGE INCOME FROM CIRCULATION SMALLER FOR WEEKLIES

Most weekly newspapers and some small dailies derive substantial revenue from commercial printing in addition to circulation and advertising revenue. Thus the proportion of total revenue from circulation and advertising is smaller for them than is true for the metropolitan press that seldom depends upon commercial printing for revenue.

The composite financial report of the Weekly Newspaper Bureau of the National Editorial Association for 1956 showed that 7.9 per cent of annual income for weekly newspapers was from circulation and 60.6 per cent was from advertising. According to a survey made in 1955 by the Bureau of Media Service of the State University of Iowa, the proportion of income from circulation and from advertising for Iowa weeklies, semi-weeklies and small dailies was as follows:

NEWSPAPER	CIRCULATION INCOME	ADVERTISING INCOME
Weeklies, under 1,000	10.5 per cent	65.6 per cent
Weeklies, 1,000 to 1,999	9.6 per cent	51.0 per cent
Weeklies, 2,000 to 2,999	8.4 per cent	56.6 per cent
Weeklies, 3,000 to 3,999	13.5 per cent	54.9 per cent
Semi-weeklies, 3,000 to 4,000	11.6 per cent	64.2 per cent
Dailies, 4,000 to 6,500	22.9 per cent	70.0 per cent

Circulation revenue now comprises a larger portion of the total, for many weekly newspapers as well as dailies have increased subscription rates in recent years or have greatly intensified their efforts at building circulation. The Riverhead, N. Y., *News-Review* (circulation 8,859, population 4,892) increased its subscription rate from \$3.00 to \$5.00 a year and channeled sales to newsstands with astonishing results. Because of a large seasonal turnover of readers in the Riverhead area, the *News-Review* preferred to sell copies on the newsstands instead of going to the expense of changing address plates. Frank G. Forbes, publisher, says that while he lost some circulation when the subscription rate was increased, he gained it back at the newsstands. In four years the *News-Review* doubled its circulation, going from 4,000 to 8,000, 80 per cent of which was from sales at more than 100 newsstand outlets in the county.

CIRCULATION INCOME PERCENTAGE GREATER FOR DAILIES

Since few daily newspapers do commercial printing, their income is almost entirely from circulation and advertising. Both production and delivery costs are higher for dailies, so subscription charges must be a great deal higher than for weekly papers. Consequently circulation and advertising produce a higher percentage of income for them than for weekly papers.

Circulation, however, has not been keeping up with advertising in providing its proportionate share of income for daily papers. This is shown in the records kept by *Editor & Publisher* for its typical 50,000-circulation daily. In 1945, this typical daily derived 31.86 per cent of its total revenue from circulation and 68.14 per cent from advertising. In 1954, the proportion of revenue provided by circulation was down to 24.40 per cent, in 1955 to 23.80 and in 1956 to 23.65. Increased emphasis on income from both revenue-producing departments is reflected in figures showing the income from advertising and circulation in 1955 had more than doubled that of 1945,⁶ but in proportionate shares, circulation had dropped more than 8 per cent, while advertising gained a corresponding amount.

Many large dailies in 1955, 1956 and 1957 increased their efforts to build circulation revenue. In 1955 the Waterbury, Conn., *Republican and American* (combined circulation 61,042, population

⁶ *Editor & Publisher*, April 13, 1957, p. 10.

104,447) and the Washington, D. C. *Post Times-Herald* (circulation 382,456, population 802,178) increased their circulation receipts to 35 per cent of total income, and the Birmingham, Ala., *News* and *Post-Herald* raised their circulation receipts to 34.6 per cent of the total. The Waterbury *Republican* and *American* stressed carrier promotion, the Washington *Post Times-Herald* lifted its home delivery rates in the country zone and its rates to a few dealerships in the suburban zone, and the Birmingham *News* and *Post-Herald* intensified coverage in rural areas. During the same year, the Denver, Colo., *Post* (circulation 254,120, population 415,786) added limited box service and extended its truck and motor route runs; and the St. Petersburg, Fla., *Times* (circulation 83,707, population 96,738) enlarged its promotional and sales program, both bringing in additional circulation revenue.

Community Advances as Newspaper Circulation Grows

In addition to providing important revenue, circulation gives to the publisher and the community a contact that is valuable to both. As a newspaper's circulation expands, the editor's influence widens and all elements of the community become more united because they learn and understand more about each other. A community's health, comfort and progress depend greatly upon the newspaper's service to its readers.

The more than 10,000 American weeklies and semi-weeklies, as well as the almost 2,000 dailies, exert a tremendous influence upon the development of the nation. "The country newspaper is the most representative, most distinctive, most wholesome type of journalism America has produced," says Prof. John H. Casey of the School of Journalism of the University of Oklahoma. "Without its newspaper, the small-town American community would be like a school without a teacher or a church without a pastor."

No matter how small the community, the newspaper's contribution to contentment and development cannot be overlooked. Any serious interruption in a newspaper's circulation service brings disorder and disappointment.

When a strike stopped the presses of the Tacoma, Wash., *News-Tribune* (circulation 82,809, population 143,678) in 1952, the effects were described in news releases as "stagnating," "suffocating" and "terrible." The results of nonpublication of the city's only daily were documented in a report prepared by the Pacific Northwest Advertising Executives Association.

"Those of us who call Tacoma our home find our present economic position a precarious one indeed," said the manager of a leading department store. "Business drifts aimlessly while thousands of innocent citizens become seriously affected."

The volume of sales in real estate dropped more than 60 per cent during the period the people of Tacoma could not receive their newspaper. There was no daily classified section going into the homes of that city.

The five Tacoma theaters experienced a tremendous drop in business. One theater manager said that his business fell off $33\frac{1}{3}$ per cent and remained at that level for a long time after the strike was over. Nobody had daily theater ads to inform them about the attractions offered.

Transportation suffered. The transit company was ready to turn its entire system over to the city or, as an alternative, seek liquidation.

The head of an advertising agency paid tribute to radio's outstanding job in the emergency but declared the loss of a newspaper created a gap impossible to bridge.

When a newspaper ceases to circulate, every other business institution in the community suffers, and the general public becomes confused and disorganized.

Newspaper's Worth Measured by Its Circulation

Publishers, advertisers and purchasers of newspaper property all measure a newspaper's worth to a certain extent by its circulation.

Knowing the influence of circulation on his income, a publisher watches carefully the circulation figures from day to day or week to week. He knows that he has sound property when the circulation holds its own or increases steadily. He becomes worried when a substantial drop is evident even temporarily, and dissatisfied when the grand total fails to go up. Circulation is the *thermometer* by which he determines whether his readers are growing cold to his newspaper or are warming up to his product and his organization, and just when he needs to give more consideration to the contents of his newspaper or the selling ability of those in his circulation department.

"Continued acceptance in the home," says D. R. Wood, circulation manager of the Birmingham, Ala., *News and Post-Herald*, "is the **ONLY** way an editor can know his product is good."

Advertisers judge the worth of a newspaper as an advertising medium by the volume of circulation, the territory into which it goes and how the circulation was obtained. When considering the placing of an ad, the first question that comes to mind of the advertiser is to what extent the newspaper is read by those he wishes to reach. A detailed circulation statement tells him this.

In the purchase of a newspaper property, one of the first facts to be ascertained by the buyer is the circulation of the newspaper, because that is the best indication of the newspaper's good will in the community it serves. Accountants and newspaper brokers generally agree

that in estimating the actual worth of a newspaper, a substantial value should be placed on each paid subscriber.

Vincent J. Manno, newspaper broker, in an address before the Inland Daily Press Association, pointed to circulation as one of four important approaches in arriving at the valuation of a newspaper. "If the newspaper is breaking even," he said, "it is contemplated that each daily subscriber is worth \$5. For each 3 per cent of earnings on gross value, \$1 is added to the \$5 value up to where the profit is 15 per cent on gross revenues, making each subscriber worth \$10. For each percentage of profit over 15 per cent add \$2 to the \$10 value for each subscriber. The value of the Sunday subscriber where a Sunday newspaper is published is then calculated to be 50 per cent of each daily subscriber as determined."

Marion R. Krehbiel of the Bailey-Krehbiel Agency says that a good yardstick for measuring the value of an average daily newspaper property is "circulation times \$30 a head (paid subscriber)." In estimating a weekly newspaper's normal market value he suggests: "\$20 per paid subscriber (\$15 if a poor or competitive field; \$25 if vastly superior)."

The Denver, Colo., *Post* sets up a net worth of \$50 for each of its paid subscribers, according to Helge Holm, circulation manager. Many of the formulas suggested for evaluating a newspaper put primary emphasis on circulation.⁷

The fact that circulation is the foundation of a newspaper's financial success, a measure of its community service and influence and a sound indication of the newspaper's true value makes it worthy of the fullest consideration from every angle. Every detail connected with the making of a good newspaper, selling it, delivering it promptly and collecting for it should receive close and expert attention. Readers must be satisfied and their number increased. Then advertisers will readily buy space and obtain desirable results from their investments. The circulation manager and those who assist in his department carry a heavy and important responsibility. What they do to get the newspaper to the people and keep it there is vital to publishing success.

⁷ Frank W. Rucker and Herbert Lee Williams, *Newspaper Organization and Management*, Iowa State College Press, Ames, Iowa, 1955, pp. 319-21.

"Where would we find the most subscribers — how could we determine where or how to pattern our routes? Simple. We just took the country road map and started out, up and down each and every mile of road, counting every farm home, marking them on the map, even to the side of the road on which the house sat."

— L. GILFORD EDEN,
Circulation Manager,
New Castle, Ind.,
Courier-Times

CHAPTER 2

Sources of Circulation

POPULATION, as the basic source of circulation, regulates the sale of newspapers in the areas where people reside, congregate and commute.

Development of the circulation department will vary according to these main factors:

1. Density of population.
2. Needs of the people.
3. Trends that influence changes in factors 1 and 2.

POPULATION DENSITY INFLUENCES CIRCULATION

Circulation will be greatest near the source of publication, and radiate from there according to conditions prevalent in each locality. Mechanics of distribution are more easily handled in thickly populated areas where family units are heavily concentrated, where people tend to purchase papers as they go to work or to shop, during their downtown lunch hours and on their trips home. But people in suburban areas, small towns, on farms and ranches are just as eager for news, and the circulation manager needs to develop every possible opportunity presented in his area.

Expanded Coverage Has Some Advantages

Certain conditions create exceptions to the geographical limitations, and a newspaper's circulation sometimes extends far beyond its immediate trade area.

During both World Wars, papers were sent to service men in all

parts of the world. Weekly newspapers supplemented or substituted for thousands of Sunday letters from parents and kept soldiers up to date on happenings at home. Many daily newspapers offered mail subscriptions to service men at reduced rates, considering it a patriotic service to disregard profit in such cases. The Elizabeth, N.J., *Daily Journal* (circulation 49,614, population 112,817) allowed a 30 per cent discount on all subscriptions to service men in the United States and overseas.

Even as persons sail the seas, newspapers for them are printed on shipboard. Sensitive wireless instruments pick up news bulletins flashed through the sky; operators record world happenings, weather predictions, sports statistics and stock market quotations; and passengers receive the latest news as the sun rises over the sea. A total circulation of more than 2,000,000 copies in a single year is claimed by newspapers of six ocean liners.

Persons who have lived long in a community have the local newspaper follow them when they move away. This is particularly true if the newspaper is a weekly, because the cost is little and the paper is received at convenient reading intervals. In this way former residents keep in touch for years with people with whom they once were associated. Vacationers frequently have their home town papers forwarded to them; this seldom adds revenue to the newspaper, for handling costs are high, but it does build good will and loyalty that pay dividends in other ways.

Some metropolitan dailies have subscribers in every state and in countries abroad. The Sunday issue of the *New York Times* (circulation 1,189,213, population 7,891,957) is read in all parts of the nation and in many foreign lands. The *Denver Post* (circulation 254,120, population 415,786) is delivered to all sections of its "Rocky Mountain Empire." The *St. Louis Globe-Democrat* (circulation 310,243, population 856,796) boasts its "Forty-ninth State," a section covering large areas of several states. The *Chicago Tribune* (circulation 935,943, population 3,620,962) and the *Minneapolis Star and Tribune* (combined circulation 497,784, population 521,718) have newsstands and carrier organizations in many cities and towns far from their publication bases. Then, too, there is the *Christian Science Monitor*, with readers all over the nation and copies available at all bus and railway stations. The Corn Belt dailies, which carry farm and general news of interest to all agricultural people, also have readers far outside their individual trade areas. Not all papers seek subscribers in such distant fields. Out-of-town circulation is of little value to the average newspaper except to give prestige.

"Home Base" Coverage Brings Most Revenue

Buyers of advertising space place high value on "home base" coverage. Robert E. Ryan, media buyer for Foote, Cone & Belding,

Chicago advertising agency, said at the Annual Circulation Managers' School at the University of Kansas: "Make every effort to develop circulation where it will pay off best for your newspaper. Remember that scattered circulation is costly and not as merchandisable as strong local coverage."

Robert Peele, advertising director of the Topeka, Kans., *Daily Capital* and *State Journal* (combined circulation 87,363, population 78,791) told circulation managers at the same meeting that advertising men look for density of circulation and that, from the advertiser's standpoint, the value of the subscriber is inversely proportionate to the distance he is from the town of publication. The close-in part of the newspaper's circulation is of more value than any other part and may be developed more easily and more economically. For this reason, small weekly newspapers which thoroughly cover a limited area are good media and hold their own with the large city dailies which also serve their territory.

NEWSPAPERS MUST MEET NEEDS OF THE PEOPLE

Keeping alert to the needs of the people and finding ways to reach them promptly are important responsibilities of the circulation manager. In every community where a newspaper is published there are opportunities to expand circulation; even within limited areas, there are six groups to whom circulation sales efforts may be directed profitably:

1. Residents of the newspaper's city or town and suburbs.
2. Residents on rural routes and in other towns of the county.
3. Other residents of trade territory, probably in several adjoining counties.
4. Business executives and professional men.
5. Newcomers to community.
6. Transients and single-copy buyers.

Suburbs and Outlying Towns Need Local Coverage

On the outskirts of every city are residence sections populated with persons just as news-hungry as those in any part of the incorporated area. Some suburban sections become definite community centers with well-developed business districts, a community newspaper and a Chamber of Commerce. The metropolitan newspaper, with its wide coverage of world, national and state news, its variety of features and its large volume of department store and food store advertising, appeals to suburbanites. Many suburban residents will subscribe for both their local community newspaper and the nearest metropolitan newspaper because they may derive direct benefits from each.

In the circulation area of most newspapers are a number of small towns, whose many residents visit and shop in the larger town where the newspaper is published. These are "hot spots" for circulation de-

velopment. If the newspaper has correspondents who regularly contribute community news, and if the newspaper occasionally sends its feature writers there to obtain stories using many names of residents, the circulation department has good opportunity to reap a harvest of subscriptions. But despite large circulations developed by metropolitan papers in small communities, the local weeklies or small dailies meet this competition by carrying more intimate news, sprinkled with human interest stories about local personages, and more detailed accounts of school, church and community activity.

The Harriman, Tenn., *Record* (circulation 3,246, population 6,389) increased its circulation by 860 in a little over a year by carrying hundreds of names in every issue. Making a special effort to have each resident of its community featured in an item at least once a year, its society editor used the mail subscription file, the telephone directory and the city directory in contacting residents for personal mention.

Good work done by forty-one correspondents who send in news from a wide area, has brought the Colfax, Washington, *Gazette-Commoner* (circulation 3,805, population 3,057) many subscribers outside its county and state. "We have upped our out-of-state subscription rate to \$5.00," says Bill Wilmot, the publisher, "and they still take the paper."

Harrison Conover, publisher of the Springville, Utah, *Herald* (circulation 1,630, population 6,475) claims that his weekly paper has a higher coverage than that provided by each of three dailies which circulate in the same area. "This is due," he says, "to the fact that my paper carries news that is closest to the hearts of most of the people and publishes more news about people the readers know."

By careful and thorough coverage of local news the Plant City, Fla., *Courier* (circulation 3,827, population 9,230) increased its circulation by 500 in two years, despite the competition of three dailies. Certainly a circulation gain of better than 16 per cent in so short a time is a creditable showing for a small weekly.

Farmers Want the News

Persons residing in rural areas are anxious to be kept informed concerning news and important activities in their community. Furthermore, farm news and features are of interest to many urban dwellers of the same community who have farm acquaintances or interests.

"A typical farm family in Illinois, Iowa, Indiana, Michigan or Wisconsin is as highly educated as any that live in suburban or urban areas," says Willard P. Horsman, circulation manager of the Bloomington, Ill., *Pantagraph* (circulation 38,586, population 36,127), which circulates in the rich agricultural belt of central Illinois. This fact was revealed in two readership surveys made by the *Pantagraph*.

Mr. Horsman contends also that the farmer has as much average purchasing power as his city neighbor and is just as particular about the kind of a newspaper he reads. His habit is to judge critically between two or more newspapers. The *Pantagraph's* circulation records indicate a turnover in subscriptions from farm areas as high as 15 to 18 per cent each year.

Ordinarily a farmer is served best by a morning newspaper delivered to him by mail on the day it is printed. However, many farm homes have evening papers delivered to them by motor carriers for day-of-issue reading.

Mail bags filled with newspapers, going to postoffices for rural route delivery, and brightly painted tubes with the name of a newspaper in clear black letters posted before homes along the highways bear strong testimony to rural readership and circulation department enterprise. The tubes not only reflect a good sales job by the circulation department, but they themselves become "little salesmen," making neighbors who are not subscribers feel that they, too, should join the circulation ranks of the newspaper already popular in their community.

Expanding Trade Territory Increases Circulation Opportunities

Newspaper circulation widens as a city's trade territory expands. Highway developments and improvements often open up new business fields. A good example of this is in western Missouri, where Jackson and Clay Counties are separated by the Missouri River. For many years the only way the residents of one county could enter the other county was by a tedious, roundabout trip through Kansas City or by a freight ferry at a point where two dirt roads met at the river. Finally a modern steel toll bridge was erected and the dirt roads were paved to provide a desirable direct route between Independence and Liberty, the county seats. Later the toll bridge was taken over by the state and became free. Merchants and newspaper publishers at Independence and Liberty instantly began cultivating a new, wider and more valuable trade territory.

A change in train schedules also may permit delivery of a paper on the day it is published in an area which previously had received the paper a day late. When such favorable situations develop, the newspaper must quickly take advantage. Changing conditions develop new opportunities and lengthen a newspaper's prospect list.

Business Men Benefit From Newspaper Guidance

The business district is an area that can be solicited regularly with profit. Many business and professional men, who receive the paper at their homes, are candidates for a second copy at their downtown offices or stores. Dealing with the public, they like to receive the

news fresh from the press for a quick glance at the headlines. A more thorough reading of the paper takes place when they arrive home in the evening.

Certain material in the newspaper often is wanted for business files. A merchant or a manufacturer may find in the news columns a good lead to a large order or a business contract. He may want also to clip from the paper the ads of his competitors.

Lawyers particularly watch newspapers for legal notices. Clippings of official announcements are made for their files. Real estate and insurance men keep informed regarding property transfers and business changes. They gain business by watching the newspapers.

All these may be served by a carrier in the business district, or by a street salesman. Many street salesmen have standing orders to hold copies or deliver and collect daily from a number of business and professional men and these guaranteed sales assure a basic profit.

Newcomers Seek News and Advertisements

Coming into every community each week are new residents, eager to learn about their new community — its schools, churches and business institutions. Sample newspapers left at their doors for a few days and followed with personal calls usually result in orders for continuous delivery. Business men in many cities finance what is known as the "Welcome Lady" or the "City Hostess," who calls on newcomers as quickly as they arrive and makes them acquainted with the products or services offered by the sponsors. She presents gifts from these firms and a cordial invitation to patronize them. The newspaper is one of the firms most likely to be represented by the "Welcome Lady," and the gift in that case usually is a week's or a month's free subscription.

Among newcomers to a community each year are school teachers, to whom the circulation department may point out the advantages of reading the newspaper regularly; it enables them to become thoroughly acquainted with the community, gives them an insight into the outside activities of their students, acquaints them with offerings at the local stores, and helps them bring down to earth in the classroom the subjects they teach.

Transients and Single-Copy Buyers

A circulation department has not reached its maximum efficiency until it has made a thorough survey of its community to ascertain places where the paper may be placed on sale by single copies. Some surprising outlets may be discovered. Immense opportunities are provided at newsstands, on street corners, at the exits or entrances of factories, bus and railway stations, lobbies of motels, hotels and larger restaurants, and at all other places where people pass or congregate.

Vacationers swell greatly the circulation totals in resort areas, where managers frequently offer newspapers as courtesies to their guests or provide racks from which they may be purchased.

TRENDS NEED TO BE WATCHED

While studying circulation sources a publisher needs to watch developments within his community and the general economic and social trends which affect circulation. Among these are:

1. Increase in population and density of family units.
2. Movement from agricultural areas to urban centers.
3. Rapid flow from urban to suburban areas.
4. Increasing rate of literacy.
5. Increase in longevity.

Population Growth Gives Opportunity for Circulation Expansion

Since 1850, population has increased rapidly in the United States, steadying down in recent years to an annual increase of around 1 to 2 per cent. Other interesting comparisons between population, households, and newspaper circulation are revealed in Tables 2.1, 2.2 and 2.3, prepared by Robert Lear, Jr., for a Master's thesis at the University of Missouri, showing the changes in newspaper circulation, population and number of households during a recent decade.

The number of households or occupied dwellings has increased, jumping from 37,450,000 in 1945 to 46,893,000 in 1955. The Census Bureau reported a total of 48,700,000 by March 1956, an increase of about 5,000,000 since 1950. The number of families in this country also increased by 3,500,000 within the six-year period. According to Census Bureau estimates, there were 38,300,000 married couples in the

TABLE 2.1
ESTIMATED POPULATION 1945-55*

Year	Estimated Population	Gain (per cent)
1945	139,928,000	
1946	141,389,000	1.04
1947	144,126,000	1.94
1948	146,631,000	1.74
1949	149,188,000	1.74
1950	151,683,000	1.67
1951	154,360,000	1.76
1952	157,022,000	1.72
1953	159,629,000	1.66
1954	162,414,000	1.75
1955	165,248,000	1.74
Average Yearly Gain		1.67

* From *Statistical Abstract of the United States*

TABLE 2.2
ESTIMATED NUMBER OF HOUSEHOLDS 1945-55 *

Year	Estimated Households	Gain (per cent)
1945	37,450,000	
1946	38,183,000	1.96
1947	39,107,000	2.42
1948	40,532,000	3.64
1949	42,182,000	4.07
1950	43,554,000	3.25
1951	44,656,000	2.53
1952	54,504,000	1.90
1953	46,334,000	1.82
1954	46,893,000	1.21
1955	47,788,000	1.90
Average Yearly Gain		2.47

* From *Statistical Abstract of the United States*

TABLE 2.3
DAILY, SUNDAY CIRCULATION, NUMBER OF NEWSPAPERS, 1945-55*

Year	DAILY			SUNDAY		
	No. Papers	Circulation	Gain or Loss (per cent)	No. Papers	Circulation	Gain or Loss (per cent)
1945	1,749	48,384,188		485	39,860,036	
1946	1,763	50,927,505	5.26	497	43,665,364	9.54
1947	1,769	51,673,276	1.46	511	45,151,319	3.43
1948	1,781	52,285,297	1.20	530	46,308,081	2.76
1949	1,780	52,845,551	1.07	546	46,398,968	.19
1950	1,772	53,829,072	1.86	549	46,582,348	.40
1951	1,773	54,017,938	.35	543	46,279,358	-.65
1952	1,786	53,950,615	-.12	545	46,210,136	-.15
1953	1,785	54,472,286	.97	544	45,948,554	.57
1954	1,765	55,072,480	1.10	544	46,176,460	.49
1955	1,760	56,147,359	1.94	541	46,447,658	.58
Average Yearly Gain		1.50		Average Sunday Gain ..		1.71

* From *Editor & Publisher International Year Book*

United States in 1956, of which 1,300,000, or 3.3 per cent, did not maintain their own households. This compares with 2,000,000, or 5.6 per cent, without their own households in 1950.

Naturally this growth in population and increase in family units has resulted in a remarkable development of newspaper circulation. During the period from 1850 to 1950, newspaper circulation increased more rapidly than population. But in 1951 the circulation of daily newspapers increased only .35 per cent while population the same

year increased 1.76 per cent, according to estimated figures. In 1952 the circulation of dailies fell .12 per cent below that of 1951, while population went up 1.72 per cent. In the years since then, circulation has begun to climb again, showing increases of .97 per cent in 1953, 1.10 per cent in 1954 and 1.94 per cent in 1955. These changes have come within a decade although the number of newspaper publishing units in the United States has varied little during this period. Comparisons over a century show daily newspaper circulation has increased 108 per cent while population has increased 55 per cent.

While, in general, circulation increased more rapidly than population in the United States, that was not the situation in certain areas of the country. An analysis of circulation in relation to population in some states shows marked differences in the amount of circulation in proportion to adult population. This difference in states and the slowing up in circulation gains for the nation as a whole since 1950 indicate that something more than numbers of people has a bearing on circulation.

Studying Relation of Population to Circulation

Comparing a newspaper's circulation with the population of the city in which it is published affords an interesting study, although a comparison of circulation with number of families gives a truer picture. But a circulation that is larger than the population of the town looks mighty good on paper and is usually accepted as evidence of strong circulation coverage. In fact, a circulation equal to more than 50 per cent of the town's population is considered highly creditable.

If a publisher will use a directory of the newspapers in his state, compare his own paper to others in the same class as to ratio of circulation to population, he either will come to a higher appreciation of his own newspaper's circulation or be convinced that he should do something toward increasing it.

WEEKLY PAPERS REACH HIGHER PERCENTAGE OF POPULATION

The circulations of weekly newspapers generally run to higher percentages of population than the circulations of small and medium size dailies. A study of weekly papers in Vermont (Table 2.4) reveals that each of two papers of that state has almost 1,000 more subscribers than persons residing in the town where published — the *Poultney Herald* (circulation 2,500, population 1,685) and the Randolph *White River Valley Herald* (circulation 3,056, population 2,223). Other weeklies with circulations greater than populations are: *Bradford United Opinion* (circulation 1,100, population 725), *Fair Haven Era* (circulation 2,500, population 2,058) and *Woodstock Ver-*

TABLE 2.4
POPULATION-CIRCULATION COMPARISONS OF VERMONT WEEKLIES

Newspaper	Population	Circulation	Percentage
No. 1	1,252	763	69
No. 2	1,289	1,046	81
No. 3	1,326	1,762	132
No. 4	1,470	1,399	95
No. 5	1,678	1,091	65
No. 6	1,696	1,290	76
No. 7	1,916	983	51
No. 8	1,995	1,632	82
No. 9	2,262	1,018	45
No. 10	2,275	1,910	84
No. 11	2,724	1,928	71
No. 12	3,614	2,616	72
No. 13	3,881	3,183	82
No. 14	4,940	3,527	71

mont Standard (circulation 1,754, population 1,326). Fourteen other weeklies in the state have high percentages, indicating that most Vermont weeklies serve wide rural areas surrounding the towns in which they are published.

SMALL DAILIES MAKE GOOD SHOWING

A study of daily newspapers in Iowa (Table 2.5) reveals that newspapers in towns of less than 10,000 population have highest circulations in relation to population; cities with 25,000 population or greater, have the second highest; and cities between 10,000 and 25,000 have the lowest.

For the fourteen Iowa daily newspapers published in towns with less than 10,000 population, the population range is from 3,763 to 7,858, with an average of 6,430. The circulations of daily newspapers in these towns range from 3,612 to 6,451, the average being 4,961. One paper has a circulation that exceeds the population of the town in which it is published. Four others have circulations larger than 75 per cent of the towns' populations. The newspapers in this group, in fact, have an average circulation equal to 72 per cent of the average population.

In Iowa cities with populations between 10,000 and 25,000 the daily newspaper's circulation comparison with population is much less favorable than it is in towns under 10,000. In the 10,000 to 25,000 population category are ten cities ranging in population from 11,124 to 22,898, with an average population of 15,436. Five of the ten have circulations less than half the populations of the towns in which they are printed. Daily newspapers published in these towns vary in circulation from 3,246 to 12,815, the average circulation being

TABLE 2.5

POPULATION-CIRCULATION COMPARISONS OF IOWA DAILY NEWSPAPERS

A. Towns Under 10,000 Population			
Newspaper	Population	Circulation	Percentage
No. 1	3,763	3,612	96
No. 2	4,307	4,341	101
No. 3	5,086	4,147	81
No. 4	5,902	4,122	69
No. 5	6,174	3,984	64
No. 6	6,231	5,253	84
No. 7	6,480	6,451	99
No. 8	6,938	3,975	57
No. 9	7,299	4,916	67
No. 10	7,446	5,631	75
No. 11	7,611	4,482	58
No. 12	7,625	5,290	69
No. 13	7,705	4,921	64
No. 14	7,858	4,558	58
Average	6,430	4,691	72
B. Towns of 10,000 to 25,000 Population			
Newspaper	Population	Circulation	Percentage
No. 1	10,309	4,875	47
No. 2	11,124	7,810	70
No. 3	12,164	5,923	48
No. 4	13,572	7,419	56
No. 5	14,334	3,246	22
No. 6	14,954	6,243	48
No. 7	16,144	9,540	58
No. 8	19,041	9,736	51
No. 9	19,821	12,815	64
No. 10	22,898	6,002	22
Average	15,436	7,363	47
C. Cities Over 25,000 Population			
Newspaper	Population	Circulation	Percentage
No. 1	25,115	19,772	78
No. 2	27,212	11,339	41
No. 3	27,980	24,930	89
No. 4	30,379	22,605	74
No. 5	30,613	20,415	66
No. 6	33,631	18,431	54
No. 7	45,429	20,509	43
No. 8	51,223	38,653	75
No. 9	65,198	48,906	75
No. 10	72,296	60,037	83
No. 11	74,549	29,514	39
No. 12	83,991	62,374	74
Average	47,301	31,457	66

7,363. The highest circulation is equal to 70 per cent of the town's population, and the lowest circulation is equal to 22 per cent, with the average equalling only 66 per cent.

On the same comparison basis, newspapers in Iowa cities with populations above 25,000 make a better showing. Seven of the twelve papers in this circulation category have circulations that are in excess of 70 per cent of their towns' populations. The percentage range is from 39 to 89, with an average of 66 per cent. Populations of towns in this group range from 25,115 to 83,991 and the circulation span of newspapers is from 11,339 to 62,374. There are only two papers with circulations less than 50 per cent of their towns' populations.

The Des Moines *Register* and *Tribune* (combined circulation 355,089, population 177,965) located at the capital, and with a combined circulation extending to all parts of the state, are not included in the above table because the condition in Des Moines does not conform to that of any other Iowa city with a daily newspaper.

Farm People Are Moving to Cities

Another population trend that has had remarkable effect on newspaper circulation is the movement from agricultural areas to urban centers. In 1910 the rural population totaled nearly fifty million and comprised 45.7 per cent of the total population of the United States. But this was greatly changed within the next quarter-century, despite a "back to the soil" movement in the thirties, and there has been a steady shifting of population from country to town. Between 1910 and 1940, urban communities had a population increase of more than 32 million while rural communities experienced a net increase of slightly more than 7 million.

This trend from the country to the city brought more people, volume and percentagewise, within the limits of effective distribution by the daily newspaper. People residing in cities could be served more easily, promptly and economically than those in rural areas. Carrier organizations and newsstands could serve city dwellers on the date of publication while distribution to country readers was time-consuming and expensive.

Shift From Cities to Suburbs Apparent

While the general trend of population from country to city continues, there is another trend of more recent years which is having noticeable effect on circulation—the rapid population increase in suburban areas. Wanting to avoid congested conditions, yet still enjoy the entertainment, daily newspaper delivery, cultural and shopping advantages and the full busy life offered by the city, some are moving to residence districts in the more open spaces where they may live in quiet, peaceful surroundings, and where they may relax, garden, and participate in small community friendliness.

This trend has caused new areas to be incorporated and has brought population increases to towns located near large cities. While this has increased the circulation of large city papers to a certain extent, it has also developed for them some competition in the way of "throw-away" papers containing principally local pictures and advertising. Many of these throw-aways, however, are short-lived, but often when one discontinues another springs up in the same locality within a few months to make inroads on advertising and circulation that otherwise might go to well-established newspapers.

The drift of population from the congested city areas to the nearby villages and suburbs also has caused the launching of small weekly and daily papers in these newly organized areas and also has given additional circulation to weeklies in expanding nearby towns. While the total circulation of suburban papers is less than that of downtown papers in the same area, the suburban papers have had a greater circulation increase within the past ten years than the downtown papers. Shortages of newsprint and the discontinuance of "extras," have been partially responsible for the lower rise in circulation of the larger papers. When it is difficult to obtain newsprint, fewer pages are printed and less effort is put forth to increase circulation. Radio and television have eliminated almost entirely the possibility of "news beats" by newspapers and "extras," which always resulted in increased sales.

COMPARING SUBURBAN AND METROPOLITAN INCREASES

The circulation situation regarding suburban and large city papers is revealed in Table 2.6, compiled by *Business Week*, comparing the

TABLE 2.6

CIRCULATION COMPARISON, DOWNTOWN AND SUBURBAN NEWSPAPERS *

City	Downtown Papers		Suburban Papers	
	1945	1954	1945	1954
New York	5,099,379	5,437,705	413,873	766,134
Chicago	2,840,448	2,545,626	29,250	63,396
Philadelphia	1,695,437	1,535,955	75,540	100,506
Los Angeles	1,372,717	1,234,498	75,622	151,598
Detroit	1,189,445	1,310,578	99,544	118,774
Baltimore	592,098	620,996	10,009	25,073
Cleveland	629,985	752,431	38,978	56,977
St. Louis ..	552,766	679,360	54,855	69,448
Washington	725,337	779,804	15,035	29,352
Boston	1,627,740	1,474,428	86,851	97,614
Total	16,325,352	16,371,381	899,557	1,478,842

* From *Business Week*, Feb. 5, 1955, p. 136

1954 circulations of downtown newspapers and neighboring suburban papers with those of 1945.

This shows that in some areas, particularly Chicago, Philadelphia, Los Angeles and Boston, the suburban papers have been gnawing away at the downtown papers' circulations. In Chicago and Los Angeles, the downtown papers experienced a decrease in circulation of 11 per cent between 1945 and 1954 while suburban papers in those areas had a circulation increase of more than 100 per cent. The Philadelphia suburban papers had a gain of 33 per cent while downtown papers experienced a loss of 9.5 per cent. The combined circulation of Boston newspapers also dropped considerably while the suburban-published papers picked up circulation. One paper in particular, the Quincy, Mass., *Patriot-Ledger* (circulation 41,931, population 83,385) accounted for the bulk of the suburban rise, increasing from 27,988 in 1945 to 37,681 in 1954.

Business Week explains the pull of the suburbs in this way: "As a rule, the suburbanite is still satisfied with the downtown paper after he moves. This satisfaction lasts until such things as children going to school, payment of local taxes, tough traffic conditions and water shortage make for more interest in immediate surroundings. The local paper, if it moves fast, can cover the stuff better than the downtown papers, which have the problem of sending more and more staff members farther out and trying to cover all the suburbs."¹

These two movements of population — one from the rural to the urban areas and the other from the urban to the suburban — are of interest to all newspaper publishers and their circulation managers because they mean a larger proportion of the total population is coming to an intensive rather than an extensive market. This situation exists not only for metropolitan papers but also for weekly and small daily operations, because rural people are moving into small cities as well as into metropolitan areas.

Increase in Literacy Aids Circulation

Another important factor in the steady growth of newspaper circulation has been the ever increasing rate of literacy — a faculty not as essential for listening to radio or viewing television. High percentages of increased newspaper circulation are found in those states where the greatest reduction in illiteracy has been achieved. Before small immigration quotas were established in the 1920's, many industrial cities contained thickly populated sections where few, if any, English language newspapers were read. Few such barren circulation spots exist today. Persons of foreign tongue who come here now soon learn to speak, read and write the English language. While

¹ *Business Week*, Feb. 5, 1955, p. 137.

in 1870 twenty per cent of the people of the United States over the age of 10 were unable to read, by 1950 this number was reduced to three per cent.

Table 2.7 shows the population, daily newspaper circulation and percentage of literacy in the United States at the beginning of each 10-year period from 1850 to 1950.

TABLE 2.7

POPULATION, CIRCULATION, COMPARED TO LITERACY IN THE U. S., 1850-1950

Year	Population	Circulation	Percentage of Literacy
1850	23,192,000	758,000	..
1860	32,443,000	1,478,000	..
1870	38,448,000	2,602,000	80.0
1880	50,156,000	3,566,000	83.0
1889	62,948,000	8,387,000	86.7
1899	75,995,000	15,102,000	89.3
1909	91,972,000	24,212,000	92.3
1920	105,711,000	28,232,000	94.0
1930	122,772,000	39,589,000	95.7
1940	131,669,000	41,132,000	96.5
1950	150,697,361	53,829,072	97.3

People Live Longer, Read More

Another condition which deserves attention with reference to newspaper circulation is the trend toward an older population. The median age in the United States is increasing each decade. This fact is dwelt upon by Philip M. Hauser and Conrad Taeuber in an article in the *Annals of the American Academy of Political and Social Science*:

"As a concomitant of the declining birth rate, the population of the United States, from decade to decade in the course of its development, has contained a larger proportion of older persons. The median age of the population in 1820 was 16.7; by 1920 it was 22.9 years; in 1940, 29.0 years. The proportion of persons 65 years of age and over increased from 2.5 per cent in 1840 to 6.8 per cent in 1940; whereas the proportion of persons under 20 years of age declined from 54.6 to 24.4 per cent. The changing age distribution of the population of the United States reflects the large decline in fertility and the increased average length of life."²

By 1950 the median age of population in this country was 30.4; and persons 65 years and older comprised 8.1 per cent of the total

² *American Academy of Political and Social Science. Annals.* Jan., 1945, p. 19.

population. While in 1940 persons under 21 years of age made up 36.3 per cent of the population, in 1950 they comprised only 25.3 per cent.

This trend toward an older population means that a larger percentage of the total population, which is increasing, will continuously enter the newspaper market. Older persons, always more intensive readers than youth, will provide the greater proportion of newspaper circulation.

The possibilities of circulation development depend upon compactness of population, the interests and wants of those living within range of newspaper influence, the efficiency of circulation departments and the extent to which newspapers contribute to personal interests and needs.

"Success in circulation is and will continue to be the result of a shirt-sleeves job, lots of ups and downs, and the combination of Perspective, Perspiration and Promotion."

— JAMES F. JAE,
Former Circulation Manager,
St. Louis
Globe-Democrat

CHAPTER 3

Chief Factors in Building Circulation

A STRONG, sound circulation for a newspaper cannot be built in a few months; it is usually the development of many years. And at no time after it has been established is a newspaper's circulation entirely free from threatening slumps and changes. The experiences of those most successful in this field of newspaper enterprise reveal that circulation growth and steadiness depend upon four conditions:

1. A newspaper inviting to the eye and easy to read.
2. News and advertising features within the newspaper that attract and interest readers.
3. The publisher's and the circulation manager's thorough knowledge and understanding of the community in which the newspaper is published.
4. A well-organized and well-directed circulation department.

These are recognized as extremely important in the building of reliable newspaper circulation.

THE NEWSPAPER MUST HAVE APPEAL

A worthy item of merchandise with consumer appeal is the first essential of any successful selling campaign. Unless the publisher, in producing his newspaper and in shaping it for reader consumption, gives attention to its contents, quality and appearance with the same thorough study and care with which other manufacturers prepare their products for the trade, he is out of step at the very first in developing circulation.

Make the Paper Easy To Read

One of the first essentials is to produce a newspaper that is inviting to the eye and easy to read; it should be attractive in makeup,

with pictures to break the monotony of solid type and with headlines arranged on each page so as to give balance and provide easy reading. A good press that prints clearly is a great aid in building circulation. The use of plain, simple words, short sentences and paragraphs also helps wonderfully. Books that have the biggest circulation are the Bible, McGuffey's Reader and the Boy Scout Manual. Scholars who translated the Bible lifted moral standards because they put great truths in simple words that men could understand. And if newspapers are to draw readers they must present the news in clear, understandable language.

This matter of plain, clear writing may seem to fit better in a textbook on news-writing, but it is so vitally connected with circulation building that H. Phelps Gates, circulation manager of the *Christian Science Monitor*, recommends that newspaper publishers sponsor a "Simple Word Week" and a "Familiar Word Week" as steps toward greater circulation. Mr. Gates offers these 26 points of easy reading for every newspaper employee who puts anything in writing within the news, advertising or circulation department:

1. Use short simple words.
2. Use more one-syllable words.
3. Use familiar words.
4. Use personal words.
5. Use concrete words.
6. Make every word work.
7. Avoid technical words.
8. Get rid of rubber stamp phrases.
9. Put sparkle and freshness into phrases.
10. Create figures of speech.
11. Use intimate phrases in all kinds of writing.
12. Use short sentences.
13. Make frequent use of very short sentences.
14. Use short sentences as an aid to clear thinking.
15. Make sentences active . . . use active verbs.
16. Use short, simple paragraphs.
17. Use very short paragraphs for variety and emphasis.
18. Use one-idea paragraphs.
19. Use one-viewpoint paragraphs.
20. Use paragraphs for action, impact, and result.
21. Write for a specific purpose.
22. Write to one person, one human being.
23. Talk to that person right where he is.
24. Talk to that person in his own field of knowledge.
25. Work with one basic idea.
26. Write with one viewpoint.

MUST CARRY NEWS AND FEATURES FOR EVERYONE

The next important step is to give readers facts about people, organizations and happenings in which they are most interested. Local news heads the list in importance, but features appealing to women, children, sportsmen and other special groups as well as entertainment for the whole family are needed to build a well-balanced paper that will get and maintain a healthy circulation.

Local News Must Be Thoroughly Covered

Stories about people of the home community are the most important feature in building circulation. Hundreds of weekly and small daily newspapers achieve success mainly through their intensive coverage of local news.

"No event in a community served by a small home town paper is too insignificant to report completely, accurately, fairly and fearlessly," says Scott Schoen, publisher of the Redwood Falls, Minn., *Redwood Gazette* (circulation 5,076, population 3,813). "To cover such news for our twice-a-week paper requires considerable leg work, much use of telephones, going to meetings when we would prefer staying at home and much attention to other details, but it all builds up circulation."

Daily papers, too, have found this important. William K. Todd, business manager of the Rockford, Ill., *Star and Register-Republic* (combined circulation 83,003, population 92,927) says: "Readers want sound local news coverage, including important day-to-day political, civic and municipal happenings in the towns throughout the circulation area, plus good feature stories about the towns."

The good will of persons well known in the community, their relatives and friends may be cultivated by providing such features as: (1) a voting contest for the "Ten Best Dressed Women of The Community"; (2) a "Who's Who" of local leaders in the business, industrial and professional fields; (3) "Man of the Week"; (4) recipe section with pictures of contributors; (5) street quizzes with pictures; (6) weekly guest editorial with picture of writer; (7) annual list of county residents on state payroll; (8) list of babies born during month at local hospitals; (9) birthday congratulations to prominent local citizens; (10) series of stories on rising young businessmen of the community; (11) weekly or daily list of hospital patients received and dismissed; (12) daily or weekly weather chart; and (13) vital statistics concerning local community.

Human Interest Stories Are Important

The best-read stories encompass home, family and children—the cute sayings and acts of the town's kiddies, the antics of their pets and the hobbies of grown-ups. Small dailies and weeklies excel in this kind of reporting and win and hold subscribers this way.

Recognizing the circulation-building element of human interest stories and bits of minor news about people who live in the community, a number of metropolitan dailies are issuing weekly neighborhood sections that contain no other news than items of interest to the areas in which they are circulated. The Houston, Tex., *Chronicle* (circulation 202,888, population 596,163) issues five special neighborhood sections for the purpose of promoting home-delivered circulation and of providing economical and effective advertising media for merchants located in the areas in which the sections are circulated. No extra charge is made for these sections which are published every Wednesday and are slipped into the regular afternoon paper by carriers in their respective neighborhoods.

Concerning this project, J. H. Butler, general manager of the *Chronicle*, says: "Experience shows that as metropolitan cities grow there is a certain amount of local news that is crowded out of the regular paper. Giving real neighborly news to our readers once a week in their respective parts of the city makes for a closer relationship with us. Although our readers are part of the complex life of the big city, they want to keep up with their neighbors just as do the residents of a small town. The time has come to get back to the all-informative local paper."

Readers Want State and National News

Next to local news in interest is state news. The average reader wants to know about the proceedings of the state legislature, the activities of various statewide organizations, bureaus and institutions, the good roads movement, farm problems, health program, state politics, the state department of education, and the state's part in national movements. The extent to which a newspaper covers these items determines to a degree its circulation and influence.

People are interested also in national news. They want to know what is going on in Washington — about the proceedings of Congress, the White House conferences, the national economy, the national debt, controls on inflation and the decisions of the Supreme Court. When any national action will have a direct effect upon the lives of local people, they will expect a complete explanation of the extent to which they will be affected. If newspapers should fail to give news concerning these national matters, the public would seek information through other media.

Interest in International Affairs Is High

The close relationship of our nation with other nations has developed a great interest among Americans in happenings all over the globe. International relations, the United Nations, government aid to foreign countries, military operations, trade relations, and the

FARM & HOME

For and About Boone County Farm Families

Pests in Your TV?

Enjoying TV in your home is a natural thing these days. There are just about as many sets in farm homes as there are in the homes of their city cousins.

But along with the blessings there may be some mixed discomfort according to Philip Stone, chairman of the University department of entomology. We aren't attempting to tell you that some programs will bring you discomfort, but the warm inside of the set may just be the hiding place for some rather unwanted pests, the brown-banded cockroach.

We're not trying to criticize your house-keeping either. For no matter how spic and span you keep your house these pests can get into your set, hide and raise a family. How do they do it? It's easy, these tropical insects ride into your house when your set returns from the repair shop. In this way

the roach gets into some of the best sets made, taking his pick from set to set in the repair shop.

If you find the bugs in your set, dark corners, closets or elsewhere, they can be eradicated. It's about 4-inch long and likes dark ceilings and the upper corner of cabinets. You'll probably see small brown egg capsules deposited in these corners . . . a sure sign of infestation.

Chlordane is the most effective insecticide, says Stone. Apply the powder or spray to their hiding places, but don't spray the inside of your TV set. Use powder for the insects inside the set.

As Groucho Marx might say, "It's a common household word . . ." but you don't need to have them running around inside your set. They won't add to your TV pleasure.

Well Lighted Desk Saves Eyes, Makes Home Work Seem Easier

Next time you have to urge your school-age students to "go do your home work," remind yourself to see just how well you've lighted their study desks.

Many mothers, who wouldn't dream of serving unbalanced or inadequate meals to their children, fail to provide proper lighting for study. Yet eye-are among the most precious of possessions. University Missions Woodruff, specialist in home management, says that good study habits can be encouraged in students of all ages when desks are properly lighted.

MISS WOODRUFF suggests that you keep these points in mind when lightening study desks. Avoid goose-neck lamps which cause harsh, reflected glare back in the eyes when light is concentrated on white paper. Also, they fail to provide surrounding light for additional comfort.

Avoid distracting contrasts between dark finished desk tops and lighted books or papers by using a large pastel blotter.

Choose the right size table lamp for study. The bottom edge of the shade should be 15 inches above desk top. Minimum shade dimensions are: top 8 1/2 inches; depth, 10 inches; bottom, 14 inches. Select a shade that is light-tanned, but not

highly transparent, for greatest comfort.

CHOOSE any one of three different arrangements under the shade for generous and comfortable lighting results: A certified 8-inch diameter bowl—100-watt base with flared metal top—and a 25-150 watt white indirect bulb. A wide harp and 2-40 watt white indirect bulb, or a narrow harp with 150-watt white bulb.

Final ingredient is correct placement, so measure carefully. Place center of lamp 15 inches back from front edge of desk and 15 inches to left of work center for right-handed southpaws.

U. S. shipped more farm products overseas last year than any time in history. Only product that dropped below previous year was tobacco. Leading customer for wheat was Pakistan; for cotton, Japan; for fats oils and oleomils, Spain. Best all round customer, Britain.

Rural people have additional 150,000 hospital beds in 2,000 rural hospitals since Federal law was passed in 1948 providing Federal assistance for hospitals to serve rural areas.

Along the RFD

Some Still Use Almanacs

WHEN ASKED what he thought of the Farmers Almanac, M. O. Lane, Jr., Route 3, said, "I don't believe in it much, but I like to have the signs in my favor anyway."

Lane says that he doesn't often use the almanac, but that there is a sign for weaning calves at the right time to keep them from "bawling so much."

Lane believes that if a board is laid on the grass in the light of the moon, the grass will stay alive, but by the same procedure it will die in the dark of the moon.

M. J. STARK, Route 4, says he always keeps an almanac on hand and likes to read it. He adds that in the past the almanac has provided him timely information on proper planting dates for various crops.

According to Stark, the almanac also gives several economical and effective remedies for curing livestock.

"We keep an almanac hanging around the house all the time," said Glen W. d. o. of Arcadia. He added, "I believe there is something to the signs of the Zodiac for weaning calves and castrating pigs."

He added that he doubts if they will ever stop printing almanacs, but he feels the time for planting crops depends mostly on the weather.

Otto Klinkman, New Franklin, said, "I like to get hold of an almanac once in a while, but I usually just look at it—then put

it up. There may be something to the signs of the Zodiac, but I believe the best time to castrate pigs is when your knife is sharp."

MEADE LEE COOK, Route 1, McBaine, says "I wouldn't be without the Farmers Almanac. I follow the almanac when I wean my calves and pigs and haven't lost a one by following this procedure. He added that he also follows the almanac when he castrates his calves or pigs. Cook has 40 head of cattle and 100 hogs on his 371-acre farm.

When asked the same question, Mrs. Cook said, "I plant all my garden crops using the almanac. I don't think the almanac is much help in fishing though, I have never had luck fishing when I followed the almanac."

Mrs. Cook also goes by the almanac when she plants her flowers, and has had nothing but success.

University Sells Two Guernsey Bulls to Arkansas Breeders
The University recently sold two registered Guernsey bulls to two Guernsey breeders living in Arkansas.

Ross H. Mendenhall of Rogers, Ark., purchased Foremost Foot-Print Distinctor, and Ed and Pauline Webb of Bentonville, Ark., purchased Foremost Distinctive Justice. The sales were announced by the American Guernsey Cattle Club.

Farmers buy used tractors, just as many people buy used cars. De Witt C. Agriculture says farmers buy three used tractors to two new ones.

827 Head Listed For Oct. 8th Sale Of Feeder Calves

A total of 827 calves have been listed for Boone County's 11th Annual Feeder Calf Sale, according to David A. Horner, sale manager. The Oct. 8 sale, to be held at the sale barn on the Boone County Fairgrounds, will have a top quality offering of Hereford and Angus cattle. Some Shorthorns and mixed cattle also will be offered.

A meeting of the feeder Calf Sale Committee and chairmen of the work committee for the sale will be held at 7:30 p.m. Oct. 3, at the sale barn. Final plans for the sale will be made at that time.

The calf sale is managed by local farmers, who are on the calf sale committee. According to County Agent Parker Rodgers, it serves two purposes: It offers a good market for feeder calves; and it gives each herd owner a chance to compare his calves with others offered and to thereby make plans to improve his beef cow herd.

U. S. lamb crop this year is about 1 per cent smaller than in 1956. Drought in Southwest reduced number of ewes, and ewes produced fewer lambs per 100 head.

Department of Agriculture researchers have tested more than 300 different kinds of rubber for 25 years to see if they contain rubber. Many contained small amounts of rubber, but none could be considered a new source of commercial rubber.

On This Month's Cover—Silage Cutting



When the snow flies next winter and Clarence Crawford's Holstein cows get hungry, chances are they won't stay hungry long because they'll be fed some of the silage being cut in the scene on this month's cover.

Crawford, who lives on Route 4, is on the tractor at left, while one of his neighbors, Sterling Seaman, is on the other tractor. Seaman and four of Crawford's other neighbors, Roy Smith, Dave Allen, Emmitt Ford, and C. W. E. helped Crawford fill his silo last week.

To fill the huge trench silo on the Crawford farm, they cut seven acres of corn, five acres of a special hybrid forage crop, and 14 acres of Atlas sargo. The silo is full now, and Crawford estimates it has 300 tons of silage in it.

Crawford, who produces and sells Grade A Milk, has a total of 50 Holstein and Jersey animals on his farm. The animals will be fed silage this winter, just as they have been each year since 1954, when Crawford moved to the farm. (Missourian Farm Photo by Bill Brantley)

USED COMBINES

- 2 JD No. 55 12-ft. self propelled
- 2 JD No. 25
- 1 JD No. 12A
- 1 Allis-Chalmers No. 66
- 1 Minneapolis Moline with motor
- 1 Massey Harris with motor
- 1 Woods Bros. with motor

USED CORN PICKERS

- 1 JD No. 226 two-row mounted
- 1 IHC No. 24 two-row mounted
- 2 AC two-row mounted
- 2 JD No. 101 one-row semi-mounted
- 1 Co-op one-row



See Your TOWN DEERE Dealer for Quality Farm Equipment

Farmers Implement Co.

707 Park

Phone 2-5696

politics of foreign countries as well as our own constitute news of considerable concern to a large portion of the American population.

Great Interest in Public Affairs

A study of twenty metropolitan dailies in the Midwest bears out a fairly old hunch among newsmen that the American press devotes more non-advertising space to public affairs than to any other type of news. Completed under supervision of the Journalism School of the State University of Iowa, the study showed that 18.7 per cent — nearly one-fifth — of the general news and editorial space in newspapers went to stories about government and politics. Economic news consumed 10 per cent of the space, some 8.7 percentage points below the top contender in the slate of twenty-three content categories. Crime and vice, world government and politics, human interest, and accident and disaster news all grouped closely between 9 and 7.6 per cent of measured content.

Editorials Strengthen a Newspaper's Appeal

Readers want to know also the editor's opinion regarding important issues. An attractive and up-to-the-minute editorial page can be a strong factor in building circulation. Returns from a questionnaire mailed to Missouri weekly publishers by Harry Stonecipher, while a graduate student in journalism at the University of Missouri, revealed that 99 per cent of those newspapers contained personal columns of an editorial nature written by local staff, and 29 per cent of them published formal editorials. Politics and government were top comment; business and economics, education and the arts, safety and defense, society and religion were other subjects freely discussed. Fifty-six per cent of the 8,000 column inches of formal editorials under study fell into the local column category, 19 per cent were devoted to national and international subjects and 7 per cent to state subjects. The remaining portion was of a miscellaneous nature, including some reprinted editorials.¹ Newspapers may guide the thinking of their subscribers and win good will through editorial comment.

Profitable To Cater to Groups

Catering to special groups within the circulation area is fruitful in building circulation.

Farm pages, farm sections or columns prepared by county farm advisors are common in papers that circulate widely in rural areas (see Fig. 3.1), and help to develop a steady rural readership.

¹ Harry W. Stonecipher, *A Study of Editorials and Personal Columns in Missouri Weekly Newspapers*, Master's thesis, Univ. of Mo., 1955.

The Perry, Okla., *Daily Journal* (circulation 3,468, population 5,137) receives through a wire service grain and livestock market reports, and carries also a summary of local prices paid for wheat, poultry, cream and eggs, which is just as important to the farmers as the state livestock and produce report. Another market feature of still greater interest is a summarized report of transactions at the Wednesday sales conducted each week at the fair grounds in Perry. This is run under the heading, "Sale Siftings From the Weekly Perry Auction." It is prepared by the manager of the weekly auction and relates the total number of cattle, sheep, hogs, posts and bales of alfalfa sold at the auction and the top prices offered. Names of the large consignors and buyers also are given, making the feature worth Page One treatment because it contains names of residents who otherwise might never be mentioned in the newspaper.

Women read newspapers more carefully than men, and columns of material on subjects in which they are interested are presented in papers both large and small. "Most men are preoccupied with business careers, politics, world affairs, sports, adventure, crime news," says Pierre Martineau of the *Chicago Tribune* (circulation 935,943, population 3,620,962), "but women aren't. The average mass audience housewife lives in a world pretty much circumscribed by the confines of her home neighborhood, her church, her shopping center. For the housewife, the newspaper is an enormous reservoir of highly useful information. It tells her how to fix leaky faucets, what to do about her child's measles, and how to handle the family budget." And for that other third of the female population — those unmarried, employed, or in school or business — there is provided advice to the lovelorn and useful information on beauty care, business manners, social etiquette, weight reduction and the latest style of dress. Features that appeal to women readers definitely build newspaper circulation.

Men, too, respond to special attention. The metropolitan press meets the business man's reading demands with markets, stock quotations, real estate transfers, business transactions and sports, in addition to general news and weather. Politics and taxes, always of general interest, are subjects specially considered and widely discussed by men in election years. Consequently they receive columns upon columns of space in newspapers at those periods.

In their efforts to reach all classes and particularly to meet the competition of radio and television, newspapers are giving great consideration now to the reading interests of young people. The rapid increase in the sale of television sets and the rapt attention given television programs by youth emphasize the importance of such action. The Broadcasting Telecasting Yearbook-Marketbook, 1956-57, page 16, gives these estimated numbers of television sets in the United States year by year from 1947 to 1956:

YEAR	ESTIMATED SETS IN USE	PERCENTAGE GAIN
1947	8,000	
1948	250,000	302.5
1949	1,000,000	300
1950	4,000,000	300
1951	10,500,000	162.5
1952	15,750,000	50
1953	28,000,000	77.84
1954	33,000,000	17.18
1955	39,400,000	19.39
1956	41,000,000	4.05

Newspapers are studying what young people want in their newspapers and are providing it in order to maintain in youth the habit of newspaper reading. Various programs and promotions now being carried out to interest youth are discussed more fully in Chapter 15.

The peak of possibilities in building circulation is not reached until the reading interests and needs of persons of all classes and ages are measured and met.

News Should Be Handled Carefully

The extent of a newspaper's circulation is determined not alone by the quantity and scope of interesting news, but also by the way the news is handled. It is just as easy to offend readers by careless treatment of a person or event in the news columns as it is to please them with accurate and brilliant reporting. It is just as easy to bring disfavor upon a newspaper by leaving out something that should be printed as by putting in something that should not be published.

There is always the question of how the news should be prepared to best suit and serve the readers. How sensational should it be, or how conservative? Sexy pictures and lurid descriptions of murders and suicides will increase street sales, but what will be the reaction to such news treatment in the homes of the circulation area? To what extent should an editor be guided by local sentiment in taking a stand on controversial issues? These are questions which every editor and circulation manager must face. It might be well to call to witness on this question a number of successful publishers.

Common-sense rules and close attention to community affairs are the basic operating rules for the Newark, N. Y., *Courier-Gazette* (circulation 4,208, population 10,295), according to H. G. Howard, the publisher. "We stick as closely as possible to local stories with freshness, variety, and impartiality," he says. "We favor things we believe right and for the good of the community, regardless of whether the majority are for it or not, and oppose things on the same basis. It leads to a lot of disgruntled readers at first, but once they understand your adherence to the basic philosophy of standing four

square for what you believe, with the right of anyone to disagree right in the columns of the same issue, you gain respect and admiration."

"We naturally play our top stories with a view toward street sales in the street edition," says John F. Cahland, managing editor of the Las Vegas, Nev., *Review-Journal* (circulation 21,513, population 24,624). "But we tone down the headlines for the home edition. We try to be as gentle as possible with our readers, but if salacious and gruesome details are necessary to the meat of the story, we use them."

"We try always to practice the canons of good taste in the handling of news," says W. Earl Hall, editor of the Mason City, Iowa, *Globe-Gazette* (circulation 25,132, population 27,980). "We try first of all to be a newspaper in the best sense of the word. Our slogan is 'Printed For the Home — The Newspaper That Makes All North Iowans Neighbors.' Most helpful in building circulation is a complete coverage, with an emphasis on local area news."

Sensationalism Is Not Always Good

Arch W. Jarrell, editor of the Grand Island, Nebr., *Independent* (circulation 18,565, population 22,682) also believes that the careful handling of local news, well illustrated, is better than sensationalism for the building of circulation. "We endeavor so far as possible to publish a newspaper that parents won't be ashamed to show their children," he adds. "We print only the bare facts on divorce suits. Although we call rape, 'rape' and not 'criminal assault,' we do not use the name of the woman or girl involved."

"The proper blend of world, national, and local news so that readers will be well informed is the type most helpful in building circulation," says Dolph Simons, editor of the Lawrence, Kans., *Journal-World* (circulation 10,243, population 23,351). "We attempt to publish a 'family newspaper' but occasionally must shock readers with stark facts to properly report happenings. Where youth is involved in law violations, we do not publish the names of first offenders except for serious crimes. Divorce suits and trials seldom receive more than a brief notice."

The Danville, Ill., *Commercial-News* (circulation 34,509, population 37,864) circulates in seventy communities located in two states, and its circulation area overlaps those of three other important dailies. For these reasons it is sensitive to circulation requirements, according to Robert B. Wright, city editor.

"We strive to avoid lurid details in murder stories insofar as such avoidance is consistent with factual reporting," says Mr. Wright. "In general, suicides are briefed. We play down rapes and other moral offenses. Law violations by youths under 18 are published only in

case of felony. Salacious and gruesome details are not essential to good reporting. They pander to thrill-seekers and contribute nothing to information."

The terse clearness with which a newspaper presents the news and the manner in which it plays up or plays down the sensational has its effect on circulation. The publisher, therefore, is likely to give heed to the desires as well as the needs of his paper's readers. The community attitude, along with the publisher's journalistic standards, play a part in formulating a policy of news handling.

Advertising, Too, Has Reader Appeal

What is found in the advertising columns of the modern newspaper has almost as strong a bearing on circulation as what is offered in the sections devoted to news and news features.

Women readers particularly are interested in the advertisements of food stores, ready-to-wear shops, department stores, appliance stores and drug stores. Household needs must be met and the newspaper is the family's most convenient informant regarding available values at local stores.

Men are interested in the advertisements of sporting goods shops, hardware stores, implement stores and motor car and tractor agencies. Rural subscribers watch closely for the announcements of farm auctions.

All members of the family scan each issue for movie ads and announcements of other entertainment features.

The extent, too, to which advertisers give complete information concerning their merchandise and the degree in which their ads are made attractive have their effect on reader interest and response. Color in advertising, suitable illustrations and attractive use of space not only bring better results for advertisers, they also build circulation for the newspaper.

A strong selling point for any newspaper is its classified advertising section. Subscribers read the "want ads" much as they do the news columns because they abound in human interest news as well as provide answers to the most common of human needs.

Content Influences Sales

"Never forget," says Ben Reese, former managing editor of the St. Louis *Post-Dispatch* (circulation 396,603, population 856,796), "that content is the ingredient we are selling, or trying to sell. Content is the big influence on sales — not only in acquiring new subscriptions, but also in retaining the old ones. If content is lousy or mediocre, your task is complicated. You may suffer a heart attack in trying to overcome editorial deficiencies by crack salesmanship."

In an article full of practical suggestions in *Circulation Management*² Reese lists the following questions that every publisher or circulation manager should ask himself relative to the circulation situation facing his newspaper:

1. Has my newspaper pulling power for the circulation department?
2. Is it publishing the right features — features of real interest to my readers?
3. Is it trying to attract the interest of teen-agers, in the hope they will become accustomed to the paper and buy it when they have homes of their own?
4. Has the newspaper warmth and friendliness?
5. Is my newspaper informing the community accurately, in good taste and with responsibility?
6. Is it doing its best to improve the community, and to contribute to all parts of its social, economic, civic, educational and even spiritual life?
7. Is it helping to elect honest and capable officials, even to the school boards, regardless of party labels? Is it trying to get rid of incompetency or dishonesty in public office?
8. Does it invite the reader to step into the newspaper with anticipation, pleasure and confidence?
9. Is it acceptable at the family fireside?
10. Is it well printed and well balanced in news and feature presentation? Or is it a smudgy, careless conglomeration?
11. Does the reader understand clearly what our reporters have written, or what we have printed under a telegraph dateline?
12. How are we presenting pictures and captions? Are we using the right pictures? Are they big enough, or too small? Are they worthwhile from the point of general reader interest, or are they a waste of space, a waste of valuable newsprint?
13. Is my newspaper well organized on content? Do readers find things where they are accustomed to seeing them?
14. Is there variety and balance in content?
15. Do the contents provide an accurate reflection of the community in general and its activities of the last 24 hours?
16. Do we present news without fear or favor?
17. Have we impaired reader confidence by suppression of news — news about anyone, even ourselves, our editor, our publisher or our biggest advertiser?
18. Has my newspaper a conscience, and is it making that conscience clear to the readers?
19. Is there anything on Page 1 of interest to women?
20. Is there human interest news on Page 1 and throughout the newspaper?
21. Is our sports editor aware that television has brought a new crop of readers, namely women? And do we all remember that women spend the family's money and usually rule the roost, even to the choice of newspapers?
22. How much of the reader's time has been lost to television?
23. What adjustments have been made, or should be made, to meet the competition of television for the reader's time, the circulation dollar and the advertiser's dollar?
24. What effect has television had on comics, the good old standby in features?
25. Has my newspaper pulling power for the advertiser?

² *Circulation Management*, June, 1955, pp. 15-16.

The above questions, proposed by Reese, all help analyze the problems related to circulation, and suggest areas of improvement.

MUST KNOW THE COMMUNITY

Knowledge of the community's prospect of growth and advancement is as important as an understanding of its readership needs and the publishing techniques to be applied.

A study of the entire trade territory should be made so as to ascertain the principal goods and services that are offered, the number and size of the towns in the area, the schools, churches, mail routes and service centers. Of particular importance are the schools — their quality as well as their number. Nothing means more to a community than its young people. To what extent is the community providing good education, recreational facilities, Boy and Girl Scout organizations, 4-H Clubs and other important youth organizations? These are all conditions that affect a newspaper's circulation possibilities.

The economic condition of the community and the people who live in it also influence circulation. What is the assessed valuation of property in the town and county? How many persons own homes? How many new businesses have been started within the year? Is the population decreasing or growing? Is it a thriving business center or not? How progressive are the business and professional men of the community? Is there an active Chamber of Commerce, and are there service clubs? What are the marketing facilities and trade possibilities? Are the merchants doing all they can to promote growth? Is the community interested in selling itself to its home people and the outside world?

City's Financial Condition Is Important

The kind of city government and the city's financial condition are other points to be considered. What is the bonded indebtedness? What is the condition of the utilities, the streets, the sewage system, the fire department, the police department, the public buildings?

These are all factors in building circulation and developing a sound newspaper business, points that a person going into a new community to establish or purchase a newspaper will want to investigate thoroughly. Even the most firmly established community newspaper needs to review these conditions from time to time.

"Publishers, editors, and circulation managers must be well grounded in community history and previous record of performance," says Henry T. Larsen, manager of circulation and maintenance for the Racine, Wis., *Journal-Times* (circulation 30,694, population 71,193). "They must know intimate details of the community growth, expansion, evolution — its trials and errors, tragedies, disappoint-

ments, and achievements. But *above all* they must know the sources of new potential news markets. They must keep on digging, developing, expanding to cover fields not previously tapped. Most newspaper successes can be attributed to exploitation and development of fields not previously developed."

Should Feature Local History

Knowledge of the community's historical background and its general interests often helps a publisher to perform unusual acts that draw him close to his people and attract attention to his newspaper.

William C. Postlewaite, publisher of the Gatlinburg, Tenn., *Press* (circulation 1,675, population 1,301) and the Sevierville, Tenn., *Sevier County News-Record* (circulation 2,450, population 1,620), has developed a Mountaineer Historical Exhibit, which grew out of a series of stories carried in his papers regarding the pioneer mountaineer. Many old-time pictures were used to illustrate the stories and when they had served their purpose in the engraving room they were framed and put in a one-room exhibit with other pioneer artifacts collected by Postlewaite. Now the exhibit has grown to be a typical mountain village, consisting of three museums, an old-time blacksmith shop, a working moonshine still (with water, of course), a restored log school house, a water-powered grist mill, a log barn and a country store.

History is a circulation stimulant in any area. Many weeklies and small dailies located in the very shadow of metropolitan influence have developed healthy circulations despite almost thorough coverage of their immediate areas by city papers, by giving close attention to community history, interests and needs.

MUST BE ORGANIZED TO SERVE

Knowledge of the possibilities of circulation development must be followed with action. No newspaper develops a great readership through its appeal alone. Even though it be the best newspaper in the nation, means must be provided to acquaint the public with its features and services — the newspaper must be sold.

In these days of rapid communication and transportation, news is good only on the day it is published. It quickly loses its freshness and its market value. Therefore, the newspaper must be delivered to readers as promptly as possible.

When the Salina, Kans., *Journal* (circulation 26,525, population 26,176), instituted airplane delivery for that area, its circulation in sixteen towns of three counties doubled in three years. Arrangements were made with a licensed pilot to fly 180 air miles and deliver 1,500 papers per day, five days a week. The papers were wrapped in round

bundles, and each dropped from a height of 20 to 50 feet to a carrier waiting at the edge of town.

It is only when newspapers study carefully their community needs and provide means of answering them that they experience circulation growth. No other work connected with the publishing of a newspaper requires more alertness, enthusiasm and application to duty. Success in selling, delivering and collecting calls for careful organization and constant search for new methods.

"As a circulator you are a sales specialist. It is your job to know what you have to sell, who your readers are, what they read and why. With such facts at your finger tips, you can do a better sales job."

— H. PHELPS GATES,
Circulation Manager,
Christian Science Monitor

CHAPTER 4

How the Circulation Department Is Organized

IN MOST INDUSTRIES, selling, delivering and collecting for the manufactured products are entirely separate responsibilities carried out by separate crews. But in a newspaper organization these three details, connected with circulation, usually are supervised by a single individual or are carried out in a single department equipped and manned to give the closest attention to all three.

On a weekly newspaper, the publisher often finds it advisable to be his own circulation manager, selling his paper, closely directing its delivery and doing most of the collecting. A weekly newspaper with most of its circulation by mail and sales at newsstands requires a different set-up than one needed by a daily paper depending practically 90 per cent on carrier delivery.

On a small or medium-sized daily, certain members of the circulation department are mainly responsible for selling, others for delivery, and still others handle the collecting, but a majority of those connected with the circulation department perform some part of all three duties.

On a large newspaper, a person familiar with all elements of circulation operation heads the department, and persons under him direct sales, delivery and collections. Each has a definite responsibility, but even the person who sells subscriptions exclusively is always conscious of the important bearing that careful delivery has on the permanent results to be obtained from his work, and the collector operating on a commission basis is interested in increasing sales for the benefits accruing to himself from an enlarged list of subscribers.

This combination of responsibilities again is illustrated by the newspaper carrier-salesman, who is as diligent in selling and collecting as in delivering. In addition to delivering the paper each morning or evening to the 50 or more homes on his route, he makes regular calls each week to collect from his customers and to obtain orders from persons who are not already subscribers.

"Because of this three-part responsibility of selling, delivering and collecting," says the Texas Circulation Managers Association in its book, *Newspaper Circulation*, "the circulation department of a newspaper must be ever active. To rest on past accomplishments or ever to feel satisfied with the volume of circulation enjoyed, or with the service rendered, invites disaster. There can be no weak links in the circulation organization. Every member of the department must be constantly on the alert to obtain more circulation and to improve and extend the service. This applies to the circulation manager on down to the junior clerk."¹

TEN FACTORS INFLUENCE CIRCULATION DEPARTMENT SETUP

Because of the variety of conditions that may exist within communities and newspaper plants, no uniform pattern of organization for handling circulation can be devised. The personnel required and the division of responsibilities depend largely on:

1. Number of papers distributed.
2. Manner of handling papers.
3. Equipment for handling and accounting.
4. Size of territory to be covered.
5. Bulk of the paper to be delivered.
6. Time of going to press.
7. Transportation facilities available.
8. Variation in local conditions.
9. Reader acceptance.
10. Management's interest in circulation.

Amount of Circulation Affects Organization

Publishers of weekly newspapers with small circulation and with delivery mainly by mail ordinarily feel that they do not require the services of a full-time circulation manager. At the Red Bank, N. J., *Register* (circulation 15,535, population 12,743), circulation is handled by a full-time clerk and a part-time collector, supervised by the business manager (see Fig. 4.1). In the office of the Stafford,

¹ Texas Circulation Managers Association, *Newspaper Circulation*, The Steck Co., Austin, Tex., p. 69.

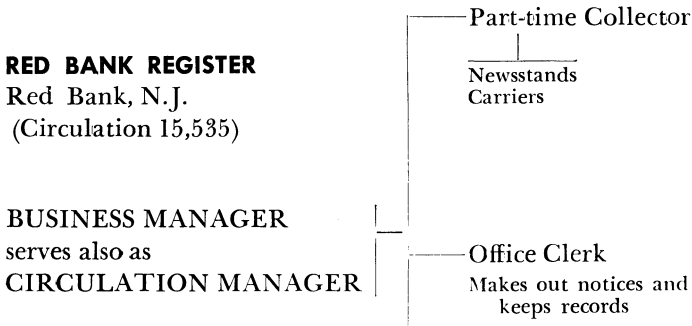


FIG. 4.1 — Showing how the Red Bank, N. J., **Register**, a large weekly, manages circulation when much of the delivery is by mail.

Kans., *Courier* (circulation 1,302, population 2,005), an office girl spends about two hours each week sending out expiration notices, follow-up letters and circulars. The selling, delivering and collecting are done almost entirely by mail. A bookkeeper in the office of the Rock Rapids, Iowa, *Lyon County Reporter* (circulation 2,936, population 2,640), does practically all the work pertaining to circulation, which consists mainly of mailing out notices when subscriptions are due.

The organizational setup for circulation in the office of a daily newspaper with less than 10,000 subscribers also is quite simple. The circulation manager will perform many of the duties that on larger papers would be handled by two or three men. Additional help will consist probably of two assistants and approximately 50 carriers. An assistant manager will supervise the carriers, and an office clerk will keep books and handle correspondence.

A survey of 66 Midwest daily newspapers by Willard P. Horsman, circulation manager of the Bloomington, Ill., *Pantagraph* (circulation 38,586, population 34,163) revealed that only six of 21 newspapers in the 3,000 to 10,000 circulation class had district managers. On the smaller newspapers it was common practice for the circulation manager to be city carrier supervisor or district manager along with performing the duties of bookkeeper, sales manager and sometimes office boy.

A larger force is required to handle a daily circulation above 12,000, although many responsibilities still may be centered in a single person, thereby holding the staff to a comparatively small number. This is the situation at the Kewanee, Ill., *Star-Courier* (circulation 12,754, population 16,821). Each member of the circulation force performs in several capacities (see Fig. 4.2).

K. L. Buckley, circulation manager of the *Star-Courier*, supervises 75 city route carriers, takes care of all mail subscriptions and correspondence, makes and files all circulation reports, keeps the ABC

KEWANEE STAR-COURIER

Kewanee, Ill.
(Circulation 12,754)

CIRCULATION MANAGER

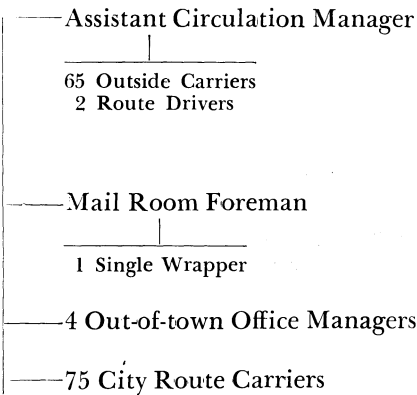


FIG. 4.2 — Showing Divisions and Personnel required for the Circulation Department of a middle-sized daily, the Kewanee, Ill., **Star-Courier**.

records and supervises the offices in outside towns, in addition to performing his regular executive duties.

His assistant circulation manager supervises 65 outside carriers, runs the stamping machine in the mail room, makes out bills for carriers, sends out renewal notices to mail subscribers and holds himself in readiness for any other detail that may require attention.

Two route drivers play an important part in taking *Star-Courier* papers from the press and sending them on their way to subscribers. One of these assists the mail room foreman during press run, later drives a route to outside towns and delivers "complaints" after his run is completed. The other driver, in addition to delivering on his route, bundles papers and makes signs for newsstands and street racks. Both drivers collect from news dealers to whom they deliver papers.

Another person on the *Star-Courier* circulation staff takes copies to persons who failed to receive papers due to faulty delivery and at mailing time handles the "single wraps," papers that must be wrapped singly when only one paper is mailed to a town. Usually several copies in each mailing must be handled in this way.

The *Star-Courier* has offices in four small towns of its circulation area — Princeton, Galva, Toulon and Cambridge. In charge of each office is a person who looks after circulation, news and advertising obtained from persons in the district.

Even on newspapers of more than 30,000 circulation may be found persons with dual responsibilities in the circulation department or in the mailing room. At the Battle Creek, Mich., *Enquirer-News* (circulation 36,972, population 48,666) the mail-room foreman serves also as transportation manager, supervising all truck drivers as well as all mailers. The mailers count and stamp all bundles for mailing and label bundles for delivery. The drivers deliver over 500 bundles of papers daily throughout the city and outlying districts.

Manner of Handling Helps Determine Personnel

The press run alone does not determine the personnel requirements of a newspaper's circulation department. Even in a city of medium size, the way the papers must be handled determines how many carriers will be required and how much bookkeeping and record keeping will be done in the business office.

The Gary, Ind., *Post-Tribune* (circulation 51,558, population 133,911) is organized particularly to give good home delivery service (see Fig. 4.3).

Working under the circulation manager are an assistant manager, a city manager, suburban manager and a newsstand and street sales manager. The city manager has under him 10 district managers, 10 district captains and 620 carriers. The suburban manager, who supervises circulation in the outlying areas, has under him 3 district managers who direct 130 boys in selling, delivering and collecting.

Other administrative officials in the *Post-Tribune's* circulation department are the promotion manager, the chief clerk and the mail-

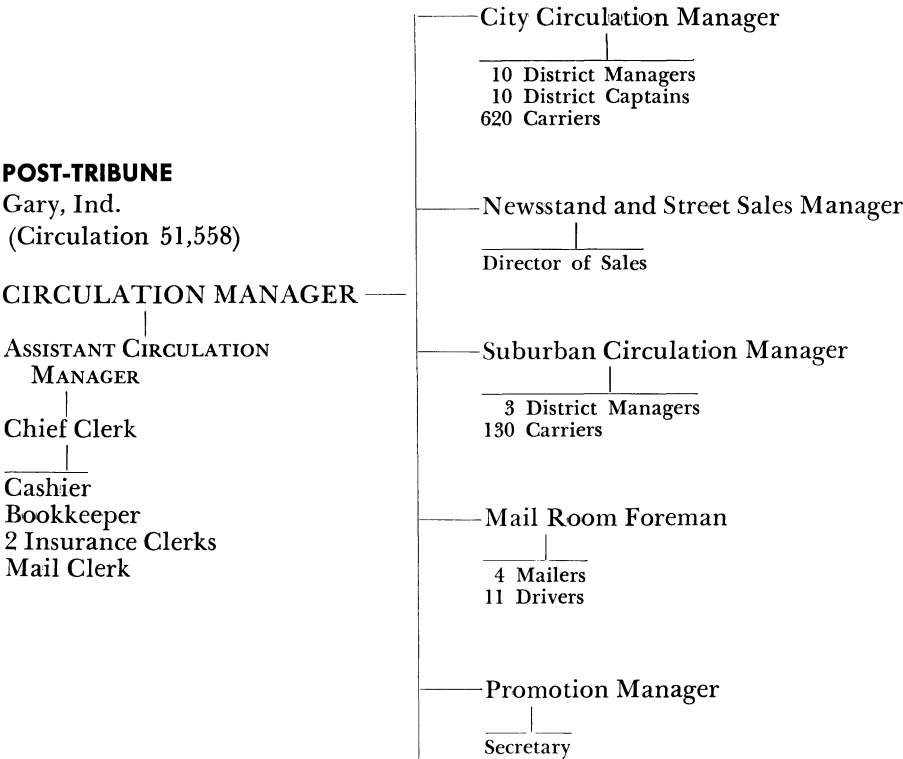


FIG. 4.3 — Divisions and Personnel of Circulation Department of the Gary, Ind., *Post-Tribune* illustrate needs of increasing management to handle increased circulation.

room foreman. A secretary assists the promotion manager in the preparation of promotion material and in setting up activities with the carriers and street salesmen. The chief clerk, who takes care of all money receipts and expenditures, bookkeeping, record keeping and correspondence, is assisted by a cashier, a bookkeeper, a mail clerk and 2 insurance clerks handling 25,000 reader service policies which are sold in combination with newspaper subscriptions and for which collections are made at the same time as for subscriptions. In addition to supervising all work pertaining to mail circulation, the mail-room foreman also handles all complaints regarding delivery service. In handling the mail he is assisted by 4 mailers and 11 drivers.

"Our circulation problems in Gary are not typical of a newspaper our size," says W. C. Todd, circulation manager. "Only 1.4 per cent of our circulation is by mail. Our district managers double as mailers or drivers."

Much Depends on Equipment

Modern equipment in the mailing room and in the circulation accounting department helps to reduce personnel. The time-saving qualities of mechanical equipment are recognized in the offices and plants of many weeklies and small dailies as well as by the metropolitan press.

When the Santa Rosa, Calif., *Press-Democrat* (circulation 30,445, population 17,902) installed a semiautomatic bookkeeping machine in its circulation department it reduced its office staff 50 per cent and gave to its district men a bonus of time to be used in developing routes (see Chap. 17).

Situations vary from newspaper to newspaper. When a greater portion of the newspaper's circulation is delivered by mail, fewer carriers are required but more clerks are needed in the mailing department. Considerable correspondence is required also for the handling of renewals, but perhaps no more than is needed to maintain relations with outside carriers and dealers. There must also be sufficient clerks to handle phone calls on "starts", "stops" and "complaints." No employee should be rushed or overworked to the extent that efficient service and courteous attention to details are neglected.

Extent of Territory Affects Personnel

The extent of the territory in which the newspaper circulates has a strong bearing on personnel and delivery equipment. Large newspapers employ fleets of trucks and sometimes airplanes to make deliveries in outlying areas — the number depending on the distances to be covered and the stops to be made. While the circulation department personnel remains much the same the year around, it may expand or shrink at certain seasons of the year and it naturally increases when new territories are opened and special campaigns are planned.

Newspapers with circulations of approximately 100,000 require a large number of district managers, roadmen, truck drivers, carriers and office clerks. Every area in which the newspaper circulates must be given efficient carrier service and all possibilities for expanding the newspaper's circulation must be recognized. As circulation grows, more clerks and bookkeepers are required to put out the increased number of statements, letters and reports.

It is important to keep the organization as simple as possible and the authority direct, even though the number of details to be cared for are enormous. The Fresno, Calif., *Bee* (circulation 95,552, population 91,669) has been unusually successful in this respect (see Fig. 4.4). In order that authority may flow evenly and promptly through the ranks, the circulation department is divided into five main sections: (1) city circulation, (2) country circulation, (3) trucks and routes, (4) promotion, and (5) office. Over each division is a manager responsible to the circulation manager.

The city circulation department makes contracts with new carriers, maintains delivery service, collects for papers and promotes new circulation in the residence area. It also supervises sales at newsstands. The manager of this department has under him 11 district managers, 4 rotate and vacation district managers, one home delivery supervisor, 450 city carriers, a street sales manager, 10 all day vendors, 20 afternoon street boys and 5 women newsstand drivers. The women drivers make delivery to and supervise sales at 200 stands in the city. They are in business for themselves, buying the papers at wholesale and selling them to the stands at a profit for themselves.

The country circulation department makes contracts with agents in larger cities of the area and promotes agents' carriers. It also makes contracts with carriers in suburban areas, directs carriers, maintains service, collects from agents and promotes new circulation. In this work the country circulation manager is assisted by 4 roadmen, 35 motor route drivers who serve subscribers in the rural areas, and 2 stenographers.

The trucks and routes department is headed by a dispatcher who directs 5 main truck drivers, 33 contract truck drivers who haul papers to many points in the country districts, and 5 company employee drivers who haul all city newspapers plus loads to the rural area for distribution to relay drivers.

The circulation office handles all starts, stops and complaints; takes in all circulation cash over the counter and prorates all paid-in-advance subscription money to carriers and dealers. The office manager is assisted by 9 full-time office girls and a part-time night stand-by, who receives complaints by phone.

The assistant circulation manager serves also as promotion manager. Two girls, under his direction, prepare all promotion material for the circulation department.

FRESNO BEE

Fresno, Calif.

(Circulation 95,552)

CIRCULATION MANAGER

CIRCULATION SECRETARY

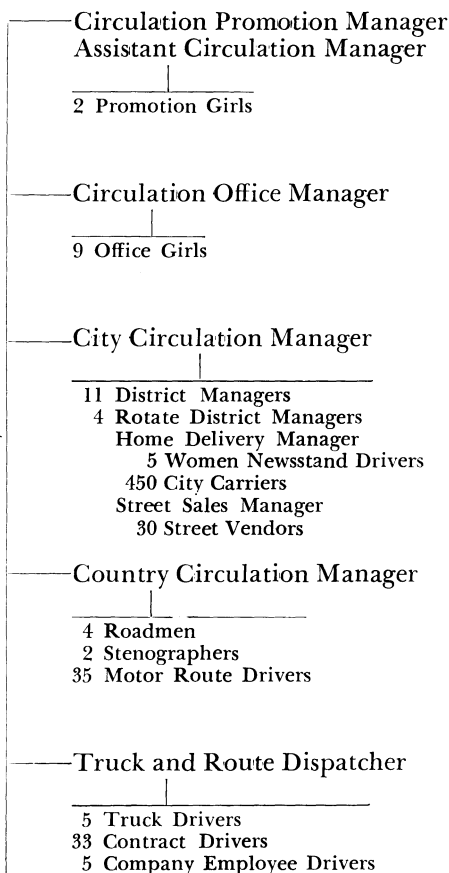


FIG. 4.4 — Divisions and Personnel of Circulation Department of the Fresno, Calif., *Bee*, show coordination between five main divisions.

Size of Paper Affects Delivery Speed

The number of sections and pages the paper contains also affects the extent and speed of delivery. A bulky newspaper requires different handling from one of a few pages. The sections must be stuffed one within the other at rapid speed. Unless proper equipment is provided for this, extra personnel is required. When papers are composed of many sections a real burden falls on the mailing and delivery departments. Carriers are forced to handle fewer papers in a load and to make more trips or have assistance in covering their routes.

A metropolitan newspaper, which has lately installed the newest and speediest stuffing equipment, at one time employed 70 inserters to put *Parade* magazine and the colored comic section into the sections of its Sunday paper.

For a newspaper like the Des Moines, Iowa, *Register and Tribune* (combined circulation 355,089, population 177,965), located at a state capital and covering news from all areas of the state, the organization to handle circulation is quite extensive (see Fig. 4.5). Deliveries are made to homes, carriers, newsstands, and dealers located many miles from Des Moines. A large sales organization and active promotion department are maintained to keep the circulation at its high level and to increase it in areas where it is not at the saturation point.

To do all this and take care of other circulation details, the department has six divisions: (1) traffic, (2) mail subscriptions, (3) city circulation, (4) country agencies, (5) country carriers and dealers, and (6) daily rural weekly pay and Sunday farm delivery.

The traffic division handles all transportation matters. It consists of a traffic manager, an assistant traffic manager, 2 clerks, and 412 contract truck drivers.

The mail subscription division promotes the sale of and handles the records on paid-in-advance mail subscriptions. The crew of this division consists of a manager and assistant, one field supervisor, 30 commission salesmen, and 19 persons working in the office.

The city circulation division handles all circulation in Des Moines and immediate vicinity. The force there consists of the city circulation manager, a zone manager, 13 district managers, 26 branch managers, 9 clerks, 816 carrier-salesmen and 16 motor carriers.

The country agencies division takes care of circulation in 49 larger outside cities. In this division are a manager and assistant, 4 traveling superintendents, 56 agency managers, 4 persons working in the office, and 3,412 carrier-salesmen.

The country carriers and dealers division handles the circulation for all other towns and villages with a force consisting of a manager and 2 assistants, 4 field executives, 22 district sales managers, 10 persons in the office, 63 motor carriers, and 3,107 carrier-salesmen.

The rural weekly pay and Sunday R.F.D. division directs the circulation of the Sunday *Register* in rural territory. The crew consists of a manager and 2 assistants, 3 field executives, 26 farm service supervisors, 6 office clerks, and 1,266 farm service route salesmen.

The entire circulation department personnel of the *Register and Tribune* consists of 76 salaried employees, 56 agency managers on commission, 30 subscription salesmen on commission, 7,336 boy carrier-salesmen, 1,329 adult route salesmen, 412 contractors on truck delivery service, 61 field supervisors, 13 field executives, and 18 office executives and assistants.

Press Time Also a Factor

Newspapers may increase circulation by adjusting their going-to-press time to make convenient the use of available transportation facilities. Dailies ordinarily issue two or more editions: an early one

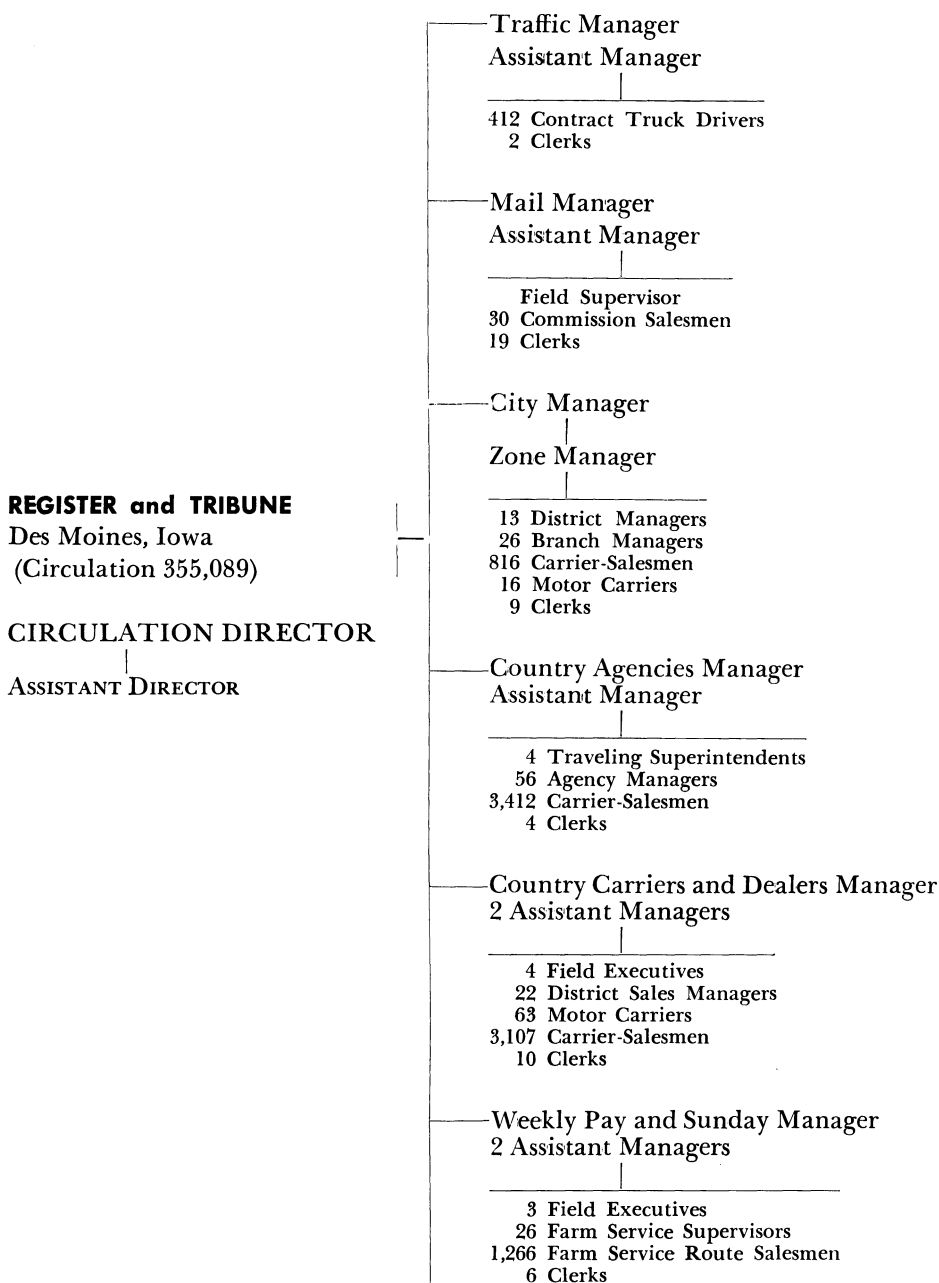


FIG. 4.5 — Divisions and Personnel of Circulation Department of the Des Moines, Iowa, **Register and Tribune** reflect the needs of newspapers distributed over a large geographical area.

for the mail and for trucks that carry papers to distant points, and a later one containing more up-to-the-minute news for delivery to homes in the immediate area and for street sales.

Getting the paper out to all readers as rapidly as possible is a task which requires much planning and coordination. For the Houston, Tex., *Chronicle* (circulation 202,888, population 596,163) it represents the combined efforts of 1,200 independent carriers, 300 news vendors, 250 newsstand and drugstores, 15 traveling representatives, and over 1,500 distributors in the outlying districts.

The later a newspaper can go to press, the more late news it can carry to its readers and the easier it becomes to hold circulation volume. The Jefferson City, Mo., *Post-Tribune* and *Capital News* (combined circulation 13,868, population 25,099) go to press from 2 to 3 hours later than St. Louis papers which come into the area. They make a strong plea for subscribers on the claim that they carry more late news than other papers serving the territory and still reach readers as early as any competitor.

While coverage of late news is important, readers like to receive their papers as early as possible and carriers of evening papers must have sufficient time to reach homes before dinnertime. If the paper has a very late going-to-press time and the span of time for delivery is brief, the routes must be shorter and more carriers are required. So the advantages of a late or an early press time are determined by local conditions.

Must Consider Available Transportation

Satisfactory delivery service is a vital factor in building and holding circulation. This, however, is no great problem for weekly newspapers delivered by mail. Subscribers in all parts of the county would prefer to receive the paper on the same day it is published, but will accept it any time within the week.

Day-of-publication delivery is almost imperative with daily papers. In some cities trains and buses on regular schedules may conveniently carry most of the afternoon issue to the outlying sections served by the newspaper, while in other cities with no established transportation facilities it may be necessary that the newspaper have its own trucks.

One can well imagine the problem that faces the circulation department of a newspaper at the national capital, where the newsstand demand is great and where the papers go out to the various embassies in the capital and to the nation's representatives in various nations of the world, in addition to a great number of individual subscribers in Washington and all parts of the United States.

Careful study is made of all available transportation in order to provide quickest delivery of the Washington, D. C., *Post Times-Herald* (circulation 382,456, population 802,178). Distribution begins when automatic conveyors deliver the papers in units of 25 or 50

(depending on size of edition) from the presses to the mail room where they are dispatched to the various distribution systems. Those which go by mail are addressed by machine and sent on to the post-office. Those which go to the city distributors are bundled by an automatic tying machine, as are those which go to the suburban and rural distributors, where they are in turn distributed to the carriers and subscribers. Approximately 75 per cent of the readers receive home delivery.

Over 40 mailers are employed in the mail room. Each day the circulation department sends to them galleys of names and addresses, some containing names of individual mail subscribers and others, names of distributors and the number of papers to go to each. Thousands of copies are sent daily to libraries, schools, colleges, educators, and business and professional leaders in all parts of the country. At the same time trucks are speeding papers to close-in points, and trains, bus lines and air lines are carrying copies to distant points.

Local Conditions Create Varying Needs

Circulation departments often are compelled by local conditions to break away from uniformity. The number of divisions within the department sometimes is increased in order to create competition within the carrier group or to provide particular service for subscriber groups.

The Jacksonville, Fla., *Florida Times-Union* (circulation 142,257, population 204,517) divides the work in its circulation department into two main divisions, one taking care of city circulation and the other of state circulation, and each of these divisions has two sections. A total of 525 carrier-salesmen, divided into five sections, delivers papers in the city. The state circulation division is divided into two sections of about equal personnel with a division manager over each section. This provides more careful supervision of the various districts and gives opportunity for competition between the state and city groups. There are 19 districts in the city and 12 districts in the state. In addition to the city and state managers working under the circulation manager are an office manager, two carrier counselors and a clerical force of fourteen (see Fig. 4.6).

The circulation manager plans and directs the entire operation while the city circulation manager and the state circulation manager give special direction to activities in their respective divisions. The office manager supervises the clerical staff. Division managers plan and supervise the functions of a major division, while supervisors and roadmen direct activities in designated sections of the city and out in the state. District advisors are responsible for sales, service and collections in districts to which they are assigned. They give advisory service also to contractor carrier-salesmen.

Carrier-counselors on the circulation staff of the *Times-Union* are

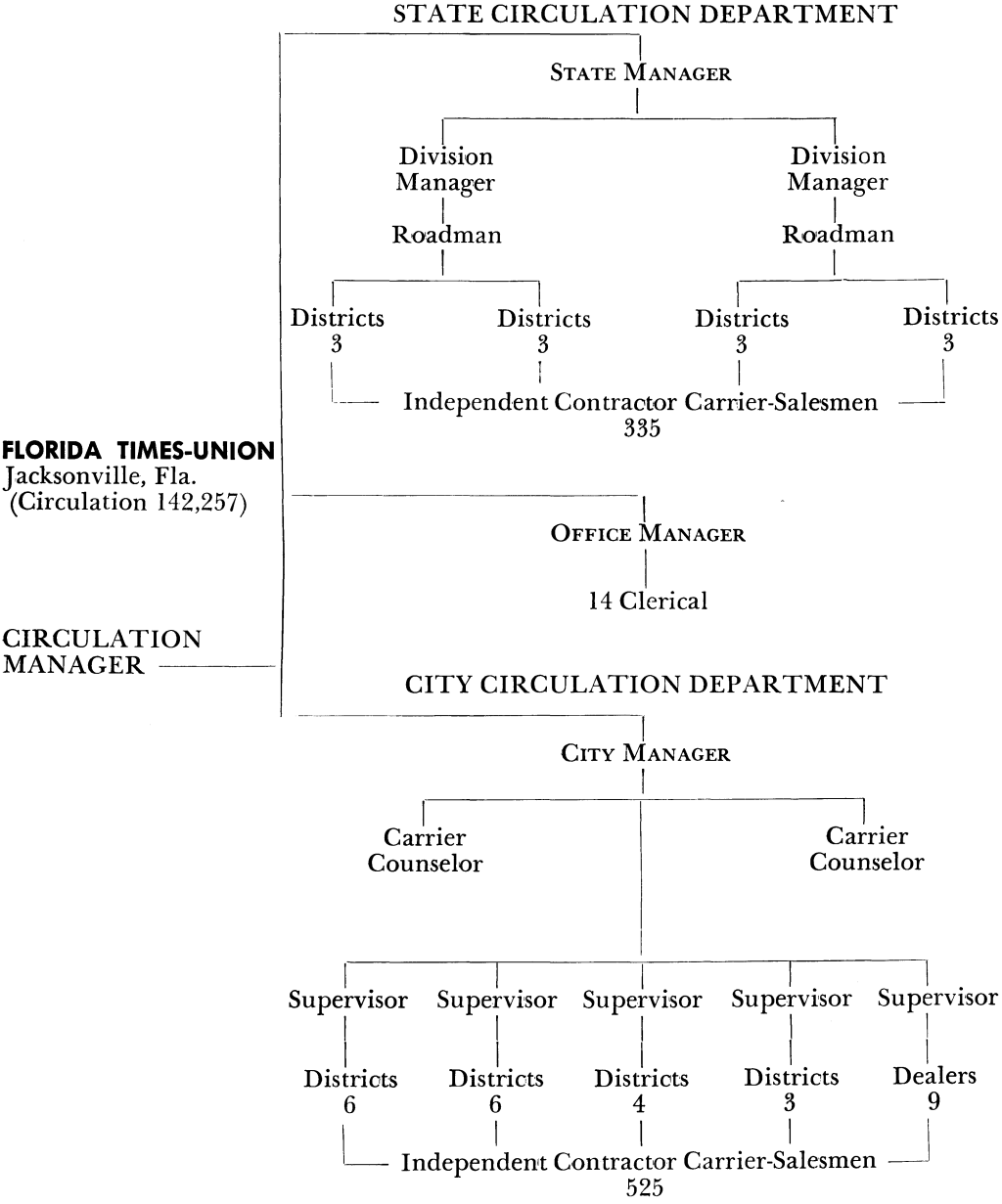


FIG. 4.6 — Divisions and Personnel of the Circulation Department of the Jacksonville, Fla., **Florida Times-Union** show a dual setup for city and state managers.

women specially selected to contact parents of carriers, particularly junior carriers. These counselors explain to parents the contract terms, bill payment plan and route work desired. This has done much to increase parent cooperation and to improve public relations.

Adapting its circulation department to meet area needs, the St. Paul, Minn., *Dispatch* and *Pioneer Press* (combined circulation 214,768, population 311,349) operates in three divisions: (1) city circulation, (2) country circulation, and (3) mail subscriptions.

In the city circulation division are two home delivery managers, one motor route manager, one dealer and street sales manager in addition to the district managers. The home delivery managers supervise the activities of the district managers.

The motor route manager performs the same duties as the district manager, but handles adult carriers, who distribute via automobile. The dealer and street sales manager is in charge of distribution on street corners and through drug stores. He has two salaried street sales managers, and these work directly with street sellers and nine contracted distributors, who buy newspapers wholesale and resell to drug stores. Clerks in the office handle "stops", "starts", "complaints", etc., over telephone, and wait on the public at counter in addition to routine clerical work in the office.

In the country division are a country circulation manager, three area managers and twenty-one district managers. The area supervisors are over the district managers, working with them and making replacements when necessary. The country district managers' activities are much the same as those of the city district managers except that they are responsible also for newspapers sold through dealers and on the streets in towns throughout the territory. Agency operators are under contract to handle all distribution of papers in some of the larger towns. The district manager also directs carrier work in the smaller towns.

A traffic manager, working out of the country department, keeps his eyes on the entire trucking operation, making changes or creating new truck runs when necessary. All transportation is by leased contract haulers. If it were not for this arrangement, a larger traffic department would be needed. Seven clerical workers in this department perform the same duties as those in the city department with the exception, of course, that there is a greater amount of correspondence because the district managers are located outside the city.

In the mail subscription department are a mail subscription manager, two field supervisors and five clerical workers. Under the field supervisors are thirty-three mail subscription solicitors who sell direct to farmers on a commission basis. The field supervisors work directly with these solicitors in making sales. Generally, there is not too much of a distribution problem, as all copies are sent through the mails. Clerical help enters subscribers' names and addresses on galleys for mailing.

Reader Acceptance Influences Personnel

Reader acceptance is never the same in any two communities. It varies according to the competition existing and to the nationalities of the people residing in the area.

Competition induces a continuous battle for subscriptions, and the number of communities with more than one newspaper is growing less each year because of the large personnel and extra costs imposed by competition.

Educational standards and civic interests of persons residing in a community have their effect on newspaper circulation. Circulation problems of a newspaper in a manufacturing center are different from those of a newspaper in a college community. Persons of foreign extraction, particularly those who have come recently to this country, respond more slowly to newspaper readership than persons who have lived long in the community.

The Kansas City, Kans., *Kansan* (circulation 29,532, population 129,553) is read by many types of persons, so it must appeal to a divergence of interests. In one part of the city, the choice residential sections, the wealthier people of the metropolitan area have their homes. In another part live employees of the great meat-packing companies, and many of these can scarcely speak the English language. Efforts to add subscribers would prove almost fruitless in this area.

Aims of Publisher Affect Circulation

The aims of the publisher and the circulation manager and their attitudes toward efficiency in the newspaper organization help to determine the personnel in the circulation department. There are so many opportunities to make changes in this department that the circulation manager interested in details might easily allow his enthusiasm to create an organization involving unnecessary expense and cumbersome operation. On the other hand, a circulation manager with limited vision might not organize his department sufficiently to do a maximum job. Furthermore, he might be handicapped in doing so by a publisher or general manager who was unable to see the possibilities of circulation increase or who was more anxious to pay the stockholders an immediate dividend than to improve the quality of the newspaper and in the long run expand its influence.

The circulation department of a newspaper anxious to expand its business and influence must constantly look for new territory to cultivate. It must be organized to deliver the paper to all parts of the territory—within the city, in the suburban areas, out in the county, in the state, and to any part of the nation or the world where the paper may be wanted. It also must be organized to sell and to collect in all this wide territory. A tremendous job confronts the circulation department in developing new ideas, applying new methods and engendering interest and enthusiasm.

“Circulation department personnel is in the key spot to make and hold friends for the newspaper. No other department has the opportunity to come face to face with so many customers and to make a good or bad impression for the newspaper.”

— W. C. TODD,
Circulation Manager,
Gary, Ind.,
Post-Tribune

CHAPTER 5

Responsibilities of Circulation Department Personnel

WELL COMPREHENDED by every successful publisher is the need for a circulation department hard-hitting in its efforts to sell subscriptions, courteous in its dealings with patrons and prospects, and alert to every opportunity for advancing the newspaper's influence. Circulation department personnel can make or break a newspaper.

Both weekly and daily papers must have careful circulation direction and promotion if they are to extend their influence in the community where they are published. To give little attention to circulation other than sending out expiration notices and receipts is to miss out on substantial income from both circulation and advertising, two sources of income susceptible to gratifying increase when carefully and consistently managed.

Everett Sudderth of the Johnson City, Tenn., *Press-Chronicle* (combined circulation 18,535, population 27,864) describes the circulation department as “the liaison between the newspaper and the subscriber. It is of great importance, particularly in a small town, to have circulation employees with a pleasing personality, as a day never passes but they are dealing with the public by telephone, over the counter, or at the front door.”

Personal conduct on or off the job, such as courtesies, cultivating the friendship of every acquaintance and constantly endeavoring to say and do the little things that might tend to please everyone, works wonders in building newspaper circulation.

Robert Taylor of the Flint, Mich., *Journal* (circulation 92,706, population 163,143) adds: "Circulation folks are not only responsible for the delivery of newspapers, but their obligation to the trust imposed upon them goes much further. They must be salesmen, and good salesmen, because in most cases the circulation personnel is the immediate connecting link between the publisher and the public."

Certain standards of conduct and important responsibilities rest alike on all members of the circulation staff, but each member has definite, rigid responsibilities as well. Although these responsibilities have been touched upon in the preceding chapter, they require fuller analysis and emphasis.

CIRCULATION HEAD IS IMPORTANT EXECUTIVE

That the person who directs circulation activities in a newspaper organization carries extremely heavy responsibilities is acknowledged by all who understand modern publishing problems. The paper must have circulation if it is worth anything to the advertiser. It must have advertising revenue and it must rely on revenue from circulation if it is to maintain its existence. Within the past decade subscription rates have been raised by most newspapers so that circulation income provides an important part of the newspaper's revenue.

"This magnifies the position of the circulation manager," says C. W. Bevinger, circulation manager of the Memphis, Tenn., *Commercial Appeal* and *Press-Scimitar* (combined circulation 350,536, population 396,000), "and it increases his responsibilities, demanding a more alert, better educated, higher type person who can competently administer the more businesslike developments that have come to this phase of newspapering."

The Circulation Manager's responsibilities draw upon his abilities from many angles. To a certain extent he serves in ten important roles, each of which requires almost expert performance:

1. Top executive.

In addition to planning and directing the operation of the entire circulation department, he must work directly with the general manager of the newspaper. On larger papers, the circulation manager usually has a number of special assistants, but he is responsible to the general manager for all that is done toward selling, delivering and collecting for the paper. On smaller papers, the circulation manager must do much of the work himself or at least actually and personally direct its progress.

2. Sales manager.

He must direct the sale of the finished product of the newspaper plant just as the sales manager of any factory must successfully direct

the sale of the units his plant produces. Success or failure of the sales department largely determines the success or failure of a newspaper just as in any industry. A newspaper must compete with magazines for the dollars spent for reading material and with television and radio for the hours formerly devoted to reading. In a community where there are two newspapers, they compete strongly with each other for reader attention. The circulation manager must be sales conscious and organize his sales force to canvass every area, and present every sound argument favoring the newspaper; for this, high class salesmanship is required.

3. Auditor.

He must have a thorough knowledge of auditing, for the receipts from circulation come in varied and unhandy denominations, and even the smallest accounts must be accurate. Critical and careful analysis is necessary to keep handling costs at a minimum. Inefficiency in this department soon devours the profits. "His budget is adhered to and he sponsors a businesslike policy," says Donald J. Wood. "He avoids wasteful turnover and high pressure business, and he encourages scientific verification of all new orders and stops. Too, the operating costs per subscriber are investigated, as well as the revenue of the circulation department in relation to those costs. Basic business principles dictate that the successful circulation manager keep his revenue in excess of his disbursements."¹

4. Traffic manager.

Transportation of papers to all sections of the circulation area is a prime responsibility of the circulation department. Where the bundles must be delivered, the time they must be received, by what means they may be transported with greatest economy and speed—all must be coordinated by the circulation manager. He must be familiar with bus and train schedules, airplane flights and all other possible means of transporting his newspaper; he must know the differences in rates of the various services available, the merits of each and their operational procedures. Many newspapers work out special contract hauls with private and public carriers to supplement and improve the service available by railways, busses and truck lines.

5. Lawyer.

He may not need to be a full-fledged lawyer, but he should understand laws concerning interstate commerce, postal laws, laws pertaining to child labor and the rights and demands of labor unions.

¹ Donald J. Wood, *Newspaper Circulation Management — A Profession*, Newspaper Research Bureau, Oakland, Calif., p. 16.

He must have a sound knowledge of contracts and know how to write them so as to define clearly the status of newspaperboys and distributors.

6. *Public relations man.*

This qualification is stressed by M. E. Fisher, circulation director of the Minneapolis *Star and Tribune* (combined circulation 497,784, population 521,718). "We are living in an age of tension," he says, "not only on an international basis but down through many levels to the family unit. Everyone is striving to better himself in one way or another and, in doing so, there is a tendency to 'speak up' even to the point of becoming angry and ignoring such things as friendship, courtesy, manners and poise. A newspaper circulation operation reaches into many, many homes, where the newspaper's influence is greatly felt. The circulation manager and his assistants must be well versed in human relations if they are to be successful under conditions which exist today." A good circulation manager must excel in good public relations for he must build and maintain good will in the minds of the public toward his newspaper and his organization.

7. *Promotion expert.*

"For success in circulation," says James F. Jae, former circulation manager of the St. Louis, Mo., *Globe-Democrat* (circulation 310,243, population 856,796) "promotion really is the keystone." The progressive circulation manager will see that his department produces advertisements of all kinds for all kinds of media, direct mail pieces, brochures and other printed features. He will especially extoll the training and other benefits accruing to newspaperboys in an effort to obtain greater public appreciation of their service.

8. *Social service worker and youth supervisor.*

No circulation manager will dispute his role in that field. He deals with youth at a critical and testing age. He must understand boys and place over them men who know how to interest and influence them. He himself must merit their confidence and win approval of their parents. He must provide for his newspaperboys wholesome recreation and entertainment as well as business training and profitable work.

9. *Personnel manager.*

Working under him are persons of various abilities in many different jobs. The fitting of each to a position for which he is best suited helps to spell success for the department. "It is up to the circulation director to see that each employee in his department feels that he is an important cog or integral part of the department," said

G. Gordon Strong, general manager of the Brush-Moore Newspapers, Inc., in a talk before the Ohio Circulation Managers Association. "Men do not work for money alone and hence each member of the circulation department can be made to feel well rewarded if he is kept advised as to what the department is trying to accomplish and how the part he is playing will help toward the common goal."

10. *All-round newspaperman.*

It is greatly to the circulation manager's advantage if he has had the training, knowledge and experience of a newspaperman, so he may easily comprehend the important relation of his department to all other departments of the newspaper. Lacking that background, he will need an intuitive understanding of the relationship. Frank Thayer emphasizes this point in his book *Newspaper Business Management*.² In an address before the International Circulation Managers Association, he said: "A circulation executive should have an effective appreciation of the editorial phase of the business end and, it would seem, he should be definitely a member of the executive board relative to operations and policies, especially on metropolitan newspapers. The circulation manager is perhaps closer to the public than either the editorial or advertising department." And Donald J. Wood adds: "The efficient circulation manager appreciates that a newspaper is a business enterprise and conducts his department toward the end of increasing the revenue of the newspaper. Above all, he is understanding and sympathetic with other department heads, and makes every effort to have them realize the importance of his department's functions and problems as he seeks to understand their problems and functions."³

Manager May Need Assistants

If the newspaper has a large carrier force and is required to conduct an extensive promotion and sales program, the circulation manager or director usually is provided an assistant manager and perhaps several division and district managers to aid in directing the activities of the department.

ASSISTANT MANAGER

The Assistant Manager may be a "strong right arm" to the manager, assuming many heavy responsibilities that otherwise would fall upon the manager. He usually does much of the counseling with district managers and carriers and maintains a close relationship with all employees, filling in for them when they are on vacation or off

² Frank Thayer, *Newspaper Business Management*, Prentice-Hall, Inc., Englewood Cliffs, N. J., p. 63.

³ Donald J. Wood, *Newspaper Circulation Management — A Profession*, Newspaper Research Bureau, Oakland, Calif., p. 9.

duty for any reason. This schools him in the fundamentals of circulation management and if he is quick to respond to responsibility, he usually is next in line for the top position when a vacancy occurs.

DIVISION SUPERINTENDENT OR MANAGER

Where the circulation is large, Division Superintendents or Managers are required to supervise operations within assigned areas. They emphasize sales and develop competition between carrier groups, offering a multitude of incentives, including merchandise awards, trips and cash for new orders (see Chaps. 7 and 8). They also create promotion material to support campaigns in their respective divisions (see Chap. 15).

DISTRICT MANAGER

To provide more intensive direction, a division may have several districts with a manager over each district. The District Manager's duties include such details as: (1) checking service complaints, (2) making occasional collections of delinquent accounts, (3) keeping records of carriers' progress, (4) selecting new carriers for routes, (5) contacting parents, (6) training carriers to call on new prospects, (7) reselling "stop orders," (8) working with sales crews, and (9) promoting new features through carriers.

Due to required intimate dealings with boys and parents in looking to the development of businesslike methods and manners, division and district managers must be selected with care. For one who serves in either of these capacities, W. E. Messick, circulation manager of the Lynchburg, Va., *News and Advance* (combined circulation 32,168, population 47,727) has set up the following list of qualities he must have:

1. *Knowledge of how to live.* He must live successfully, cleanly and happily in order to lead successfully.
2. *Proper attitude.* He must be vitally interested in the complete welfare of his followers.
3. *Sincerity of purpose.* He must have a purpose and a sincere determination to carry out that purpose.
4. *Confidence.* A man who lacks self-confidence is afraid to act, and a man who does not act, does not produce.
5. *Courage.* Instilling confidence in carriers is not so difficult if the carriers know their leader has the courage of his convictions.
6. *Integrity.* This vital factor in leadership cannot be simulated. Unless a man has it, his ability to lead is lost.
7. *Enthusiasm.* One must be enthusiastic in order to show it and so to inspire it.
8. *Personal appearance.* A good district manager must be neat and clean at all times.

Other Circulation Executives

In the circulation departments of metropolitan newspapers are other executives with heavy responsibilities:

SUNDAY CIRCULATION MANAGER

A Sunday Circulation Manager directs the promotion, sale and delivery of Sunday papers through agencies, newsstands, street salesmen, route men and sales racks. He dispatches pre-date copies to their various sales points on time and in sufficient quantities to meet Sunday demands. Motor route carrier-salesmen who deliver only Sunday papers come directly under his supervision.

CIRCULATION PROMOTION MANAGER

A Circulation Promotion Manager keeps the public sold on the newspaper, strengthens the morale of the carrier force, and assists the newspaper in keeping a close relationship with the community. He prepares publicity material concerning the various features carried in the paper and uses all kinds of media to explain their merits. Working closely with the circulation manager and division managers, he plans and conducts campaigns for both carrier and mail subscriptions and promotes contests for the carrier organization.

TRAINING SUPERVISOR

A Training Supervisor conducts training programs for district and branch managers, independent distributors, street salesmen, solicitors and carriers. He contributes greatly toward efficiency in all sections of the circulation department.

STATE, CITY, SUBURBAN SUPERVISORS

These Supervisors or Advisors work primarily with district managers and distributors in improving service and in building sales. Regardless of whether they work in the city, suburbs, or out in the state, their responsibilities are essentially the same, consisting mainly of working with carriers and cooperating with school principals, Parent-Teacher organizations, ministers, Boy Scout officials and others interested in boy development programs. They are public relations men for the circulation department.

Many Engaged in Selling

In the development of circulation, strong emphasis always is placed on selling.

SPECIAL CAMPAIGNS MANAGER

Many of the larger newspapers employ a Special Campaigns Manager, who plans and directs subscription selling campaigns, mainly through the carrier organization or in connection with the

development of a new circulation area. This requires a man with organizing ability and sales push.

SALES DEVELOPMENT SUPERVISOR

Cooperating with the special campaigns manager may be a Sales Development Supervisor, who continually studies the field to discover opportunities for circulation expansion.

SOLICITORS

Special Solicitors, who call upon homes in the urban and rural areas or make contacts by phone, may be full-time or part-time employees. Many newspapers have on their permanent payroll men who sell subscriptions to and make collections from farmers and other rural residents. Others employ women during certain periods of the year to solicit by telephone or mail. These persons, skilled in the art of salesmanship, usually work on a commission basis, but sometimes are paid a small salary plus commission.

CARRIER-SALESMEN

Other important members of the sales force are Carriers, whose duties are discussed in Chapters 7, 9, 11 and 12. "Carrier-salesman" is the term generally used in describing a carrier because of the great part he performs in selling. On most newspapers he is a young businessman in his own right, buying papers at wholesale and selling them at retail. The circulation manager or district manager gives every assistance possible in the way of counsel and encouragement, but the boy is strictly on his own.

Prompt Delivery Requires Organization

Getting the papers to readers as quickly as possible after they come from the press requires special attention and organization. Metropolitan newspapers maintain large fleets of trucks to take bundles to various points throughout the circulation area. Transportation or traffic problems require capable direction.

TRAFFIC MANAGER OR DISPATCHER

A department for trucks and routes is headed by a Traffic Manager or Dispatcher, who sees that adequate facilities are available for deliveries and that the system operates promptly and smoothly.

Working under the traffic manager may be several assistants, assigned to direct activities in definite areas. Hundreds of truck drivers may be employed or may operate their own trucks under contract.

On small dailies and weeklies men or boys usually are employed as carriers or operate their own delivery businesses as Independent Contractors.

MAILERS

Sorting, bundling and labeling papers to be delivered through the postoffice comprise another responsibility of the circulation department. Some papers must be addressed and wrapped singly. This is all done by Mailers, who must work rapidly in order that there may be no delay in reaching subscribers on local rural routes and in distant areas.

Capable Office Force Is Required

An important detail in connection with circulation management is accuracy in bookkeeping and courtesy in dealing with the public through correspondence and at the counter.

OFFICE MANAGER

In the circulation department of a large newspaper, an Office Manager directs the office personnel in the keeping of all records, making out reports for the circulation manager and general manager, and handling all correspondence. Requiring special care is the compiling of facts and figures for the Audit Bureau of Circulations. The issuing of "starts" and "stops" to carriers and the handling of moneys turned in by carriers are also under the jurisdiction of the office manager.

Other members of the office force of a large newspaper are Mail Subscription Clerks, who continuously check the mailing lists for papers going to persons on rural routes or in distant cities; City Paid-In-Advance Clerks, who keep tab on subscriptions paid well in advance; and Detail and Phone Clerks, who handle small but important details demanding attention mostly by telephone.

IMPORTANCE OF PERSONNEL SELECTION

Due to the vital part that circulation plays in a newspaper's success and the heavy responsibilities resting on the circulation department, great care should be used in selecting circulation personnel.

A lack of attention to this important detail by a number of newspapers was revealed in a survey made by Arthur Diaz, when he was a graduate student at Pennsylvania State College. In contacts with 100 newspapers of 85,000 circulation or more, he learned that less than one-third of them use any kind of tests for applications for supervisory positions. A half-hour interview by the circulation manager usually decided whether the applicant would or would not be hired, even when he had never worked for the firm previously.

Diaz strongly appeals for better procedures in selection, a more varied source of personnel, and better training for staff members. Inward and outward conditions are pressing newspapers toward these goals.

“Approach the prospective carrier in terms of benefits he will enjoy and sell him on why getting new customers will swell his income.”

— JOHN S. SHANK,
Circulation Director,
Dayton, Ohio,
Daily News

CHAPTER 6

How To Obtain Good Carriers

ONE OF THE PRINCIPAL PROBLEMS confronting a circulation department is obtaining sufficient carrier-salesmen of desirable personality, character and stability. While the position offers excellent opportunities for business training and liberal earnings for a few hours of work each day, these advantages are not always understood, and parents sometimes are reluctant to encourage their sons to engage in such part-time work. However, by carefully selecting from the ranks of boys available in the community, and thoroughly selling them on the position, most any newspaper is able to create and develop a capable carrier force. This is done by:

1. Setting high standards for the boys and for the circulation department in dealing with the boys.
2. Working through youth organizations to present advantages to be derived from selling and carrying papers.
3. Using testimonials of prominent business and professional men who in their youth were newspaper carriers.
4. Obtaining cooperation of school administrators and teachers.
5. Selling the position to parents.
6. Soliciting the help of active carriers.
7. Giving effective publicity to activities of carriers and the advantages they enjoy.
8. Developing for carriers a strong recreational program.

HIGH STANDARDS MUST BE ESTABLISHED

Ambitious boys are needed for the carrier-salesman position, and in it are sufficient opportunities to challenge the best in a boy. When a circulation department is set up with high standards of operation and sufficient personnel it gives excellent guidance and instruction. However, general community and home conditions are not always conducive to interesting boys in this important work. When times

are hard and money is scarce, boys usually are anxious for part-time work. When times are good and money is plentiful, circulation will be booming and additional carrier service will be needed but carriers then are more difficult to obtain — the *position must sell the boy*. It must be made sufficiently attractive for a promising boy to want to work.

Profit Must Be Adequate

A prospective carrier wants to know first of all how much money he can make, whether it will be more than he could make at some other kind of work, and whether it will be enough for him to use in obtaining articles or pleasures he desires or needs and which would not be obtainable otherwise. The profit that a carrier realizes, of course, depends on his own initiative and application but he must be convinced of the earning possibilities before he will put his heart into the job. The profit should be enough to keep him satisfied with his job, but not so satisfied that he would not hustle for more subscribers.

Naturally, carriers of daily papers work more hours and have greater opportunity for satisfactory profits than do carriers of a weekly paper. The weekly paper usually has a small circulation and may be delivered to more subscribers by mail than by carriers. However, there are 140 or more weeklies with individual circulations of over 5,000 and at least twelve with circulations in excess of 10,000. A few of these serve 50 per cent or more of their subscribers by carriers.

The Ardmore, Pa., *Main Line Times* (circulation 15,650, population 1,200) delivers 59 per cent of its circulation by carrier. The carrier collects 28 cents a month from each customer, of which 10 cents is profit. Thus, a carrier with a route of 100 patrons makes \$10 a month, working only a few hours of a single day each week. He is more free to find other part-time work than is the carrier of a daily.

Carriers for the La Follette, Tenn., *Press* (circulation 3,731, population 5,797) pay 2½ cents per copy for papers they sell at 5 cents per copy, making a profit of 100 per cent. Carriers for the Red Bank, N. J., *Register* (circulation 15,535, population 12,743) also make a profit of 2½ cents per copy.

The Houlton, Maine, *Pioneer Times* (circulation 3,644, population 8,377) sells for 10 cents and the carrier makes a profit of 3 cents on each copy sold. Some weekly papers, which sell at 5 cents per copy, are wholesaled to carriers at 3 cents each, allowing the boys a profit of 2 cents per copy.

The carrier of a daily newspaper serves his patrons five, six or seven days a week and, therefore, has the opportunity to deliver and collect for many more papers. His profit under the "little merchant" plan ranges from approximately 7 cents to 16 cents per week per subscriber. One publisher estimates that an evening paper with a 30-cent subscription price should allow carriers a profit of at least 10 cents per

week per subscriber, and an evening and Sunday newspaper with a 45-cent subscription price should permit a profit of 16 cents per week per subscriber. Another publisher believes that 7 cents a week per customer is about the right profit for a carrier on a small daily paper.

Many newspapers provide opportunities to earn bonuses and commissions above the amount the carrier receives from serving his regular customers. Thus the industrious carrier is often able to enhance considerably his weekly earnings.

Working Conditions Must Fit Carrier-Salesmen

To properly handle a route, a boy must be in good health and not less than 12 years of age. A wise circulation manager will keep in mind the following points in adjusting working conditions to fit these boys: (1) the length of the route must be such that the boy can cover it in reasonable time; (2) the number and weight of the papers he is required to carry should not be so great that the load is burdensome; (3) arrangements should be made for him to receive his papers at a convenient time and place; (4) the boy should not be so long in carrying his route that he is deprived of time for study and activities he especially enjoys; (5) the bookkeeping and selling he is required to do should be made as simple as possible; and (6) consideration should be given to the risk the boy takes of being injured while making his run. What is being done along these lines by seven daily newspapers with highly efficient carrier organizations is shown in Figure 6.1.

Other Inducements Must Be Offered

Other attractions beside liberal income are offered to carrier-salesmen. Newspapers have done much to make the position appealing, but none, perhaps, has done a better job of recruiting than the Tarentum, Pa., *Valley Daily News* (circulation 20,396, population 9,540), according to *Editor & Publisher*.¹ Most of the time its circulation department has a drawer running over with carrier applications, many of them from areas where other newspapers have trouble recruiting boys. A *Valley Daily News* route means something to teen-agers in the Alleghany and Kiskiminitas Valleys of western Pennsylvania.

Monthly bonuses, bank checking accounts, educational trips, parties, movies, etc., are among the benefits offered carriers by the Tarentum newspaper that enable it to recruit and keep on the job the best available boys in an area where it is in competition with seven other daily papers.

Issued as credit certificates, which can be applied to payment of carrier's bills, the bonuses are contingent upon two requirements: (1) prompt payment of all bills during the calendar month; (2) no

¹ *Editor & Publisher*, Aug. 22, 1953, p. 44.

CARRIERS' SERVICE AND EARNINGS

Paper and Circulation	Customers Served	Route Length	Receives Papers	Carrier Insurance	Profit per Week per Subscriber
Colorado Springs, Colo. <i>Gazette Telegraph</i> (26,073)	150	6 miles	Home	Carrier pays	(cents) 10
Ft. Smith, Ark., <i>Times Record</i> (18,529)	90	2 miles	Home and Street corners	Carrier pays	9½ to 14½
Orlando, Fla., <i>Sentinel and Star</i> (77,196)	125	3 miles	Home and Spots	Paper pays	12
Tucson, Ariz., <i>Star and Citizen</i> (59,955)	125-150	4 to 5 miles	Home	Paper pays part	9 to 11
Pensacola, Fla., <i>News and Journal</i> (79,781)	125	6 blocks	Substations	Carrier pays	16½
San Diego, Calif., <i>Union and Tribune</i> (186,390)	85	2 miles	Home and Street corners	Carrier pays	11
Little Rock, Ark., <i>Arkansas Democrat</i> (81,714)	110	10 blocks	Street corners	None issued	10

FIG. 6.1 — A Comparison of Carriers' Loads and Weekly Profits on seven daily newspapers.

complaints from route subscribers. As an added incentive involving more profit, the bonuses minimize service errors and provide a good selling point to prospective carriers.

To facilitate payment of carrier bills, the *Valley Daily News* was the second daily newspaper in Pennsylvania to set up a carrier checking account system, enlisting the cooperation of 14 different banks in four counties. More than 70 per cent of the carriers immediately opened checking accounts.

All carriers have the option of taking out a 24-hour accident insurance policy, a feature most parents like.

Upon accepting a route, each carrier for the *Valley Daily News* is entitled to a free YMCA membership with full privileges, paid for by the newspaper. More than half of those in the carrier organization are members.

During the Christmas season, an all-day holiday party is held for the carriers at the Y, and at intervals during the year arrangements are made with theaters to have carriers attend good movies free of charge. The biggest lure to the carriers, however, has been the opportunity to earn long-distance trips, all expenses paid.

This promotion program won for the *Valley Daily News* first honors in the annual contest sponsored by the International Circulation Managers Association for newspapers of 15,000 to 40,000 circulation. But of more value than that to the newspaper has been the large crew of capable and enthusiastic carriers the program has attracted.

YOUTH ORGANIZATIONS ARE A DEPENDABLE SOURCE

For carriers with plenty of hustle and character, newspapers naturally look to youth organizations, such as Boy Scouts, 4-H Clubs, High School Key Clubs and Sunday School classes. These organizations foster activities that provide mental, moral and physical development, all so much needed for the strenuous and businesslike job of carrier-salesman, and a valuable list of carrier prospects may be compiled from the rosters of such organizations.

The alert circulation manager, therefore, maintains a close contact with such organizations and sets before their members at every opportunity the benefits to be derived from carrying papers. He attends their meetings, talks to them using charts and movies to show how the carrier performs his daily task. He stresses the carrier actually has a business of his own which, when pursued with diligence and honest effort, will return a handsome weekly profit that may be used to buy needed clothing, athletic goods and other articles or to set up a fund for college education. Brochures and other printed material concerning boys of the community who are happy and prosperous carriers are effective in persuading friends of the carriers to join the ranks and share in the benefits.

Youth organizations may be invited to attend carrier meetings when

carriers are honored for outstanding achievements. There is no better way than this to impress upon prospects the benefits they may derive and the associations they may enjoy by being carriers for the home town newspaper.

BUSINESSMEN'S TESTIMONIALS ARE IMPRESSIVE

Men in every walk of life support the sound fact that carrying newspapers provides good business training for youth. Sid Marks, who as a boy sold papers on the streets of London, and A. M. Emley have published a book called *The Newspaperboys' Hall Of Fame*.² It is a "Who's Who" of distinguished men, all of whom started their business careers selling and delivering papers.

The Dayton, Ohio, *Daily News* (circulation 154,532, population 243,872) has carried the same idea into its carrier handbook by introducing testimonials from six prominent local citizens who, in their youth, carried papers. A Dayton attorney tells how he financed his way through high school and college with earnings from his newspaper route; the personnel director of a large manufacturing concern testifies to the sense of responsibility instilled in him by newspaper-carrying experience; a Dayton banker explains how newspaper carriers acquire habits of thrift; and a judge of the Dayton Municipal Court, one of seven brothers who started their careers as newspaperboys, attests to the almost nonexistence of juvenile delinquency among newspaper carrier-salesmen. Such promotion as this, distributed to prospects as well as active carriers, is certain to enlist new blood and strengthen the confidence and ambition of those already on the job.

The Minneapolis *Star and Tribune* (combined circulation 497,784, population 521,718) also made a fine contribution to newspaper carrier promotion in 1954 when they launched an organization of former carriers, now known as the PRESS Club, the letters in the word PRESS standing for the slogan, "Paper Route Experience Spells Success." The objectives, as outlined by the organization are:

1. To attach maximum prestige to newspaper route experience in the minds of present and prospective carriers, parents, educators and community leaders.
2. To provide a new and dignified vehicle for giving maximum publicity to the value and business training advantages of route management.
3. To attract more and more of the higher type boys as a fundamental way to continually improve service and selling.
4. To help maintain the present climate of public appreciation of the benefits of newspaper route work and to preserve for the future the present day opportunities of teen-age boys to be newspaperboys receiving business training as well as route profits for their efforts.

Within a short time more than 3,000 former carriers applied for membership in the club.

² House-Warven, Publishers, Hollywood, Calif.

COOPERATION WITH SCHOOLS TO FIND DEPENDABLE CARRIERS

One of the best sources for dependable carriers is the public schools, if the cooperation of administrators and teachers may be obtained in making selections. The Elizabeth, N. J., *Daily Journal* (circulation 49,614, population 112,817) fills its carriers' ranks from no other source than from schoolrooms upon teachers' recommendations. Willard B. Gross, circulation director for the *Journal*, describes his system as follows:

When it becomes necessary to obtain a new carrier for a route the district advisor visits the school nearest to the neighborhood in which the route is located. He informs the principal of the availability of the route and requests recommendations. These recommendations are made on Newspaperboy Training Report Cards bearing the names of boys who would qualify for the position (see Fig. 6.2). The advisor next proceeds to the homes of the boys and interviews their parents. After a thorough understanding is established between the district advisor and the parents, the advisor returns to the school and notifies the principal of his selection for the route (see Fig. 6.3). The boy is then given a physical examination and if he is found to be in sound physical health, application is made for a Street Trade Permit, which is required by law. This comes from the state capitol at Trenton and usually is received within five days. The boy then is ready to take over a route.

Elizabeth Daily Journal

NEWSPAPERBOY SALES TRAINING REPORT

Print:	Town:		
1 Carrier's Name	Route No.		
2 Carrier's Address	Tel. No.		
3 Town	Date of Birth	Age (Min. 12)	
4 Date Started	Amount of Papers	School	
Signature	Signature		
5 Teacher	Grade	Principal	Average
Signature			
6 Mother's Name	Birthday—Mo.	Day	
Signature			
7 Father's Name	Birthday—Mo.	Day	
8 Thrift Savings Deposited \$	Hobby		
9 Carrier's Future Ambition			

All Elizabeth Daily Journal Student-Newspaperboys must maintain passing grades in their school work. Those that do not maintain this standard will be temporarily disqualified from their home delivery route. Parents should notify the Elizabeth Daily Journal four (4) weeks prior to their son resigning from his route. Resignation forms are available from all District Advisors.

10 Dist. Advisor	Parent's Signature
11 Supervisor Verification	Terminate

FIG. 6.2 — Newspaperboy Training Report Card used by the Elizabeth, N. J., *Daily Journal*.

Elizabeth Daily Journal

ELIZABETH F. NEW JERSEY

ROBERT C. CRANE
EDITOR AND PUBLISHER

WILLARD B. GROSS
CIRCULATION DIRECTOR

MEMBER OF
AMERICAN NEWSPAPER PUBLISHERS ASSOCIATION
AUDIT BUREAU OF CIRCULATIONS
INTERNATIONAL NEWS SERVICE
ASSOCIATED PRESS
UNITED PRESS

Date _____

STUDENT NEWSPAPERBOY APPLICATION

HOME DELIVERY ROUTE

SCHOOL _____ PRINCIPAL _____

TEACHER _____ GRADE _____ AVERAGE _____

The following Student has School approval to serve an ELIZABETH DAILY JOURNAL HOME DELIVERY ROUTE on the basis of the above average in his school grades.

PRINCIPAL _____

TEACHER _____

(Min. 12)

STUDENT'S NAME _____ AGE _____

ADDRESS _____ TOWN _____

TELEPHONE # _____ PARENT'S SIGNATURE _____

STUDENT'S SIGNATURE _____ DISTRICT ADVISOR _____

APPROVED _____ DATE _____ ROUTE # _____ TOWN _____

It is fully understood that above named student will continue to serve an ELIZABETH DAILY JOURNAL HOME DELIVERY ROUTE in accordance with his school grades; which must be average or above average during his stay as a Journal Newspaperboy. A periodic check will be made of this student's grades.

ELIZABETH DAILY JOURNAL



WILLARD B. GROSS

Circulation Director.

FIG. 6.3— Notice sent to school principal when carrier is accepted by the Elizabeth, N. J., Daily Journal.

School administrators and teachers appreciate the important training that boys may receive by being newspaper carriers and readily comprehend the value of keeping youngsters well employed during out-of-school hours. Dr. Clara E. Cockerville, assistant superintendent of schools in Armstrong County, Pennsylvania, delivered an address at the annual convention of the Interstate Circulation Managers Association, paying tribute to teen-age boys who have assumed business responsibilities through carrying papers.

"They are the young people who have done things," Miss Cockerville said. "In the security that comes from recognition and success they have had no need to turn to undesirable means for getting attention. There you and I have the key to one tangible thing we can do. We can give those teen-agers with whom we work a chance to succeed, and recognition for their successes."

Schools can help the newspaper, and the newspaper can help the schools, by instilling in youth the importance of applying their minds and talents to school work and to whatever other responsibility they assume. Schools can help the newspaper to find the right kind of boys for carriers and at the same time find outlets for boys to develop their business potentialities.

In order to maintain a proper relationship between schools and newspapers in matters pertaining to newspaper carriers, New York State has passed a law, placing carrier boys and street vendors under 18 years of age solely within the jurisdiction of local school authorities. At the same time carriers are covered by workmen's compensation insurance. Issuance or revocation of a badge or certificate for either the street vendor or the carrier is up to the school authority in the district where the applicant lives. Consent of parent or guardian and a physician's bill of health are required. This law was advocated by the New York State Publishers Association and was sponsored in the legislature by Senator George R. Metcalf, news editor of the Auburn, N. Y., *Citizen-Advertiser* (circulation 11,565, population 36,772).

There are few people engaged in the education of young people who do not recognize the value of the experience the newspaperboy gains in meeting the public and in putting his book of knowledge to practical use. Most of them will approve newspaper route management as a wholesome, instructive, part-time occupation for teen-age boys. Published statements by educators will go far toward persuading boys of the community and their parents to look into the merits of a paper-carrying job.

PARENTS SHOULD BE INTERESTED

In obtaining satisfactory carriers it is important that parents of the community be made acquainted with the opportunities for char-

acter-building employment that a carrier position provides. Nothing is more convincing to a mother than the statement of another mother concerning her son's attitude toward the job. Consequently, letters from the mothers of carriers often are published. These usually come in voluntarily but, if not obtained that way, a request often brings them in. The New Bedford, Mass., *Standard-Times* (circulation 62,179, population 109,189) makes good use of such testimonials.

"As a newspaperboy, my son has had an opportunity to cultivate honesty, courtesy and tact while earning his own money," wrote the mother of a *Standard-Times* carrier.

Many types of promotion may be used to sell parents on the carrier position for their boys. The Des Moines *Register* and *Tribune* (combined circulation 355,089, population 177,965) send each month to the parents of their carriers a letter, telling how a newspaper route is good for a boy. The letters are written by C. K. Jefferson, circulation director, and each stresses a different point. These letters appear also in the Sunday *Register*, where they may be read by all parents of the community. The type of good meat appearing in these letters is revealed in the following letter:

CAN A BOY DEVELOP GOOD CHARACTERISTICS?

If you made a list of the characteristics you would like your son to have as he grows up, I am sure you would include these five: (1) good character; (2) thrift; (3) sense of responsibility; (4) pleasing personality; (5) initiative.

A strong foundation for these characteristics is laid in the first five years of a child's life, while he is almost wholly under the guidance and influence of the family. Further development on that foundation then begins to depend upon associations outside the home, in school, in association with other children and in activities undertaken.

Parents worry and watch anxiously to make sure that their son has the right kind of associates, and continues to acquire good instead of bad habits.

Do parents give enough thought and attention to the development of characteristics which will become necessary to the growing boy as he approaches manhood, and which he cannot acquire in home life, in school, or at play?

Take thrift, for example. Parents may teach thrift and undoubtedly do. However, a true sense of the value of money comes when the boy sells his services to somebody outside the family, thereby learning how much effort it takes to earn a dollar.

A genuine sense of thrift follows as the boy figures out how to conserve his own earnings and use them so he will obtain the greatest benefit.

In a similar way, the sense of responsibility results from being depended upon by persons who are not bound to him by family ties.

It is obvious that a pleasing personality can manifest itself only in association with other people. It is the result of a desire to make a good impression on others, and self-confidence in his ability to meet, visit with, and deal with other people.

As a boy grows up his activities should include selling and collecting for his services to other people, and learning how to get along with adults.

Among 52 successful men who were newspaper carriers in their youth, the five characteristics named above are the ones they felt were the truly valuable benefits they got from the business association with all different kinds of people in their newspaper route work. They attribute their later success in large part to the early lessons and opportunity to develop these strong characteristics.

The facts presented in the last paragraph of the above letter were gleaned from a thesis, "Opinions of Fifty-two Former Newspaper-boys," written by Joseph B. Forsee for a Master of Arts degree from the University of Missouri in 1950. Mr. Forsee is now circulation manager of the Sedalia, Mo., *Democrat-Capital* (combined circulation 12,127, population 20,354).

Television and Radio Are Effective

Another feature that has proved successful in interesting parents and enlisting carriers is a brief television program in which a carrier tells something about his activities in school and also pertaining to his route. The Jackson, Miss., *Clarion-Ledger* (circulation 44,317, population 98,271) sponsored two such programs a week on a local television station. An outstanding carrier, dressed in T-shirt with a new carrier's bag over his shoulder, appeared without any introduction. He just smiled and said, "Hi, I am Johnny Jones, *Clarion-Ledger* carrier-salesman on such-and-such a route," identifying the section of town. He then proceeded, "I would like to tell you what my subscribers like in the *Clarion-Ledger*." He went through a sales presentation, telling about his good delivery service with paper neatly folded and placed on the front porch. He concluded with: "So long, see you tomorrow before 6 a.m." The announcer then came in behind the boy, told who his parents were, where he lived, how long he had been on the route, and what his activities were at school, including his grades.

The *Clarion-Ledger* also contributes to carrier morale and parental pride by publishing in its "Voice of the People" column letters, such as the following, from carrier fans:

Dear Editor:

We saw, and were very much impressed with the polished, bright, young *Clarion-Ledger* newsboy on television last night.

Fact is, my wife and I were more than somewhat surprised to see him. He's our own newsboy. We were proud of him. Gordon Boutwell is one of those rare neighborhood youngsters that commands respect and admiration.

He's an industrious youngster, as reliable and dependable as he can be. Ever since we've been in Jackson, we've been fortunate in having fine young men from your establishment operate the route we live on. First we had Billy Duvall, then Billy Kelty, and now Gordon.

Gordon, like the other two boys were, is as prompt as the Naval Observatory time-clock. Come rain, wind or shine, the paper is properly folded and put on the porch in a safe, dry place.

He makes his collections regularly and is one of the few collectors we enjoy coming around. He's a perfect little gentleman and a credit to your organization. We safely predict that, like so many of his newsboy predecessors, he is bound to succeed in whatever undertaking he selects for his future.

The Clarion-Ledger can well be proud of its neighborhood representatives. "They don't make 'em any better."

Yours truly,
Frank & Peggy Marron
740 Valencia
Jackson, Miss.

The Dayton, Ohio, *Daily News*, (circulation 154,532, population 243,872) with the cooperation of the Dayton Educational Television Foundation, sponsored a series of 15-minute TV shows entitled "Here Comes A Business Man," illustrating the training of a newspaperboy. Designed to be of interest to newspaperboys and their friends, the hero of the series was Fred Ellis, a typical newspaperboy who underwent the usual training experiences of a boy operating a newspaper route, with all the customary adventures and achievements. Actors in the series were a group of talented, local young people working under the supervision of the director of the Dayton Educational Television Foundation. This program was instrumental in drawing a number of worthy lads into the newspaper's carrier ranks.

Radio is another excellent medium to use in enlisting carriers. Boys may be interviewed by their circulation managers; local radio personalities or public officials may tell of the benefits to be received from carrying papers; and parents, particularly mothers, may be interviewed. Carriers often are given opportunity to participate in quiz programs and local entertainments, directing attention to the pleasures and benefits of newspaper carrying, thus helping the circulation manager to keep the carrier ranks filled.

ACTIVE CARRIERS CAN HELP ENLIST

Carriers already on the force, with their interest and enthusiastic attitude toward the newspaper they represent, will have a strong influence in lining up other boys to seek a route and participate in its benefits.

The Minneapolis, Minn., *Star and Tribune* hold an annual "Open House" for carriers and for boys of carrier age in each of the communities in which it circulates. This newspaper has 112 community agencies and each has from 25 to 100 carriers supervised from a central office by an adult agency manager. Invitations, enclosing attractive promotion, are extended through the schools. The agency office is

decorated for "Open House" with streamers, balloons, signs, etc., and bulletin boards feature prizes carriers can obtain for new subscriptions. The "Open House" program also is well planned, with a short talk by the agency manager about route opportunities and prizes. Regular carriers and guests are each given a movie ticket and applications are taken from those who desire to have routes as openings occur. The opportunity is given to all to earn prizes by obtaining new customers.

The "Open House" is held right after school and the agency office is open each night during a two-weeks period so the boys can bring in their orders and receive their awards. One year 4,000 carriers and 12,000 noncarriers participated in the program and 21,000 new orders were obtained. M. E. Fisher, circulation director for the *Star and Tribune*, points to four special benefits from the "Open House" promotion: (1) a substantial circulation increase; (2) a sizeable list of applications for routes; (3) a more active carrier staff; and (4) an expansion of good will for the newspaper.

No better testimony to the benefits derived from carrying newspapers can be found than letters from former carriers. In a full-page promotion ad, the Redondo Beach, Calif., *South Bay Breeze* (circulation 16,785, population 25,226) featured a letter from a popular carrier who was leaving his route to take a position with a local bank. The lad wrote in part, as follows:

Through these past five years I have learned much in meeting people and in handling my end of our business agreement. With the help of the circulation department of the newspaper and my route supervisors, the route has built up from the original 98 subscribers to the present 162. I maintained a substantial savings account from which I have been able to support myself through my high school career and one year of junior college. And last October I bought myself a pre-war car.

I am also very thankful for receiving the first trophy for "Newspaperboy of the Year." My parents and myself know how much the newspaper route has helped me through my teens. At this age a boy needs a fine local job which helps him to build for a later occupation through starting a business career young.

PUBLICIZE CARRIER ADVANTAGES

Any recognition given by a newspaper to its carriers helps to enlist other good carriers.

Pay Tribute to Outstanding Boys

Outstanding carriers of the Davenport, Iowa, *Democrat* (circulation 20,954, population 74,549) were honored on a radio program, in which some of the older carriers contrasted delivery methods of the "nineties" with those of the present. The *Democrat* also sent letters and pictures of the winners to their parents, and the school each boy attended was notified that he had been named an outstanding carrier.

The Independence, Mo., *Examiner* (circulation 9,779, population

36,963) one day carried the following tribute to its excellent force of carriers as its top editorial:

No members of the *Examiner's* force have so direct a contact with *Examiner* readers as the carrier salesmen. They sell the paper, deliver it, collect for it and receive the "kicks" and commendations of the readers. They finish the daily job of putting out a newspaper and getting it to the reader. They deliver the finished product and are the only persons connected with the newspaper office who are seen often by those who read the paper. The rest of the force is judged somewhat by the manner and service of the carriers.

The *Examiner's* carriers feel keenly the double responsibility that rests upon them — that of interpreting the interest of the newspaper in giving good service to its readers and that of holding the good will of the subscribers they serve. They must know the product they sell and the public they serve. Judging by the few complaints that are received at the office and by the many nice things said about our carriers, we are convinced that they are doing their job well. We are proud of our carrier-salesmen.

Editorial cartoons also have been used effectively in directing public attention to the newspaperboy's important place in the American way of life.

Newspapers employ many other ways of interesting the public in their carriers and in selling the carrier position.

"Meet your *Daily News* Carrier" was the suggestion of the Effingham, Ill., *News* (circulation 7,486, population 6,892) in a full-page promotion, carrying pictures of the boys who deliver the *News* in 22 towns in six counties. The carriers were described as the "lifeline of the area's only daily newspaper."

The Marinette, Wis., *Eagle-Star* (circulation 8,261, population 14,178) headed a carrier-promotion ad with "Free Enterprise In Action — Right At Your Front Door." "Of his own free choice, your carrier boy is using his spare time to build a prosperous little business," the copy continued. It also showed one of the *Eagle-Star* carriers inserting a folded newspaper under the front door handle of a subscriber's home.

Five Boy Scouts on the carrier force of the Canton, Ohio, *Repository* (circulation 66,151, population 116,912) were saluted in a full-page newspaper promotion when they reached the Eagle Scout rank. Pictures of the five lads were shown, and the copy pointed out that Scouting and carrier training go hand in hand to prepare boys for the business of living.

Beaming from a full-page advertisement in the Sunday issue of the Detroit, Mich., *News* (Sunday circulation 566,471, population 1,849,568) were the faces of twenty carrier-salesmen who had won *News* scholarships. "One of the happiest events of the year for those associated with the Detroit *News* is the annual awarding of scholarships," said the advertisement. "We take great pride in these scholarship winners. Without exception those who so far have been admitted

to college have established splendid records both as students and as leaders in various school activities." Within four years of this special type of carrier recognition the *News* set aside \$27,500 for carrier scholarships.

Buell W. Hudson, publisher of the Woonsocket, R. I., *Call* (circulation 25,938, population 50,211) says: "Fifty-two weeks out of the year our circulation manager and our news executives watch for news about present and former carriers. During the Korean War our column on servicemen frequently noted that a local boy in the army had been a *Call* carrier. One result was that we usually had a waiting list of boys wanting to take over routes when carriers wanted to give them up."

RECREATION AND HOBBY ACTIVITIES ATTRACT CARRIERS

Programs of sports and other activities in which boys are interested are effective means of drawing enlistments for the carrier organization. Baseball leagues, basketball tournaments, football games, spelling contests and ping-pong tournaments sponsored by newspapers for their carriers have drawn into their carrier organizations some of the best boys in a community.

Sports Attract Most Youths

The New Bedford, Mass., *Standard-Times* provides all these means for competition between its carrier boys and for developing their talents and their various interests, and has found them extremely helpful in drawing new boys into its carrier organization for long and efficient service.

The slogan of the circulation department of the *Standard-Times* is: "Keep a boy in Sports and he will stay out of the Courts." The most successful feature of this newspaper's sports program is its baseball league for carriers, exclusively. This functions from mid-June to early September and participation runs as high as 175 boys divided into teams representing the divisions of the circulation area. The two top teams play a little "world series" at the end of the season and outstanding players of leagues are named to an All-Star team which plays other teams in the same age group. This baseball program has produced varsity material for the New Bedford high schools and one year it graduated a player into the Boston Red Sox farm system.

A basketball league is run along the same lines as baseball with some additional games with outside quintets. An annual ping-pong tourney and winter swimming classes complete the sports program.

During July and August the *Standard-Times* carriers compete in baseball, swimming, boating and tennis with boys from Tabor Academy, a naval preparatory school in Marion, Mass., 12 miles from New Bedford. Boys from each city and suburban district are allowed

one full day at the academy where approximately 76 newspaperboys each week are given the full privileges of the school.

Hobbies Attract Good Carriers

Bands, orchestras and other organizations for the development and display of special talents have caused many boys to become newspaper carriers who otherwise would not be interested. Lads who thus apply themselves to cultural development often make the very best carriers.

Stamp collectors' clubs and other types of hobby classes are other attractions that have helped to keep carrier rosters filled with enthusiastic and capable boys.

In the hobby field, the circulation department of the *Standard-Times* features different activities which have sufficient interest to warrant such programs. Outstanding is the Stamp Club, four members of which were pictured on the cover of *Mekeel's Weekly Stamp News*. Hobbyists among the carriers exhibited paintings, clay models, radios, military insignia, art work, model planes, boats and trains at the local YMCA Hobby Show, and a similar show was arranged by the *Standard-Times* during National Newspaper Week.

The most important single activity fostered by the *Standard-Times* for its carriers, however, is a 40-piece newspaperboys band, directed by a prominent New Bedford musician (see Fig. 6.4). The band rehearses two hours each week and has become a regular attraction at local sports events and community functions. It gives frequent concerts at hospitals and orphans homes and plays annually at the New Bedford Kiwanis Club's annual outing for crippled children. The



FIG. 6.4 — Forty-piece Newspaperboys Band, composed entirely of carriers for New Bedford, Mass., **Standard-Times**.



FIG. 6.5 — Five members of New Bedford, Mass., **Standard-Times** Newspaperboys Band constitute this orchestra, which is in great demand for public meetings.

high spot of the band's career came in 1948, when it was selected to play at the memorial services for Babe Ruth at Braves Field in Boston. Out of the band has been organized a newspaperboys orchestra, which plays for many school and social affairs (see Fig. 6.5).

By reason of these various wholesome activities the *Standard-Times* carrier organization is looked upon with high favor by parents and school authorities. J. J. Kelleher, circulation director, says that the newspaper's relations with the school departments are very cordial and that during the school year he receives 10 or 12 calls from school teachers or principals, asking for a route in a certain neighborhood for a worthy boy.

So many other institutions, projects and attractions compete for the interest of youth that the newspaper must use every possible method to keep its carrier ranks filled with dependable and industrious boys.

“Impress upon your carriers that they are part of a great team; that they are among America’s youngest business men; and that your training school was established to help them be successful.”

— ED MILL,
Circulation Director,
Davenport, Iowa,
Democrat and Times

CHAPTER 7

Training and Handling Carriers

BUILDING an efficient carrier organization requires much more than merely convincing boys that they have a good opportunity to earn extra dollars each week during spare hours. Selling the “idea” is but a prelude to the preparation that must take place before a boy is ready to give maximum service. Before qualifying as a full-fledged carrier, he must receive:

1. Full understanding of his carrier status.
2. Acquaintance with all operations in the newspaper plant.
3. Definite information regarding carrier responsibility.
4. Encouragement in selling, delivering and collecting.

MAKE CARRIER’S CONNECTION PLAIN

The boy’s status with reference to the organization he serves is the first point that must be established in his mind and in the minds of his parents. A carrier may operate under one of three plans: (1) he may be paid a salary to deliver the paper, leaving the collecting to be done by someone else on the staff; (2) he may be paid a salary to deliver the paper and also collect for it from the persons to whom he delivers; or (3) he may operate on what is known as the “little merchant” plan, whereby he buys at wholesale rate from the publisher sufficient number of copies to sell and deliver to patrons in a designated area; these he sells at the regular price, and the margin is his profit. In the first two instances, the carrier would be an employee of the newspaper; in the last, he would be an independent contractor. Most newspapers, including the larger weeklies, follow the “little merchant” or independent contractor plan. Some small

dailies and weeklies employ boys just to deliver, while adults do the selling and collecting.

The independent contractor relationship is more acceptable and more generally used because:

1. It presents a challenge to carriers, causing them to develop good business practices and to rely upon their own abilities. They handle the various details with more enthusiasm and care than if working on an employee basis.
2. It throws the responsibility for success largely upon the carrier. The amount of money he makes depends upon the number of subscribers he can obtain and hold.
3. It establishes a close contact between carrier and customer. The boy becomes better acquainted with those he serves and realizes the importance of meeting them with courtesy and honesty.
4. It eliminates many bookkeeping details that otherwise would prevail in the business office of the newspaper. Carriers themselves keep accounts with their customers.
5. Newspaperboys under 18, who enter into independent contractor relationship with a newspaper, are exempt from Federal Unemployment and Federal Social Security Acts, but not from Federal and State Labor Laws. This develops an understanding of the technicalities of laws.

Carriers Learn About Agreements

Before beginning his work under the "little merchant" plan the carrier is required to sign a lease, contract or agreement, depending upon the form used by the newspaper.

POINTS COVERED IN LEASE

Most commonly used in instituting a relationship between the newspaper and its carriers is a lease (see Fig. 7.1), in which the carrier agrees:

1. To sell and deliver to all subscribers on a specified route and to collect from them at the established circulation rate.
2. To promote and extend the circulation.
3. To sell or deliver no other newspaper.
4. To provide a competent person to substitute for him when necessary.
5. To give notice in advance if he intends to give up the route.
6. To keep to himself his list of subscribers and refrain from disclosing the name of any subscriber to any person.
7. To collect from customers only for services rendered and never for time in advance.

City Carrier

Herald Route Lease

Route Number

Name.....Address.....

Age..... Birthday..... School..... Phone.....

Decatur, Illinois,, 19.....

DECATUR NEWSPAPERS, INC., (hereinafter called "The Herald"), hereby leases to the person named above, (hereinafter called "Carrier"), the above route in and/or near Decatur, Illinois, and its list of subscribers on such route who purchase The Decatur Herald, Sunday and Holiday Editions of Herald and Review, and grants to him until further notice the exclusive right to sell and deliver such newspapers to regular subscribers and others upon said route, and to purchase from it a sufficient number of copies of such papers to supply the demand upon such route therefor upon the following terms and conditions:

1. Carrier shall sell and regularly deliver such newspapers to all subscribers upon such route in good standing at the published rate therefor.

2. The Herald will deliver all papers ordered by Carrier at the regular pick-up point for such route, and Carrier shall pay for the same at the Circulation Department each Saturday before 11:30 a. m., at

..... Per 100.....	Daily
..... Per 100.....	Sunday
..... Per 100.....	{ Weekday
	{ Holiday Herald
	{ and Review

3. Carrier shall not sell, deliver or distribute any other newspaper nor any hand bill or dodger at the same time that Heralds are being sold or delivered by him.

4. Carrier shall use his best efforts to maintain said route and the high quality of service thereon, and shall do all in his power to promote and extend the circulation of The Herald.

5. Carrier shall promptly notify The Herald of the names and addresses of all new subscribers upon such route, and of all subscribers who have directed him to stop delivering papers to them, and of all subscribers to whom he has stopped delivering papers because of their failure to pay him for the same.

6. All subscriptions taken for papers to be delivered upon such route shall be for the account of such route only, and all payments on such subscription for papers delivered by Carrier shall belong to him.

7. Carrier shall be credited weekly with the full weekly subscription price of newspapers delivered by him at request of The Herald on subscriptions made to and collected for or to be collected for by it and accepted by Carrier; but Carrier may reject the subscription of any subscriber who is in arrears to him for papers previously delivered and may not be required to deliver papers to such subscriber.

8. Responsibility for the delivery of papers to regular subscribers on such route shall be the sole responsibility of Carrier who may, at his own expense, employ such assistants and use such means of making deliveries as he sees fit. In the event Carrier shall be unable from illness or any other cause to deliver papers to subscribers upon the said route, the responsibility of obtaining assistants or a substitute shall be upon him; but in such case and upon notice from Carrier to The Herald The Herald will use its best efforts to supply Carrier with a substitute.

9. In order to maintain said Route, The Herald reserves the right by special messenger to deliver any newspaper to any regular subscriber in good standing with the Carrier who complains to it that Carrier has failed to deliver the same. The expense of such special delivery to any subscriber who has been missed by Carrier shall be paid for by Carrier at the time of his settlement for papers for the week during which such miss occurred.

10. Carrier may surrender said route, or The Herald may require Carrier to surrender the same upon two weeks' written notice, and at the expiration of such two weeks all rights hereby granted shall terminate.

11. The Herald may terminate this lease and grant at any time hereafter for (1) failure of Carrier promptly to pay for all papers supplied to him, (2) the failure of Carrier to supply subscribers regularly or promptly with papers subscribed for by them if such subscribers pay promptly for papers received by them, (3) the failure of Carrier to maintain said route and the number of subscribers thereon, or (4) the failure of Carrier to satisfy the subscribers upon such route as evidenced by an undue number of complaints as to irregularity or slowness in making deliveries, damages to subscribers' property or irregularities or discourtesies in making collections.

12. Upon surrender of said route or the termination of the rights herein granted to sell and deliver papers to subscribers and others upon said route, Carrier, without delay, shall deliver to The Herald the complete list of regular subscribers upon such route with their addresses (arranged in the order of making deliveries to them), together with the state of the account of each of such subscribers with Carrier, and shall pay over to The Herald all sums paid to him by subscribers for papers not yet delivered. Sums due Carrier from such subscribers shall remain his property. He may collect such past due accounts or, without responsibility therefor by The Herald, may arrange with any succeeding carrier to collect the same for him.

13. The Herald shall not be responsible nor liable for any damage to property nor for injuries to others caused by Carrier, his assistant or assistants or substitute, nor for injuries to Carrier, his assistant or assistants or substitute, while engaged in making deliveries of papers upon such route, or in the making of collections for the same from subscribers. The relation of The Herald and Carrier shall be that of a lessor and seller of newspapers on the one part, and of a lessee and buyer of newspapers on the other part, and nothing herein contained shall be construed to establish the relation of employer and employee between them.

14. Neither this lease nor the rights granted to Carrier hereby may be sold, transferred or assigned by Carrier to any other person. Said route, the good will thereof, all subscription lists and names of subscribers upon said route shall remain the exclusive property of The Herald and Carrier shall have no interest whatsoever therein except as lessee under the terms and conditions hereof; and Carrier shall not during the term of said lease, or at any time thereafter, supply, turn over or disclose to any other person said subscription lists or the name of any subscriber upon such route. Route book containing names and addresses of subscribers and showing condition of their several accounts with carrier shall, whenever requested, be turned in to The Herald for inspection and audit to enable it to ascertain condition of route.

FIG. 7.1 — Carrier Lease Form used by Decatur, Ill., Decatur Newspapers, Inc.

8. To pay promptly and regularly at the established wholesale price for all copies sent or given to him for delivery.
9. To keep a written list of all subscribers with their street addresses and to turn such list over to the newspaper upon cancellation of lease.
10. To refuse to sell to any person the list of subscribers. The lease specifies that this list belongs to the newspaper and that the lease may be cancelled by the newspaper at any time for good and sufficient reason.

PROVISIONS OF CONTRACT

Some newspapers use a contract form (see Fig. 7.2), which requires the carrier to:

1. Pay for papers at the prevailing wholesale price.
2. Deliver to all subscribers on the route.
3. Hire no substitute or helper without the consent of the newspaper.
4. Keep the route solicited for new subscribers.
5. Make prompt collections.
6. Pay promptly by the 10th of each month for all papers furnished during the preceding month.
7. Make a complete list of all subscribers on the route and submit it to newspaper's representative upon request.
8. Keep a complete record of all accounts on his route and submit it to newspaper's representative upon request.
9. Give the newspaper 30 days' written notice of any intention to terminate the agreement.

Also in the contract is the expressed understanding that the carrier does not own the route, has no property interest in it, and shall not sell it or offer it for sale.

The publisher agrees to:

1. Sell copies of the publication to the carrier.
2. Give to the carrier all reasonable assistance in keeping up his list of subscribers.
3. Give reasonable assistance to the carrier in keeping his accounts and records in order.

Other newspapers use a simpler form (see Fig. 7.3), in which the carrier agrees to deliver a certain number of papers in a specified area and the newspaper agrees to sell him at a wholesale rate sufficient copies to cover the route designated. The carrier sells at the established subscription price and assumes the responsibility of collecting from each subscriber each week.

The carrier deposits with the newspaper a certain amount as security for payment of papers sold to him. From this fund may be deducted any deficits of the carrier's payments and when his contract is terminated, any remaining balance will be returned to him.

Route.....

DATE.....

THE ELKHART DAILY TRUTH

AGENTS OR CARRIER'S CONTRACT

The undersigned has purchased Route No. and hereby acknowledges receipt from the Truth Publishing Co., Inc., of Elkhart, Indiana, of a list of subscribers who purchase the Elkhart Truth and who live on the above named newspaper route. In consideration of receiving this list, I hereby agree to and with the Truth Publishing Co.,

1. That I will sell and regularly and promptly deliver the Elkhart Truth to all said subscribers, at the establish rate therefor;
2. That I will not sell or deliver any other newspaper or periodical at the same time I am delivering the Elkhart Truth.
3. That I will do all in my power to promote and extend the circulation of the Elkhart Truth;
4. That I will regularly and promptly pay each for all copies of the Elkhart Truth supplied in accordance with my orders at the established wholesale rate of cents per week.
5. That with the exception of free sample copies furnished to me for the express purpose of my soliciting new subscribers, I agree that I shall be deemed to have purchased each newspaper on its delivery to me, and that failure to collect from my subscribers shall not release me from the obligation to pay promptly for all papers received.
6. That I will pay over to Truth Publishing Co., Inc., all subscription monies collected by me in advance, and the corporation agrees to give me credit therefor;
7. That in the case of office payments and subscriptions, I authorize the corporation to take said subscriptions in my behalf and to collect for my account office payments by subscribers, for any period, for newspapers to be delivered to such subscribers. For these newspapers delivered to said subscribers, making office payments, I agree that the corporation shall charge me the wholesale price applicable to my route.
8. That when the newspaper's promotion obtains new subscribers in my territory, or subscriptions come into the office of the newspaper in any other way, I shall have the right to accept or reject said subscriptions; and, that, if I elect to take over said subscribers as my own customers, I shall purchase papers and deliver to said customers at the prices named in paragraph four hereof, and shall look solely to the subscriber for the sale price thereof;
9. When any subscriber on my route fails to receive his copy of the paper, and delivery is made to him by the Truth Publishing Company, Inc., I agree that my account shall be charged 18 cents for the cost of each such delivery.
10. That twice each year and as requested, I agree to deliver up to date, complete copies of my route book and subscription lists to Truth Publishing Co., Inc., for the requirements of the Audit Bureau of Circulations.
11. That the subscription list for said route is the property of Truth Publishing Co., Inc., and I agree to disclose to no one other than representatives of the corporation the names and addresses of those on said list;
12. That when I arrange with or for any person to act for me as my substitute, when unable to attend my route business or the delivery of the paper to customers, I will advise the corporation, giving the name and address of said substitute, together with my authority to the publisher to deal with said substitute.
13. That I may terminate this agreement at any time upon 15 days' notice in writing to the corporation of the intended disposition of my route, and in such event I will deliver to the circulation manager of the Elkhart Truth, or to someone designated by him, a list of all subscribers in the said route, together with the expiration dates of all subscriptions, and shall teach my successor the route thoroughly without causing any unnecessary delay in the delivery.
That the corporation, upon 15 days' notice in writing to me, may terminate this agreement.
14. In order to secure the publisher in the payments and fulfillment of his agreement with me, I have this day deposited with the Publisher the sum of \$..... and agree to deposit each week with the Publisher \$2.00 or more until the total deposit shall be \$..... which amount, less any amount due the Publisher, shall be returned by the publisher to me on termination of this agreement.

.....
Carrier's Signature.

AGENT'S OR CARRIER'S REPORT

Carrier's Full Name..... Age.....
 Street Address
 Town Phone.....
 Occupation or Business or School Attended.....
 Name of Bondsman.....
 Street Address
 Business or Occupation.....
 Date New Carrier is to Begin Delivery.....
 Date New Carrier Starts to Collect and From Which his First Payment is Due.....

 Remarks:

FIG. 7.2 — Carrier Contract Form used by the Elkhart, Ind., Daily Truth.

Maintain Close Contacts With Homes

Every item in the contract, lease, or agreement should be fully explained to the parents of the boy who is about to become a carrier. A full understanding by parents prevents later arguments and helps to put them behind the boy in his work. The signing of the agreement and the arrangements for the cash deposit should be made in the

Route No.

CARRIER'S LEASE

DATE19....

The undersigned acknowledges receipt from SOUTH BEND TRIBUNE, an Indiana corporation, of South Bend, Indiana, hereinafter referred to as the "Lessor," of a list of subscribers who purchase THE SOUTH BEND TRIBUNE, hereinafter referred to as the "Newspaper," and who live on

a certain paper route in which list of subscribers and paper route are hereby leased to me by the Lessor and in consideration thereof I hereby agree to and with the Lessor as follows:

- (1) That I will sell and regularly and promptly deliver said Newspaper to all of said subscribers, at the established rate therefor.
- (2) That I will not sell or deliver any other newspaper to any person without the written consent of Lessor.
- (3) That I will do all in my power to promote and extend the circulation of said Newspaper.
- (4) That prior to giving up said paper route I will give Lessor two weeks notice of my intention so to do.
- (5) That I will not turn over said list of subscribers to any person nor disclose the name of any subscriber for said Newspaper without first obtaining the consent of Lessor.
- (6) That I have not paid any money to any person for said list of subscribers and that I will not sell or assign said list of subscribers or this lease to any person or persons. That I will not collect in advance from any subscribers. That should I do so I shall become responsible for any such amount under my deposit.
- (7) That I will regularly and promptly pay each week for all copies of said Newspaper sent to me in accordance with my orders at the established wholesale rate.
- (8) Lessor may cancel this lease at any time for good and sufficient reason and when so cancelled I agree to forthwith turn over to Lessor, or its authorized representative, the names of all subscribers to whom I had been delivering said Newspaper and I agree to keep a written list of all such persons with their street addresses and that such written list shall be the property of Lessor.

Carrier's Signature

SOUTH BEND TRIBUNE

By.....

FIG. 7.3 — Abbreviated Carrier Lease Form used by the South Bend, Ind., Tribune.

presence of the parents. Parents should be given the opportunity also to listen in on any suggestions given the boy regarding his work, and should be included in discussion of the carrier handbook, which usually is given the boy immediately following the signing of the contract.

"Our newspaperboy program starts with the parent interview," says Bob Macklin, circulation manager of the Redondo Beach, Calif., *South Bay Breeze* (circulation 16,785, population 25,226). "Our district manager spends one and a half hours with the parents and the boy explaining all the ramifications of a newspaper route."

Most papers depend strongly on the cooperation of parents in maintaining good carrier service. Before any boy takes over a route for the Peoria, Ill., *Journal and Star* (combined circulation 101,937, population 111,856), an appointment is made by K. W. Carrithers, the circulation manager, with the boy and his parents to go over the entire job of carrying a *Journal* or *Star* route. During the interview, the manager fills in a report for the office and leaves a copy with the parents; also, all office forms are filled out, such as Identification Cards, Card Insurance Application, Office Control Records and Carrier Merchant Contracts (see Figs. 7.4 and 7.5), and a substantial cash bond is collected. A Birthday Record also is made and filed so that the new carrier will receive a birthday card on his next birthday. A few days following the interview a letter is sent to the parents with a questionnaire to make doubly sure that the manager has explained everything thoroughly to all concerned.

In developing parent contact, the Peoria newspapers do not stop with the first interview. They maintain a close relationship between the newspaper and the home throughout the boy's period of carrying. Bulletins and letters are sent by the circulation manager to parents, explaining various aspects of service and, whenever possible, commendation is given for work done. Parents, in this way, are equally interested with their sons in building up the carrier routes and in keeping customers satisfied. And even when a carrier gives notice of giving up the route, the circulation manager of the Peoria papers checks with parents to learn why the boy is quitting. A questionnaire asks if there are any ill feelings or misunderstandings; if any such exist, an effort is made to clear them up. It is important that boys leave routes feeling kindly toward the newspaper for they will influence other prospective carriers and may become subscribers and advertisers themselves in a few years.

An important part of the carrier training program of the Dayton, Ohio, *Daily News* (circulation 154,532, population 243,872) is letting the boys' parents know what their sons are doing. Each month the parents of fifty carriers are selected at random to be sent a questionnaire, in which parents are asked their frank opinion of the *News* carrier program, especially as it affects their sons. Seventeen specific questions are asked. Suggestions and comments from parents are

APPLICATION FOR NEWSPAPER CARRIER INSURANCE

To Central Standard Life Insurance Company, Chicago, Illinois

Please Print Clearly

Answer All Questions

Sign on Last Line

What is your (a) Full name?			(b) Newspaper Route No.?	
(c) Residence Address?	(Street or P.O. Box No.)	(City)	(State)	
(d) Birth Date?	(Month)	(Day)	(Year)	(e) Your Age?
From what newspaper do you purchase your papers?				
In event of death to whom are proceeds of policies to be paid?			Relationship?	
Have you any defect of sight or hearing or any physical defect or deformity? (If so, give full details.)				
To the best of your knowledge are you now in good health and free from the effects of any sickness or injury? (If not, give full details.)				
Are you engaged in any occupation other than newspaper delivery? (If so, name occupations.)				
DO YOU AGREE that the above representations are true and complete and that this application shall not be binding until approved by the Company at its Home Office?				
Monthly Premium: Accident Policy \$ _____; Life Policy \$ _____; Total \$ _____				
Applicant Sign Here _____		Date of Signature _____ 19__		

Form 50A

CARRIER IDENTIFICATION

Route _____ Starting Date _____ 19__

Transferred from Route _____ Date _____

Name _____

Street _____ Town _____

Home Phone _____ Nearest Phone _____

Age _____ Years. Birthday _____

Parent's Name _____



FIG. 7.4 — Application for insurance and Identification Card Form, which all carriers for the Peoria, Ill., **Journal** and **Star** are required to fill in before beginning service.

CARRIER APPOINTMENT

Route No. _____ Date Started _____

New Carrier _____

Street Number or P. O. Box _____

Town _____

Transfer From _____ Date _____

Total Cash Bond \$ _____ Cash Bond Collected \$ _____

Weekly Payments on Unpaid Balance of Bond To Be \$ _____

Carrier Insurance Applications Signed _____

Carrier Born: Month _____ Day _____ Year _____ Age _____

Father's Name _____

or

Mother's Name _____

or

Guardian's Name _____

Phone Number _____

School _____ Grade _____ Average _____

Principal's Name _____ Teacher's Name _____

OFFICE RECORD

- | | |
|--|---|
| <input type="checkbox"/> Name Changed on Cash Sheet | <input type="checkbox"/> Mail Room |
| <input type="checkbox"/> Old Carrier's Insurance Cancelled | <input type="checkbox"/> Carrier Manual |
| <input type="checkbox"/> Bond Payment Correct | <input type="checkbox"/> _____ |

FIG. 7.5 — Office Control Record Form used by Peoria, Ill., **Journal** and **Star**.

followed up with a personal letter and a call by the district counselor to discuss with them any suggestion or criticism made.

Many wide-awake circulation managers readily testify to the advantages of close contact with carriers' parents. "Increased emphasis on improving relations with parents and carriers has paid off for us in many ways," says C. B. Williams, circulation manager of the Charleston, S. C., *News & Courier and Post* (combined circulation 87,873, population 70,174). "Parents are very helpful in getting the boys to attend our carrier meetings. For example, when we asked city carriers to come to our office in small groups for sales meetings, the attendance was almost 100 per cent."

Seek Parents' Good Will

The circulation department of the Charleston papers keeps almost as close contact with carriers' fathers as with the carriers themselves. When "Ace Carriers" are awarded cash prizes, their fathers are there to witness the ceremony. Other fathers, too, attend because their sons work hard in each contest.

"Father's Day" affords another splendid opportunity for valuable contact with the homes of carriers. The Davenport, Iowa, *Democrat and Times* (combined circulation 50,095, population 74,549) make parents of their carriers happy with annual letters like the following:

Dear "Dad":

On this Father's Day we congratulate you on a fine son who has proved himself in every way to be an outstanding example of youth at its best.

The road a teen-age boy travels to manhood is perhaps the most important phase of his journey through life. Certainly it is the age when he is developing responsibility and leadership. In his school work, on the playground and as a member of the family group, he is setting the pattern of tomorrow.

Perhaps this poem, entitled "Success", expresses the Father's Day story of our carriers' Dads far better than mere prose that I might write:

I could stand to lose my money, I could smile a little bit,
If I'd made a stroke for glory and had fallen short of it,
I could come of age and chuckle over losses I have had,
If at least I am successful as the father of a lad.

Life has many years to travel, and it's difficult to choose,
And the joys we try so hard for seem the easiest to lose;
Success that's told in money, any banker's clerk can add,
But God may judge the father by the failure of a lad.

When at last my time is ended, that I'm poor I shall not mind,
If there's something to be proud of in the son I leave behind.
I can say I wasn't clever, wise men thought my judgment bad,
But I didn't fail the youngster in the father that he had.

Success lies not in power, not in pomp or power, or place,
The things men boast the most of may at last be their disgrace,
So I hold my foremost duty, above everything I plan,
Is to try to be successful as the father of a man.

It's Dads like you who give real meaning to Father's Day. You are back of your son 100 per cent—and you realize he needs the chance to be on his own—to have the satisfaction of earning and achieving.

Our wish is that you have a very happy Father's Day.

And the Davenport "Dads" are even more pleased when each carrier's Mother on her special day receives a gift and a letter like the following from Ed Mill, the circulation director:

Dear "Moms":

Heartiest greetings and best wishes for a Happy Mother's Day this Sunday. That is the wish of every member of Davenport Newspapers' Circulation Department.

We men and children are not a demonstrative lot. We have emotions but we seem to be ashamed to show them. Our "Moms" with their maternal instincts are probably the only people in the world who have the insight to and the tendency to forgive our thoughtless deeds, our oftentimes apparent neglect.

Yes, and when the going is rough, it is "Mom" who encourages and advises us with our many problems. Always "Mom" understands.

We know that each of you "Moms" understands the help and encouragement needed for your child's first business venture. The encouragement needed to impress the importance of being prompt in deliveries; to be ambitious and to earn his own way. For this we are indeed grateful to you.

To show our gratitude, we are sending a Mother's Day remembrance to you. Please accept this little gift in appreciation of your valuable aid.

When letters are sent to carriers of the Davenport newspapers the boys are saluted as "Young Newspapermen" to impress upon them the importance of their position. It is a recognition they all appreciate. This letter was sent to each carrier just preceding Mother's Day:

To A Young Newspaperman:

In the midst of all our work and busy life, won't you pause a moment to think of the greatest person on earth—your Mother?

This coming Sunday is Mother's Day. The day when the nation pays tribute to all mothers — your mother, my mother — all of those wonderful women who have dedicated their lives to making of us something of which they can be proud.

Your mother is proud of you — of the way you walk, talk — everything that you do. She is mighty proud also of your route record. She knows that it is the start of a fine business career for you; and that is why she smiles when she receives the report showing that you have done a good job. She is proud also when a subscriber tells her what a fine, courteous carrier you are.

Why not make her as proud as you can? Give all you've got to accomplish your goal; let nothing stand in your path. You are a carrier-salesman for this newspaper now. You have an honorable job, and one that enables you to advance. Take it for what it is worth; profit by what you are learning. Above all, be the person your mother wants you to be. Be the person to whom she can point and say with pride "That's my child."

Still another means of recognizing the mothers of carriers is employed by the Fresno, Calif., *Bee* (circulation 95,552, population 91,669). Mothers are invited to attend with their sons an annual Mother's Day Breakfast (see Fig. 7.6). Each son proudly presents to his mother a beautiful corsage of roses. Pictures are taken of the group and used in the newspaper and also in the *Bee Journal*, the carriers' own organ. Furthermore, the circulation manager usually sends to each carrier a letter on Mother's Day; one that the carrier



FIG. 7.6 — Carriers of Fresno, Calif., *Bee* and their mothers enjoy a Mother's Day Breakfast, which has become an annual event.

is glad to share with his mother because it pays tribute to the boy and emphasizes his mother's pride in his work. For example:

Dear Carrier:

Sunday, May 8th, is Mother's Day — and it brings a special thrill for every mother whose son is serving a newspaper route in spare time — such as you are doing!

Mother is proud of you because people often point you out as an alert and ambitious young businessman who is serving the neighborhood with its favorite newspaper so dependably day after day.

She is happy because you are using some of your spare hours to add valuable business experience to your school studies. Also because your route work enables you to earn so much of the money you need for clothes, sports, hobbies and good times — and for your savings fund.

Most of all, Mother is glad because your daily newspaper work is helping you to become more manly, thrifty, self-reliant and businesslike. She will become increasingly proud of you as you continue to make a success of your first business venture — your Fresno *Bee* newspaper route.

Please share this letter with Mother, because we want her to know how deeply we appreciate the aid and encouragement she gives you in your daily route work. Our best wishes to her for a **HAPPY MOTHER'S DAY** — and our heartiest congratulations to you, upon the progress you are making as an enterprising newspaperboy.

Letters to parents, couched in the friendliest terms, may be sent again at Christmas. Observe the warmth of greeting expressed by the Davenport papers in the following:

Dear Parent:

Again it's Christmas, the Holiday Season, and the end of another eventful

year. Once more we pause in contemplation of old friendships maintained and new ones established.

And, we do count you as a friend because it has been the encouragement given your youngster and the interest you and other parents have shown in the progress of the carrier-salesmen of Davenport Newspapers that has contributed so greatly to the fine record our carrier-salesmen made during 1956.

Our plans call for even greater progress during the coming year. This should mean more route profits — the opportunity to apply sound business principles that accompany success in any field.

With the continued interest of parents and the added help and incentives we will provide, we are confident that 1957 will bring you the best in our carrier-salesmen. It will be a year of greater progress in their first step into the business world.

For myself, and those associated with me on this newspaper, let me extend sincere good wishes to you and yours for the merriest Christmas and the happiest New Year ever.

The wise circulation manager uses gestures such as these to establish a close contact with parents and keep them interested throughout the time their sons serve as carriers.

ACQUAINT CARRIERS WITH NEWSPAPER PLANT

Much may be added to a carrier's interest and morale if at the beginning of his career as carrier he is made thoroughly acquainted with the newspaper he is to represent. Many circulation managers arrange for their carriers a tour of the plant, taking them into each department where they may meet executives and department heads and learn the various steps in making the newspaper they are to sell and deliver.

The Des Moines *Register* and *Tribune* (combined circulation 355,089, population 177,965) conduct a carrier meeting each Saturday morning at 10:15 o'clock. An important item in the program is a tour of the *Register* and *Tribune* plant. New carriers are shown some of the world's fastest newspaper presses in action, learn how pictures are received and sent by Wirephoto, visit the photographic and photo-engraving departments, and the editorial room, where stories from all over the world are assembled.

New boys meet experienced carrier-salesmen; they become acquainted with the circulation manager, the supervisors, the district managers and others on the circulation department staff. They are shown a film revealing the various steps in publishing the *Register* and *Tribune*. Some of the very carriers with whom they will be associated are shown on the screen and perhaps next year they themselves may be in the picture. Immediately the new boys feel acquainted with the newspaper and with all who have a part in its making.

The Oakland, Calif., *Tribune* (circulation 201,308, population 384,575) makes the tour of the plant for new carriers a rather formal

affair. A personal invitation is issued to the boy and his parents in this language:

You and your parents are cordially invited to attend a tour of the Oakland Tribune. This will be YOUR opportunity to see YOUR newspaper in action. DON'T MISS!! One of the requirements for becoming a SECOND CLASS DEALER is to attend this building tour, and complete the Yardstick Questionnaire.

On the *Tribune*, carriers are called dealers and the Yardstick Questionnaire pertains to a service-sales-collection program, in which carriers are graded according to their efficiency.

Directly below the tour invitation is the following coupon to be detached and given to the District Advisor:

Attention, Circulation Promotion Department:
I would like to attend the Oakland Tribune Dealers' Building Tour on Saturday morning (date). I will be there at 11 a.m. sharp. I am bringing _____ guests with me.

The coupon is to be signed by the carrier and one of his parents.

HELP CARRIERS ASSUME RESPONSIBILITIES

Good opportunities to explain carrier responsibilities are provided in (1) carrier meetings, (2) carrier manuals and (3) conferences with supervisors.

Carrier meetings may consist primarily of training programs or they may be discussion periods for an exchange of experiences. To be profitable they will require adult supervision. It is important that the boys sense the value of these meetings or attendance will decrease.

The Davenport *Democrat* and *Times* conduct a carrier-salesman school on the first and second Saturdays of each month. All boys recruited for routes during the month are invited to attend, the *Times* carriers on the first Saturday and the *Democrat* carriers on the second. Ed Mill, the circulation director, opens the school with a welcome and explains to the boys that they are now part of a team of 740 carriers, and that the circulation department has but one thing to sell — SERVICE. He then proceeds much along this line:

"Did you ever notice around our newspaper office how many different people are employed, and wonder what in the world kept them all busy? The majority of these people are getting the paper ready to be turned over to you for the final step — that of getting it into the hands of subscribers. In addition to the people you see in the office, hundreds of other people all over the world are gathering news to place in the paper. That's how important your job as a carrier is and why you should give the best possible service. We may have the best editor, best equipment, best advertising men, best circulation department, but if you, as carriers, fail to give good service, all is lost.

Good news travels fast, and good service is the best news to travel 'round your routes."

Next, two outstanding carriers put on a selling demonstration (see Fig. 7.7). One of the boys acts as a carrier-salesman, and the other as the prospect. Each step to be taken by the carrier in selling, from greeting the prospect at the door to obtaining the name on the dotted line, is demonstrated. The rest of the meeting is devoted to courtesy, personality and other important details, including proper collection methods.

"One of the big objectives in explaining to boys the main points of carrier-salesman service is to get them to overcome fear and discouragement," says Mr. Mill. "One of the ways we tackle this job is to team carriers in crews and send a good salesman with the poor salesman on his route in an evening canvass. So the boy learns by doing. It also proves productive for the newspaper."

Sessions Must Be Interesting

Information and suggestions given carriers should not be tedious, but snappy and interesting. At the same time boys should be assured that their district managers and advisors are always ready to give counsel.



FIG. 7.7 — Two outstanding carrier-salesmen of the Davenport, Iowa, **Democrat** and **Times** conduct selling demonstration at meeting of carriers.

When boys join the carrier force of the Redondo Beach, Calif., *South Bay Breeze* they are invited to attend three meetings for information that will help them in their work.

The first meeting is devoted to "Service." This includes an hour's lecture, well illustrated and presented in boys' language so that the carrier can understand the importance of good delivery service. After this first-period lecture, the boy is given a written examination, consisting of 30 questions. When he leaves the conference, he knows well every phase of delivery service that will please his customers.

A week later he goes back for his second period, in which the lecture is on "Collections." Again posters and pictures are used, followed by a written examination. The third and final lecture is devoted to "Salesmanship."

After each session refreshments are served and a drawing for a door prize is conducted to stimulate carrier interest. When the boys have completed the series, they are brought back for a graduation ceremony, at which certificates are awarded. A picture of the graduating class appears in the paper the next day.

The Austin, Tex., *American* and *Statesman* (combined circulation 61,745, population 132,459) one year conducted an information course, which ran for five consecutive weeks. Two-hour sessions were held each night, Monday through Thursday. Delivery, collecting and selling were discussed. Two local teachers—one who taught sales in a night school and the other a journalism teacher in the high school—conducted the sessions. There was a fee of \$2.50 for the entire series, \$1.25 paid by the carrier and \$1.25 paid by the newspaper. If the carrier attended as many as nine of the 10 sessions, his \$1.25 was refunded. Enrollment was not compulsory but 153 of the 250 carriers registered, and 149 of the 153 attended all sessions.

Provide Book of Information

An effective supplement to information given in carrier meetings is that given through carriers' manuals. Most newspapers now issue books loaded with practical facts and presented in style to attract attention and arouse the boys' interest. Just to know what a manual may contain, it may be well to analyze the contents of one, say that of the Cleveland, Ohio, *Plain Dealer* (circulation 308,984, population 914,808), which is a fair sample of those put out by progressive circulation departments (see Fig. 7.8).

The point first hammered in by this manual is that "Knowledge and Practical Training Lead To Success." The *Plain Dealer* says to its carriers: "In these days of strong competition, a young man who ventures into the business world unprepared will be swept aside like a match stick in a tempest. The *Plain Dealer* doesn't pretend to guarantee success; however, it can guarantee to bring out and help develop qualifications for success in any young man who chooses to

Tomorrow's **LEADERS**

P*erseverance*

L*eadership*

A*bility*

I*nitiative*

N*eatness*

D*etermination*

E*economy*

A*ccuracy*

L*earning*

E*ndurance*

R*espect*

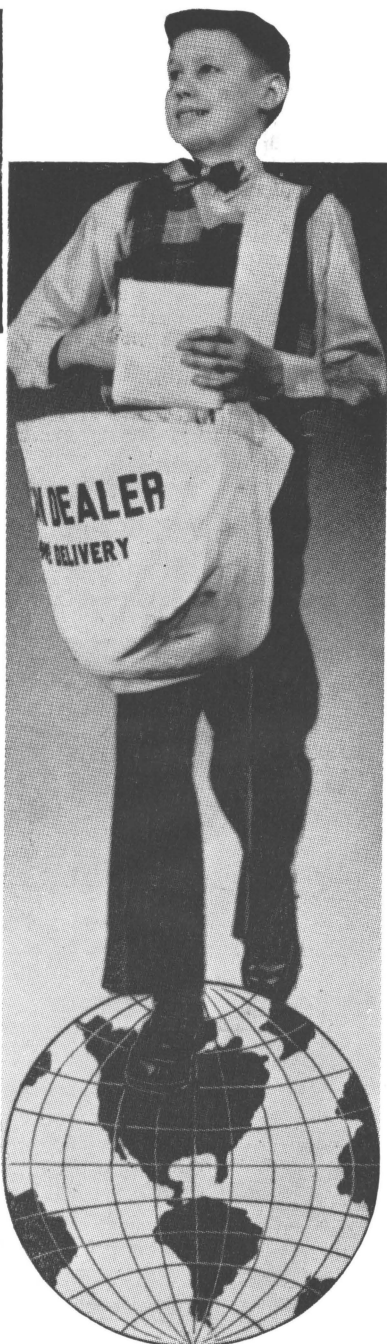


FIG. 7.8 — Front page of Carrier's Manual put out by the Cleveland, Ohio, Plain Dealer.

join the ranks of the independent merchants representing the *Plain Dealer* throughout the Greater Cleveland and surrounding suburban areas."

It explains just how each carrier is an independent merchant. As a newspaper carrier, he operates his own business. Like any merchant, he buys his product at wholesale, sells it at retail and keeps the difference as his profit. Although he will have the assistance of his district manager, success on his route depends on his own efforts. The practical business training he receives in salesmanship, record keeping, accuracy and punctuality is vital to his future success.

Emphasized on another page is the fact that *Plain Dealer* carriers learn early the fundamentals of business: the value of service, new business, public contact and money. Many practical suggestions are given for perfect delivery service. The proper way to fold a paper is explained with seven different illustrations. The right way to handle "complaints," "starts" and "stops" is shown by illustrations (see Fig. 7.9). Information is given also on how to compile route lists and how to make collections. A convenient system for making collections and for keeping records is described.

Stress Neatness and Courtesy

The importance of neatness in appearance and courtesy in dealing with customers is strongly presented. "Business leaders state that a

START TODAY

Address	Apt.	Route No.				
Name		Date Started				
Delivery Instructions	<table border="1"><tr><td>D</td><td>S</td></tr><tr><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr></table>	D	S	<input type="checkbox"/>	<input type="checkbox"/>	
D	S					
<input type="checkbox"/>	<input type="checkbox"/>					

LOS ANGELES EXAMINER RECORD OF COMPLAINT		DATE
NAME		
ADDRESS		
APT. No.		TEL. No.
MISSED	LATE SERVICE	WET

REMINDER

Address	Apt.	Route No.				
Name		Date Started				
Delivery Instructions	<table border="1"><tr><td>D</td><td>S</td></tr><tr><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr></table>	D	S	<input type="checkbox"/>	<input type="checkbox"/>	
D	S					
<input type="checkbox"/>	<input type="checkbox"/>					

LOS ANGELES EXAMINER STOP ORDER	DEALER	DATE
TO		
ADDRESS		
STOP WRITTEN BY		

FIG. 7.9 — "Start," "Complaint," "Reminder" and "Stop" Forms used by the Los Angeles, Calif., Examiner.

clean face and clean hands will go a long way toward opening the door to success," the manual points out. "Remember to smile and be friendly and your collecting will be a happy, pleasant experience. Always say 'thank you.'"

Next, the extra benefits to be derived by *Plain Dealer* carriers are presented: the carriers' saving plan, whereby an educational fund may be established, and the Reward of Merit, a neat recommendation for the carrier to use when he gives up his route and seeks a full-time job elsewhere.

In the booklet also is a page on "How To Increase Earnings Quickly" and a personal letter from Sterling E. Graham, general manager of the newspaper, in which he expresses delight at having boys of high caliber to deliver the *Plain Dealer*. The manual is a compendium of information, encouragement and good will.

The Fresno, Calif., *Bee* also presents a Certificate of Merit to a carrier when he completes a term of satisfactory service (see Fig. 7.10). When beginning service the carrier is given a guidebook, containing facts that every *Bee* carrier should know. It tells how many subscribers there are and the number of carriers that serve them, the subscription price by the month and the single-copy price, and the hours between



FIG. 7.10 — Certificate of Merit given by the Fresno, Calif., *Bee* to carrier when satisfactory term of service is completed.

which the circulation department is open to answer their questions and receive their orders and cash. It tells also what news services bring in stories from all parts of the world and what features appear in the paper to entertain and inform. In addition to information regarding efficient delivery and the best time and the best way to collect, it explains to the carrier how much he should pay for papers, how much he should collect from customers and what profit he should make.

"Here Comes A Business Man" is the title of a booklet of tribute to carriers and issued to them by the Dayton, Ohio, *Daily News*. The following page headings suggest the type of material it contains:

The Pick Of The Crop	He Enjoys Healthful Outdoor Work
He Has A Business Of His Own	He Gains Poise
He Is Carefully Trained	He Is His Own Boss
A Newcomer In The Business World	He Develops Determination
He Organizes His Activities	He Gains Moral Strength
He Has Many Interests	He Receives Friendly Help From Customers
He Earns While He Learns	His Family Encourages Him
Diligence Increases His Profits	He Performs A Public Service
He Saves For Useful Purposes	He Is In The Public Eye

From a reading of this booklet, the new carrier for the *Daily News* learns what kind of service his customers expect and what the position holds for him.

Keep Interest Alive and Growing

Still more must take place following the counseling period. In order to bring a carrier organization to its highest efficiency, a program must be devised to sustain the carrier's interest and keep him satisfied with the job. This requires:

1. Self-analysis on the part of the carrier.
2. Careful supervision.
3. Adequate incentive.
4. Recognition of work well done.

Carriers need to be kept conscious of the responsibilities they assume when they become carriers. Olive King, business manager, and Robert J. Dunst, circulation manager, of the Phoenix, Ariz., *Gazette* (circulation 60,195, population 106,818) provide for their carriers a "check list," whereby they may know how well they are doing in the important position they hold with the newspaper. This "check list" is a self-examination, consisting of thirty questions. Each "yes" answer is worth one point. Total score of 25 to 30 points indicates the carrier is an excellent businessman; 19 to 24 points, a businessman; 13 to 18 points, a paperboy; and 7 to 12 points, a poor paperboy. The questions:

1. Appearance: Am I always neat, clean-cut and alert, smiling and courteous?
2. Equipment: Is my newspaper bag clean—a good ad for me and the paper?
3. Punctual: Do I get started on time every day to deliver my route?

4. Delivery: Do I fold my papers properly; leave them in a safe place?
5. Speed Up: Am I always trying to speed up the delivery of my route?
6. Weather: Do I take extra care to protect my papers on stormy days?
7. Transfers: Do I make out transfers properly when any customers move?
8. Newcomers: Am I always alert to catch new families moving into route?
9. Count 'em: Do I always count my papers—make sure I have enough?
10. Substitute: Have I a good substitute lined up for emergencies?
11. Know Paper: Do I know all the news services and features of my paper?
12. Know Folks: Do I really know the people I serve daily on my route?
13. Reputation: Do people believe I am the best carrier they've had?
14. Reliability: Am I considered dependable in all my dealings?
15. Thrift: Do I have a savings fund and add to it regularly?
16. Collecting: Do I collect at same hour each time, not hit and miss?
17. Have Change: Do I start out with enough change when I go to collect?
18. Slow Pays: Do I know what to say when people delay paying?
19. Call-backs: Do I make regular repeat calls on folks who haven't paid?
20. Thank You: Do I always say "Thank you" politely when customers pay?
21. Selling: Do I really try to add at least one customer a week?
22. See Them: Do I talk to at least one non-subscriber every day?
23. Sales Talk: Do I tell prospects WHY they will enjoy taking the paper?
24. Approach: Do I have something special to show when the door opens?
25. Greetings: Do I speak to prospects by name, and introduce myself?
26. Service: Do I tell them about my quick, reliable daily delivery?
27. Question: Do I always pop the question, "May I start tomorrow?"
28. Pay Bills: Is my newspaper route bill paid in full and on time?
29. Build-up: Do I show the pages or features they will like most?
30. Businessman: Am I really a successful businessman, or just a paperboy?

Carriers' Records Are Revealing

Publishers and circulation managers often have found the solution to many of their most serious carrier problems by delving into carriers' records. A. L. Trimp, circulation manager of the Scranton, Pa., *Tribune*, (circulation 40,733, population 125,536) wondered why his carriers did not sell more subscriptions. He found the answer when he surveyed the activities of his own carrier organization and the habits and practices of boys in his and other organizations. A very small percentage of his carriers were producing from 75 to 80 per cent of new business. If more was to be accomplished something had to be done to put fire under a greater number of his carriers.

"It was apparent to us that in order to effect a cure we needed a prescription to follow," says Mr. Trimp. "This necessitated research outside as well as inside our office. We consulted Scranton educators, Y. M. C. A. officials, fellow circulators, courses in salesmanship and carrier training pamphlets prepared by the Newspaper Boys of America."

This survey revealed that the principal motivating forces behind a boy are:

1. Personal interest and friendliness toward him by the leader.

2. Importance of the job he is undertaking.
3. Enthusiastic approach.
4. The feeling he is given an opportunity to cooperate in a going enterprise.
5. The sense of belonging and achieving.
6. Recognition.
7. Advancement possibilities.
8. Leadership qualities.
9. Interesting presentation of the subject.
10. Pride in personal achievement.

With this basic information before them, Mr. Trimp and his assistants revamped their carrier force, setting up an organization in which the majority of carriers became producers.

Confer Often With Carriers

Circulation department executives need to keep as close to their carriers as possible. Problems in selling and collecting come up often. In the handling of these the carrier needs adult counsel. Most newspapers have their carriers divided into groups with a supervisor, district manager or counselor over each group.

The Dayton *Daily News* has 125 branch counselors for its 1,850 city carriers. This places from 10 to 15 boys under each counselor, a group so small that the counselor can give personal assistance to each lad. This newspaper's suburban and country organization includes 850 boys with counselors in the larger communities.

The Fresno, Calif., *Bee* believes strongly in personal conferences with its carriers. It urges its district managers to hold group meetings and impress upon boys the principles and practices that will make them efficient in their work. At such meetings, the district manager or counselor, as he discusses each, lists in this fashion the steps that lead to failure and those that lead to success!

He explains first these steps that lead down to failure:

1. Rudeness
2. Insincerity
3. Fault-finding
4. Pessimism
5. Lack of confidence
6. Slovenly appearance
7. Neglect of work
8. Yielding to obstacles

Then these opposite steps that lead up to success:

8. Perseverance
7. Industry
6. Neat appearance
5. Courage
4. Optimism
3. Cooperation
2. Honesty
1. Courtesy

Carriers' Meetings in Distant Communities

The Tarentum, Pa., *Valley Daily News* (circulation 20,396, population 9,540) holds periodic carrier meetings in different communities to discuss with carriers their problems, to explain to them about contests, to review route business and to give the boys a chance to get together for some fun and entertainment as well as business. On the sales side, carriers are encouraged to be on the lookout for new business at all times—to be right there with the “pitch” when a new family moves in and to keep plugging away at the “diehards” who turn them down on subscriptions. Route supervisors also make regular calls on carriers in their homes and talk matters over with the boys and their parents on special occasions, such as Mother’s Day, Father’s Day and Christmas.

In its carrier’s manual, the Oakland, Calif., *Tribune* depicts a large hand extended with this message:

This outstretched hand belongs to a man who is always ready to help you—YOUR DISTRICT ADVISOR. He not only knows the newspaper circulation business, but he understands the ambitions of newspaperboys as well. He is interested in helping you to make your first advancement to SECOND CLASS. By following his advice and suggestions, you’ll soon learn *new* and *better* methods of serving your customers—discover *easier*, *surer* ways to turn prospects into profit-paying customers. Yes, you’ll find it *pays* to get to know this man better—and to follow his tips about delivery, collecting and selling. Be sure to consult *him* whenever problems arise on your route, because HE KNOWS THE ANSWERS. Your District Advisor is ready to help you!

Every effort is put forth by the circulation department of this newspaper to maintain a close relationship between the carriers and their district advisors, because it is helpful in lessening carrier turnover and in improving carrier efficiency.

INCENTIVES ENCOURAGE MAXIMUM SERVICE

More than the commercial side of circulation building is played up by many newspapers in the furtherance of their newspaperboy program. The physical, mental and moral development of the boys they enlist is given strong consideration. Today hundreds of American newspaperboys earn from their part-time work of carrying newspapers enough to pay for their expenses through high school and to lay up some toward college expenses afterward, and many of these have the opportunity to win scholarships in universities and colleges.

Educational Scholarships Are Widely Offered

Newspapers spend more than \$500,000 annually in scholarships for carriers, a worthy expenditure and a type of reward perhaps most appreciated by those in line to receive. It is, therefore, most understandable that educators give enthusiastic backing to the broad policy of newspaperboy training.

To show the growth, value and importance of newspaperboy scholarship programs throughout the country, H. Phelps Gates, chairman of the Education Committee of the International Circulation Managers Association, in 1953 made a cross-section survey, which revealed that the Frank E. Gannett newspapers, with the offer of 22 four-year scholarships of \$3,000 each, sponsored the largest program of this kind. The Gannett awards totaled approximately \$100,000. The Minneapolis, Minn., *Star and Tribune* (combined circulation 497,784, population 521,718) the same year awarded 51 scholarships amounting to \$35,000.

The next largest budget of newspaperboy scholarships was approximately \$30,000 for the 1953-54 school year at the Phillips Exeter Academy, Exeter, N. Y. These scholarships were established by the Des Moines *Register and Tribune* to honor the late William A. Cordingley, former circulation manager.

Since 1949, the Los Angeles, Calif., *Times* (circulation 440,394, population 1,970,358) has awarded several four-year scholarships. Winning carriers may attend any college or university in the United States. The Detroit, Mich., *News* (circulation 453,579, population 1,849,568) in 1953 increased its ten newspaperboy scholarship awards to \$500 each for a total of \$5,000. The Indianapolis, Ind., *Star and News* (combined circulation 375,359, population 427,173) award four \$1,000 scholarships each year to carriers who have had a route for at least two years and are carrying a route at the time they graduate from high school. Each boy receives \$250 a year for the four years he is in college.

The Charleston, S. C., *News & Courier and Post* offer two \$1,000 scholarships each year, available to carriers who remain on their routes through high school. There is practically no turnover in the carrier ranks on account of these scholarships.

Each year the Nashville, Tenn., *Banner* (circulation 93,819, population 174,307) gives one of its carriers a four-year scholarship valued at \$500 each year. The scholarship is made available for the four years if the winner maintains a scholastic average commensurate with his ability. He must attend Vanderbilt University and take courses allied to newspaper work.

The Guy Gannett Publishing Co. of Portland, Maine, awards one \$350 scholarship and two \$250 scholarships annually to carriers for its newspapers. Hayden Davis, circulation manager, says: "We feel the scholarship program is tops so far as newspaperboy promotion is concerned."

Since 1936, the Stockton, Calif., *Record* (circulation 53,674, population 70,853) has awarded more than seventy \$250 scholarships. Based on a 100 per cent program, which requires a boy to give 36

months of top performance, the plan proves popular with parents as well as with the 236 city carriers.

The Burlington, Vt., *Free Press* (circulation 29,196, population 33,155) makes two yearly scholarship awards of \$250 each. One is always in the Burlington city area, and one outside the city. Three leading businessmen in different communities do the judging. "Since the second award is given to an outside carrier," says F. J. Heinrich, circulation manager, "we rotate from town to town in selecting our judges. We wish to have as many business leaders as possible know about this activity."

Each year the Tulsa, Okla., *World and Tribune* (combined circulation 169,185, population 182,740) award eight \$250 scholarships — four to city carriers and four to carriers outside the city. Candidates must be members of the high school graduating class and have at least one year's service as carrier. Like many other awards these are deposited with the accredited college of the winner's choice to be used for tuition, purchase of textbooks and other educational necessities.

The Charleston, W. Va., *Gazette* (circulation 80,871, population 73,500) awards from one to three scholarships each year. Awards are for one year with tuition, books and other college fees paid, averaging about \$375 per student per school year. White carriers receive scholarships to Morris Harvey College, Negro carriers to West Virginia State College.

At Fort Worth, Texas, the *Star-Telegram* (circulation 251,220, population 278,778) gives one scholarship each year to the newspaperboy with the best scholastic record. It provides for one full year's tuition (about \$400) to Texas Christian University. Fain Reynolds, city circulation manager, says: "When the scholarship winner registers at the university, the bill is sent directly to the *Star-Telegram*. We pay the bill."

The Rockford, Ill., *Star and Register-Republic* (combined circulation 83,003, population 92,927) award four \$150 scholarships to top carrier-salesmen throughout northern Illinois and southern Wisconsin. The scholarships are based on (1) scholastic standing in high school, (2) citizenship standing including church and school activities, Boy Scout work, Boys' Club, etc., (3) salesmanship, (4) financial standing, savings, and use of earnings, and (5) service to subscribers.

The New Bedford, Mass., *Standard-Times* (circulation 62,179, population 109,189) sets up at least one \$150 scholarship each year, but gives as many as the high school scholarship committee recommends. One year there were five.

The Cambridge, Ohio, *Daily Jeffersonian* (circulation 13,790, population 14,739) awards two \$100 scholarships each year. Psychological and scholarship tests are given to applicants to assist its

awarding board in the selection of the winners. Scholarships are renewed for four years if winners maintain a scholastic standing above the average of the school.

Each year twelve \$100-scholarship endowments go to carriers of the Denver, Colo., *Post* (circulation 261,401, population 415,786), ten to city carriers, two to country carriers. "Since our carriers start at 12 years of age," says Helge Holm, circulation director, "it is possible for a boy to accumulate several of these scholarships before finishing high school. Money is held in trust. To claim it, a boy must still be a *Post* carrier at high school graduation."

Many other scholarship examples might be listed, but these are sufficient to demonstrate the popularity of this valuable means of stimulating better service among newspaper carriers.

Trips Are Popular Awards

Trips are almost as effective as scholarships in arousing carriers to put forth their best service efforts. Some newspapers have offered trips abroad to carriers who will come up to certain standards. More often, however, they are to interesting scenic spots, sports events or historical sites in the United States.

Two carriers of the Waukegan, Ill., *News-Sun* (circulation 28,964, population 38,946) flew to Europe one summer as the newspaper's "cub reporters." Ten others flew to Washington, D. C. The trips were top prizes in a six weeks' drive for new subscribers. To arouse interest in the contest, letters were sent to parents, employees of the newspaper, heads of civic organizations, school leaders and Waukegan merchants. Meetings were also staged and the story appeared in the newspaper and was broadcast over the News-Sun radio station.

The Indianapolis *Star and News* (combined circulation 375,359, population 427,173) one summer took eighty-five carriers and six district managers to New Orleans for four days. To qualify for the trip, each boy was required to increase the number of patrons on his route by twenty-seven or obtain four new orders anywhere in the city. Each order was for a thirteen-week period.

A week-end trip to New York, with all expenses paid, for winners in a sales contest brought to the Tarentum, Pa., *Valley Daily News* 1,100 new readers, of which more than 80 per cent remained permanently on the list, according to Virgil Fassio, the circulation manager.

The Oakland, Calif., *Tribune* one summer provided for carriers who had obtained ten new subscribers each, five fun days at Disneyland and on Catalina Island (see Fig. 7.11). In another season, winning carriers were taken on a trip to the Sierra snow country where they could build snowmen and have fun on a toboggan.

Fifty-seven Fresno, Calif., *Bee* newspaperboys, who had made high

sales records, enjoyed a two-day bus trip to Knott's Berry Farm, Ghost Town, C. B. S. Television City, and 20th Century Fox Movie Studio. They saw Jack Benny and his cast in rehearsal, and met his announcer, Don Wilson.

Each week of the Utah State College football season, a carrier of the Logan, Utah, *Herald-Journal* (circulation 6,611, population 16,832) was permitted to accompany the team to its scheduled game,



FIG. 7.11 — Sixty Oakland, Calif., **Tribune** carriers and their advisors are ready to board plane for trip to Disneyland.

traveling with the coaching staff, eating with the players, sitting in their council rooms and on the bench with them during the game. The fortunate carrier was chosen on the basis of his excellence in service, his dependability, his ability to stimulate interest among prospective subscribers, and his scholarship.

"We have tried various kinds of trip promotions," says I. A. Myers, circulation manager of the Marion, Ind., *Chronicle and Leader-Tribune* (combined circulation 21,495, population 30,081), "but the ones that seem to out-produce all others are for major league baseball games. Other types of trips used have been touring cities and spending time at amusement parks, hockey games, football games and educational tours." Regardless of the destination and distance, trips are a great lure.

Superior Service Recognitions Important

In order to develop full efficiency in the carrier organization, the incentives should at all times recognize the ability and the application of the carrier. They should not be fundamentally on the basis of the revenue the newspaper is to derive from the stimulation the incentive gives to the carrier. To avoid such an interpretation and to place the emphasis at the right point, many newspapers conduct what they term an Honor Program, Merit Program, Advancement Program, Honor Club, Service Merit System, Efficiency Program or Carrier Achievement Program.

The Fresno, Calif., *Bee* has an Honor Club, which keeps its carriers constantly on their toes and gives fitting recognition to their abilities and their achievements. Honor cards are issued each month to carriers who receive 90 merit points or more out of a possible 100. The points are awarded on this basis: cooperation, 25; no complaints, 25; bill paid by 5th, 20; bill paid 6th to 10th, 10; route delivered on time, 10; correct receipts turned in on time, 10; route book properly kept, 10. When the carrier receives his fifth honor card he becomes a member of the Bee Carrier Honor Club and is awarded an honor carrier medal, a theater ticket and a merit certificate with five silver stars. A silver star is added for each of the next five honor cards until a total of 10 silver stars have been awarded, when the carrier advances to membership in the Star Honor Club. Advancement continues on the same basis so that when the carrier receives twenty honor cards he is in the Two Star Honor Club, and when he receives thirty he is promoted to the Three Star Honor Club.

Merit Programs Stimulate Activity

The Oakland, Calif., *Tribune* has for its carriers a similar merit program known as the Tribune's Yardstick Advancement Program. Yardstick points are awarded to each carrier on this basis: perfect service, 30; subscription orders turned in, 40; prompt payment of bill, 20; advance deposit savings, 10. When a carrier has completed two full months of route service and has won a total of 130 or more Yardstick points, he becomes a Second Class Dealer. Other possible advancements and their requirements are: First Class Dealer — three additional months of route service and a total of 225 or more Yardstick points; Ace Dealer — five additional months of route service and a total of 425 Yardstick points; Master Dealer — nine additional months of route service and 900 Yardstick points. By repeating the Master requirements, the carrier may become a Diamond Master Dealer. Satisfactory school grades are required at all stages of advancement.

The Des Moines *Register* and *Tribune* maintain an Honor Club made up of carriers who have received a minimum of complaints

from their subscribers. They also award Honor Salesmen Certificates at the end of one, two, and three years of service to carriers who excel in route management. Standards by which a carrier is judged are his sales record, service to his customers, ability to handle and manage money, and his general conduct and attitude.

The Redondo Beach, Calif., *South Bay Breeze* has a Service Merit System whereby every carrier who delivers his route three months in succession without complaint is awarded a cup with his name on it. If a boy goes six months without a single customer complaint, he is awarded a bronze pin, and if he goes nine months without a complaint he receives a gold pin. On the basis of his record, one carrier from each district is chosen as the outstanding carrier of the year.

In connection with a Carrier Achievement Program the Davenport, Iowa, newspapers keep records on carriers as to service, complaints, payment of bills, new orders sold, behavior on route and school grades. If a carrier meets requirements the first quarter, he receives an embossed pencil and a letter from the circulation manager congratulating him and his parents on the progress made. The boy also earns the title of Star Carrier. At the end of six months, if he qualifies on the same requirements, he receives the title of Honor Carrier and a leather billfold with his name embossed on it. He and his parents are sent another congratulatory letter. At the end of 12 months, if he qualifies, he earns the title of Master Carrier and is given a special red bag and a \$25 deposit toward a college scholarship; at two years, \$100 on a college scholarship; and on the fourth year \$200 toward a scholarship.

Merit Awards are presented to outstanding carriers each March and September by the Rock Island, Ill., *Argus* (circulation 25,706, population 48,710). Boys with satisfactory records for 3 months, 6 months, 1 year, 1½ years and 2 years receive attractive shirtsleeve insignia (see Fig. 7.12).

Counselor Training Improves Efficiency

If inefficiency creeps into a carrier organization it may not be entirely the fault of the carriers themselves. It may be due to poor counseling. For that reason, some newspapers provide preliminary training courses for their supervisory personnel.

In formulating its sales training program known as "Operation Build-up," the International Circulation Managers Association sensed the need for training counselors as well as carriers and provided courses for both groups.

The course for counselor training presents (1) how to sell the subscriber, the boy and the parents, (2) how to train carriers to sell more effectively, and (3) how to motivate carriers to superior sales performance. This consists of 20 training hours, which may be broken into 10 two-hour sessions or any other combination of 20

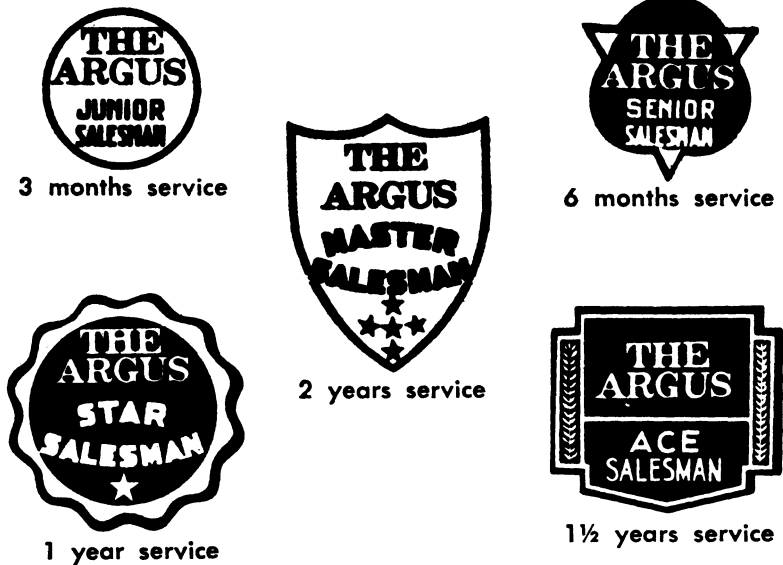


FIG. 7.12 — Merit insignia awarded by the Rock Island, Ill., **Argus** to carrier-salesmen for satisfactory service.

hours which the newspaper finds most practical. Flexibility of course materials permits adjustment of timing schedule to the particular requirements of the newspaper.

The course for carriers includes five hours of training in (1) how to get prospects to listen, (2) how to present newspaper features and benefits, (3) how to ask for the start order, (4) how to handle objections, and (5) how to keep subscribers sold through service. The course may be broken up into five one-hour sessions or any other combination of five hours which the newspaper finds most practical.

The courses can be conducted by the circulation manager or a staff assistant, in any one of three ways: (1) for a group, (2) for an individual, or (3) for self-training. A guide book, flip charts, recordings, cue sheets, quizzes, reference manuals, workbooks and other aids are provided to make the instruction interesting and effective.

The Jacksonville, Fla., *Florida Times-Union* (circulation 142,257, population 294,517) gives its beginning district advisors a two-weeks indoctrination, in which they thoroughly learn the product they are to sell and how to handle a district office operation. During the first week, daily study material is provided, quizzes on circulation procedure are given, tape recordings are used and successful promotion reviewed. In the second week emphasis is put on the habit of regular solicitation, the proper way to conduct a carrier meeting and good parent relations. Aided by such a program, the new employees soon

reach a point of productivity that otherwise would require several weeks and months. They also gain a broader concept of circulation work as required by the *Times-Union*.

This newspaper also conducts a district advisor study course, extending over twelve weeks and covering every detail of district management, and a training seminar for all its circulation personnel. Once a week for eight consecutive weeks all members of the department meet in 2½-hour sessions to consider basic techniques in selling and public relations, the common problems of supervision and case histories. This develops teamwork for solving local circulation problems.

The Augusta, Ga., *Chronicle-Herald* (circulation 64,752, population 71,508) has raised the standard of efficiency in its carrier ranks by recognizing outstanding service by its branch managers and district supervisors. To the branch manager with the greatest number of points to his credit each month it gives a gold and orange banner, and the one winning it three successive months, a permanent banner. To the roadman with the best record, the newspaper gives a special automobile plate carrying the designation: "Honor District Supervisor." At the end of the year the branch manager and the district supervisor with the most points receive wrist watches properly inscribed.

No opportunity to recognize meritorious service should be overlooked. Public recognition of ability and achievement in the circulation department goes far toward keeping carriers and supervisors happy at their work and eager to improve themselves. It is an effective and creditable way of reducing carrier turnover and increasing carrier efficiency.

"The circulation department's promotional program must be attractive and desirable to carrier boys so that they will extend their utmost effort."

— C. M. RIPPETO,
Circulation Director,
Hollywood, Calif.,
Citizen-News

CHAPTER 8

100 Ways To Keep Carriers Interested and Active

SUCCESS in building and maintaining circulation depends to a great degree upon how well the circulation manager and his supervisors keep the carrier-salesmen interested and active. Many incentives, some of which have been worked often and others entirely original, may be the means of setting carriers on fire. Here are 100 ideas that have worked in the circulation departments of 64 leading American newspapers:

1. Testimonial Booklet — The South Bend, Ind., *Tribune* (circulation 107,304, population 115,911) issued a booklet containing testimonials from local industrialists, professional men, educators, clergymen, and merchants who had been newspaper carrier-salesmen. Terry Brennan, Notre Dame football coach, was among those attesting to the value of carrier training.

2. Carriers Hosts to Subscribers — To promote baseball as well as the newspaper and to build up good will between carriers and patrons, the Sheboygan, Wis., *Press* (circulation 25,971, population 42,365) allowed each carrier to present to each of his route patrons two tickets for a Wisconsin State League baseball game. Tickets read, "I want you to be my guest."

3. Featured in News and Editorial — A 14-year-old carrier for the Madison *Wisconsin State Journal* (circulation 46,746, population 96,056) merited a news story on Page 1 and an editorial entitled "A Juvenile Non-Delinquent" when he returned to the rightful owner \$50 he found while delivering papers. The money, folded in an envelope, had been dropped by a couple moving into the neighborhood.

4. Service Club Luncheon Guests — The circulation manager of the Independence, Mo., *Examiner* (circulation 9,779, population 36,963) took four of his best carriers to a Kiwanis Club luncheon as his guests and introduced them as outstanding carrier-salesmen rendering a community service.

5. Editor for a Day — To acquaint carriers with newspaper publishing procedure, some newspapers have made their carrier-salesmen honorary members of the news staff and allowed them to spend a day in the newspaper office learning the duties and responsibilities of the publisher, editor, manager and other members of the staff.

6. For More Good Fishing — When a carrier of the Cleveland, Ohio, *News* (circulation 143,604, population 914,808) pulled in a new subscriber on the opening day of the fishing season he was given a fishing set, including an 8-foot bamboo pole, line, hook, sinker, line rack, etc., all packaged in a polyethylene carrying bag.

7. "Thank You" From Carriers — The Canton, O., *Repository* (circulation 68,151, population 116,912) carried a full-page ad for carriers expressing their appreciation to subscribers for paying on time, checking circumstances before making complaints, and for keeping their dogs tied.

8. Bond as Reward — To reduce carrier turnover, the Grand Rapids, Mich., *Herald* (circulation 50,829, population 176,515) deposited to the credit of a carrier half the value of a \$25 U. S. Bond after he had served efficiently for three months and allowed him to collect the full bond when he had continued on his route successfully for nine months more.

9. Carriers Win a Club House — The publisher of the Sarasota, Fla., *News* (circulation 6,163, population 18,896) offered to build a clubhouse for his carriers when the paper's circulation passed a certain standard. The carriers got busy and in a few months the club house was erected and dedicated. It is now used by 120 *News* carriers.

10. Interest on Cash Bond Deposits — At the close of each year the Iowa City, Iowa, *Press-Citizen* (circulation 11,616, population 27,212) pays 5 per cent interest on newspaperboys' cash bond deposits. One year the 115 carriers earned \$535 in interest.

11. Bank Accounts for Carriers — The Williamsport, Pa., *Sun-Gazette* (circulation 28,327, population 45,057) arranged with banks to accept deposits from carriers. Each carrier then had his own bank account and paid his weekly paper bill by check. This gave the carrier good business training and saved much time usually taken for counting change in the office.

12. Three-Day Selling Campaign — The Gary, Ind., *Post-Tribune* (circulation 51,558, population 133,911) conducted a 3-day selling

campaign on 13-week subscriptions, offering bond awards of \$25 to \$100. Competitors wore white buttons with this slogan in red: "I'm trying to win a Gary Post-Tribune Scholarship Bond."

13. Red Tag Sale—In a contest for 18 free air trips, carriers for the Champaign-Urbana, Ill., *News-Gazette* (circulation 28,913, population 62,397) wore red tags when making calls. New subscriptions were rated by points and boys who did not earn enough points to win a trip were paid cash.

14. Records as Prizes—Some circulation managers are using popular recordings as prizes for carriers. One newspaper offers a record for each new three-months' subscription, and another paper offers 16 hit tunes in one album for one new daily and Sunday subscription.

15. "Opportunity Room"—The *Christian Science Monitor* (circulation 161,566, population 801,444) has established an "Opportunity Room" for its carriers. In it are numerous books, catalogs, pamphlets and posters from colleges, technical schools and employment offices of large corporations.

16. Post Card to Teacher—Whenever the Peoria, Ill., *Journal* and *Star* (combined circulation 101,937, population 111,856) take on a new carrier, the circulation manager sends to the boy's teacher a card with this message: "We have recently contracted this student as a carrier for the Peoria newspapers. We trust that this outside interest will not interfere in any way with the boy's school program or with his studies. If at any time you feel that his grades are not as they should be, we would be very glad to hear from you."

17. Carrier Earns Car—When one of the carriers for the Bloomington, Ill., *Pantagraph* (circulation 38,586, population 36,127) bought a new car with earnings from his paper route, the newspaper ran a promotion ad with a picture showing the boy beside his car. Beneath the picture was a paragraph pointing out that *Pantagraph* carriers are a thrifty lot, having accumulated \$71,097.16 in their special *Pantagraph* savings accounts.

18. Salutes Carrier Quiz Winners—When six carriers for the Canton, O., *Repository* were winners in a current events quiz, the paper ran a full-page ad with the boys' pictures and pointed out that "whenever outstanding boys are recognized, *Repository* newspaper-boys, past and present, are among them."

19. Chicks as Awards—Some newspapers have found male baby chicks to be enticing awards for new subscriptions obtained just preceding Easter. Some states, however, have a law forbidding giving chicks as awards to children.

20. Trip to State Fair—The La Crosse, Wis., *Tribune* (circulation 33,534, population 47,535) each year puts on a sales campaign allowing carriers to earn a trip to the state fair.

21. Six-Day Trip to Washington—The Grand Rapids, Mich.,

Herald in a subscription-getting contest had carriers work for a week's visit to the nation's capital.

22. Christmas Party—The Bedford, Ind., *Times-Mail* (circulation 10,201, population 12,562) each year entertains carriers and their parents at a Christmas fried chicken dinner.

23. Carriers' "Happy New Year"—The names of 706 carriers who deliver the Davenport, Iowa, *Democrat* and *Times* (combined circulation 50,094, population 74,549) in Davenport and suburban towns were part of a double-truck "Happy New Year" ad in December 31 issues.

24. Increased Commissions—The Dayton, Ohio, *Daily News* (circulation 154,532, population 243,872) has two major prize campaigns a year to stimulate sales. These campaigns provide increased commissions for boys and counselors.

25. Customers Rate Carriers—In selecting outstanding carrier of the year, the Charles City, Iowa, *Press* (circulation 4,721, population 10,309) carries a rating card in the paper and asks subscribers to grade their own carrier on service, courtesy, dependability and personal appearance.

26. Competition Between Carriers of Two Papers—A baseball team made up of newspaperboys from the Peoria, Ill., *Journal* and *Star* annually plays a team of carriers from the Rockford, Ill., *Star* and *Register-Republic*.

27. Breakfast Canvass—Robert J. Tebbets, circulation manager of the Champaign-Urbana, Ill., *Courier* (circulation 28,610, population 62,397) suggests that carriers attend a breakfast each Saturday morning during the school year and after the meal solicit for an hour or so, with the top producer of each morning receiving a special mystery prize.

28. Carriers Help Worthy Cause—Carrier-salesmen for the Rockford, Ill., *Star* and *Register-Republic* (combined circulation 83,003, population 92,927) collected over \$10,000 in one month for the National Foundation for Infantile Paralysis.

29. Offered Thimble Drome Racers—As an incentive to carriers in obtaining new subscribers, the Champaign-Urbana, Ill., *Courier* gave Thimble Drome Racers as prizes. These all-metal racers, 10 inches long, were reproductions of the famous Offenhauser car and could attain a speed of 80 miles an hour.

30. Carriers Tour Newspaper Plant—Outstanding carrier-salesmen on the Hibbing, Minn., *Tribune* (circulation 8,424, population 16,276) enjoyed a tour of the newspaper plant after a dinner in their honor.

31. Carrier Appears on Radio—A day or two prior to National Newspaperboy Day one of the Canton, Ohio, *Repository's* carriers was interviewed on a widely heard women's program.

32. Turkey vs. Beans—The Grand Forks, N. D., *Herald* (circu-

lation 34,750, population 26,836) added a little fun to the selection of outstanding carriers by conducting a contest between two teams. One team was sponsored by the editor and the other by the business manager. The contest closed with a dinner, at which the winners ate turkey and the losers ate beans.

33. Service Error, Not Complaint — In the circulation department of the St. Louis, *Globe-Democrat* (circulation 310,243, population 856,796) a protest from a customer regarding delivery of the paper is not a "complaint"; it is a "service error."

34. Rewards and Penalties — Each week that a carrier for the Council Bluffs, Iowa, *Nonpareil* (circulation 20,777, population 45,429) has no complaints filed against him, 50 cents is placed in his bank account. For each complaint, 10 cents is deducted to pay the "kick boy" — the boy who takes papers to homes missed by the regular carrier.

35. One-Column Ads Feature Carriers — The Bloomington, Ill., *Pantagraph* carried daily a one-column ad with picture of a carrier and something about his experiences, savings, and hobbies. The heading was "Meet Johnny Jones, One of Bloomington's Young Businessmen."

36. Carrier's Phone Number to Customers — Each carrier for the Logansport, Ind., *Pharos-Tribune* and *Press* (combined circulation 22,043, population 21,031) leaves his telephone number with the subscribers he serves so that if he misses one the customer can call him at home.

37. Discounts as Rewards — The Bloomington, Ill., *Pantagraph* gives carriers discounts on their bills upon the completion of four months, eight months, one year, eighteen months, and two years of service. The longer carriers serve the less their papers cost them.

38. Samples for a Week — The Bloomington, Ind., *Herald-Telephone* (circulation 12,908, population 28,163) obtains from public utility offices the names of families moving into the town and has the paper delivered to them for a week. Then the carriers call at homes for subscription orders.

39. Congratulations to Graduates — In a 3-column advertisement the Janesville, Wis., *Gazette* (circulation 22,693, population 24,899) extended congratulations to carriers graduating from high school. The ad contained pictures of the boys and summaries of their school and newspaper achievements.

40. Help in Fly Control Program — The success of a fly control program was assured when the Mason City, Iowa, *Globe-Gazette* (circulation 25,132, population 27,980) carriers called at every one of the city's 8,400 homes to collect a fee. They gathered in \$2,200 for the program.

41. Gives Theater Tickets as Prizes — The Michigan City, Ind.,

News-Dispatch (circulation 13,913, population 28,395) makes arrangements with local theaters for show tickets at a reasonable rate and gives them as prizes to carriers for obtaining new subscriptions.

42. Calendars With Carriers' Pictures — The Washington, Iowa, *Journal* (circulation 4,185, population 5,902) supplies each newspaperboy with calendars displaying his picture. The boy delivers these to his customers at Christmas.

43. Approach to Newcomers — A campaign to obtain subscriptions from newcomers was conducted during hot and ordinarily dull August by carriers of the Decatur, Ill., *Herald* and *Review* (combined circulation 66,802, population 66,269). Names and addresses of newcomers were obtained from the Chamber of Commerce and the Credit Bureau and were assigned as prospects to carriers.

44. Pay for Carrying Samples — To encourage carriers to throw samples to prospective subscribers, the Moline, Ill., *Dispatch* (circulation 27,343, population 37,397) pays the carrier one cent a day per sample. Thus, the boy who delivers five samples for six days makes 30 cents a week.

45. Banquet With Major League Players — Maximum points for obtaining newspaper subscriptions during a spring drive entitled carriers for the Cleveland, Ohio, *News* to seats at a banquet with the Cleveland Indians.

46. Ten-Minutes-a-Day Plan — The Dayton, Ohio, *Daily News* explains to all new carriers that ten minutes a day devoted to calling on prospects will bring increased earnings, valuable experience, pride of accomplishment, recognition and fun.

47. "Boy Business" — The Burlington, Vt., *Free Press* (circulation 29,196, population 33,155) has an attractive booklet with the title "Boy Business" on its cover. It explains how the *Free Press* carrier-salesman runs his business and describes the privileges he enjoys.

48. Red Necktie Club — The Des Moines *Register* and *Tribune* (circulation 355,089, population 177,965) developed enthusiasm and publicity for carriers by launching a Red Necktie Club. When a carrier increased by two the number of patrons on his route he was eligible for club membership and was given a red necktie to wear as a club badge.

49. Reward for Perfect Week — All carriers on the Jackson, Tenn., *Sun* (circulation 14,677, population 30,207) who have a week of perfect service, receive in addition to base pay and bonus an Incentive Reward of 25 cents. The Incentive Rewards are cumulative and increase 25 cents each week of consecutive perfect service up to a maximum of eight weeks.

50. Certificate of Recommendation — When an efficient and faithful carrier for the Los Angeles, Calif., *Examiner* (circulation 344,633,

population 1,970,358) leaves the organization, he is awarded a Certificate of Recommendation.

51. Carriers' Softball League — The Rockford, Ill., *Star and Register-Republic* sponsor a Softball League for their carriers. A boy must have carried a route regularly for at least 14 days before qualifying as a player.

52. Carrier-Salesmen Workshop — The Beaumont, Tex., *Enterprise and Journal* (combined circulation 88,334, population 94,014) hold an annual Carrier-Salesmen Workshop in cooperation with the Lamar State College of Technology. Service, sales and collections are covered in a businessmen's panel with questions from carriers.

53. "Forty-Niners Club" — The Bloomington, Ill., *Pantagraph* sponsored a "Forty-Niners Club" with gold nuggets for new subscriptions and renewals. The main reward was a trip to the homes of Abraham Lincoln at New Salem and Springfield. Carriers who did not qualify for the trip were paid off at the rate of 5 cents a nugget.

54. Personalized Match Boxes — In a special selling campaign the Topeka, Kans., *State Journal* (circulation 23,347, population 78,791) gave carriers match boxes imprinted with their names and selling copy. The boys gave them to prospective customers.

55. Statements From School Officials — The Flint, Mich., *Journal* (circulation 92,706, population 163,143) obtains statements from school officials testifying to the value of training for carriers and uses these in promotion material.

56. Report Card for Parents — The Moline, Ill., *Dispatch* sends to parents of each carrier a report card showing sales record, accounts billed, money due and service record.

57. Stencils Carrier's Name on Papers — The California Newspaperboy Foundation suggests that a new carrier be introduced to his patrons by stamping his name on papers the day he takes over the route.

58. Appeal for Customer Cooperation — To assist its carriers in making collections, the Hamilton, Ohio, *Journal-News* (circulation 26,716, population 57,951) ran ads in the paper asking subscribers to have small change and bills on hand with which to pay carriers, who seldom have currency or large coins with which to make change.

59. Customers' Letter Contest — "Why I Like My Pantagraph Carrier" was the subject of letters submitted in a subscriber letter contest conducted by the Bloomington, Ill., *Pantagraph*. A series of eight ads using the winning subscribers' letters, their pictures, and pictures of carriers was run at the close of the contest.

60. Develop Prospect List — Before launching a drive for new subscriptions, the Port Huron, Mich., *Times-Herald* (circulation 31,811, population 35,725) asked each carrier to submit a list of non-

subscribers on his route and reasons they gave for not taking the paper. The carriers obtained 125 new subscribers while developing this list for the big selling campaign.

61. Birthday Cards to Carriers — Each carrier on the Canton, Ohio, *Repository* receives a card on his birthday signed by the district advisor. The card simulates the front page of the newspaper with a streamer headline, "Newspaperboy Has A Birthday," and an editorial which notes that "the boys who deliver the *Repository* are the best carrier-salesmen in the United States."

62. Prediction Column for Carriers — The *Young Plainsman*, carrier publication of the Huron, S. D., *Huronite and Plainsman* (circulation 12,207, population 12,788), tells carriers what they may expect to be in 20 years. The author handles the predictions in high school annual style, studies each boy's interests and talents and makes predictions accordingly.

63. A.N.P.A. Tribute to Carriers — A tribute to the newspaperboy has been recorded by the American Newspaper Publishers Association for use by newspapers in local broadcasts. Transcriptions of the broadcast are available at a cost-plus-postage price of \$1.00. Address Cranston Williams, American Newspaper Publishers Association, 370 Lexington Avenue, New York 17, N. Y.

64. A Salute From Head Man — A training manual for carriers of the Cleveland, Ohio, *Plain Dealer* (circulation 308,984, population 914,808) contains a letter from the president of the publishing company addressed to "Our Independent Merchants, the *Plain Dealer* Carriers". "Each one of us is playing an important position," says the head man to his newspaper carriers.

65. For Quiet Sunday Delivery — In a carriers' contest, the Kansas City, Kans., *Kansan* (circulation 29,532, population 129,553) gave extra points for quiet delivery of the paper on Sunday morning.

66. Keep Paper Dry — Water-resistant plastic envelope bags are used by the St. Louis *Globe-Democrat*, The Columbia, Mo., *Missourian* (circulation 3,415, population 31,974) and other newspapers to protect papers delivered by carriers in rainy or snowy weather. The envelopes are imprinted in red with a promotion message, which makes it easy for the customer to spot his newspaper in the snow or on damp ground.

67. Mother's Day Greetings — Each of twelve carriers of the La Porte, Ind., *Herald-Argus* (circulation 11,708, population 17,882) who won in an efficiency contest was given a photograph of himself to present to his mother as a Mother's Day gift.

68. Carriers Today and Yesterday — The Janesville, Wis., *Gazette* presented each week for several months an illustrated feature story concerning a current carrier and a business man who at one time was a newspaperboy.

69. Skating Party With Girls — Carriers of the Carthage, Mo., *Press* (circulation 6,145, population 11,188), their parents and girl friends were entertained at a skating party by the newspaper.

70. "Apples" for the Teachers — In an early fall subscription-selling campaign, the Bloomington, Ill., *Pantagraph* featured an "apple for the teacher" in the form of a year's subscription to the *Pantagraph*. The drive was directed toward new teachers in the public schools.

71. Compliments From Customers — The Fresno, Calif., *Bee* (circulation 95,552, population 91,669) publishes regularly in its carrier newspaper, letters from subscribers paying tribute to carriers for good delivery service.

72. Encourages Carriers To Save — The Battle Creek, Mich., *Enquirer-News* (circulation 36,972, population 48,666) induces its carriers to save money by matching the bank's interest rate. Thereby carriers' savings earn 5 per cent interest.

73. Monthly Efficiency Contest — The Pontiac, Ill., *Leader* (circulation 4,858, population 8,990) conducts a monthly efficiency contest to select the outstanding carrier each month. This provides a good opportunity to rank all carriers in order of their efficiency.

74. Reflector Tape for Bicycles — The South Bend, Ind., *Tribune* has equipped carriers' bicycles with reflector tape as a safety measure.

75. A Family of Carriers — The Piqua, Ohio, *Call* (circulation 9,496, population 17,447) devoted a full-page ad to families that had provided several carriers, honoring the boys and their parents. Special recognition was given to the family whose nine boys had been carriers of the *Call*.

76. Separate Building for Carriers — The St. Paul *Dispatch* and *Pioneer Press* (combined circulation 214,768, population 311,349) and other newspapers have provided special buildings for their carriers. This keeps boys away from plant machinery and the truck zone.

77. Helped 3,000 Boys and Girls — The Royal Oak, Mich., *Tribune* (circulation 40,788, population 46,898) in an advertisement, emphasized the fact that it had been aided by and in turn helped 3,000 boys and girls during its 23 years as a daily. These youngsters, it pointed out, had learned the fundamentals of salesmanship, business and service while earning money for themselves.

78. Vacation-Pak Plan — Carriers of the Fresno, Calif., *Bee* keep vacationers on their lists by explaining to them the *Bee's* Vacation-Pak Plan. Each carrier promises not to let papers pile up on customers' porches while they are away and to deliver to them when they return from vacation all papers published during their absence.

79. Advancement Questionnaire — Carriers for the Oakland, Calif., *Tribune* (circulation 201,308, population 384,575) who im-

prove their service are advanced to higher ranks, but before being advanced they must answer satisfactorily twenty-five questions on selling, delivering and collecting.

80. Turkeys for Thanksgiving — Each carrier for the South Bend, Ind., *Tribune* has the opportunity to earn a Thanksgiving turkey for his family. Over 400 ten-pound birds were given one year to carriers who had increased the number of customers on their routes.

81. Carriers' Transportation Modes — The various modes of transportation used by carriers of the Jackson, Mich., *Citizen-Patriot* (circulation 36,230, population 51,088) made an interesting photographic feature for that newspaper. A story accompanying the pictures pointed out that each carrier is a businessman with a bank account.

82. Paper-Folding Contest — The Charleston, S. C., *News & Courier* and *Evening Post* provided great fun for their carriers at a Christmas Party when they staged a paper-folding contest, offering prizes to those who did the neatest folding in the shortest time.

83. Hayrack Ride for Carriers — The Moline, Ill., *Dispatch* hit a popular note when it arranged an old-fashioned hayrack ride for carriers who had built up their routes in a given time.

84. "Beat the Heat" Offer — A 24-bottle case of soft drinks was offered during July to each carrier for the Battle Creek, Mich., *Enquirer-News* who increased the number of customers on his route by three.

85. Roaming Photographer — The Phoenix, Ariz., *Republic and Gazette* (combined circulation 160,219, population 106,818) have a roaming photographer who drives about the city snapping pictures of front porches where papers have been properly delivered. This stimulates good delivery service.

86. Balloon Race for Carriers — The Minneapolis *Star and Tribune* (combined circulation 497,784, population 521,718) used this plan to make selling popular with their carriers: For every order brought in during a week a carrier was given the opportunity to launch a balloon with a return card addressed to him at his home. All carriers released balloons at the same time on Saturday from the middle of Main Street. It created public interest, made fun for the boys, and brought in new subscriptions.

87. "Beat the Clock" Contest — The Detroit, Mich., *News* (circulation 453,579, population 1,849,568) put out an attractive folder showing various merchandise prizes arranged in clock-face style. For each hour there was a prize for a subscription obtained during that hour.

88. H.S. Course for Carriers — High school credits for carrier training are approved in Chicago schools under the Distributive Education Plan of the State of Illinois. To qualify, a boy must be

either a junior or senior and must spend at least 15 hours in the distribution or selling field. Training includes also telephone communication, collection methods, subscriber relations, newspaper relations, accounting and insurance records.

89. Luncheon for New Carriers—On one Saturday each month the Pueblo, Colo., *Chieftain* and *Star-Journal* (combined circulation 38,666, population 63,685) take boys who have become carriers during the month on a tour of the plant, give them a training period with the circulation manager and district managers, ending with a luncheon.

90. "Cow Hands" in a Roundup—Carriers of the Grand Junction, Colo., *Sentinel* (circulation 15,964, population 14,504) became "cow hands" in a "Maverick Roundup" of new readers. Each carrier was given a "cow poke" handle to precede his name and 634 new subscribers were steered into the corral.

91. Must Have Good School Grades—No boy is allowed to deliver papers for the Elizabeth, N. J., *Journal* (circulation 49,614, population 112,817) unless he has at least a passing grade of 70, and this average must be maintained throughout his tenure. If he fails, he is again eligible when his grades have picked up.

92. Carriers' Activity Bus—The New Bedford, Mass., *Standard-Times* (circulation 62,179, population 109,189) purchased a large orange and black bus for use in its newspaperboy activity program. Printed on each side of it is "Newspaperboys Recreational-Education Program, *Standard-Times*." (See Fig. 8.1).

93. Uses Four Media—The Charleston, S. C., *Evening Post* and *News & Courier* use four media to publicize carrier activities: The *Carrier Headliner*, a weekly mimeographed news sheet sent to ap-



FIG. 8.1 — The New Bedford, Mass., *Standard-Times* uses this bus to transport its carriers on recreational and educational trips.

proximately 600 newspaperboys and distributors, programs on radio station WTAM, and publicity in both Charleston newspapers, which are published in the same plant.

94. Tee Shirts for Carriers—For three new subscriptions, the Niles, Mich., *Star* (circulation 7,708, population 13,145) gave a carrier a Tee Shirt attractively lettered "Niles Daily Star," in appropriate design. The Ardmore, Pa., *Main Line Times* (circulation 15,650, population 1,200) gives to each carrier obtaining two subscribers, a Tee shirt with the paper's name on its front.

95. Branch Stations for Carriers—The Fresno, Calif., *Bee* has branch stations for carriers in all districts of the city. Each district, therefore, has its own headquarters where carriers meet with supervisors and receive their papers for delivery each day.

96. Subscriber's Value Chart—The Bloomington, Ill., *Pantagraph* presented to each carrier a chart showing the value to him of each customer. It revealed that a carrier would have to deposit in a bank \$131.67 to draw the same amount of interest that his profit on a single subscriber amounted to.

97. Carrier Alumni Evening—The Lancaster, Ohio, *Eagle-Gazette* (circulation 14,375, population 24,180) held a "Carrier Alumni Evening," inviting former carriers to meet with the regular carriers in an evening of fellowship and entertainment.

98. Merit Stamp Contest—The Richmond, Ind., *Palladium Item* (circulation 28,257, population 39,539) put on a Merit Stamp Contest, which reduced delivery complaints 20 per cent. Each carrier could earn three stamps weekly by (1) receiving no complaints from subscribers, (2) having papers out of the plant by 5:30 on Sunday mornings, and (3) paying his bill by 2:30 on Saturday afternoon. Carriers receiving 39 stamps were given \$10 and the others were allowed to cash the stamps at 10 cents each.

99. Turtle Derby—The Des Moines *Register* and *Tribune* found that importing turtles from Louisiana was an important way to boost circulation. Carriers were given turtles for so many orders and when all turtles were distributed a turtle derby was held with prizes for the fastest turtles.

100. Carrier Recruiting Plan—The Davenport, Iowa, *Democrat* and *Times* allowed a bonus of \$1.00 to each carrier who brought in a recruit for the carrier ranks.

"Circulation turnover points up the fact that the paper doesn't sell itself, although some of us editors like to think so. Somebody has to sell it. No editor is genius enough to provide a steady, guaranteed audience through his own efforts."

— LEE HILLS,
Executive Editor,
Detroit, Mich.,
Free Press

CHAPTER 9

Selling the Newspaper

NEWSPAPER SELLING is based on two principles used in successful selling of any product: The salesman must have complete understanding of every detail of the product to be sold and how it will benefit the purchaser; and plans must be formulated to use proven methods, wisely adapted to specific situations.

SALESMEN MUST KNOW THEIR PRODUCT

The newspaper is a package of varied features and services. When you sell it, you sell: (1) information, (2) discussion, (3) entertainment, (4) promotion, (5) consumer buying assistance, and (6) community pride and interest.

John Scott Davenport contends that when you sell a newspaper you are not selling comics, an editorial policy or a wad of paper with printing on it that can be used to wrap garbage but what you are selling is news-editorial content.¹ Topping the list of all that a newspaper contains, of course, is general information concerning happenings in the reader's world of interest. Circulation salesmen sometimes slide away from this important emphasis to call attention to a series of feature articles on movie stars or home-run artists, a new comic or a special premium offered with a new subscription. At a convention of the National Newspaper Promotion Association in St. Paul, William P. Steven, executive editor of the Minneapolis *Star and Tribune* (combined circulation 497,784, population 521,718) chided circula-

¹ John Scott Davenport, *Newspaper Circulation — Backbone of the Industry*, Wm. C. Brown Co., Dubuque, Iowa, p. 57.

tion managers "who have more confidence in jackknives for carriers than they have in news and features to sell papers."

Sell News and Editorial Comment

Unless a circulation salesman can sell his newspaper on its coverage of news, he will, most likely, waste his time in trying to sell it on its features or whatever else it contains. The latter are good sales arguments but they are subsidiary to news. Salesmen lose prestige for their newspaper and for themselves when they fail to emphasize its news-giving qualities.

"The quality of your product will do more to sell your newspaper than circulation efforts," says Don Hardy, publisher of the Canon City, Colo., *Daily Record* (circulation 3,987, population 6,345). "We have found that thorough local news coverage with pictorial play-up has done much to increase the effectiveness of carrier solicitation."

The Newton, N. J., *New Jersey Herald* (circulation 10,747, population 5,781) a progressive weekly, tripled its circulation in ten years despite the competition of New York dailies published no more than 50 miles away, mainly by thorough coverage of local news.

"We have news and advertising competition from a local radio station and advertising competition from a shopping guide, but we do not think that they pose any serious threat to our circulation," says Marlin S. Morgan, the publisher. "Daily papers from New York and Newark circulate in our county. They carry the big news, but the local readers still want the local news (weddings, births, clubs, schools, etc.), which the city papers do not touch. In this respect we have the advantage over the city papers and the radio."

While news ranks highest among all that a newspaper has to offer, editorial comment on happenings and problems also is an important drawing card. All subscribers do not read the editorial page but those who do usually are deeply interested and become staunch friends and supporters of the newspaper. They may sternly take issue with the editor on some subjects but this usually heightens their interest and increases the publisher-reader contact.

Among editors who sense the value of a good editorial page in building circulation is John M. McClelland of the Longview-Kelso, Wash., *Daily News* (circulation 17,526, population 27,684). He says: "Giving attention to editorials is good business. We have had subscribers tell our collectors out on the motor routes that they take the paper just to read the editorials. Of course, we don't kid ourselves into believing that all our subscribers read our editorials regularly. Perhaps less than 50 per cent of them do. Nevertheless, we believe that readers have more respect for a paper and value it more highly when there are editorial comments available for them

to read." Sound editorials on current subjects, especially when they pertain to local problems, help to sell newspapers.

Weekly newspapers that have eliminated the editorial page have made a great mistake, in the opinion of Bill Wilmot, publisher of the Colfax, Wash., *Gazette-Commoner* (circulation 3,805, population 3,057). "People are naturally interested in what the editor thinks about a certain situation, even though they may not agree with him," he says. "Many times people rely on the editor for a little guidance through the editorial column."

Features Are Popular

Features which entertain also help greatly in circulation development. Newspaper syndicates produce features that appeal to every interest and there is strong competition between newspapers for the best of their offerings. But a newspaper's own staff may develop features with a greater local appeal than those supplied by syndicates.

"We have a continuous program for development and purchase of good special features around which circulation can build its sales drives," says Lee Hills, executive editor of the Detroit, Mich., *Free Press* (circulation 456,768, population 1,849,568). "We get revised lists of cities showing where each edition goes so that a story for Lansing goes to Lansing and one for Saginaw goes to Saginaw. The circulation department lets us know of sensitive areas and areas where it is putting on extra effort. We step up coverage there, and hunt for features of special interest to those people."

The average newspaper also promotes sports and various forms of amusement and the space given to this is tremendous. Some years ago Opinion Research Surveys, Inc., of Princeton, N. J., was asked to conduct a poll to ascertain reader interest in sports pages. It was determined that 30 years ago, 18 per cent of a newspaper's readers followed the sports pages, 20 years ago that percentage had mounted to 30 per cent and during the last 30 years it has soared to 55 per cent, topped only by the comics and Page One. Publishers sometimes feel that they are either giving too much space to sports or they should receive some recompense for the advertising and promotion. Not to be overlooked, however, is the reader interest and increased circulation brought about by sports coverage. All that is needed to prove this is to leave out the box scores for a single day. The reaction would be convincing.

Pictures Catch the Eye

Weeklies and small dailies, along with metropolitan papers, sense the value of pictures that illustrate news and features and allow them liberal space. Practically every small newspaper today has one or more reporters who know how to use a camera, and the large papers

have a staff of news photographers. Engraving equipment is found in small as well as large plants. Attractive newspaper cuts are produced inexpensively by the Fairchild Scan-a-Graver and other modern devices.

Wonderful picture subjects live in every town, regardless of size. In their interesting book, *1,000 Ideas for Better News Pictures*,² Hugh Sidey of *Life Magazine* and Rodney Fox, professor of journalism at Iowa State College, encourage the use of pictures by newspapers in small communities:

A picture you take of something for your newspaper has all the human appeal that a picture of a human being has for readers of a metropolitan paper, plus the big extra value that comes because your pictures are of friends, neighbors or, at least, acquaintances. Children in your town are every bit as cute as city children, and chances are that the situations in which you photograph your town's younger generation are a lot more wholesome and satisfying than those pictured in the urban press. You have the beautiful aged persons, white-haired, their faces rich with the lines achieved by their living . . . you have, in fact, all sorts of interesting people for the lens of your camera.

The metropolitan press is giving more attention to pictures than ever before. Color printing and wire photo are now being used extensively. Better pictures are as much a part of progressive journalism as better reporting, and they are yielding a rich return in stepped up readership.

Ads Offer Savings

Another valuable service given by newspapers is assistance in buying through their advertising columns. People buy the paper to see what is offered at the stores, what may be bought or traded for in the homes, what entertainment is available at the movie houses, on television and the radio, and what real estate or livestock is offered at auction. The classified pages of some newspapers draw greater reader attention than the editorial page.

Stimulates Community Pride

But the solicitor sells even more than news, editorial comment, features, promotion and advertising when he sells the newspaper. Beyond that, on the intangible side, is information that gives the reader an understanding of community needs and opportunities that should stimulate a desire to cooperate with other citizens in making the community better. Whether he is aware of it or not, the reader buys with the newspaper the opportunity to become a

² Hugh Sidey and Rodney Fox, *1000 Ideas for Better News Pictures*, Iowa State College Press, Ames, Iowa, 1956, p. 24.

more vital part of his community. The newspaper that keeps the subscriber informed concerning what is going on in his town is stimulating his interest, increasing his knowledge of local affairs and strengthening his desire to increase the merits of his home town.

"The main story we have to tell is that of the simple life, the importance of church and school in our town, state, and nation," says Dwight Payton, publisher of the Overbrook, Kans., *Citizen* (circulation 775, population 387). "It is our belief that something which made this nation great is still to be found in the rural areas." The circulation of this newspaper is small but its coverage is great — approximately 800 in a township with a population under 1,000.

The newspaper presenting information and comment which contribute to a better understanding of human relations is a stimulus to good citizenship. "People who read the newspapers are 'better citizens,'" says Lee Hills, executive editor of the Detroit, Mich., *Free Press*. There is a strong feeling among good citizens that reading a newspaper is a duty.

SUCCESSFUL SALES METHODS ARE VARIED

Ten means, at least, may be employed effectively in selling newspaper subscriptions:

1. Special solicitors or regularly employed salesmen.
2. Carriers.
3. Various members of the newspaper staff.
4. Community groups who will work for premiums or contest prizes.
5. Mail.
6. Telephone.
7. Radio and television.
8. "Silent salesmen": honor boxes and vending machines.
9. Street salesmen.
10. Promotional campaigns and contests.

Full-time Salesmen Do Good Work

Some newspapers employ full-time salesmen, who work in areas where circulation building is particularly needed and at times when the prospects are most likely to be responsive. These are supervised by a man who knows the field to be covered, the type of sales promotion needed, and who has the personality and the salesmanship to stir to action the men under him. Usually on the large papers each salesman is put through a training course before he is sent into the field. On the smaller papers he is left pretty much to his own resources for producing results.

These salesmen direct their main efforts toward obtaining new subscriptions although they gather in renewals along the way. Usually they work on a base pay to cover expenses plus a commission, usually 50 per cent for new subscriptions and 25 per cent for renewals. The rate depends upon the difficulties to be met in reaching and persuading prospects. The publisher wants subscribers and usually will pay what is necessary to bring results. One publisher pays 70 per cent on new subscriptions and 40 per cent on renewals. In addition, he pays 75 cents for each order accompanied by full remittance or official company purchase order. He has set up also a quarterly bonus system, which provides additional bonuses to bring certain top-category subscriptions over the 100 per cent mark, providing the salesman meets the quota assigned to him.

"This bonus is not just a phony cover-up to enable us to pay the men high commissions," the publisher says. "It is a genuine quota allotment based on our needs and on reasonable expectations that the men can meet them. We have several restrictions on the type of subscriptions on which we will not pay bonus or commission. We also have heavy deductions from salesmen's paychecks for subscriptions misrepresented or misclassified in order to qualify for higher commission and for unauthorized subscriptions."

Setting up goals for salesmen is a strong incentive for intensive solicitation. Each salesman in the organization may be given a quota of new subscriptions to be obtained in a limited time, or a long-time selling goal may be set for the entire department.

In its 1955 plans for selling, the Jacksonville, Fla., *Florida Times-Union* (circulation 142,257, population 204,517) looked ten years ahead. F. P. Turner, circulation manager, set before his salesmen a chart, showing the growth in city, state and total circulation from 1950 to 1955 and indicated what he expected it to be in the next 10-year period (see Fig. 9.1). Undoubtedly, the result of each year's selling will be checked against it to see how nearly the forecast holds. Salesmen will not easily be satisfied until the prediction of each year is fulfilled.

MORE EFFECTIVE IN RURAL DISTRICTS

Full-time salesmen are used more in the rural districts to supplement mail solicitation than in the city and suburban areas where carriers are relied upon to obtain subscriptions. However, the Somerville, N. J., *Messenger-Gazette* (circulation 8,610, population 11,571), a weekly newspaper with practically all its circulation served by carriers and newsstands, employs house-to-house solicitors, who regularly put in 40 hours a week. Sample copies are delivered to homes of prospects and soon afterward salesmen appear to receive orders. This is a good way to build circulation, but it sometimes

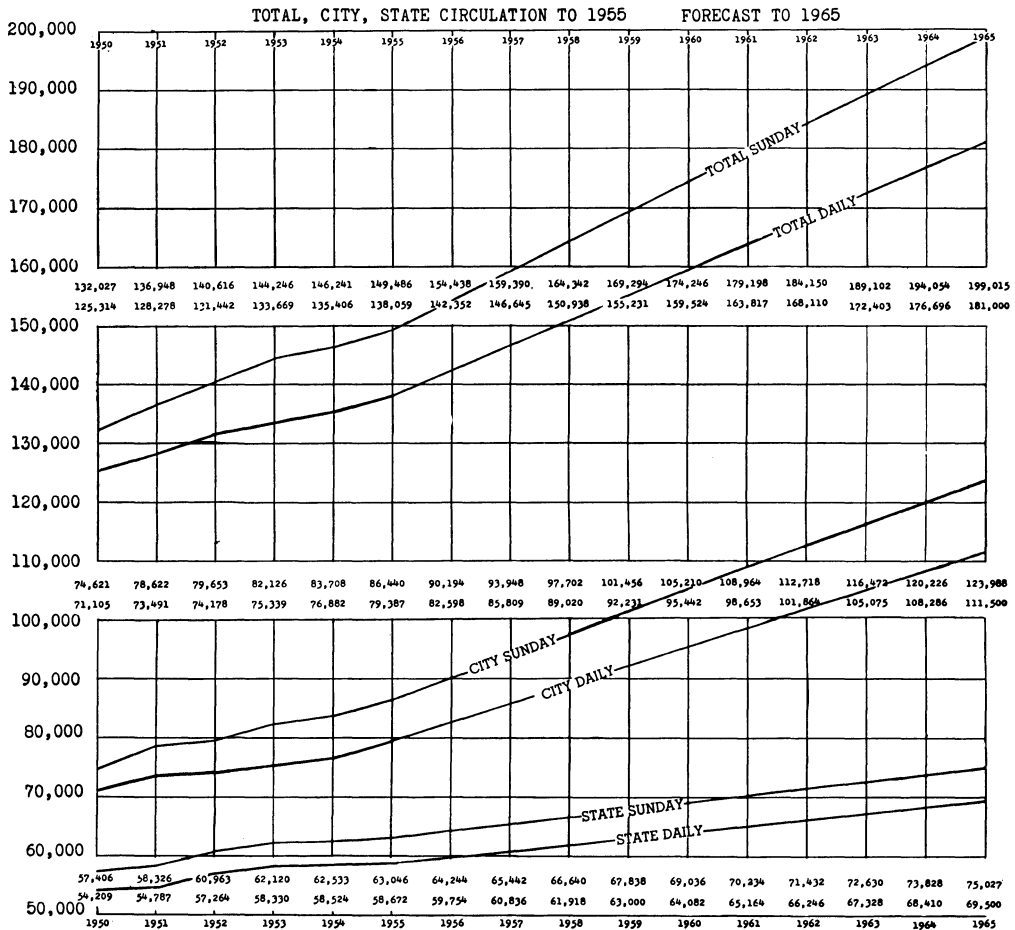


FIG. 9.1 — Sales chart of the Jacksonville, Fla., **Florida Times-Union**, showing circulation growth from 1950 to 1955 and forecast of circulation each succeeding year to 1965.

is a problem to find men or women with ability who are willing to engage in house-to-house selling.

Small dailies and weeklies have found salesmen very useful in building circulation with farmers. Such salesmen usually are persons who have lived long in the community and are well known. The publisher of a good weekly newspaper relates his experience with rural salesmen in this way: "I've lived in a small town the most of my life and I've hired many a good subscription salesman, and they nearly always lived right under my nose. A 60-year-old former street-car conductor who had retired to our town, for example, was a

natural. He needed extra money, liked people, and enjoyed the work. Another man, 43, had been a store clerk and he needed work in the open air. You're almost sure to find such people if you look hard enough."

Most newspapers with a large rural circulation carry a weekly farm page, with items of special interest to farmers. *Circulation Management*³ presents this plan to make the farm page profitable in cold dollars and cents:

- Step 1.* Do what has been described above—select a salesman from the home community.
- Step 2.* Get a large-scale map of the town's trade territory, showing all the roads and mail routes, so that the salesman can plan daily trips covering specific areas and in the final stage reach every home in the county.
- Step 3.* Tell the salesman to go out and sell subscriptions, a neighborhood at a time, and while doing so to gather news and human interest material for the farm page.
- Step 4.* Teach the man how to sell subscriptions and gather news.
- Step 5.* Allow the salesman to make a special rate to new subscribers as a way of introducing the paper to them. Otherwise the woman of the home will want to talk it over with her husband before giving an order, and the man will want to think it over and let you know later. A "special" in the nature of a few extra issues or a premium overcomes this procrastination.

The personal touch counts for a lot with the American farmer. A salesman, who knows by long experience, once told a group of circulation men: "Don't canvass your rural routes with the expectation of listing every farmer on the first trip out. If he refuses to subscribe, lead him around to the hog shed, ask him a few questions about the hogs and what he feeds them, make an item of what he tells you for the next issue, mail him a marked copy, and then in a few weeks call again if he doesn't visit the office in the meantime to subscribe. Cultivate his friendship."

ENTICING FIELD FOR RIGHT MAN

When a man with the knack of meeting people pleasantly is given free way in a newspaper's circulation field, he is generally happy with his work and will stay a long time with the newspaper that employs him. The average length of service for full-time solicitors on the Waterloo, Iowa, *Courier* (circulation 49,088, population 65,198) has been 19 years, according to Hugh Patterson, circulation manager.

"An exchange of ideas and experiences between our solicitors has been helpful in keeping them on the job," Patterson explains. "At least twice each year they gather at our office for a meeting where

³ *Circulation Management*, June, 1952, pp. 22-23.

they bring their problems of a general nature into group discussion. A question posed by one man often will be answered by another solicitor who has encountered and overcome the same problem. After our general discussion we get more specific, and point to towns that are not keeping pace with the group. Later we invite our managing editor into the meeting to handle questions pertaining to news coverage. This tends to clear up any misunderstandings that may prevail and, in addition, it gives us another opportunity to instruct our men in the product they are selling."

Patterson emphasizes the value of keeping salesmen well informed concerning the number of subscribers in the area they are working. Each day the clerks in the circulation department mimeograph an information sheet, on which are listed the following items: (1) names and addresses of all mail starts for that day with the expiration date of each start; (2) names, addresses and new expiration dates for all who had renewed subscriptions on that day; (3) names and addresses of all subscribers whose subscriptions will expire one week hence; and (4) names and addresses of all stops for that day. Each solicitor receives this daily report and if the expiration dates appear to be in error, he immediately tells the office and thus often saves the circulation department some embarrassment. This helps to avoid those unpleasant situations caused by mistakes in record keeping.

SOLICITATION IN SPECIFIC AREAS

Not all newspapers employ full-time salesmen, many put on a part-time man to make a thorough canvass of a certain territory, requiring only a few months, perhaps. The LaFollette, Tenn., *Press* (circulation 3,731, population 5,797) employs a school teacher to sell subscriptions in the rural districts during the interschool period. Such salesmen, however, will not accomplish as much as a full-time man who has had time to develop the acquaintance and confidence of the people in the community.

Solicitation in definite areas bears fruit when the newspaper gives special attention in its news columns to those areas. The Beaver-Rochester, Pa., *Beaver Valley Times* (circulation 21,378, population 13,557) has made of itself a local newspaper for all sections of the county by printing editions for three different areas. First from the press is the Aliquippa edition, which is circulated in the extreme southwestern quarter of the county; second is the Ambridge edition for the southeastern quarter; and third is the Beaver edition for the rest of the county. General news goes into all editions but special news of the area served goes in each neighborhood edition. Thus, each town in the county feels that the *Beaver Valley Times* is its

home-town newspaper and circulation work becomes easier at all points. The circulation department persistently adds to the subscription list by well-planned solicitation.

Use Carriers in City

Residents of the city are more easily induced to become regular subscribers. They are nearer to the newspaper, and the newspaper more closely touches their interests through its news and advertising columns. Effort expended in this veritable mine of selling opportunities usually brings prompt returns.

A circulation department, however, cannot let matters drift along in this fertile area. Carriers, who are depended upon largely to do the selling, must know how to make the right approach, arouse interest, create desire and drive straight for a signature on the dotted line. How these four important steps may be carried out is illustrated in an attractive manual (see Fig. 9.2) issued to carriers by the Dallas, Tex., *News* (circulation 208,067, population 434,462).

The circulation department of the Denver, Colo., *Post* (circulation 254,120, population 415,786) gives to each new carrier or supervisor a bulletin, which contains instructions in ways to overcome the common objections of prospective customers. It even outlines for the carrier that beginning word: "Good evening, Mrs. Blank, I stopped by to see whether anyone has contacted you in regard to subscribing to the *Post*. As long as no one has seen you concerning the paper, I would like to step in a minute to explain the many fine features we have in our paper." Ordinarily a memorized speech is not very satisfactory, but a carrier sometimes needs a pattern to follow.

MUST HAVE CONVINCING SALES TALK

The sales talk then swings into a description of the news coverage and many fine features in the paper, stressing easy-to-read makeup, sports pages, the radio and TV listings, comics, editorial writers, columnists, classified ads, etc. Good carrier service and monthly collections also are described. This part of the sales talk is not too hard for the carrier to present. His troubles start when the customer begins presenting familiar objections. Rod Gentzkow and Myron J. Peterson, field supervisors for the *Post*, presented in *Circulation Management*⁴ the following answers for the most common objections:

Prospect: "I'm taking too many papers and magazines now."

Carrier: "I am sure that you can get most of the news and reading pleasure out of the *Post*, thereby eliminating some of your other papers and magazines and saving money at the same time."

Prospect: "The paper costs too much."

⁴ *Circulation Management*, April, 1955, p. 11.

Carrier: "Our paper costs just a nickel a day and where can you get more value for five cents? In addition, we carry valuable coupons each Thursday, which amount to anywhere from 10c to 40c a week. Our Sunday paper sold separately costs 15c, so by becoming a regular daily and Sunday subscriber, you receive the Sunday paper for only 5c."

Prospect: "I get all the news on the radio or television."

Carrier: "Yes, you do get the highlights of the news, but you fail to get the whole story and facts. I suggest you read the *Post* for details. It will keep you well informed."

Prospect: "I don't have time to read the paper because of television."

Carrier: "You will note that our paper carries a full page devoted exclusively to radio and TV, giving complete program listings. You will also find a convenient television play bill, giving a listing of programs of most interest. The paper is also designed for quick and easy reading, with an index on the front page and many important stories complete on the front page."

Prospect: "I take the local paper and buy the *Post* on Sunday."

Carrier: "We don't feel we are in competition with the local paper, because if we tried to localize our paper, it would be so large it would take a truck to deliver it. We take over where the local paper lets off, as we have the facilities to give you better worldwide coverage of the news, plus a full page of wire photos. You mentioned you took our Sunday paper; for 20c more per week, you can have both the daily and Sunday."

Each of these suggested answers to the prospect's objections is specific. And so are the sales talks. With these as an aid, the carrier soon learns to "ad lib" to meet new situations.

The Modesto, Calif., *Bee* (circulation 32,112, population 17,389) gives similar instruction to its carriers in a colorful sales manual. Some of the answers it offers for stock objections are:

Prospect: "We can't afford it."

Carrier: "You can't afford to be without the *Bee* because: (1) the price of the paper each week can be saved many times over in the purchase of food and clothing advertised in the paper; (2) unused articles you have in your home can be turned into quick cash by advertising them in the classified section; and (3) new and possibly better jobs are advertised constantly in the classified ad columns."

Prospect: "We buy it elsewhere."

Carrier: "Well, why do that when I can deliver it to your home every day and collect for it only once at the end of the month? And in spite of all the extra service of bringing the paper right to your door, my monthly collection is actually less than what you pay when you buy the paper uptown."

For the prospect's "We take another paper," the *Bee* manual warns the carrier: "Do not say anything about another newspaper, but show the good qualities of the *Bee*." And for the more customary "We'll talk it over," the manual suggests: "Usually that is only

FIG. 9.2 — In this manner the right way to obtain a new customer is explained to carriers of the Dallas, Tex., *News*. (Courtesy of the Dallas *News* and the ICMA Official Bulletin.)

The 4 Steps In Making A Sale



The approach

"Good evening Mrs. Smith. I'm Tom Jones, The Dallas News carrier on this route. I deliver The News to many of your neighbors and every time I pass your house, I want to leave you a paper too." Mrs. Smith interrupted to say, "Well, Tom, we're taking one paper now, and . . ."

Arouse interest

"Yes, I know, Mrs. Smith," Tom said, "but I'm new on this route, and if you have a minute, I would like to tell you about The News. I have noticed that there are several people in your family, and The News is designed as a family newspaper. It is printed in several sections to make it convenient for each member to have his favorite part. The first section consists of local, national, and international news and usually the sports page. I know your husband would enjoy reading this section before going to work each morning.

"You would like the women's section. In it, you'll find daily recipes for planning the family meals, home decorations, stories of club meetings, marriages, and other articles written especially for women.

"Then there is the section of local news, business news, and the editorial page and classified ads. The News has many outstanding writers. Among them is Paul Crume who writes The Big D column, appearing on the front page every day except Saturday."



Create desire for The News

"Mrs. Smith, you'll enjoy the convenience of shopping from the bargain ads appearing in The News every day too. You can save many times the subscription price through the use of grocery ads alone." Mrs. Smith interrupted again, "Well, I don't know. We . . ." Without hesitating Tom continued, "Mrs. Smith, I'll deliver The News early every morning. I'll have it on your porch before you're awake. Many of my customers tell me that they just couldn't start the day without The News and their morning cup of coffee. And The News costs so little, too. It costs less than 6¢ a day, including the big Sunday paper." Conversation shifted again at this point but not for long. "Tom, maybe you're right, but . . ."



Close the call

"Mrs. Smith, I know your family would enjoy reading The News if you would just give it a try. How about letting me deliver it to you for just one month? That will give you and your husband an opportunity to judge for yourselves." So, she said, "Well, all right. We'll give it a try." "Gee, thanks, Mrs. Smith. I know you won't be disappointed. Please sign right here and you can look for your News beginning in the morning."



an excuse, but if it is necessary to call back, do so at the time you promise." Additional practical suggestions are: (1) try to learn the prospect's name before calling; (2) take a copy of the paper with you; (3) have order book and pencil; (4) be cheerful; (5) be neat; and (6) always be courteous.

MUST GENERATE ENTHUSIASM

Successful selling of the newspaper to homes depends greatly upon maintaining a high degree of enthusiasm in the carrier organization. This enthusiasm may be generated by: (1) sales meetings, (2) selling campaigns, and (3) prizes, premiums or bonuses. In addition to training and definite instruction, boys need incentives, encouragement and "tips" that will lead them to greater revenue. When selling the newspaper can be made a game and a contest as well as an achievement, carriers throw themselves into their work, really enjoy it, and increase the number of patrons on their routes, which makes money for them while swelling the newspaper's total circulation.

J. R. Hudson, circulation promotion manager for the *Des Moines Register and Tribune* (combined circulation 355,089, population 177,965) believes that carrier meetings are almost useless unless they are filled with surprise and color.

"Such meetings," he says, "should be natural enthusiasm builders. Make meetings short—not more than 15 minutes—and make the session snappy. Give the boys some sales tips but make those tips the kind that will help the boy get inside the house. One of the best carrier salesmen we ever had was a lad who knew it was ten times as hard for a prospect to say 'no' if he got inside the house. All winter long he carried a big pair of overshoes with him. He'd knock on the door, hold his overshoes and say 'Mrs. Smith, I've taken off my overshoes so I won't get your rugs dirty. May I step inside?' That's a sales tip any boy will understand. Let enthusiasm get him up to the door and inside; let your selling aids or selling plans help him get the order, once he's inside; let good service and a good product keep the order, once it is sold."

Ed Mill, circulation director of the Davenport, Iowa, *Democrat and Times* (combined circulation 50,095, population 74,549) suggests the use of visual aids at carrier sales meetings. "Remember," he says, "through the ears, 10 per cent sticks, through the eyes, 20 per cent. You'll be surprised, if you check, the films available, free of cost, to tie in with your campaign."

For one of his carrier meetings Mel Kappler of the Moline, Ill., *Dispatch* (circulation 27,343, population 37,397) clipped features, news, advertising, pictures and comics from one day's paper and pasted them on a big roll of paper, and to impress upon new carriers the immensity of the product they were to sell he released

the massive roll in front of the group. Large flash cards were used also to illustrate salient points in selling, delivering and collecting.

Experience proves that showmanship, humor and novelty make sales meetings interesting and help to generate enthusiasm in the sales organization.

SEASONAL HINTS ARE USEFUL

Hints for selling, tied in with the seasons and with local conditions, help greatly to keep carriers in the selling groove. The Fresno, Calif., *Bee* (circulation 95,552, population 91,669) follows this plan consistently, keeping its carriers working even through the hot summer days with bulletins such as the following:

**THE "DOG DAYS" ARE HERE!
DON'T LET 'EM SLOW YOU DOWN!!**

FUNNY THING about the "Dog Days" of mid-summer! NEWS HAPPENS and TRAVELS just as fast THEN as during any other period of the year! But what happens when it gets to YOU — in each day's completed copy of your Fresno Bee?

DO YOU think more about the temporary discomfort of these hot August days than you do about giving your good route customers the speedy, ON TIME delivery service they expect from you — regardless of the temperature? THE HEAT OF "dog days" will never get you down all by itself. But, you can generate plenty of "HEAT" that will really singe your hair, if you fail to maintain good delivery service to readers all month long!

THERE'S SO MUCH big news breaking every day that every subscriber is anxious to get his copy of the Fresno Bee right on the dot . . . So no matter what the *thermometer* may say, don't act like a floppy eared old hound dog — but like a snappy young business man, who says:

"TO HECK WITH THE 'DOG DAYS' . . . I'M GIVING MY CUSTOMERS RED HOT DELIVERIES."

The Columbus, Ga., *Ledger and Enquirer* (combined circulation 53,964, population 79,611) combat summer slump by getting carriers together early in the evening to solicit picked homes. After about an hour of soliciting, supervised by a district manager, the group goes on a weiner roast. The carriers are paid cash for their orders. This plan appeals to the boy's pride in his newspaper connection and has been unusually effective.

Floyd A. Brown, circulation manager of the Hamilton, Ohio, *Journal-News* (circulation 26,716, population 57,951) pushed his paper's sales over the 25,000 mark with a carriers' campaign similar to community drives put on for charity. A giant thermometer erected in the newspaper office showed the results of each day's selling. Carriers watched with interest the climb of the red in the thermometer until on the final day it went to 25,109, more than 100 above the campaign goal.

All Staff Members Can Sell

District managers and supervisors may have their sales instincts stimulated at times by special bonus plans based on circulation increase in their districts. The Des Moines *Register* and *Tribune* pay a cash bonus ranging from \$15 to \$30 to each district manager each time he adds 50 subscribers to his territory and holds that number for 60 days.

Incentives directed to employees of the newspaper who are not in the circulation department often bring surprising results. The Kingfisher, Okla., *Times* and *Free Press* (combined circulation 6,056, population 3,345) and the Boonville, Mo., *Daily News* (circulation 3,215, population 6,686) make good use of their community correspondents in obtaining subscriptions. Correspondents concentrate their solicitation at Christmas time when a large share of the subscriptions will be expiring. To facilitate their work they are given lists of subscribers in their respective areas with the expiration dates, and are urged to seek both new subscriptions and renewals.

"We are glad to pay the commission involved," says C. S. Hubbard, *Times* and *Free Press* publisher, "because the correspondents bring in the subscriptions by groups, and this saves much time that would otherwise be taken up by waiting on subscribers individually."

The Boonville *Daily News* kicks off its contest between correspondents at a dinner meeting in mid-September and completes it on the week before Christmas, thereby enabling the correspondents to obtain some much appreciated Christmas spending money. Correspondents are divided into two teams called "Editors" and "Reporters" and the race becomes quite exciting. A flat commission of \$1.00 is paid for each new subscription and 50 cents for each renewal, with a prize given to the winning team.

Reporters and photographers can help in building circulation in outlying communities by going with solicitors to those places in order to gather news and take pictures. People usually will subscribe when they know their pictures and something about them are to appear in the newspaper. This plan is often used in developing new territory.

The Eau Claire, Wis., *Leader* and *Telegram* (combined circulation 26,927, population 36,048) set up a campaign to build circulation in several towns it had not been reaching, selecting as a "guinea pig" a town about 25 miles away. A careful survey was made, and the town was divided into ten carrier routes. A newspaper representative then went to the public school and asked for boys interested in delivering papers. Fifteen ambitious boys applied, and the ten best were selected. The circulation department explained the merits of the newspaper and trained them in selling. The carriers went to work

and in less than a year presented to the *Leader* and *Telegram* 151 new subscribers.

Some newspapers have drawn practically all of their employees into subscription-selling campaigns by offering attractive commissions and appealing prizes for contest winners. This gives employees an opportunity to help increase the newspaper's circulation and keep substantially sound the institution that employs them.

Selling Through Groups

Often persons not regularly employed by the newspaper may be induced to sell subscriptions when offered attractive commissions, prizes or premiums.

The Brigham, Utah, *Box Elder News* (circulation 2,387, population 6,790) increased its circulation substantially in this way: Readers were invited to suggest boys and girls in their respective communities who might be interested in earning cash commissions and prizes. To each youngster suggested was sent a letter asking him or her to take part in the contest. At the same time a full-page advertisement announced that 25 per cent cash commission on new subscriptions and 12½ per cent commission on renewals would be paid, plus a new television set and four deluxe bicycles as prizes. Forty-two contestants enrolled, were given a brief pep talk, handed an order and receipt book and told to start selling.

Charles W. Claybaugh, publisher of the *Box Elder News*, was greatly pleased when the first week's checkup showed that the youngsters had added 205 new subscribers, turned in \$1,292.25 in cash and earned \$248.85 in commissions. The next week they turned in 136 more new subscriptions, and the contest wound up with 594 new subscribers and \$3,383.75 additional money in the till. Out of this the publisher paid \$707.35 in commissions and bonuses and \$575 for prizes, leaving a net of \$2,494.93 in circulation revenue for the month.

The Fair Oaks, Calif., *San Juan Record* (circulation 1,821, population 3,500), another weekly newspaper, conducts an annual contest open to boys and girls over 10 years old, to whom commissions are paid on orders or renewals turned in. Half of the commission counts also as votes toward one of the prizes offered. In one contest, the first prize was a bicycle, the second prize a table model radio, and the third prize the choice of a nylon lariat rope or fishing tackle. Each year at least 100 new subscriptions have been obtained in this manner, plus a similar number of renewals, according to Selden Menefee, the publisher.

Some newspapers use school classes or groups to solicit new subscriptions, allowing them a commission of 50 per cent for their class fund or some other object for which they need money.

The Charlotte, N. C., *Mecklenburg Times* (circulation 1,982, population 134,042) increased its number of readers by approximately 100 and made a nice good-will contribution to a local church, when it set a goal of 100 new subscriptions to be sold within 30 days and then gave the total amount collected to a church building fund. The newspaper's profit from the deal came when more than 75 per cent of those obtained as subscribers renewed at the regular price at the end of the year.

Three Boy Scout troops of Georgetown, Del., added substantially to their activity funds and increased the circulation of the *Sussex Countian* (circulation 2,846, population 1,923) when they sold subscriptions to the paper at a commission of \$1.00 on each new subscription obtained.

Selling by Mail

Although selling subscriptions by mail has been more highly developed by magazines, it has been employed successfully by newspapers. Circulars, letters, broadsides and postcards are used, but the most successful approach by mail is through a warm, friendly letter written in plain "across the counter" language. The old reliable A-I-D-A structure (Attention, Interest, Desire, Action) works best.

A terse, stimulating sentence that will catch the attention is the first step. This must be followed with a clear, convincing statement of the message. Something must be said to hold the reader's interest and create a desire for the newspaper. Then the closing paragraph must drive to action. Usually to clinch the deal a special offer of some sort is made with a time limit. A friendly closing word and the circulation manager's signature in his own handwriting completes a letter that should bring at least a 5 per cent return.

Certain precepts regarding the physical appearance of the letter should be observed: (1) Typewrite the letter or have it printed in typewriter-style type; (2) keep paragraphs reasonably short; (3) use punctuations to break up the copy; (4) be cautious in underlining and indenting; and (5) be sensible in use of marginal notations, points and postscripts.

LETTERS SHOULD SOUND PERSONAL

"In this type of selling you need a personal touch," says Robert Bauer, circulation manager of the Muscatine, Iowa, *Journal* (circulation 9,853, population 19,041). "Give your message warmth and personality, talk to your prospects as if they were sitting before you, and always use a facsimile or handwritten signature — DON'T TYPE."

Emphasizing some feature that ties in with national or local interest strengthens the feeling that the letter has been written

directly to each prospect. "Late news the SAME day" is the slogan used by the Des Moines *Register* and *Tribune* in building circulation by mail on their delivery routes in rural districts. "Our local Route Man thought you would like to read these sample copies," the letter reads. The suggestion is made also that "you need a big-time state newspaper in an election year." Three sample copies are delivered after which the prospect may have the papers for three weeks free when accompanied by an order for at least six weeks more.

Extra coverage of a certain phase of sports news is the basis of a direct-by-mail appeal by the New Ulm, Minn., *Journal* (circulation 8,177, population 9,348). In a letter to prospective subscribers, Kenneth Darlington, circulation manager, says with genuine enthusiasm: "Herb Schaper, *Journal* sports editor, and his staff are busy organizing the most outstanding baseball coverage this area has ever seen. Every league in the *Journal* area will be covered and and as many box scores as possible used. Baseball squabbles, rules interpretations, schedules, standings and everything that goes to make baseball America's favorite sport will be reported." The letter contains also tributes to the *Journal's* sports coverage from regular readers, the subscription rates, an order blank and a self-addressed, postage-paid return envelope.

USE SAMPLES TO LEAD THE WAY

Sending sample copies of the paper to prospective subscribers by mail or carrier is one of the most effective ways to introduce face-to-face or mail solicitation. Some weekly papers have delivered samples by carriers for a month or more to non-subscribers, thus enabling the solicitor to immediately establish a contact with his prospect. Often the prospect already has his mind made up to subscribe when the solicitor calls or the letter arrives.

The Mount Holly, N. J., *Herald* (circulation 9,190, population 8,206) found sampling by carriers and the following letter a good combination for obtaining subscribers:

Dear Neighbors:

For the past month we have been sending you "get acquainted" copies of the *Mount Holly Herald*. We sincerely hope you have enjoyed them.

The *Herald* will grow progressively more important to you the longer you stay in Mount Holly and we would like nothing better than to have you make this your home for life.

Also we would be happy to have you become a regular reader of the *Herald*. If you would like to subscribe at this time, the enclosed literature will explain a special money-saving offer.

When you are in the vicinity, please stop in and say "hello." We would like the opportunity of meeting you and showing you through the plant.

This letter bore the personal signature of G. Howard Sleeper, the publisher.

SURVEY SHOWS FOUR SAMPLING METHODS SUCCESSFUL

At the instigation of the Central States Circulation Managers Association, Melvin C. Kappler, circulation manager of the Moline, Ill., *Dispatch* made a survey of sampling methods used by association members. Four methods of sampling were covered in the survey: by city carriers, by suburban carriers, by motor route delivery, and by mail.

The survey revealed that those using samples in the city usually sent out an average of five papers a day for a week with each carrier. Most of them used a sticker, inviting the prospect to read the paper for a full week. On the final day, thanks was extended to the prospect for reading the paper and notice was given that the carrier would call on him soon to receive his order for continued service.

To assure a complete delivery of the samples each week, some circulation managers selected one or two prospects on each route as prize candidates. If the carrier successfully sampled them and obtained their orders, he received for each a \$2.00 bonus.

Another newspaper used a "treasure hunt" sampling system, whereby the carrier sampled his entire route one night and called back the following night to obtain orders. On the day following the sampling and before the carrier had opportunity to call on prospects, the route manager or supervisor placed show tickets or other prizes with a few people the boy had sampled, instructing them to give the prize to the carrier if he presented a good talk when he came to sell. Each carrier knew that a prize or two was awaiting him somewhere if he performed well. Thus, each home was contacted.

More sampling was done in the suburban areas than in the cities and when carriers called back to solicit orders they usually were accompanied by the district managers.

Not much sampling was done on the motor routes. The driver or contract hauler sometimes sampled farms or houses along the highway and made follow-up calls to receive orders.

Various means of sampling by mail were employed. Some circulation managers checked complete lists of rural route patrons against the names of those already taking the paper. To each non-subscriber was sent a letter, saying he would receive the paper by mail for two weeks, at the end of which time a solicitor would call. Other papers learned from the post office the number of patrons on each route and on a certain day delivered papers to all boxholders.

Letters featuring a special or a free offer for a limited time were other means used to bring in orders.

DRIVE FOR INSTANT REPLY

Accompanying the letter should be an order blank, either as a separate piece or as a coupon to be clipped from the bottom, and a return postage-free envelope. Live words should be used in the order blank, such as "Mail today," "Something special," or "Yes, I accept your guarantee offer for the time checked below." The provision of a penalty for delay works well as an inducement. Majority opinion decrees that the business reply envelope be a different color from the stock used for the letter. Goldenrod, canary and pink are recommended.

Various appeals to action are used in direct-by-mail selling. Discounts, free copies, premiums and installment rates are common offerings to induce prospects to respond instantly.

SPECIAL OFFERS PRODUCE PROMPTNESS

The offer of a slight reduction in subscription price or of an extra month free if accepted within a limited period often impels otherwise hesitant prospects to respond. Such offers usually are made at Christmas or in connection with a community sales day, in which all business concerns of the community are expected to unite.

The Afton, Wyo., *Star Valley Independent* (circulation 1,615, population 1,319) once participated in a "Fall Harvest Bargain Day" by offering to new subscribers a one-year \$3.50 subscription for \$2.00. "To take advantage of this offer, you must come in personally; no subscriptions will be accepted by mail," the newspaper said in a half-page advertisement.

The Pine Bluffs, Wyo., *Post* (circulation 1,853, population 846) occasionally makes an offer of "one month free" for immediate response to the following mailed notice:

SPECIAL SUBSCRIPTION OFFER!

Here is your chance to save some money on a subscription to the *Pine Bluffs Post* — Southeastern Wyoming's Leading Weekly Newspaper — the paper with the Big Classified Ad Section. The *Post* covers the entire area of southeastern Wyoming, northeastern Colorado and western Nebraska.

The *Post's* subscription rate is still the same as it has been for over 30 years, this despite the fact that it has more than doubled in size and increased many fold in coverage. But this isn't all — you get an Extra Month FREE if you send in the coupon below with your remittance for one, two or three years RIGHT AWAY! Use the envelope and check enclosed — No postage required!

PLUS ONE EXTRA MONTH FOR MAILING AT ONCE!

This makes your *Post* cost you only about 3c PER WEEK at the three-year rate, so — mail your check right away!

Tear off this slip and return with your remittance in the postage-paid envelope.

EASY PAYMENTS ARE EFFECTIVE

The La Crosse, Wis., *Tribune* found easy payments are frequent inducements in building circulation (see Fig. 9.3). Some newspapers serving large rural areas have almost doubled their mail orders by selling subscriptions on the installment plan. Rather than paying for a full year in advance, subscribers are permitted to make monthly remittances. If the subscription price is \$8.00 a year, the usual plan is to suggest \$1.00 payments for eight months and have the remaining four months without payments.

This easy payment plan has the following advantages, according to Robert Bauer, circulation manager of the Muscatine, Iowa, *Journal*, who has used it successfully in building rural circulation:

1. It establishes the spasmodic subscriber on a sound payment basis.
2. It appeals to the segment of population who for various reasons never have any sizeable amount of ready cash.
3. It appeals to newcomers in the community, because it affords an easy way to become acquainted with the newspaper.
4. It induces new subscribers to subscribe later on a yearly basis. During the life of the contract, the family reading habit is established, and there is great probability of volunteer renewal on annual basis when the contract expires.
5. It offers a wealth of possibilities to create ATTENTION, INTEREST, DESIRE and ACTION in direct mail efforts.

An objection offered by some publishers is the extra bookkeeping and mailing of notices and receipts that seem to be required in some offices. To cover any additional costs that may accrue in handling installment mail subscriptions, the Bloomington, Ill., *Pantagraph* (circulation 38,586, population 36,127) charges \$1.00 above the regular rate for such subscriptions.

The Muscatine *Journal*, however, believes that there is less routine with the monthly payment plan than with renewals on a quarterly basis. The subscriber's card serves as a monthly notice and, together with a business reply envelope, is mailed back and forth until payments have been completed.

"Our records are kept in a 30-day file," Bauer explains. "The subscriber's record and our office record card are kept together under the day of expiration. The contracts are billed in advance twice a month, from the 1st to the 15th and the 15th to the end of the

SEND NO MONEY NOW - SAVE UP TO \$5.00!


PAY As You READ


Dear Friend:


This letter is to tell you about an easy, sure way that will **save you money** — and add to the **daily pleasure** of you and your family — at the same time!

Yes, by subscribing to **THE LA CROSSE TRIBUNE** on the **MONTHLY PAYMENT PLAN**, whereby you **pay only \$1.00 a month** for ten months, a total of \$10.00, you can save up to \$5.00 under the regular subscription rates!

LET'S FIGURE IT OUT-YOU CAN STILL BE THRIFTY-IF YOU ACT NOW!

If you pay by the month at the regular rate of \$1.25 ($\1.25×12)  **YOU SAVE \$5.00**
the cost for the year is \$15.00

If you pay quarterly at the regular rate of \$3.00 ($\3.00×4)  **YOU SAVE \$2.00**
the cost for the year is \$12.00

If you pay semi-annually at the rate of \$5.50 ($\5.50×2)  **YOU SAVE \$1.00**
the cost for the year is \$11.00

Under the **MONTHLY PAYMENT PLAN** you don't pay \$15.00 a year, or \$12.00 a year — no not even \$11.00 a year — **all you pay is \$10.00 a year in ten monthly installments.** You subscribe for a year, read while you pay and then have the paper in your home two months longer without having to pay anything. We send you a reminder the first of each month and furnish you with postage paid envelopes for making your payments.

Yes, you will not only save money — you will get an outstanding value in the latest news, pictures, comics, popular features and down-to-earth reading pleasure during the coming months. **NOW IS THE TIME WHEN THE NEWS OF THE DAY — AND WHAT IT STANDS FOR — IS DOUBLY IMPORTANT.**

ORDER TODAY: Just fill out the coupon at the bottom of this page. Your subscription will start the same day your order is received by us. Enclose your first \$1.00, or if you wish we will bill you later. You don't need a stamp, as the enclosed envelope is already addressed and postage paid.

Sincerely yours,

The Circulation Department,
THE LA CROSSE TRIBUNE

(tear here and mail)

Date _____

Gentlemen: Please send me **THE LA CROSSE TRIBUNE** for **ONE YEAR** under the **MONTHLY PAYMENT PLAN**. I agree to pay \$1.00 a month for ten months or until a total of \$10.00 has been paid. I understand that you will send me a reminder the first of each month and will furnish me with postage paid envelopes for my payments.

I am enclosing \$_____ Please bill me later _____

NAME _____ RURAL ROUTE NUMBER _____

POSTOFFICE _____ STATE _____

FIG. 9.3 — Letter used by the La Crosse, Wis., Tribune to announce its "Pay-As-You-Read" Plan.

month. As they are billed, the subscriber's record card is mailed, and the office records for that period are filed according to date and put in front of the file. As payments are returned the credit is given on the cards and they are returned to proper date in the file. We make the stencil expiration date for the full year at the time the order is taken, and this date and each of the contract payments are recorded on the office record. If subscribers fail to make remittance on time, they are taken from the list."

MAY YIELD GOOD RETURNS

It is difficult to estimate the returns that a newspaper may receive in a direct-by-mail campaign. Magazines are satisfied with a 2 per cent return, but many newspapers feel that so small a return would hardly justify the use of the mails in obtaining subscriptions. Factors to be considered are timing, geographical coverage, and selection of prospects, but much depends, of course, upon the appeal of the letter and the offer it contains.

The Binghamton, N. Y., *Sun* (circulation 31,705, population 80,674) has had gratifying success with mail soliciting. Arket C. Lewis, circulation manager, says that Fall is the best time to go after new mail subscribers. He found that the technique traditionally used by magazine publishers is equally applicable to newspapers: instead of offering the new prospect a "spread" of subscription terms, one specific offer should be made for the get-acquainted subscription, at a somewhat reduced price. Describing one such campaign in *Circulation Management*,⁵ Lewis says:

The offer we chose was 100 issues for \$2.00. This represents only a slight reduction from our regular mail subscription rate, but it gave us a talking point in approaching our prospects.

Instead of sending the mailing out to RFD boxholders, we decided to pinpoint our approach to prospects by name. The main reason for this was, of course, to avoid wasting a sizable part of our promotion on boxholders who already subscribed to our paper. To accomplish this purpose, we rounded up telephone directories covering the sections of the state we proposed to cover. The towns where we provide home delivery were excluded.

We also "matched" the phone books against our mail subscriber galleys for the respective localities to eliminate current subscribers. Yes, this was quite a job but we gave ourselves a few weeks in which to do it and it proved to be worth while by giving us a really effective prospect list for our mailing.

Reply-O-Letter was used so that one addressing did three jobs for us: it personalized the letter (this is important), it served as the address on the window envelope and it automatically "pre-signed" the reply form. This reply form is a combination of an order blank and money-carrying reply envelope.

⁵ *Circulation Management*, Oct., 1955, p. 15.

We mailed out 20,000 letters and received 601 orders. This is just over 3 per cent, which we consider a very satisfactory return. At the end of the introductory subscription period, we sent to these new subscribers our regular Reply-O-Renewal notices and obtained 316 renewals which, of course, were at our regular subscription rates. This represents a conversion ratio of 52½ per cent. I may add that over one-half of these renewals were for one year or six-months terms—another assurance that these new subscribers will stick.

We were very satisfied with the results of this promotion which added a new group of readers to our mail subscription list. As to cost, we not only got our money back from the first renewal payments on the subscriptions obtained, but even showed a profit.

Selling by Telephone

Selling subscriptions by telephone is growing in popularity, particularly in large cities, although this method may be used effectively by smaller papers as well.

The New York *Herald Tribune* (circulation 361,379, population 7,891,957) conducts its telephone campaigns from a private telephone room in its newspaper building (see Fig. 9.4). In one campaign, six long lines into selected areas of suburban territory were used and the newspaper was offered to new readers on a trial basis of



FIG. 9.4 — Subscription solicitors at work in the telephone room of the New York *Herald Tribune*.

three months for the price of two. Most of the calling was during evening hours. "We have had a very good experience with our telephone soliciting," says Barney G. Cameron, circulation director. "Of course, we are plowing almost a virgin field, but our checkups reveal approximately 67 per cent of all the business we write is still on the books at the end of sixty days."

The Toronto, Ont., *Star* (circulation 400,021, population 662,096) solicits by telephone during the fall and winter months but not during the summer. It carefully screens its solicitor applicants, selecting persons who can express themselves interestingly, as evidenced by their letters of application. Each solicitor is given a sheet taken from a telephone cross-reference directory, listing the residents with their addresses and telephone numbers, and opposite each resident's name is written the name of the carrier who serves him. When the solicitor calls he gives the name of the carrier and tells the prospect that the boy is a near neighbor ready to give him good service. No price inducement or charity appeal is used to influence persons to subscribe. Solicitors are paid a salary plus commission and earn from \$30 to \$45 a week. They work from 6:30 to 9:30 p.m. each day except Saturday, when they work only three hours in the morning.

The Long Beach, Calif., *Independent* and *Press-Telegram* (combined circulation 150,748, population 250,767) conduct large-scale telephone sales drives. Working entirely on a commission basis, salesmen use a basic sales message prepared by the manager of the telephone room. This usually contains a free offer of some sort or a charity benefit. On two occasions the Disabled American Veterans were given a share of the cash received from telephone orders, and between ten and fifteen thousand subscriptions were received in each campaign. Best results were obtained between 9 and 12 in the morning and from 5:30 to 8 at night. Experience reveals that a good sales person can average from 80 to 90 calls per day.

The Moline, Ill., *Dispatch* gives each carrier the names of non-subscribers living on his route. He then telephones them explaining that he is the *Dispatch* carrier in their neighborhood and would like a chance to leave a paper for a few weeks in order that they may see what a good paper he represents. This method helps a carrier to lose his shyness and to develop a sales talk.

Selling by TV and Radio

Newspapers may use television and radio to help carriers or salesmen reach nonsubscribers. A bright-faced carrier who can make a clever talk not only pulls in orders from his own territory, but also makes it easier for carriers with less self-confidence to make their first approaches. Usually orders obtained this way must be sent to the carrier through the station.

The Columbia, Mo., *Missourian* (circulation 3,415, population 31,974) has made effective use of television. Jack Carr, the circulation manager, appeared on the screen with carriers in a series of interviews, in which boys related their experiences (see Fig. 9.5). Pictures of carriers carefully placing *Missourians* on the porches of customers were used in another series of TV advertisements.



FIG. 9.5 — Jack Carr, circulation manager of Columbia, Mo., *Missourian*, and carrier appear on television in a subscription-selling campaign.

Some newspapers use television and radio regularly to advertise their features and services. When a general circulation campaign is conducted television appearances and radiocasts fit well into the program.

Silent Salesmen — Honor Boxes and Vending Machines

Still another available means of selling newspapers is by sales racks, sometimes called “silent salesmen.” Racks filled with newspapers are placed at street intersections, at bus stops, in business hallways, and in many other places where people pass or congregate. They draw in many nickels and dimes from persons who find them handy for obtaining the news. “Honor boxes” have coin boxes at

the sides, into which the customer may place a coin when taking a paper. Much reliance is placed on the customer's honesty but the amount of money taken in is surprising.

The Milwaukee, Wis., *Sentinel* (circulation 194,026, population 637,392) has placed racks in the 1,000 busses of the Milwaukee Transport Company. A display card placed above the rack invites transit riders to "move back to the rear for today's *Sentinel*." The St. Louis *Globe-Democrat* (circulation 310,243, population 856,796) also sells single copies through self-service racks on the Public Service Company busses of that city.

The Buffalo, N. Y., *Courier-Express* (circulation 168,672, population 580,132) has been successful in placing "honor boxes" in many large industries, including the Bethlehem Steel Corporation, Ford Motor Company, Chevrolet Company, Westinghouse Electric Corporation, and Western Electric. Racks placed in distant towns also have brought in good returns, according to Howard W. Bishop, circulation manager. When Bishop was no longer able to get a boy to sell papers at the Pennsylvania Railway station in the small town of Olean, he installed an "honor box" there. Within less than two months the box was selling an average of 25 copies per day.

Sales racks in grocery stores sell an astonishing number of papers daily. Many of the estimated 77,000,000 persons shopping in supermarkets every week are one-stop shoppers who want to make all their purchases in one place. They expect to find their favorite newspaper in the supermarket, usually near the door. Many grocery stores that have no newsstands will permit the circulation department of the home town newspaper to place a rack in or near the store's entrance.

Vending boxes, which will not release the paper until the coin is deposited in the slot, now are being used by a number of the larger papers. These are expensive but they assure the publisher of the full purchase price for each copy and they keep papers on sale for 24 hours of the day. Some states, as well as cities, have vending machine license laws, which add to the cost of operation.

The Norristown, Pa., *Times Herald* (circulation 23,467, population 38,126) installed five automatic vending machines along with 30 "honor boxes" at strategic locations throughout its circulation area. From these outlets it sold more than 10,000 papers a month, according to John T. McGuire, circulation manager, and out of the profits soon paid for the machines and boxes. Of course, cash was not received for all copies taken from the "honor boxes," but from the standpoint of return on the investment, "honor boxes" wisely placed ranked well with the vending machines.

The Allentown, Pa., *Call and Chronicle* (combined circulation 92,361, population 106,756) during September, 1956, sold 62,953

copies from 74 automatic vending machines and three honor boxes. This was a daily sales average of 2,380 weekday issues and 1,162 Sunday issues. The automatic machines were spotted as follows: 6 at the publishing plant and branch offices, 22 at 24-hour dining rooms and restaurants, 10 at important street intersections, 8 at stores, 6 in small communities, 5 at bus stops, 5 at parking lots, 10 at supermarkets, 3 at hospitals and one at a railroad station.⁶

Vending-machine patrons often become regular customers on delivery routes.

Street Salesmen Sell Many Single Copies

Street salesmen and newsstands will dispose of many papers daily, if properly supervised. Success in operating street sales depends largely on: (1) keeping a large number of boys and men in the sales force; (2) training them in how to hold their papers and approach prospects; (3) stationing the salesmen at points where there is much traffic; and (4) determining the best hours of the day to contact people at various points.

Successful sales at newsstands depend on: (1) getting the papers to the stands promptly; (2) giving each dealer all the papers he is likely to need — never letting him run short; and (3) helping the dealer to promote sales by furnishing him display racks and promotion cards.

Rural newsstands are circulation builders for a weekly newspaper when properly used, the Oconomowoc, Wis., *Enterprise* (circulation 3,919, population 5,345) has learned. "We use every possible outlet in all our rural areas as well as in the city — grocery stores, drug stores, restaurants and the like," says C. W. Brown, publisher. "The papers usually are placed on counters. We do not favor racks. They are too formal. In a drug store where sales run to about 100 copies a week papers lie on the floor near the door. The best place for them is by the cash register. Newsstand purchasers in these rural areas are potential mail subscribers."

The Mount Holly, N. J., *Herald*, a weekly newspaper published within 19 miles of Philadelphia, serves two-thirds of its circulation through street salesmen and newsstands. It has more than 100 sales outlets, twenty in Mount Holly alone. To these stands and to every post office in the county the *Herald* is delivered each Thursday, starting at 2 o'clock in the morning.

"We find that a person will buy a *Herald* if approached by a newsboy or if he 'stumbles' over one at each turn," says G. Howard Sleeper, publisher, "whereas, he won't go out of his way to look for one. Basically, we try to make it easy for a person to buy a *Herald*."

⁶ ICMA Official Bulletin, Dec., 1956, p. 9.

In the use of boys or girls for street selling, the newspaper must be careful not to violate child labor laws. There is public antipathy to very small children selling on the streets after dark. Not only do the national child labor laws look after these children but in some cities there are ordinances forbidding children to sell. For further discussion on this point see Chapter 18.

Campaigns for Quick Increase

When newspapers feel it is necessary to make a rapid increase in circulation they usually resort to a well-planned campaign which brings into operation about every method that may be employed to obtain subscriptions.

The Hackensack, N. J., *Bergen Evening Record* (circulation 67,604, population 29,219) puts on an annual campaign for a 1,000 increase in circulation. This usually takes place in November and the entire home delivery personnel participates. The drive starts with a kick-off breakfast at a local restaurant. The circulation manager outlines the plan, announces the quotas for the districts and tells each carrier how many orders he must bring in to make his route contribute its share of the 1,000 increase. A big steak dinner is promised if the goal is reached. Each year the *Record* has gone over the top in this drive, and the publisher has joined the circulation personnel in its steak victory banquet.

The Federalsburg, Md., *Times* (circulation 1,994, population 1,878) employed three solicitors for a 5-week period and instructed them to call on every home in Federalsburg, nearby towns and rural districts. The three turned in a total of more than 1,000 subscribers.

Carriers' incentives and telephone solicitations both were used by the New York *News* (circulation 2,156,137, population 7,891,957) in a drive to increase its home delivery circulation in the most populous boroughs and in suburban areas. Home delivery service was launched with a house-to-house canvass by a specially created unit of the circulation department. This was followed by a bonus system for city and suburban route carriers who brought in new orders for the *News*. Telephone solicitation was used largely in the suburban areas.

The La Crosse, Wis., *Tribune* (circulation 33,534, population 47,535) conducts an annual newspaper and magazine club selling campaign in January. Preliminary training is given during free time of the Christmas and New Year holidays. Objectives are outlined to the carriers in groups of ten and twenty, with all plans disclosed except what the prizes are to be. Prizes range from portable radios and wrist watches down to inexpensive pocket knives, and are announced later at a general mass meeting. Teaser bulletins and postcards mailed to boys at their homes keep them alerted during the campaign.

REGULAR READERS CAN ASSIST

Regular subscribers, too, can be a great help in building circulation. The Oconomowoc, Wis., *Enterprise* obtains this assistance through a personalized sampling plan. At intervals the newspaper offers to each of approximately 200 regular subscribers the privilege of naming a friend to receive the paper free for two months. This adds to the mailing list prospects who later become regular readers. The offer is explained in the following letter:

Dear Subscriber:

Would you like to give, without cost to you, a "Guest Subscription" to a friend of yours who is not now a subscriber to the Oconomowoc ENTERPRISE?

Because you are a regular ENTERPRISE subscriber, we are extending you this privilege. All you need to do is write the name and address of your friend on the bottom of this letter and return it to us.

We will notify your friend of your gift and send him (or her) the ENTERPRISE for two months. Our purpose is to show the expanded news coverage, features and pictures of the ENTERPRISE to the comparatively few area residents who do not now receive it, believing that they will wish to continue as regular subscribers.

There is no obligation whatever to anyone. The ENTERPRISE is a NEWS-paper of the community carrying all the news of the city and area as well as the advertising which offers opportunities to buy it at savings many times the subscription cost. In that way, a subscription is a GOOD investment.

The only requirements are: Your guest must not be a regular subscriber and must live not more than 10 miles from Oconomowoc.

We are enclosing a stamped return envelope for your reply. Simply write the name and address of your friend on this letter and mail it NOW. Your friend will be pleased.

Thank you,

OCONOMOWOC ENTERPRISE

Then to each person suggested to receive the sample copies the newspaper sends this letter:

Mr. John Smith
Route 3
Oconomowoc, Wis.

Dear Mr. Smith:

We are happy to advise you that you will receive the Oconomowoc ENTERPRISE for the next sixty days at no cost to you.

You are receiving the paper through the courtesy of Mrs. John Jones who requested us to send it to you. This is a privilege we extended to a few of our subscribers.

The purpose of this courtesy on the part of Mrs. Jones and the ENTERPRISE is to better acquaint you with your local newspaper and its con-

stantly increasing number of features, pictures and all the news of the city and surrounding area.

We hope you will continue as a subscriber after the 60-day period when the regular subscription expiration notices will be sent, but you need not feel under any obligation to continue if you do not wish to.

In the ENTERPRISE ads will be found savings many times the subscription price. In that way, a subscription is a good investment.

We're pleased that your name is among those receiving the ENTERPRISE as a "Guest Subscriber." We hope you'll like it. The ENTERPRISE is your home town newspaper.

Yours very truly,

OCONOMOWOC ENTERPRISE

C. W. Brown, publisher of the *Enterprise*, reports in the *National Publisher*⁷ that out of 140 "guests" in one personalized sampling program, 38 mailed in their orders (and money) as new subscribers. Their names were furnished by 122 subscribers.

The Mitchell, S. D., *Republic* (circulation 17,493, population 12,123) enclosed with each expiration notice, a slip asking the subscriber if he had a friend not taking the paper who would like to receive a sample copy. Subscription offers accompanied the samples sent to these persons.

A second plan used by the *Republic* was to have the paper checked every day for items about persons who were not subscribers. Whenever such occurred, the item was marked in a copy of the paper and it was mailed to the person mentioned along with a printed slip inviting him to subscribe. Hale Raber, general manager, says good results were obtained from both sources.

The Broken Arrow, Okla., *Ledger* (circulation 1,999, population 3,262) each year puts on a subscription-selling campaign directed by its own staff. Cash prizes are offered, and those who do not qualify for prizes are paid commissions on sales totals. "Such a drive not only adds subscribers but it gives your advertisers the feeling that you are aggressive and sincere in your efforts to give them a good return on their advertising dollar,"⁸ says C. A. McWilliams, publisher.

A circulation campaign should be aimed always at building sound, permanent circulation. It may be as elaborate as any newspaper wants, but to maintain a high interest all the way it should not extend over too long a period. It should provide attractive rewards for the efforts of those who take part.

⁷ *National Publisher*, Jan., 1956, p. 13.

⁸ *Oklahoma Publisher*, July, 1956, p. 4.

"One of the principal means of reducing overtime has been the more complete mechanization of mail rooms, particularly the conveyor systems and automatic tying equipment."

— NELSON DODGE,
Assistant Circulation
Manager, South Bend, Ind.,
Tribune

CHAPTER 10

From Press to Loading Dock

TIME-SAVING PROCESSES that will shorten the period between the moment the paper leaves the press and when it reaches the hands of those who read it, are essential in any well-run circulation department. There are three stages in delivering papers where certain details of action must be carried out swiftly: (1) from press to loading station, (2) from station to carrier, and (3) from carrier to subscriber. Publishers or circulation managers constantly strive for improvements in these areas of operation.

METHODS AND EQUIPMENT NEED STUDYING

In moving papers from press to loading station the aggressive newspaper owner, regardless of the size of his newspaper, and whether it is a daily or a weekly, gives careful attention to requirements for speed in:

1. Assembling and stuffing when there are several sections of the paper.
2. Counting papers, and stacking or bundling them for convenient handling.
3. Labeling bundles to be transported to different areas.
4. Wrapping, addressing and reporting weight of papers for mailing.
5. Moving bundled papers out of the plant.

When considering a reorganization in the handling of printed papers ready for delivery, there are three possibilities to consider:

1. Rearrangement of present facilities.
2. Better use of available man power.
3. Addition of labor-saving or time-saving equipment.

It is a generally accepted fact that most men are allergic to moving furniture, and publishers are no exception. However, rearrangement to make more efficient use of available equipment and man power has proven profitable in many newspaper plants and probably could speed up the handling processes in many more.

If no further improvement can be made in use of existing facilities, the publisher or circulation manager will want to examine the possibilities offered by modern machines. When considering the purchase of new equipment, three factors should be studied:

1. Which machine is needed most?
2. Cost — will the machine pay for itself?
3. Is there space available for the machine?

Weekly Publishers Analyze Their Situation

The amount of circulation regulates the need for and operating economy of machinery for handling papers.

"The mechanical operation involved in mailing 1,500 to 5,000 newspaper copies per week is not a complex one," says Bruce R. McCoy, manager of the Louisiana Press Association. "The small publisher who prints not more than one newspaper in a plant and who goes in for conveyor belts, bundle wrappers and the like probably ought to have his head examined. However, the installation of modern addressing equipment, if not overdone on the expense side, does make economic sense."

McCoy further points out that there is a scientific business approach to the problem of efficiently handling, mailing and delivering a small newspaper which does not involve the installation of costly patented equipment. As an example he cites the Thibodaux, La., *LaFourche Comet* (circulation 3,648, population 7,730), which by careful planning for its 3-section weekly issue of 20 or more pages puts the last run on its Goss flatbed press at 9 A.M. on Thursday and has all papers out of the shop by 1 o'clock lunchtime. The process followed in the *LaFourche Comet* plant is described by J. N. Silverberg, publisher, as follows:

Prior to going to press with the first section either on Monday or Tuesday, the pressman is given his weekly breakdown sheet, a form approved by the Audit Bureau of Circulations, which tells him the exact number of half-fold and quarter-fold papers that are needed. The half-fold papers, which are delivered to newsstands, are handled first.

The sections of the paper are stuffed together by the pressman, the cleanup boy and the man who operates the teletypesetter.

The circulation manager — who, by the way, is a young woman — counts out the papers for the newsstands with the help of the delivery-

man. As soon as enough copies are ready for the newsstands in the immediate area of the plant, the deliveryman loads his truck and starts on his rounds. The circulation manager, assisted by the pressman and cleanup boy, continues to count out papers required for other newsstands.

When the half-fold papers are out of the way, the circulation manager begins addressing copies for mail delivery. Papers going to Thibodaux residents and rural and star route patrons are handled first, next those going to other towns in the parish and finally the out-of-town papers. The mailing trays are set in the plate cabinet in that order.

After those papers are out of the way, the circulation manager gets the single wrappers ready. By this time, the deliveryman has completed his newsstand route and immediately takes the Thibodaux city and R.F.D., star route and early-mail papers to the post office. When that is done he loads for his out-of-town newsstand deliveries.

"There really is nothing remarkable about our operation," adds Mr. Silverberg. "We're in business to make money as well as to put out a good newspaper and we know that lost hours cost money."

ADDRESSING EQUIPMENT ESSENTIAL

Most weekly papers find modern means of addressing and tying papers ready for delivery a real economy. To take time away from important work in the weekly newspaper plant, such as typesetting and job printing, to handle the mailing is expensive. Furthermore, new methods get the paper out faster, and readers of weekly papers like to receive their papers promptly the same as readers of dailies. Saving time and reducing expenses are just as important to the small as to the large newspaper.

Many small weeklies formerly using hand-operated, label-pasting machines have changed to modern addressing equipment for three principal reasons:

1. It moves the mailing operation from the back shop to the front office. Instead of a printer or operator taking time away from his machines to produce new slugs for mailing galleys, a girl in the office cuts stencils for the addressing machine. This may not save much time, but the work is done by an employee on less pay, and the regular work of the operator will not be delayed.

2. By using the addressing machine instead of the hand mailer fewer mistakes are made and there is no danger of the address becoming unattached from the paper. Therefore, subscribers are assured of better delivery service.

3. With the addressing machine it is easier to make changes or additions to the mailing list and keep it constantly up to date.

After using a Horton mailer for thirty years, the Geneva, Nebr.,

Signal (circulation 3,617, population 2,031) installed an electrically operated Graphotype and a Model-1700 Addressograph.

"Under the old system we corrected the galleys of type once a week, the job taking several hours," says Tyler Edgecombe, publisher. "Now the bookkeeper keeps the plates corrected each day so when we go to press the list is right up to date. We do not think the new system is any faster in mailing than the old one, but it may be more accurate since the name of the subscriber is stamped on the paper, while under the old system a label would come off occasionally. The Addressograph can be set also to throw out the plates of subscribers whose time has expired."

John G. Sanders, editor and manager of the Auburn, Nebr., *Press-Tribune*, issued on Tuesday, and the *Nemaha County Herald*, published on Friday (combined circulation 6,118, population 3,422), says that he has been saving \$40 a month since he installed an Elliott-600 addressing machine. He formerly used a Wing hand mailer.

"It was not the actual mailing but maintaining the list that was our problem," he says. "Copy was prepared by the office girls, set by the Linotype operators, proofed and made ready for printing. Our schedule called for correcting the list forms once each month, but it seemed we couldn't find time at the right moment to make corrections and additions with the machines. We found ourselves going from three to four months with the girls having to make corrections by hand for each mailing. Furthermore, subscribers often complained that their papers failed to come, and the cause was traced to loss of labels in the mails.

"Then we purchased an Elliott-600 addressing machine and we no longer have complaints about missing labels. Now our two mailing lists are entirely maintained by girls in the office, and our men in the back shop address our lists in practically the same time as previously with the hand mailer. We estimate that with the addressing machine we save ten hours in the back shop that can be used by Linotype operators and floor men in more profitable work. Our investment of \$900 soon will be saved."

NEW METHODS FOR HANDLING SINGLE WRAPS

Publishers often develop ingenuity in improving methods used in their plants. A common way of handling single wraps (copies wrapped individually for mailing) is to spread the paper wrappers with top edges exposed and to smear the edges with paste. W. H. Roberts, former publisher of the Memphis, Mo., *Democrat* (circulation 2,433, population 2,035) invented a piece of equipment which saved an hour of time at each mailing and enabled him to do a better job of preparing singly wrapped papers for the mail (see Fig. 10.1).

This equipment consists of two main parts. First, there is an

aluminum platform large enough to accommodate 500 wrappers, $8\frac{5}{8}$ inches wide. This platform has slotted sides 3 inches high and extending about a third of the way from the end. The second part is an aluminum paste trough, at the bottom of which and extending its full length, is an adjustable narrow opening. Within this opening rests a full-length roller with flange made to fit into the slots in the sides of the platform. The walls of the trough are adjustable so the opening along the bottom may be widened or narrowed to emit as much paste as desired.

The machine operates in this way: Addressed wrappers are placed on the platform and paste is poured into the trough. No paste will

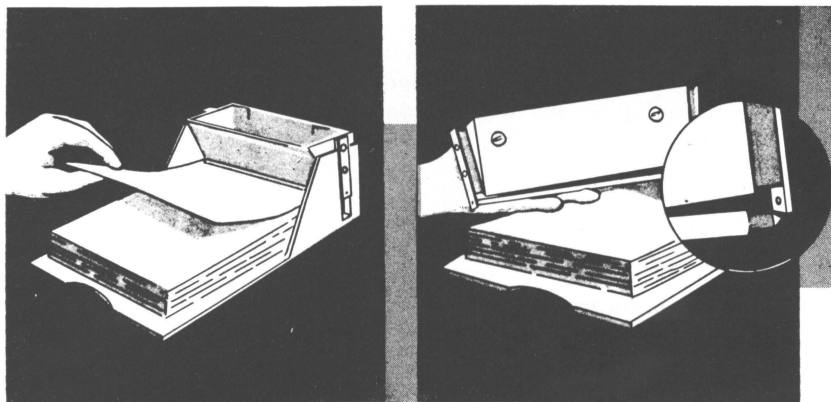


FIG. 10.1 — The SanTom Single Wrap Paster, designed and built by W. H. Roberts of Memphis, Mo., in his own plant to cut down the time-consuming job of spreading out single wraps. (Courtesy of SanTom Paster Company.)

flow until the small roller at the bottom of the trough is made to revolve. The roller rests on one end of the pile of wrappers, and as each sheet is pulled out it turns the roller, which spreads a strip of paste any desired width on the next sheet in the pile. In this way, the person handling single wraps constantly has a wrapper smeared with paste ready for use.

Roberts now is manufacturing this machine in quantities so it is available to other publishers.

TYING MACHINES PROVE USEFUL

Weeklies with many pages have found small tying machines useful in getting papers ready for carriers. If such papers are to be thrown from cars or bicycles, they must be rolled and tied in some manner. A cord tie, made by a tying machine, is placed much more quickly and holds the paper more securely than will a rubber band.

Larger tying machines, made to take care of bundles, also are used

in some weekly newspaper plants. The Iowa Falls, Iowa, *Citizen* (circulation 3,610, population 4,900) purchased one of these machines to handle a large job of commercial printing done on its Duplex press and which required stacking and tying in bundles. But the machine proved to be handy also in preparing bundles of newspapers for mailing.

"All our papers that go to the post office naturally must be collected in bundles of various sizes," says Carl Hamilton, editor. "Where we formerly handled such operations by hand with binder twine, we now slip the bundles through the tying machine, and in the matter of seconds they are tied once or twice or more times as we desire. The bundles stay tied, too. We have less complaints from our carriers that their bundles fall apart before they can pick them up, and we feel that it has cut down our complaints from the post office. Some of our single wraps also are tossed together and run through the tying machine. Whether or not such a tying machine is practical is something each publisher must decide for himself in view of the investment involved and the time that might be spent in tying papers by hand. I know, however, that it has proved to be a nice piece of equipment for us and, like other new things around the plant, it has lots of employee approval."

ONLY LARGE CIRCULATIONS NEED CONVEYORS

Some of the larger weeklies, particularly those which serve suburban areas with carrier delivery, have installed conveyor systems along with bundle-tying apparatus.

The Philadelphia Suburban Newspapers, Inc., publishers of the *Upper Darby News* (circulation 29,875), *Main Line Times* (circulation 15,650) and *Germantown Courier* (circulation 17,072), estimate that they effected a saving of 15 man-hours, or \$15 a week, and at the same time greatly improved service to their readers when they installed an automatic conveyor system (see Fig. 10.2) and a Gerard Steel Model "Q" semiautomatic wire-tying machine (see Fig. 10.3). More than 1600 bundles of papers go out from this plant each week to carriers and news dealers in the Philadelphia area. The *Upper Darby News* has 608 carriers and 90 news dealers, the *Main Line Times*, 201 carriers and 98 news dealers, and the *Germantown Courier*, 406 carriers and 62 news dealers. Bundle labels for carriers and news dealers are prepared in advance of each press run. Each label indicates route number, consecutive corner number for route delivery, and number of papers. Before the bundle-tying machine and conveyor system were installed, three persons did the tying by hand. Now two semiautomatic tyers and the conveyor system are used, requiring one less man for the three runs each week, according to A. E. Hickerson, publisher.

The small-town publisher is using good judgment when he buys



FIG. 10.2 — Conveyor system used in plant of Philadelphia Suburban Newspapers, Inc., to provide prompt handling of three weekly papers for delivery in wide area.



FIG. 10.3 — Bundle-tying equipment used by Philadelphia Suburban Newspapers, Inc., for careful handling of 1600 bundles that go weekly to carriers and news dealers.

only the equipment that will save either time or money in his plant. Automatic conveyor systems cannot be justified as a labor-saving device in small weekly newspaper plants for four reasons:

1. Ordinarily there are not many copies to be handled, and the regular staff of a weekly has more time available for these services than do staffs of dailies. The papers are easily picked up and bundled in the immediate vicinity of the press folder without impeding the printing process.

2. Most weeklies are located in one-story buildings, and cannot utilize one of the prime advantages of conveyor equipment — its ability to transfer newspapers from one floor to another.

3. Automatic conveying equipment is fairly costly and most weekly papers operate with somewhat limited funds as compared to metropolitan daily papers.

4. In smaller communities, publishers are in a position to hire people on a part-time basis for special jobs, at much less cost than would be involved in the purchase and operation of an expensive machine.

William E. Strasburg, publisher of the Ambler, Pa., *Gazette* (circulation 6,483, population 4,565) has a conveyor but is not convinced of its practicality for his situation. Instead of using it, his men take papers off the fly and wrap them by hand.

"The best advice we have is that the less conveyor the better because of chokes in the conveyor," he says. "If we bring our mailing tables in close enough to the press, we obviate the need for a conveyor system."

He says he may soon add a tying machine, because a large percentage of his circulation is by carrier and a substantial number of bundles must be wrapped.

Dailies Operate Large Equipment Economically

On larger newspapers more details must be dealt with. Printed sections as they come from the press must be moved immediately to a convenient point and there inserted in other sections to make the complete newspaper. The completed papers then must be counted, bundled, tied, labeled or addressed and loaded ready for delivery. Some go directly into the hands of carriers to be distributed throughout the city; others into trucks and cars to be transported to post offices, news-stands and other outlets; and still others taken in trucks and motor cars to suburban and rural districts. The hours are few between the time the paper leaves the press and the reader wants it in his home. Both human and mechanical efficiency must be provided to get the papers delivered on time.

Every newspaper publisher should study well his needs for handling papers as they move from the press for delivery handling. To aid in

evaluating mailing room equipment, the Wiretyer Corporation has developed a scoring program covering sixteen items. If the newspaper scores below 50 points, the publisher probably can make a spectacular improvement by adding modern power-driven equipment. If the total is 75 points, the newspaper is believed to have a fairly efficient operation, and if 95 points, the publisher is to be congratulated. The items to be considered in this evaluation and the points credited for each item to make a total score of 100 are as follows:

1. **Direct Flow Arrangement** — If the papers flow in a direct line from the press delivery to the truck, SCORE 5 POINTS.
2. **Cross Feed Facilities** — If the papers can flow to more than one tying location, SCORE 5 POINTS.
3. **Storage and Aisle Arrangement** — If there is adequate storage space, aisle space and safety exits even under the most crowded conditions, SCORE 3 POINTS.
4. **Capacity** — If each processing line is capable of delivering 25 completely prepared and properly tied bundles per minute to the truck, SCORE 10 POINTS.
5. **Stacking Tables** — If work tables are located adjacent to the press delivery to permit the fly-boys to prepare the stack with ease, SCORE 4 POINTS.
6. **Feeder-Conveyors** — If the stack is transported away from the press delivery by power driven feeder-conveyors, SCORE 10 POINTS.
7. **Count and Top-Wrap** — If the route count and positioning of the top wrapper is done while the stack is being conveyed and without stopping the movement of the stack, SCORE 3 POINTS.
8. **Automatic Tying** — If the circulation is above 50,000 daily and an automatic bundle-tying machine is used, SCORE 10 POINTS.
9. **Labor-Saving Automatic Tying** — If the tying machine is operated without the constant attention of an operator to feed bundles or start the machine cycle, SCORE 10 POINTS.
10. **Exit Conveyor System** — If the tied bundles are delivered to conveyor or chute to the truck platform without handling, SCORE 10 POINTS.
11. **Selective Loading** — If it is possible to load any truck station from any processing line, SCORE 5 POINTS.
12. **Automatic Truck Loading** — If the bundles are delivered directly into the truck without manual handling or sorting on the truck platform, SCORE 5 POINTS.
13. **Mail Preparation** — If special men are needed to prepare mail copies, and conveyor equipment is used to move papers to and from these operations, SCORE 3 POINTS.
14. **Inserting** — If inserting of preprinted supplements is required and conveyors are used to carry papers to and from the operation with convenient space and facilities, SCORE 10 POINTS.
15. **Expansion** — If space in the mail room is available to install equipment to process all papers which the press room can deliver at full capacity, SCORE 4 POINTS.
16. **Adequate Equipment** — If adequate equipment can be installed to meet new developments and particular needs without making radical changes in the plant, SCORE 3 POINTS.

With the many automatic conveyors, inserting machines, tying machines and addressing machines now available, any mailing room

can get what is best adapted to its needs. The extensive use of such equipment is revealed in a survey of circulation operation, made by Donald J. Wood, assistant circulation manager of the Oakland, Calif., *Tribune* (circulation 183,583, population 384,575). He received reports from daily newspapers representing a third of the circulation in the United States and found that 74.5 per cent of them use automatic conveyors, 85.1 per cent use wire-tying machines, 74.7 per cent tie bundles in bulk and in separate routes, 20.5 per cent tie all bundles in bulk, 27.7 per cent use ropes for bundling, and 9.6 per cent use inserting machines.

CONVEYOR SYSTEMS FACILITATE WORK

A good example of what an overhead continuous conveyor system can do to facilitate work in the mailing room of a daily newspaper with more than 350,000 circulation is found in the plant of the Des Moines, Iowa, *Register and Tribune* (combined circulation 355,089, population 177,965). This system eliminates floor conveyor side belts, does away with hand trucking of papers and saves valuable floor space. The overhead system conveys papers in 134 bucketlike carriers, spaced 31 inches apart, which move along an elevated chain cable, 340 feet long, which can be tightened with minimum effort when necessary.

Papers are placed on the buckets from an operating press conveyor and continue to ride around until they reach points where they are needed. The speed of the trolley conveyor, which travels via I-beam, is controlled by a Reeves variable speed drive at a rate which enables the mailers to load and unload with facility. Approximately four minutes are required for any bucket to complete one revolution.

By using the overhead system, the output of three or more presses can be routed past two tying machines. This insures a continuous flow of newspapers to waiting trucks at the loading dock. If a paper break occurs, causing temporary faulty printing, the damaged papers on the buckets may be removed as they go past the tying machines without interfering with the tying of papers from the other presses.

Conveyors Save Money

The Times-Mirror Company of Los Angeles, California, which publishes the *Times*, morning, and *Mirror-News*, evening (combined circulation 760,030, population 1,970,358) estimates that it has saved \$4,000 a week in transporting papers since installing an accelerated system of distribution. The device mainly responsible for this substantial saving is a one-speed, reversible and extendable conveyor belt. A horizontal conveyor belt carries bundles to a circular slide that twists down from the mail room to the transportation section, where another conveyor belt receives the bundles. As the papers travel on



FIG. 10.4 — Press with double folder running "split delivery" over two separate Cutler-Hammer Standard Duty Type Conveyors. (Courtesy of Cutler-Hammer, Inc.)

the belt, the drivers remove their respective bundles and place them in the beds of their trucks. To solve the problem of loading heavy trucks, extendable conveyor belts are used. Placed at right angles to the horizontal conveyor belts, the extendable conveyor belts can be pulled out directly into the bed of the truck. With one man on each side of the belt, 30,000 papers can be loaded in a two-ton truck in 15 minutes.

A modern conveyor system for the Fort Wayne, Ind., *News-Sentinel* and *Journal-Gazette* (combined circulation 139,044, population 133,607) saves \$60 a week for those newspapers, according to Ralph E. Heckman, circulation manager. By the use of three units of power

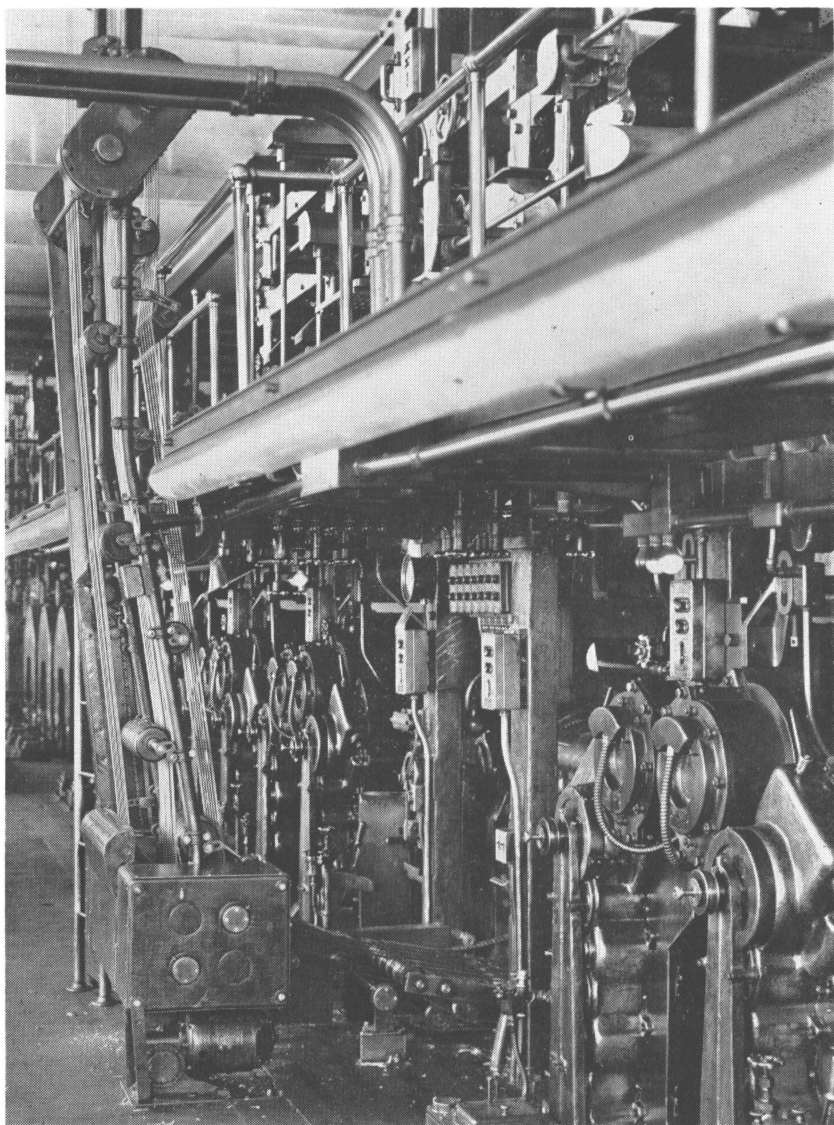


FIG. 10.5 — Cutler-Hammer Heavy Duty, Chain-Drive Type, Newspaper Conveyor, showing the press connection with backward incline in the vertical rise. (Courtesy of Cutler-Hammer, Inc.)

belt conveyors, plus a few units of roller-type gravity conveyors, tied bundles of papers are put on the conveyor system as they are tied and carried through the mail room to the loading platform, and then by gravity conveyors into the trucks and cars. Within a few seconds after

being tied, that bundle is deposited in a truck or car and starts on its outbound trip.

Concerning the time and money saved in this operation, Heckman says: "The conveyor system, which originally cost us \$2,400, saves, during daily press running hours, one man on each run. On the Sunday morning operation it saves a total of three men during running hours. Figuring the cost of these men at a low figure of \$1.00 an hour, the conveyor paid for itself in less than 18 months. Besides, it saves an average elapsed time of six minutes on every truck and car leaving this plant with bundles. Since this equipment needs very little care and not much in the way of replacements, our current savings over the old operation run to approximately \$60 a week. This means, of course, that were we to buy equipment even at present increased prices, it could be paid for in a year's time."

In their Sunday morning operation, when the sections for 95,000 papers must be properly assembled during a period of $3\frac{1}{2}$ hours, the Fort Wayne papers use about 100 feet of skate-wheel conveyors to transport sections of completely supplemented papers from one portion of the mail room to another. These sections are portable and operate on a gravity basis. Heckman estimates that this has resulted in a saving of two part-time men each Sunday morning at a cost of 90 cents an hour, with a definite weekly saving of \$7.20. The cost of the conveyor for this operation was made back in one year.

Cutler-Hammer, Inc., produces a standard duty conveyor (see Fig. 10.4) and a heavy duty, chain-drive conveyor (see Fig. 10.5), each of which virtually gears the mail room to the presses. A steady flow of papers, all but placed in the hands of the mailers, enables them — and at the same time practically compels them — to keep up with press production. In a matter of seconds after press starting time, the mail room receives an orderly stream of papers at table height. At any point where a paper is automatically kicked out of line to indicate that 25, 50, or 100 papers have been printed, the compact stream can be picked off to be bundled or handed loose to carriers.

Choosing a Conveyor

In making a choice between two types of conveyors, consideration should be given to:

1. Maximum number of pages printed on a straight run.
2. Maximum number of pages printed on a collect run.
3. Kind of product to be carried.
4. Amount of room available to install the conveyor.
5. The paper's circulation.
6. The price of the equipment.
7. Preference of publisher.

Generally the number of pages per paper is greater for papers with

large circulations, so conveyors in these plants must be built to carry heavy loads at high speed. The heavy duty, chain-drive conveyor is better designed to meet these service needs than is the standard duty conveyor and can be operated for longer periods of time with less maintenance costs.

Printing speed also must be considered. Although both types of conveyors will handle papers at the rate of 60,000 per hour, less main-

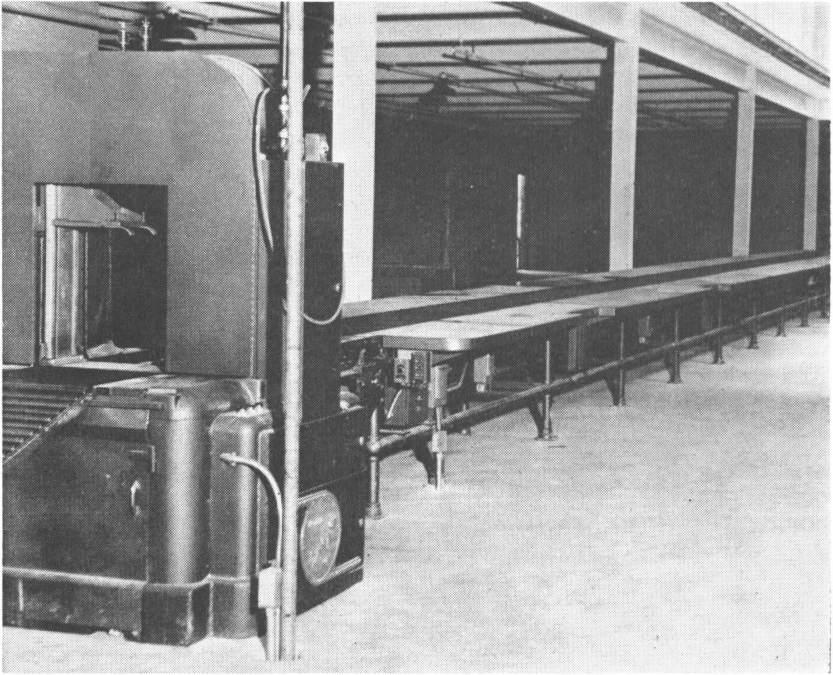


FIG. 10.6 — The Wire-O-Veyor, a mobile press register mailroom feeder conveyor, recently introduced. (Courtesy of Wiretyer Corporation.)

tenance is required for the heavier machine if this printing speed is common and sustained.

Another feeder-conveyor recently introduced in a number of plants is the Wire-O-Veyor, manufactured by the Wiretyer Corporation of Hawthorne, N. J. This uses a woven steel-mesh belt instead of live rollers, which minimizes slippage of the bottom wrapper. The Wire-O-Veyor is available in any combination of straight runs or turns, with or without attached or hinged worktables. It might be adapted to any mail room layout (see Fig. 10.6).

STUFFING MACHINES MORE EFFICIENT

Modern equipment has eliminated many other tasks once troublesome in the mailing room. When the paper is printed in several sec-

tions, the stuffing of these by hand, one within the other, is a long and tedious job. Newspapers of this size find stuffing machines not only save time and labor but do a much better job.

In handling its large Sunday issue, the Des Moines *Register* has found that its Sheridan stuffing machine reduces labor enough to save \$1,000 a week. All Sunday *Registers* are stuffed and ready for delivery when they leave the plant, eliminating errors possible when carriers and dealers put the sections together after receiving them.

About 90 per cent of all inserting for week-day issues is done on the machines. All sections of the Sunday issue printed before Saturday night and 175,000 copies of the Sunday news sections printed on Sat-

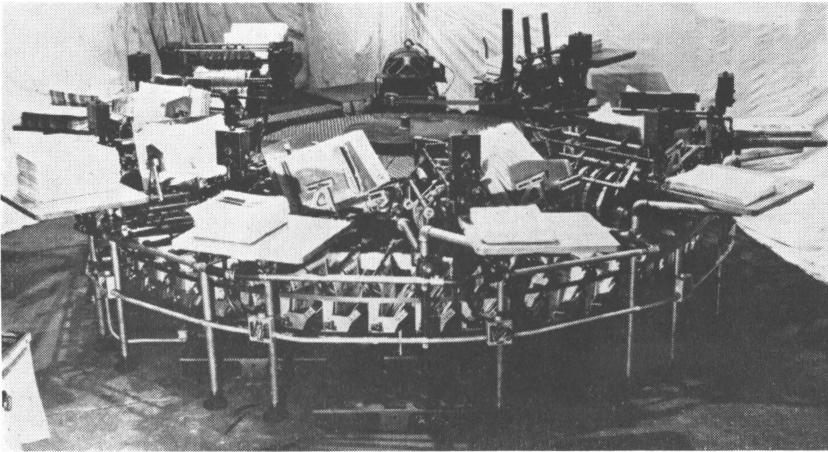


FIG. 10.7 — Sheridan Newspaper Stuffing Machine. (Courtesy of T. W. & C. B. Sheridan Co.)

urday night are inserted on the machines. The rest of the Sunday news sections run on Saturday night are inserted by hand.

The mailing room superintendent estimates that the Sheridan machines have reduced the cost of inserting more than 50 per cent. The amount saved each week, of course, depends on the number of inserts to be made.

The Sheridan stuffer is a circular rotating machine, arranged with eight feeding stations (see Fig. 10.7). Newspaper sections to be stuffed are manually stacked in the hoppers of their respective feeding stations and from there are fed automatically into rotating pockets below. Beneath the eight feeding stations, which remain stationary, a rotor consisting of 48 V-shaped pockets rotates counterclockwise. Each pocket receives the desired number of sections from the various feeding stations to assemble one complete paper. The completely assembled newspapers are conveyed from the machine on a fan-out type of delivery, furnished with an automatic kick-out counting device, which

can be adjusted to count out any predetermined number. Standard equipment includes either a direct or indirect Cutler-Hammer delivery. Each feeding station is equipped with a micrometering device which insures accurately assembled newspapers. If any feeding station misses feeding a section into a pocket, or if two or more sections accidentally are fed into a pocket, the micrometering device detects the error and automatically stops the machine. The operator then makes the necessary correction and restarts the machine.

BUNDLE-TYING EQUIPMENT IS ECONOMICAL

The use of high-speed stacking and bundle-tying equipment has speeded up delivery processes. Even papers of medium-sized circulations use to great advantage the Bunn machine, which ties packages,



FIG. 10.8—The Bunn Newspaper Tying Machine. This is an example of the kind of additional equipment which is needed on newspapers with medium-sized circulations. (Courtesy of the B. H. Bunn Company.)

either rolled or flat, in two seconds (see Fig. 10.8). The Lapeer, Mich., *Lapeer County Press* (circulation 8,886, population 6,143), with an average of 36 pages per issue, would not be without its Bunn machine. "It has contributed happiness to our press days for two years without a hitch," says W. A. Myers, publisher. "We tie bundles of half-folds up to 18 inches thick in just a few seconds. The tyer keeps up with our Duplex Model-E press at a speed of 5,000 papers per hour."

Most newspapers with circulations above 50,000 use automatic bundle-tying equipment. However, the number of bundles to be processed in a limited time, rather than the size of circulation, is the determining factor. Certain costs may be influenced by automation. The principal ones are:

1. Direct labor costs — the number of men and the length of time they are employed per day.
2. Packaging material costs — e.g., the type and size of wire or cord.
3. Equipment cost, including initial capital investment and annual amortization expense on either a lease or purchase basis.
4. Maintenance and power costs.
5. Over-all efficiency, with its effect on edition time, street sales and length of press run.

Secondary, or indirect, costs are influenced by: (1) desired quality of the package, (2) ease and speed of handling the tied package, and (3) degree of compression of the bundle during the packaging operation and its effect on the number of bundles in the truck load.

The Wiretyer, an automatic bundle tyer manufactured by the Wiretyer Corporation, handles as rapidly as a single-tie operation (see Fig. 10.9). The company claims this equipment saves in cost of materials by as much as 60 per cent because it uses ordinary wire and develops a tightly twisted joint of maximum strength. Even reloading is facilitated by an accessory unit on the Wiretyer which butt-welds and anneals the end of an exhausted coil to the beginning of a new one in a matter of seconds. A new development in wire supply is the use of 500-lb. drums, permitting operation for longer periods as well as minimizing damage to wire coils and consequent tying-machine failures.

STACKING MACHINES PROMOTE SPEED

Large newspapers, of course, constantly seek improvements in equipment that will speed up counting, bundling and stacking. The *Milwaukee Journal* (circulation 348,393, population 637,392) is now operating a prototype Cutler-Hammer counter and stacking unit which does automatically what is usually done by "fly boys" at the delivery table. (The boy who takes papers from the press is usually called a "fly boy.")

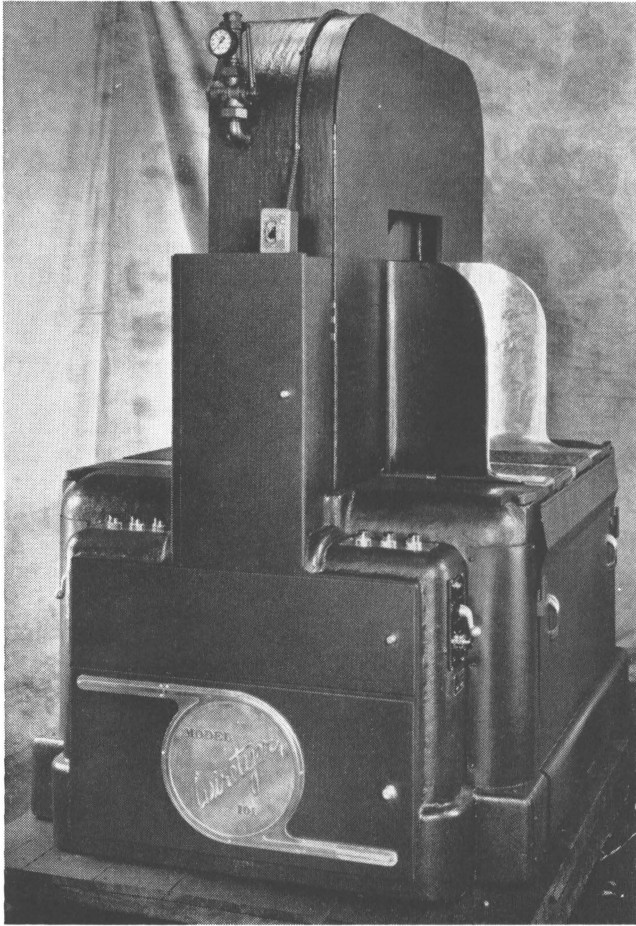


FIG. 10.9 — The Wiretyer, an automatic bundle-tying machine, capable of handling 1,500 bundles per hour. (Courtesy of Wiretyer Corporation.)

The papers are delivered by a spring belt conveyor at ceiling height to the stacker where an electric eye counts the papers and actuates the stacking mechanism. In normal operation, the first batch of papers is caught on a stacking blade, then dropped and rotated 180 degrees. Since the folded edge is thicker than the cut edge, the next batch of papers is dropped on the first batch without rotation and thus gives a neat, square pile. A roller table conveyor then ejects the double bundle to the mail room roller table conveyor where it follows the usual path involving wrapping, tying and delivering (see Fig. 10.10).

This counter and stacker is designed to handle 60,000 ninety-six-

page newspapers per hour. It has a cycle time of $1\frac{1}{2}$ seconds, and thus at top speed, can deliver a bundle of 25 papers every $1\frac{1}{2}$ seconds.

SELF-POWERED WRAPPING UNITS

Other important pieces of equipment now revolutionizing mail room operations are the Wallstar bundling machine and the Star-wraper, designed by the Toronto, Ont., *Star* (circulation 400,021, population 662,096). The exceptional services provided by these were

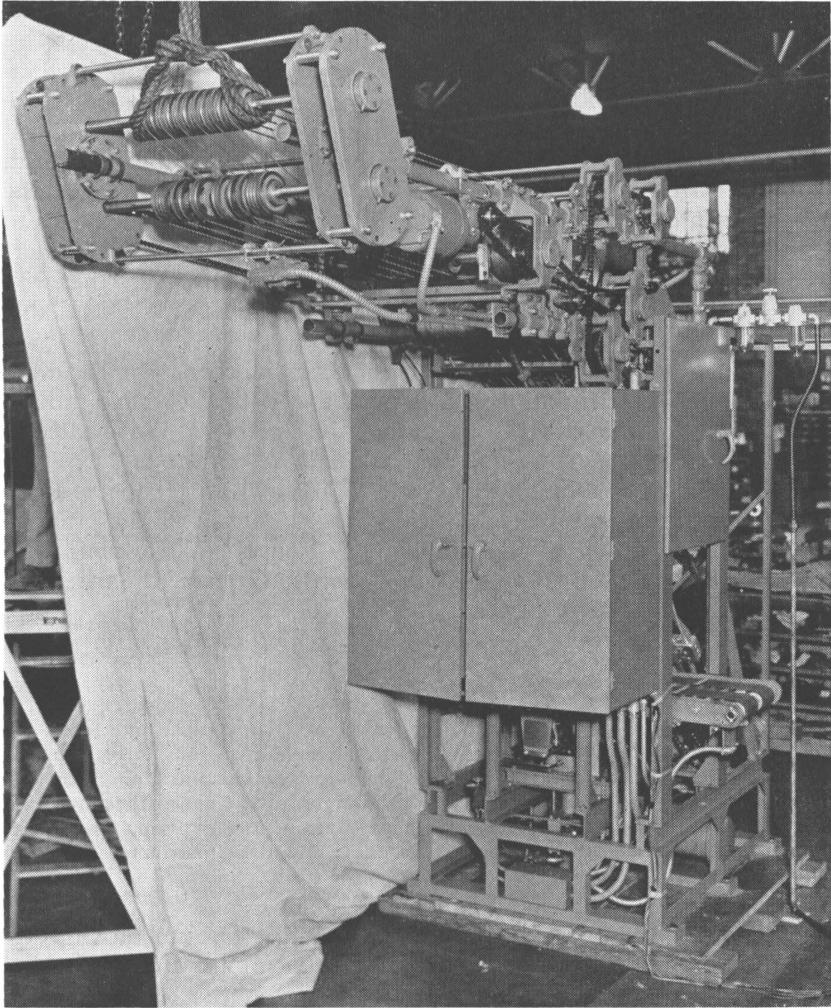


FIG. 10.10 — Left rear side view of Cutler-Hammer Stacker Assembly, like that used by the Milwaukee, Wis., *Journal*. (Courtesy of Cutler-Hammer, Inc.)

described by G. R. Dayton, sales manager of the Cline Electric Manufacturing Company, at a meeting of the Central States Circulation Managers Association:

"The Starwrapper is an automatic, self-powered unit that provides a bottom kraft wrap and then feeds the stacks to the Wallstar for bundling. The paper for the bottom wrapper is fed as needed from one or two rolls located beneath the machine. When a roll runs out, the alternate roll is switched in and the change-over is accomplished in a matter of seconds. When synchronized with the bundler, the Starwrapper produces 24 or more stacks per minute. It saves the time required for manually placing the wrapper in the stack.

"The Wallstar receives loose stacked newspapers from the Starwrapper at speeds of 24 or more stacks per minute. In sequence, the stacks are first jogged for alignment, then compressed under two tons of pressure to remove air, and then either single or double tied with flattened wire. Lap-welding of the wire, another feature with the Wallstar, provides a smooth, strong seal with no loose, ragged ends to tear other bundles or snag workers' hands during handling. The short overlap well provides additional wire saving. Moreover, the wire used by the Wallstar is a mild, basic commercial grade, available anywhere."

Some newspapers prefer a rope tie for their bundles. The Reading, Pa., *Eagle-Times* (circulation 86,530, population 109,320) has a unique machine setup which makes an automatic cross-tie. "We wanted a machine that would cross-tie as well as single-tie with rope," explains Joseph A. Abey, circulation manager. "Ordinarily with rope you can make only one tie and the ends of the paper flare up from the pressure put across the center of the bundle. We consulted two companies and told them we wanted an operation that would make the machines automatic for the first tie and also for the cross-tie. This we obtained." The operation is described in *Circulation Management*¹ as follows:

One man feeds the first bundle and an air release from the machine forces the bundle into the tye. When he feeds the second bundle in, that forces the first bundle into a neutral position. The third bundle feeds in and that forces the first bundle into a position where it hits an air release that moves the bundle in for the cross-tie. The second bundle then moves into neutral position. The fourth bundle follows through the same procedure. This causes the first bundle to go on a conveyor which takes the tied bundle out to the loading ramp.

This improved operation enabled the *Eagle-Times* to pick up approximately half an hour on the dispatching of its daily issue and 1½ hours on its Sunday paper.

¹ *Circulation Management*, Nov., 1955, pp. 16-17.

QUICK LABELING IS REQUIRED

The final important step in the handling of papers in the mailing room is addressing for mail delivery and labeling bundles for truck delivery. A number of practical addressing systems are available. Certain points need to be considered in determining which type is likely to give the best service, such as:

1. Size of newspaper list.
2. How much room the system will occupy.
3. Speed and versatility required in addressing.
4. Degree of selectivity required.
5. Number of changes of addresses, deletions and additions likely to be made over a given period.
6. Cost of equipment and material.
7. Amount of work required at the stencil files to keep the list up to date.

When the Harrisburg, Pa., *Patriot* and *Evening News* (combined circulation 122,466, population 89,544) began planning their new mail-room layout, the publisher and circulation manager made tours of many newspaper plants for ideas which would fit into their operation. They decided on a Cheshire mailer, which weighs about 3,000 pounds and requires approximately 48 square feet of floor space. It is set up beside a Cutler-Hammer conveyor, which takes the papers to a convenient point where they are removed by club bundles. The bundles then are tied with a Gerrard semiautomatic tyer and are ready for the post office (see Figs. 10.11 and 10.12).

The Cheshire labeler is used also by the Louisville, Ky., *Courier-Journal* and *Times* (combined circulation 392,063, population 369,129) and the Syracuse, N. Y., *Post-Standard* (circulation 97,610, population 220,583). According to Fred Varga, circulation director of the *Courier-Journal* and *Times*, this machine will accurately attach previously addressed labels at speeds up to 16,000 per hour. This type of speed will depend, however, on the size of the paper and the number of men assigned to the machine. The machine can be operated effectively with a crew of three or more, depending on the schedule requirements. The Louisville papers use two machines with a crew of five men and increase it one when the paper consists of more than 48 pages.

The Cheshire will operate with roll strip labels produced by Speed-aumat, Addressograph, Pollard-Alling or Elliott, or with continuous pack form labels from International Business machines or Remington Rand master records.

The Flint, Mich., *Journal* (circulation 92,706, population 163,143) makes wide use of addressing and labeling machines in both its mail-

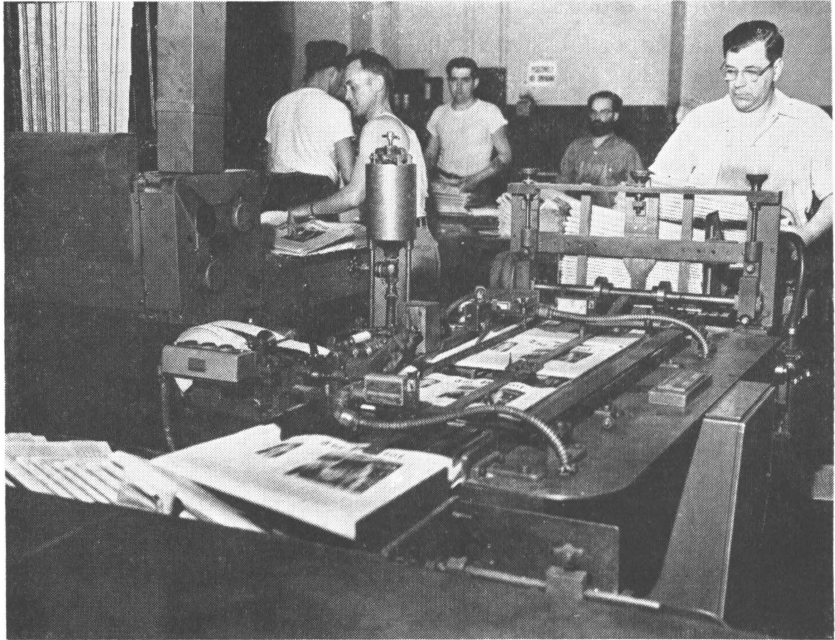


FIG. 10.11 — The mailing machine is set up in the plant of the Harrisburg, Pa., **Patriot and Evening News** beside the conveyor so that there is no lost motion in transferring the papers to the man feeding the machine. Papers are carried through under metal strips. At the left center may be seen that portion of the machine where the strip is cut and the label affixed. To the rear of that is also shown a trip switch or magnet which prevents the machine from stamping if the newspaper does not pass through. (Courtesy of Harrisburg, Pa., **Patriot and Evening News** and **Circulation Management** magazine.)

ing room and bookkeeping department. With its addressing equipment, it performs eleven services:

1. Makes out the bundle labels with names and addresses.
2. Prints the total number of papers to be delivered.
3. Prints the number of bundles needed for various size papers.
4. Prints the number of bundles to go on each load.
5. Numbers each bundle to show the bundle position in the load.
6. Makes out the initial draw on the bookkeeping department draw sheet.
7. Prints the name and address of the carrier, newsstand or agent on the bookkeeping form.
8. Addresses envelopes to carriers.
9. Indicates whether or not the carrier has insurance.
10. Indicates whether or not carrier's bond is paid in full.
11. Prints name and address of carriers' parents.

Because of high labor costs and the demand for speedy delivery, modern, time-saving equipment plays an important role in the handling of papers as they come from the press.

ARRANGEMENT IS IMPORTANT

Each newspaper plant is required to work out its own system of operation in the mailing room, depending on space and equipment provided. At the Fort Wayne, Ind., *News-Sentinel* and *Journal-Gazette*, where space in the mailing room is at a premium, four Gerrard "Q" Model wire-tying heads are built into stationary tables placed at the point where bundles are tied during every run. This has resulted in a slight saving in man power, particularly on the Sunday morning operation, and has gained some added space in the mailing room.

The "Circle Mail Room," so called because of the way the conveyors, tying machines, and loading docks are laid out, is a profitable arrangement for newspapers with circulations of 50,000 to 100,000. The installation consists of bundling machines, one at each end of a series of live roller conveyors which are reversible, allowing worktable space at each side. After bundles are tied and ejected from the wire

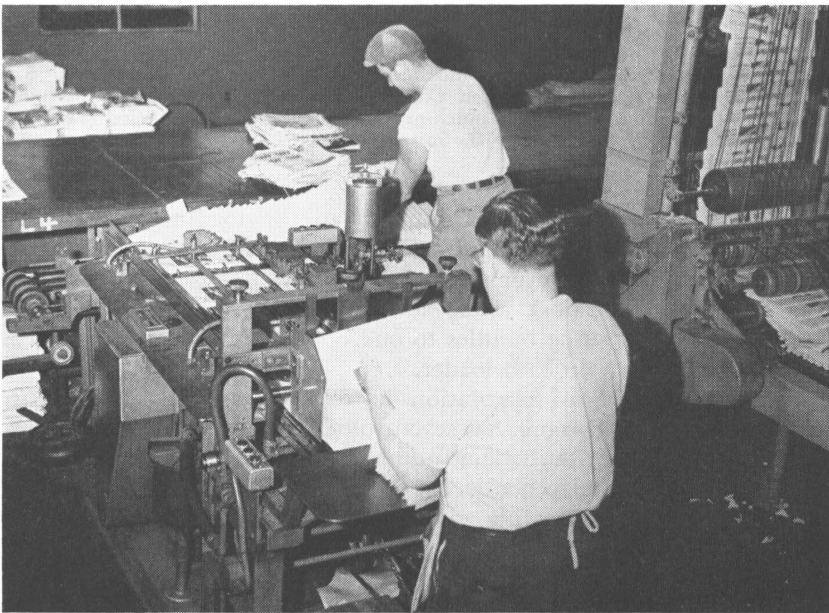


FIG. 10.12 — Operator in foreground feeds mailing machine and in the rear the conveyor takes the papers to the right where they are removed by club bundles. Machines are arranged so motion flows smoothly and swiftly. (Courtesy of Harrisburg, Pa., *Patriot and Evening News* and *Circulation Management* magazine.)

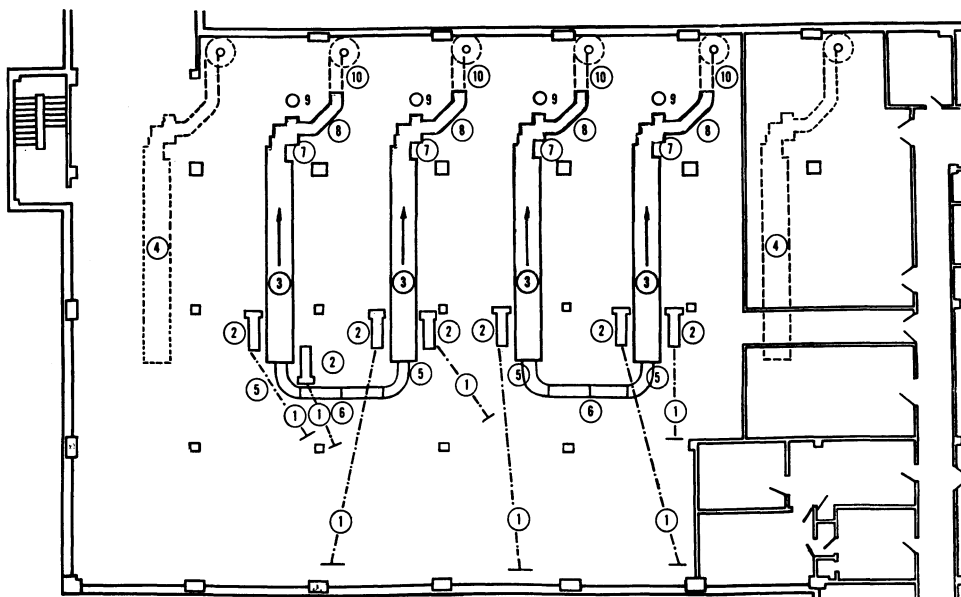


FIG. 10.13 — Floor plan of the Baltimore *Sun*'s mail room: 1. Conveyors from presses below. 2. Conveyor delivery tables. 3. Feeder conveyors. 4. Future feeder conveyor, tying machine and spiral chute equipment. 5. Power curve conveyors. 6. Hinged Conveyor sections. 7. Wire bundle-tying machines. 8. Chute from tying machines to spiral chutes. 9. Wire reel supply racks for tying machines. 10. Spiral chutes to loading dock. (Courtesy of Baltimore *Sun*.)

tyers, a belt conveyor lifts the bundles to the loading dock where another belt runs the full length. These belts also are reversible. A feature of the belt conveyor system is a powered, curved belt leading from the tyer to the dock where another belt conveyor runs the full length. Deflectors guide bundles to one of the gravity loaders with a telescopic extension on each loader.

The Baltimore *Sun* (circulation 407,691, population 949,708), in its well-planned mail room, has seven folders which feed seven Cutler-Hammer conveyors with the same number of deliveries (see Fig. 10.13). These deliveries are placed adjacent to Jampol feeder-conveyors, which feed four Signode wire-tying machines. The Jampol conveyors are arranged in two U-shaped sections, completely reversible for routing of papers in either direction in case of breakdown on a tying machine. Bundles from the tying machines slide down spiral chutes to the truck platform below.

Additional equipment to save time consists of three electric Automatic Transporter lift trucks and sufficient skids to handle all Sunday supplements. A portable welder is also available to keep successive

coils of wire on hand for continuous tying operations. Although not a part of the general equipment, pushers are provided at the tying machines and a series of stuffing machines. Mail and dealer lists are printed in continuous webs, using Pollard-Alling machines. The cutting of webs is accomplished with a Dick Mailer. The entire operation is based on mobility and flexibility.

Through this mail room pass approximately 400,000 newspapers every day. The automatic conveying equipment for bringing together the papers as they come from the press to the equipment for bundling, tying, and distributing to chute and platform, increases rapidity in materials handling without too much physical exercise on the part of the mailing crew. The location and arrangement of this equipment on total floor area of 17,020 square feet provides an interesting study.

"The best newspaper in the world isn't appealing if its delivery service is sloppy or undependable."

— VIRGIL FASSIO,
Circulation Manager,
Tarentum, Pa.,
Valley Daily News

CHAPTER 11

Delivering the Newspaper

DELIVERY of the newspaper is the culmination of a day-long or a week-long mingling of minds and hands in organized effort to get the paper to the reader as quickly and cheaply as possible. Perishability of news makes day-of-issue delivery essential if a newspaper is to compete successfully with radio and television as a disseminator of news. Subscribers living as far as 100 miles away from the plant of a newspaper expect the publisher to utilize any or all available forms of rapid transit in delivering papers to them as promptly as to residents of the town where the paper is published.

Once the paper is ready to leave the plant, there are two separate steps in delivering that need to be studied in order to improve consistently rapid and efficient service:

1. Transporting papers from the plant to the carriers.
2. Carrier service to the subscriber.

BULK DELIVERY FROM PLANT TO CARRIER

The circulation department of a metropolitan newspaper resembles a giant octopus with arms working in all directions at the same time. Cars, trucks, busses, motorcycles, trains and airplanes — any vehicle that can carry a load may be pressed into service to get the papers distributed. Smaller papers follow the same procedure, using whatever facilities are available to them.

Large Papers Use Many Trucks

Train and press schedules do not jibe for the Los Angeles, Calif., *Herald and Express* (circulation 350,270, population 1,970,358) which serves the largest city area in America and goes far beyond. Almost all delivering must be done with the newspaper's own force. Instead of being placed in the hands of carriers at the *Herald and Express* plant on the southwest edge of downtown Los Angeles, the bulk of the papers to be delivered are handled from 10 branch offices located strategically

in the metropolitan area. Each branch office functions as an independent circulation department.

Trucks pick up papers from the chutes leading from the pressroom to the loading dock for every edition from the "Latest News" at 9 A.M. until the "Sunset" at 5 P.M. and head for the branch offices. All are routed along busy streets with high sales. As the trucks go, they drop papers at the major sales locations, then dump the bulk of their loads at the branch offices where other cars and light trucks pick them up to carry them to farther points. Taking a different way back, the trunk-run trucks drop bundles at other major locations.

To cover the area the trucks and cars of the *Herald and Express* average more than 10,000 miles a day. In addition, district circulation

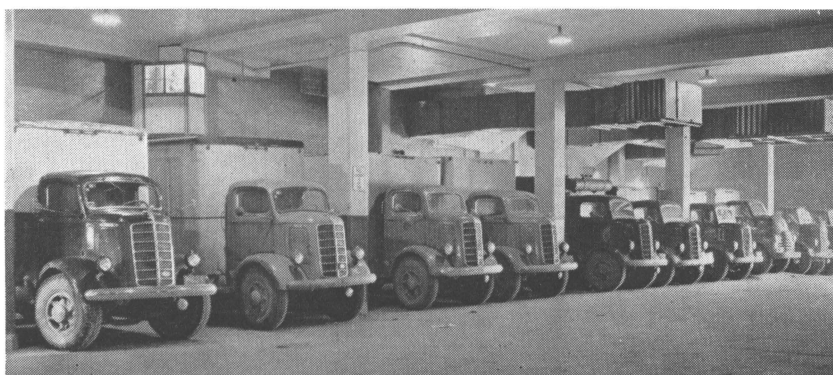


FIG. 11.1 — Newspaper delivery trucks ready to leave plant of Des Moines, Iowa, *Register and Tribune*.

supervisors, using 166 cars, drive a daily average of 9,600 miles to supervise and make collections and pickups.

The Des Moines, Iowa, *Register and Tribune* (combined circulation 355,089, population 177,965) have a similar extensive delivery situation. Early morning and afternoon trucks loaded with papers go in all directions to various parts of Iowa where carriers pick up papers and place them at the doors of readers (see Fig. 11.1).

Diversified Delivery for Smaller Dailies

The delivery personnel of a medium-sized or small daily also may be quite large. Usually it consists of carriers in the town where the newspaper is published, carriers in each of several small towns in the circulation area, and men with cars or trucks to convey bundles to carriers at distant points. Bundles go also to newsstands and street salesmen.

The Poplar Bluff, Mo., *American Republic* (circulation 12,233,

population 15,064), in addition to delivering to practically every Poplar Bluff home, serves forty-nine communities in a trade area comprising 11,000 square miles. To reach subscribers each afternoon of publication it uses three bus lines, nine private carriers and its own truck to cover 524 vehicular miles in delivering 4,556 papers outside the city.

"Our town is about the center of a seven-county trading area," says Miss Rose M. Saracini, circulation manager, "and delivery by truck to outlying towns became necessary when a change in bus schedules made delivery in some areas later than 6 o'clock.

"The cost of this particular phase of our distribution is more than five times the cost before we used the truck, but we feel that we must maintain 4 and 5 o'clock delivery for 2,000 readers who live within a 45-mile trading area. Towns serviced by post office mail trucks under contract are served by our cars on holidays when the mail trucks do not operate.

"In most cases the use of private carriers is possible because they are making trips daily for other reasons and we are able to get delivery for about the standard cost of bus or mail delivery. However, we have two areas, totaling 800 papers daily, where we pay a premium for delivery. All of our trade area agents are on a wholesale basis, with accounts payable the 10th of the month following. These agents are under surety bonds; their accounts are current.

"Our agents are furnished samples two and three times a year without cost to them. Solicitation by the agent follows, and this usually nets more business for him. We maintain this 4,556 trade area distribution without a full-time representative in the field. Visits are made periodically by the circulation manager. We are in daily contact with agents by letter and telephone. Most of our agents are men, although we have boys of school age, four women and one young school girl."

Similar delivery provisions are made by many medium-sized and small daily newspapers.

Weeklies Mainly Use Mail and Newsstands

Less delivery personnel is required for a weekly newspaper, where most individual subscribers or purchasers are served by mail, at the newspaper office or at newsstands. Some large weeklies have carrier delivery in urban territory and distant towns and others use street salesmen to a limited extent. The Mount Holly, N. J., *Herald* (circulation 9,190, population 8,206), which is published at the very center of Burlington County, sends many copies by mail to residents in other towns and on the rural routes and also supplies newsstands in Mount Holly and nearby villages (see Fig. 11.2). Fifty-six per cent of its circulation comes from office and newsstand sales, 33 per cent is from mail delivery and 11 per cent is from street sales.

A survey of 15 successful weekly newspapers in thirteen states re-

veals in the following tabulation that, on the average, 54 per cent of their circulation is delivered by mail, 28 per cent is sold at newsstands and only 18 per cent is delivered by carriers. However, for these newspapers there is a great variance of percentages on each point. Delivery by mail ranges from 10 to 97 per cent. Seven of the fourteen papers deliver 70 per cent of their circulation by mail, and these are mostly papers of small circulation. Seven of the papers have no carrier delivery. Those with the highest percentage of carrier delivery have circulation above 5,000. All the fifteen papers sell some copies at newsstands, one going as high as 80 per cent of the total circulation.

TABLE 11.1

COMPARISON OF DELIVERY METHODS USED BY FIFTEEN WEEKLY NEWSPAPERS

Newspaper	Circulation	Mail	Carriers	Newsstands
Ardmore, Pa.		(per cent)	(per cent)	(per cent)
<i>Main Line Times</i>	15,650	11	59	30
Red Bank, N. J.,				
<i>Register</i>	15,535	15	5	80
Huntington, N. Y.,				
<i>Long Islander</i>	11,086	45	0	55
Newton, N. J.,				
<i>Herald</i>	10,947	25	0	75
Lapeer, Mich.,				
<i>Press</i>	8,886	50	1	49
Honesdale, Pa.,				
<i>Wayne Independent</i>	8,166	75	20	5
Medina, Ohio,				
<i>Medina County Gazette</i>	6,558	83	0	17
Tujunga, Calif.,				
<i>Record-Ledger</i>	5,743	88	0	12
Woodhaven, N. Y.,				
<i>Leader-Observer</i>	3,650	10	40	50
Houlton, Maine,				
<i>Pioneer Times</i>	3,644	22	68	10
La Follette, Tenn.,				
<i>Press</i>	3,731	37	55	8
Rock Rapids, Iowa,				
<i>Lyons County Reporter</i>	2,936	70	20	10
Federalburg, Md.,				
<i>Times</i>	1,994	91	0	9
Mosinee, Wis.,				
<i>Times</i>	1,678	97	0	3
Stafford, Kans.,				
<i>Courier</i>	1,302	90	0	10
Average	6,776	54	18	28

This indicates that a chief problem for weeklies is lack of convenient train schedules to accommodate their deliveries by mail. Carrier service, although not used extensively, would undoubtedly be advantageous, but the publisher of a weekly usually faces difficulty in obtaining carriers.

Advantageous Change to Motor Delivery

Motor routes are becoming common, because they are the most practical means of quick delivery and, in many instances, are the only means of reaching certain areas. They are expensive, true, but they provide the service needed and hold subscribers that otherwise might be lost.

"If you don't give day-of-issue service through the mail, you had better do it in some other way," says L. M. Wellford, circulation manager of the Waukesha, Wis., *Freeman* (circulation 11,883, population 21,233). "Let your customers get the reading habit for another newspaper that gets there sooner and see how much in demand *your* paper is."

Wellford contends it is better to go to motor delivery, regardless of its cost. "Our cost of distribution is higher than the average because we've replaced mail with motor routes," he adds. "The average net revenue per subscriber for a paper our size in the Inland Daily Press Association is \$9.98. This includes all types of subscriptions — mail, carrier, motor routes, etc. The Waukesha *Freeman's* revenue is \$9.22. The circulation and distribution costs for the average paper our size is \$2.56, while ours is \$2.99. We use two company-owned trucks which take the bulk of our bundles to the most concentrated areas. The cost of operating these trucks is 5.3 cents per mile."

Wellford doesn't mind that extra cost because "the advertising rate goes up with increased circulation, and as the volume goes up, the costs go down."

When faced with the danger of losing several hundred subscribers receiving the paper by mail, the New Castle, Ind., *Courier-Times* (circulation 11,824, population 18,271) at great expense instituted independent motor route deliveries in order to give day-of-issue delivery. As a substitute for mail delivery, ten motor routes were set up to deliver the *Courier-Times* in the county. Solicitors went from farm home to farm home, explaining the new service and receiving orders, with a windup total of 1,120 more subscribers in the county than the paper had before. To provide early delivery to homes in the more remote part of the county as well as to those close in, press time was moved back from 2:30 to 2 o'clock. The itemized costs of making the change,

installing mail tubes and instituting the new service were as follows, according to L. Gilford Eden, circulation manager:

Tubes and posts (2,100 tubes, 1,900 posts)	\$3,107.00
Solicitors	2,478.00
Mileage	973.44
Printing	168.50
Freight on posts and tubes	159.43
Setting posts and tubes (average 47c each)	538.00
Miscellaneous	492.86
Total	\$7,917.23

"Expensive? Yes, but it was well worth it," says Eden. "Each new home we went into has been given, we feel, a new lift and a new perspective. The advertiser has been given a boost. It has given us pride in performance, faith in ourselves and others. It is helping us to reclaim what is rightfully ours and is giving our advertisers and subscribers what is rightfully theirs."

New Castle is in the east central part of Indiana, 50 miles from Indianapolis, which has three daily newspapers, two of which have a Sunday edition. Within a radius of 27 miles are three county-seat cities, each with a population almost three times the size of New Castle and with morning and afternoon papers. Circulation, therefore, is a battle all the time for the *Courier-Times*, but this newspaper is using sound methods and sparing no expense to meet competition.

Motor Service May Be Leased or Owned

Some newspapers own their delivery trucks, others lease them. The Davenport, Iowa, *Democrat and Times* (combined circulation 50,095, population 74,549) and the Plainfield, N. J., *Courier-News* (circulation 32,743, population 42,366) lease cars from their local Chevrolet dealers. The Davenport newspapers use sixteen cars and pay \$80 monthly per car. The dealer furnishes everything except tire repairs, wash jobs and gas. Each car averages about 20,000 miles annually. The contract with the dealer is for a two-year period and cars are replaced after 30,000 miles.

In addition to leasing cars from a local Chevrolet dealer, the Plainfield *Courier-News* has an arrangement with a service station to purchase 2,000 gallons of gas monthly at a reduction of 2 cents per gallon. Some of the cost of operating the cars is further offset by a fee charged drivers if they care to rent cars for personal use. They may take the cars home over night, over weekends or even use them on their annual vacations for the sum of \$5.00 per week per car, providing they buy the extra gasoline.

Some of the advantages of leasing cars are: (1) working capital is not tied up; (2) repair problems and insurance costs are avoided;

(3) employees always drive the latest model; (4) rental payments are wholly deductible, while only depreciation is allowed on newspaper-owned cars; (5) mechanical breakdowns are eliminated; and (6) equality in transportation, as well as car expense, is provided.¹

Among newspapers using company-owned cars to good advantage for distant deliveries are the Oshkosh, Wis., *Northwestern* (circulation 19,229, population 41,084) and the Stevens Point, Wis., *Journal* (circulation 8,265, population 16,564). The Oshkosh *Northwestern* has three company-owned cars used by the editorial and advertising department until press time when they are taken over by the circulation department. The Stevens Point *Journal* uses its own cars and trucks to deliver bundles to towns within a 25-mile area. Papers are delivered to farmers also where ten or more may be left at a single spot.

In 1955 David N. Smith, circulation manager of the Williamsport, Pa., *Sun-Gazette* (circulation 28,327, population 45,047) made a study of motor routes as delivery facilities for country territories and reported his findings at a circulation seminar of the American Press Institute. Although only twelve newspapers contributed information they represented a wide cross-section, both as to type of paper and location. The average length of routes used by these papers for making deliveries was 86 miles for morning papers and 55 miles for afternoon papers. The average number of subscribers on morning routes was 151 and on afternoon routes 125. Fifty per cent of the route carriers delivered to tubes only, 17 per cent to mail boxes, and 17 per cent delivered by throw-offs. The remaining carriers used all types of delivery. Twenty-five per cent of the route operators worked full time, 50 per cent worked part time, and 25 per cent were on a combination of full and part time.

Airplanes Speed Delivery

For rapid delivery to rural areas, a number of newspapers have used airplanes. The Spencer, Iowa, *Reporter* (circulation 5,631, population 7,446) introduced its Sunday issue to new territory by airplane delivery to be followed later by mail and motor delivery.

The airplane delivery was carried on for 18 months, and the circulation of the Sunday issue was more than tripled in that time. Only once did bad weather interfere with regular delivery by plane. On that week papers went to subscribers by mail.

The newspaper started its airplane service with two Cessna 140's, a Piper Super Cruiser and an Aeronca Champion. Contracts were signed with four commercial pilots. Sample copies were dropped to every farm home in the county, creating considerable excitement and bringing in orders.

"The delivery of 3,600 copies by four planes within a radius* of

¹ *Editor & Publisher*, Nov. 27, 1954, p. 44.

50 miles costs us about \$1,000 a month," says R. R. Jackson, publisher. "It definitely opened the door for our rural salesmen and broke down the county-line barrier. Everybody from the kids to grandfather enjoyed seeing the papers come sailing down to their homes. As a promotion to sell a new territory it could not be beat. However, as a regular delivery system, it would not pay for itself."

The Ogden, Utah, *Standard-Examiner* (circulation 27,989, population 57,112) used airplane delivery to introduce its paper to the residents of Little Valley, a boom city near Promontory Point, Utah. Papers were flown across Great Salt Lake daily by a Southwest Skyways pilot. Thus, this isolated valley, reached otherwise only by a circuitous highway or by trestle trains, received the fastest possible newspaper delivery. The pilot made the round trip between Ogden and Little Valley in 16 minutes.

CARRIER SERVICE TO THE SUBSCRIBER

Subscribers want to read their papers before they leave for work in the morning or before the evening's social or entertainment program begins. To meet this need, many newspapers have set back their going-to-press time. Others have found ways to speed up the carrier service.

For delivering newspapers in residential areas, carriers must be carefully selected and well trained. Most papers operate the delivery system on the "little merchant" plan, where the carrier solicits orders and collects as well as delivers.

This plan generally is favored because each of the three important duties the boy performs compels him to do well the other two. Lloyd Smith in his book *Newspaper District Management*, explains it this way: "Giving good delivery service increases the boy's confidence and helps him in his collecting and his soliciting."² The money the boy makes depends on the kind of service he gives.

Important details to be mastered in home delivery are: (1) promptness, (2) careful handling of the paper, and (3) leaving the paper in a place most convenient to the subscriber.

Hustling Carriers on Their Way

No uniform pattern of delivery can be established, for each circulation manager must adapt his system to local facilities and conditions. When the area to be covered is small enough, newspapers have carriers call at the plant or the distributing office for the papers they are to deliver. They make a point of having the boys there when the papers are ready, then speed them on their way before other interests get in the way. Boys who start their rounds late will have dissatisfied customers.

² Lloyd Smith, *Newspaper District Management*, p. 101.

When the area to be covered is too large to make efficient use of a central distributing point, papers may be taken by truck to substations or to the homes of the boys. The Carroll, Iowa, *Times-Herald* (circulation 5,146, population 6,231), among others, finds it economical to send its papers by truck to the homes of the carriers and have the boys start delivering from home. James Wilson, publisher, says this eliminates delays in getting started, prevents congestion at the newspaper plant, and cuts down on the walking distance for the carriers on the outlying routes. Parents, too, like it because then they know when their sons are on the job.

MOBILE DEPOT CONSERVES TIME

The Ottawa, Ont., *Citizen* (circulation 56,111, population 202,045) takes bundled papers to its carriers in a large green and white truck, known as the "mobile depot," which is more like a business office than a delivery car.

The truck is built with a rear door for loading and a side door with a platform curbed high to unload the bundles and to receive carriers who may want to talk with the supervisor. It is equipped with pigeonholes, one for each carrier, and a built-up writing platform to the right of the steering column. At the left side, where the seat ordinarily would be, is a flat surface for carrying supplies. It may serve also as a seat for the driver's helper. The truck is manned by the district manager or supervisor, who has a high school boy as a part-time helper.

After the "mobile depot" completes delivering bundles it courses back over the arteries to make contacts with carriers who may want to discuss problems with the supervisor or pay on their accounts. Carriers complete their weekly collections from customers on different days, and on each day some of them pay their accounts at the truck desk.

The truck serves 106 carriers with a circulation just under 6,000 — one-sixth of the home-delivered city circulation and one-tenth of the entire circulation. By this system home owners now receive their papers 30 to 45 minutes earlier than formerly.

Encourage Carriers To Improve Service

Some circulation managers have stimulated promptness in delivery by establishing a finishing time for each carrier. Certainly each boy should be encouraged to maintain the same order of delivery each day. Then the subscriber knows at what time to expect his paper and the district manager knows where to locate the carrier if an emergency requires it. If the carrier can discover a shorter or better way of proceeding on his route than the established one, he should obtain permission of the district manager or supervisor before making a change.

When the carrier starts out on his route, he should have all matters in hand to give prompt delivery. He should count his papers before starting so as to be sure that he has enough for all customers. To go back to the office for more would cause him to lose time. He should not do any selling or collecting while he is on his tour of delivering, but leave that to be done later at a specially appointed time. He should not take another boy along for company because conversation and play along the way are sure to cause delay in completing the day's delivery.

STRESS CARE IN DELIVERING

Patrons want to receive their papers in good condition — there is no pleasure in reading a newspaper that has its pages torn, wet or smeared with mud. Therefore, training the carrier in the proper way to fold the paper for delivery and how to throw it so as to place it in a dry spot near the door is important.

The block method of folding often is used when papers have few pages. When the issue consists of many pages it may be rolled and held in tight position with a rubber band. However, the most common and ordinarily the most satisfactory form of folding is to make two full-length folds, then press the open right-hand fold inside the left-hand fold (see Fig. 11.3). On rainy or snowy days papers that cannot be placed in shelter on porches should be wrapped in oil paper before being thrown.

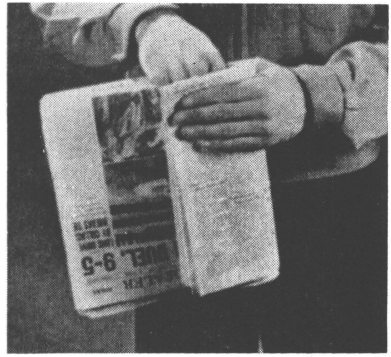
Porch delivery is desirable and by some newspapers is required of all city carriers. This necessitates walking, which means that the route must be compact and not too long. Porch delivery is hardly possible if the boy is carrying a long route on a bicycle, a scooter or a motorcycle. Then he must know how to throw the paper accurately and put it in a convenient spot near the customer's door. There is an art in throwing papers, which can be developed through practice. Some newspapers put in considerable time training their carriers how to throw. This is best done through contests, where the competitive spirit impels efficiency.

A paper-throwing contest, sponsored in part by the Taylorville, Ill., *Breeze-Courier* (circulation 6,326, population 9,188) has become an outstanding annual event at the county fair and the Illinois State Fair. Carriers make their throws while bicycling past a porch improvised on the track of the fairgrounds. Boys are judged for accuracy in placing newspapers on a bull's-eye painted on the porch floor or just hitting the porch consistently. Elimination contests are held in the afternoon and finals for the grand championship in the evening. Merchants supply prizes such as rifles, radios, bicycles, clothing and sporting goods, with the grand champion trophy being provided by local contributors. During the day of the contest all contestants are

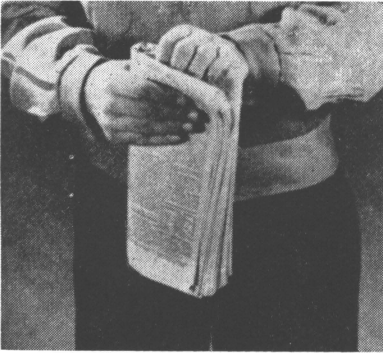
PROPER FOLD OF DAILY PAPER



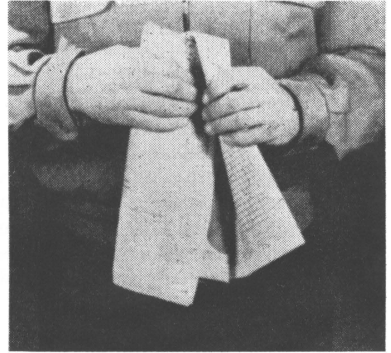
1 — Hold headline down and away from body; note carefully the position of the hands.



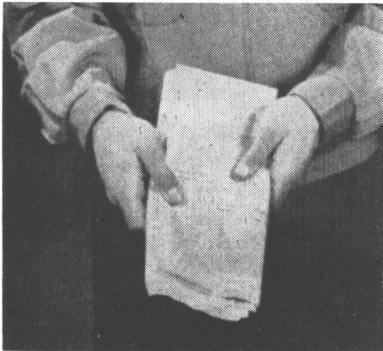
2 — Fold the two columns held in the left hand toward the center, over the right hand — note the position of the hands.



3 — Now fold open side held in right hand over the left hand fold — note position of hands.



4 — Place open end fold inside left hand fold. Study illustration carefully.



5 — Crease outside edges. See illustration.



6 — Finished PRODUCT. PRACTICE MAKES PERFECT!

FIG. 11.3 — The Cleveland, Ohio, **Plain Dealer** helps carriers become proficient by illustrating the six steps used in the most common way of folding a paper.

provided free pop by a local bottling company, and the top ten winners are honored at a dinner given later by some civic or fraternal group. The carriers train hard for this annual event, which draws for the fair one of its largest crowds. Most important of all to the newspaper is the improved efficiency it brings to carriers and the lessening of delivery complaints from readers.

Morning Delivery Must Be Quiet

For delivering a morning newspaper, more care and attention is required, in some respects, than for delivering an afternoon paper. For one thing, it is a time of day when the carrier should go about his work quietly. Sol Katz, circulation manager of the Dallas, Tex., *News* (circulation 208,067, population 434,462), presents to his carriers the following "Don'ts":

1. Many of your customers are asleep when you throw your route. Don't wake them up with the thumping of your papers. Nobody's good enough to throw a paper accurately very far. Always get close to your target to slide it or toss it.
2. Don't walk across freshly sodded lawns. Stick to the sidewalks. People resent anyone who tracks across their lawns and besides you get muddy and mess up porches and apartment halls.
3. Never deliver your papers in the yard near a lawn sprinkler. Every customer is entitled to a clean, dry and undamaged newspaper, every morning. A little care on your part in placing the NEWS exactly where your customer asks for it and being careful to avoid boners like this will keep you many loyal subscribers.
4. Don't deliver your papers flat on the porch. It takes only a little breeze to whip an unfolded paper off the porch and over two or three lawns. Fold all papers for outside delivery.
5. Don't make excessive noises. Most of your customers are still asleep when you make your delivery. Don't bang the paper against the doors, always walk quietly in halls or apartment houses; and don't carry on loud and unnecessary conversation with other carriers.
6. Don't waste time by folding your papers before beginning your delivery. Learn how to fold them while you are walking. You make fewer mistakes and get more sleep.

COURTEOUS, EFFICIENT SERVICE GETS RESULTS

For prompt and courteous service, the Oakland, Calif., *Tribune* (circulation 201,308, population 384,575) makes the following suggestions to all carriers:

1. Count YOUR newspapers.
2. "Porch" or "doorknob" papers at all private homes.
3. In apartment houses, place the paper under the door or "doorknob" all papers.
4. In duplexes or multi-dwelling houses, "doorknob" all papers or deliver to the back porch.
5. Place papers in protected places on windy and rainy days.
6. Verify all starts, and make delivery arrangements.

7. Verify all stops, and attempt to SAVE THE STOP.
8. Verify all complaints, and make arrangements for better delivery.
9. Never change delivery instructions without notifying your subscriber.
10. Call the office, and inform your customers, when you are short papers.

A circulation increase of nearly ten per cent in one year testifies to the value of keeping customers satisfied.

H. W. Thompson, home delivery manager for the Fresno, Calif., *Bee* (circulation 95,552, population 91,669) continuously pounds into the heads of his carriers the importance of efficient delivery. Bulletins to carriers contain such admonitions as these:

1. April showers tend a lot toward assisting May flowers to spring forth in bloom, but they often assist customers' tempers to be aroused. For the thoughtless carrier who allows his customers to receive their FRESNO BEE paper in a dampened condition also dampens their good opinion of him But, I needn't worry about anything like that happening to you guys, so I'll dry up.
2. Suppose you ordered a new car and when you stopped at the dealer's to take delivery, the car had a crumpled fender, scratches in the finish, and hadn't been washed? You wouldn't accept that car, would you? The same thing goes for the newspaper you deliver. Your customers are entitled to receive their FRESNO BEE in good condition every day. They shouldn't have to pick up sections and reassemble them. They can't be asked to chase up and down the street to salvage blown-away pages. Make sure none of your customers has reason to complain.
3. "Stop riding your bike over my lawn." You won't have any "mad" subscriber talking that way to you — we hope. In the Spring, the soft ground and tender shrubs and flowers are extremely sensitive, and just a few footprints or bicycle tracks can easily ruin all the hard work done to have a lovely lawn and a beautiful garden. You'll be surprised how greatly your customers will appreciate respect for their property. You'll win their friendship, and find it a lot easier to collect money and sign up new readers, if you are known as a careful carrier.
4. Every baseball pitcher has a spot to pitch to. And every FRESNO BEE carrier-salesman has a place to pitch to, also. But unlike the pitcher, who is always trying to fool the batter, the newspaperboy operates on the opposite theory. He wants to please his readers by placing the paper each day in the right spot, because he knows that satisfied customers are his biggest asset.

And quite evidently such a promotion campaign for careful delivery is bearing fruit with Fresno *Bee* carriers, for the circulation department has been receiving letters such as the following from regular subscribers:

I am writing to let you know how well pleased we are to have David Hoover as our paper carrier. We live on the back of a large lot, but he always comes and lays our paper on the porch. When it is raining, he puts the paper inside the screen door, and is always on time. We thank the FRESNO BEE for having such a nice paper carrier, and also thank David.

"A good collection system helps carriers to keep their subscribers. Regular collections are appreciated by everyone."

— DALE DRAKE,
Circulation Manager,
Longview, Wash.,
Daily News

CHAPTER 12

Collecting for the Newspaper

MEMBERS of the newspaper profession and advertising agencies count as circulation only papers that are paid for, and the Post Office Department requires every newspaper to keep its subscriptions paid. In complying with these regulations, collecting for a paper becomes as important as selling and delivering it efficiently.

Three common forms of collecting for a newspaper are:

1. By letters or notices sent through the mail.
2. By collectors who call at homes of subscribers.
3. By carriers who also sell and deliver.

MAIL COLLECTION WIDELY USED IN RURAL AREAS

Collecting by mail is a common practice for newspapers with large circulations in widely scattered rural areas. This method offers distinct advantages for publishers whose papers are distributed by mail, since expiration notices can be included with the regular mailing, and addressing equipment can be utilized in duplication on envelopes used to send letters or printed matter to the subscriber.

Letters Combine Collection and Renewal

Writing letters to subscribers offers opportunities for building good will and developing a feeling of comradeship with the readers. Letters may be factual, humorous, loaded with sales appeal, or limited to a simple statement that "subscription is due." Replies often are rich in human rewards. They may carry items to be used in the news columns, valuable suggestions for improvement or expansion, and words of praise and appreciation that subscribers seldom would express were they not answering a letter written to them. Many an editor will attest that one brief note of appreciation has given him

the "lift" needed to carry him through an otherwise harried day. This kind of satisfaction is immeasurable, and is one of the rewards of publishing that never can show on a balance sheet.

Publishers and circulation managers use various methods and appeals. Some rely on impersonal, printed matter, others send as many as six letters to a resistant or dilatory subscriber. The variety of selling material used by both weekly and daily newspapers is best revealed by reproducing some of the most successful.

TWO LETTERS GET RESULTS

The King City, Mo., *Tri-County News* (circulation 1,981, population 1,031) has had remarkable success by using but two letters. The first, sent out a few days before the subscription expires, is as follows:

Dear Subscriber:

Will you do us a favor?

Your subscription will expire the first of next month...just a few days from now. We hope you will want to renew it for another year. We try to make the paper better and better and we certainly would not want to lose you as a subscriber, yet we actually boast that one of the best things the TRI-COUNTY NEWS does is stop when your subscription expires.

The favor we'd like to ask is this:

If you ARE planning to renew, won't you please do it BEFORE your present time runs out, rather than a day, or a week, or a month after it runs out? Our reason is selfish, perhaps, but easy to explain...it takes just about one-fourth the work in our office if your renewal is received BEFORE your name has been removed from the mailing galley and your cards removed from our card indexes.

Here is a check, all made out except the date, the name of your bank, and your signature. Also here is a self-addressed envelope which requires no stamp. If you'll sign and mail the check today while it's on your mind you'll be sure of not missing a single issue, and we'll greatly appreciate the favor.

If any accommodation to you, we will gladly hold your check 30 to 60 days. Date it when you want it cashed.

Thanks.

THE TRI-COUNTY NEWS
Louis N. Bowman, Publisher

Beneath it on the same page, with a perforation between, is a universal check made to the *Tri-County News*, and with the letter goes a postage-free, self-addressed envelope. Everything possible is done to make the payment convenient for the customer.

When the time arrives for the subscription to expire and the reader has not made payment, this second letter is sent:

Dear Friend:

Your TRI-COUNTY NEWS stopped "without a struggle" on the first of this month, just as we promised.

If you didn't care for it any more, it's a good thing we stopped it, isn't it? If you aimed to renew and just simply forgot, here's another reminder!

If you failed to renew because you felt you just couldn't spare the money at the moment, we want to take this opportunity to tell you **YOUR CREDIT IS GOOD.**

Our policy is **STOP-AT-EXPIRATION**, and not, necessarily, cash-in-advance. You can owe us the price of a year's subscription if you want to...we just simply don't charge it to you without your knowing it.

Use the attached check if you can. We'll gladly hold it 30 to 60 days if any accommodation...date it when you want it cashed. But if you prefer to owe us, it's perfectly "O.K." with us. Call us up, or write us. We'll mark you up for a year in advance and enter the charge in our ledger and you can pay when it's more convenient.

We hope you want the paper. We work hard on it, trying to make it better and better. We really miss you!

Sincerely,

THE TRI-COUNTY NEWS
Louis N. Bowman, Publisher

At the bottom of this letter, in coupon style, is a check made to the *Tri-County News* and needing only the subscriber's signature.

Bowman says that these letters bring almost 100 per cent return. He believes, as many others do, that best returns are obtained from collection letters written in a friendly, businesslike tone, typical of the warm relationship that should exist between a newspaper and its readers.

FIVE REMINDERS MAY BE NEEDED

Francis Schweinler, publisher of the Mosinee, Wis., *Times* (circulation 1,678, population 1,453) seemingly never gives up until he is certain all of his flock are safe within the circulation fold. He sends five letters before giving up on obtaining renewals. Letter No. 1, sent one month before expiration, follows:

Dear Subscriber:

I got to thinking this week that you'd like to know that your subscription to the MOSINEE TIMES is expiring on the date shown in the little box at the top of this page.

We've decided to call it to your attention this far in advance so that you'll have plenty of time in which to drop into the office, or mail us your renewal, which we are looking forward to receiving, for we do want to keep you among our ever increasing number of readers.

If you'll send in your renewal promptly you will be assured of getting the TIMES without interruption. Just fill out the renewal card enclosed with this note, place it with your check or money order in the postage paid envelope also enclosed and mail it to us.

I want you to know that we are glad to number you among our subscribers, and I'll be looking forward to receiving your renewal to the TIMES in the near future.

Sincerely yours,

Francis F. Schweinler
Publisher
THE MOSINEE TIMES

Notice No. 2 is a printed circular, containing the picture of a hand with a string tied on one finger and this word: "*Just A Friendly Reminder*: Your subscription to the MOSINEE TIMES expires on _____." This notice is sent two weeks before expiration.

Letter No. 3, which is mailed on the expiration date, goes *right to the point*:

Dear Subscriber:

I know you are too busy to read a long letter so we'll
just

skip

down

here

and remind you that your payment for the MOSINEE TIMES is due. For your convenience we are enclosing a return envelope that needs no postage.

Sincerely,

THE MOSINEE TIMES
Circulation Department

Enclosed you will find \$ _____. Please extend my subscription for
_____ months.

Name _____

Address _____

Letter No. 4 is sent two weeks after expiration. Its appeal is stronger but in a gentle, rather humorous, tone:

Dear Subscriber and Friend:

You remember the story of the cowboy—

He'd got into a shooting fracas and shot a "dude." The judge sentenced

him to swing. So with pencil and paper he struggled to ask help in his predicament. He wrote a letter which ran like this:

"Deer Jedge:

They are fixin' to hang me Friday, and here it is Wednesday.

Respectfully yours,

Cowboy Bill"

We're in a predicament, too. Your MOSINEE TIMES subscription hasn't been renewed, and the brunette who takes care of the list says she is "fixin'" to pull your address plate. We certainly don't want this to happen.

Your renewal over the year costs less than 5 cents a week.

By not letting your subscription lapse, you are able to follow the news of this community with a confidence and understanding gained only by reading a local paper.

So please don't put off renewing any longer, but stop right now and fill in the renewal order form and get your renewal off to us in the next mail.

And when YOUR renewal arrives, all of us here at THE MOSINEE TIMES will be just as happy as "Cowboy Bill" was when the "jedge" handed him his pardon.

Cordially yours,

THE MOSINEE TIMES
Francis F. Schweinler
Publisher & Editor

Letter No. 5 is sent a month after expiration. With it goes the front page of that week's issue. If the subscription is not renewed a week later, the name is removed from the list. The letter:

Mr. John Jones
R. #2, Box 123
Mosinee, Wis.

Dear John:

I'm sorry- - - - -

Sorry we can't send you any more than the front page of this week's TIMES - - - -

Sorry we had to cut off your expired subscription just at a time when I'm sure you will continue to enjoy the TIMES more than you ever have. And so I hope you will let me start sending you ALL of the TIMES once more — to help you follow the news of this community with confident understanding again.

If you will just fill out the enclosed subscription card and include your remittance with it in the postage paid envelope enclosed — today — I'll see to it that you get another year's enjoyment of the *TIMES*.

Cordially,

Francis F. Schweinler
Publisher

Mr. Schweinler says this series has produced remarkable results.

Statement vs. Sales Appeal

The Oconomowoc, Wis., *Enterprise* (circulation 3,919, population 5,345), like the Mosinee *Times*, uses five notices but the tone of the appeal in its notices is somewhat different from that of the *Times*. C. W. Brown, publisher of the *Enterprise*, believes that the first renewal notice sent to the subscriber should be no more than a direct and simple statement.

"We have experimented with notices and have found that a plain statement far outpulls anything else," he says. "The reader seems to want the same kind of billing that he receives from a store. Selling promotion should be used only on those who do not respond to the statement."

In seeking renewals, the *Enterprise* uses five mailing pieces:

1. Subscription renewal notice in invoice form on colored (not gaudy) bond paper, advising that the subscription will expire at the end of the month. This is mailed on the 8th of the month.
2. Subscription renewal statement on white paper, mailed on the last day of the month together with postage-paid envelope.

STOP NOTICE

With regret, we are stopping your *Enterprise*; not because we want to but we have not received your renewal order required by postal regulations.

Your subscription expired the first of last month, but we have continued to send it to you, believing you wish to renew and have simply overlooked mailing your check.

You will not miss an issue if you send your check now — or phone us to continue.

CHECK THIS CARD NOW AND MAIL IN ENCLOSED POSTAGE PAID ENVELOPE.

- ☐ Enclosed find check. ☐ Don't stop — I'll remit this month.

SUBSCRIPTION RATES (in advance)

Local and Zone One

1 year - \$3.50

6 mos. - \$2.00

Zone Two and Beyond

1 year - \$4.00

6 mos. - \$2.25



Name _____

We want you as a subscriber.

The Oconomowoc Enterprise

—Your NEWSpaper

Oconomowoc, Wisconsin — LOgan 7-5511

8-4

FIG. 12.1 — One of a series of expiration notices used by the Oconomowoc, Wis., *Enterprise*.

3. Subscription renewal statement, similar in form to No. 2 but printed in red ink and saying: "Your subscription expired the first of the month. Mailing regulations require payment in advance."

4. Stop notice (see Fig. 12.1), also printed in red ink, is sent to all those who could not be advised by telephone that "paper will be stopped in 30 days if subscription is not paid."

5. Sales message, headed "HAVEN'T YOU MISSED YOUR ENTERPRISE?" is mailed two weeks after paper is stopped (see Fig. 12.2).

The *Enterprise* never stops a subscription until 30 days after expiration date, so no customer loses any subscription time by the method used.

Renewal Cards Brief but Effective

A subscription renewal campaign, consisting of three postcard notices and a letter, has been used by a number of newspapers with satisfactory results.

The first postcard, printed on white stock, is mailed three weeks before expiration of subscription. It says:

YOUR SUBSCRIPTION EXPIRES THE FIRST OF NEXT MONTH

We trust that you have enjoyed each issue of the HOMETOWN NEWS in which we have tried to bring you the local news of most current interest, educational features, legal and farm news, as well as the savings offered you by local business firms in the advertising columns.

HAVEN'T YOU MISSED YOUR ENTERPRISE?

We have missed you as a subscriber.

Surely you want your hometown NEWSpaper. How else would you know all the news? And remember, the merchants' ads offer savings many times the subscription price.

Mail subscriptions cost less, and you have regular dependable delivery.

Why Not Check Below and Mail Your Order Now?

Start my Enterprise

☐ Check enclosed. ☐ I'll remit in 30 days.

SUBSCRIPTION RATES (In advance)

Local and Zone One
1 year - \$3.50
6 mos. - \$2.00

Zone Two and Beyond
1 year - \$4.00
6 mos. - \$2.25



Name _____

Address _____

The Oconomowoc Enterprise

—Your NEWSpaper

Oconomowoc, Wisconsin — LOgan 7-5511

S-5

FIG. 12.2 — Final notice sent by the Oconomowoc, Wis., *Enterprise* to subscribers who have failed to renew.

We feel sure that you have received more than the cost of this newspaper in enjoyable reading and financial savings made by your purchase of advertised merchandise. Please let us have your renewal before the end of the month to insure you against missing a single issue.

If no response is made to the first notice, a second postcard notice is sent on date of subscription's expiration. This is printed on pink stock and is as follows:

YOUR SUBSCRIPTION EXPIRES WITH THE DATE OF THIS CARD

We wrote you last month regarding the expiration of your subscription to the HOMETOWN NEWS. Your failure to renew on time was an oversight, we are sure. Therefore we are reminding you again. A matter that comes before you as seldom as the expiration of your subscription to this newspaper is easily overlooked. SO, may we suggest that you attend to the matter NOW while it's on your mind.

Again we want to call your attention to the real value you are receiving from the small cost of a subscription to this newspaper.

If the subscriber still isn't heard from, a month later another postcard is sent, this one printed on canary stock. It carries this sad note:

THE BEST OF FRIENDS MUST PART ???

We trust that your failure to renew your subscription to the HOMETOWN NEWS is not because you do not like to read the news, features, and advertising offered in it. You have been with us too long for it to be that... But "the best of friends must part," since the law does not allow us to send out unpaid subscriptions, even if we were financially able to do so. We must drop your name from our list unless your remittance is received by return mail.

Again we ask you... Where can you get SO MUCH for SO LITTLE in enjoyable reading as well as the savings offered on advertised merchandise?

If the third card fails to bring a check, the subscriber's name is removed from the mailing list, but he is sent this letter:

Dear Subscriber:

DID YOU MISS OUR VISIT LAST WEEK? (In the form of the HOMETOWN NEWS)

We hated to skip your name on our mailing list. Therefore, we decided to write you once more and enclose a return Self-addressed Envelope and a blank check to make it as easy as we possibly can for you to send your renewal. We regret to drop your name from our subscription list because we sincerely believe it to your interest to take this newspaper. In the HOMETOWN NEWS, you get a class of news you will never be able to get in any other media... LOCAL NEWS ABOUT YOU AND YOUR FRIENDS... To say nothing of the special prices offered you by local business firms through the advertising columns.

DID YOU EVER STOP TO THINK? This newspaper costs you only
—¢ per week. You'll SAVE MORE THAN THAT ON ONE special
offered you on your weekly grocery bill!

The publisher hopes that by this time the addressee will have missed receiving his paper and will want his name reinstated on the mailing list — and often that proves to be true. Four courteous and convincing appeals are hard to resist.

Other Reminder Forms

Illustrations and price reductions sometimes heighten the appeal in renewal notices used by weeklies. Cartoons appear on three notices sent out by the Afton, Wyo., *Star Valley Independent* (circulation 1,615, population 1,319). The first notice is sent a month before the subscription expires, the second about two weeks later and the final notice on the day the subscription expires (see Fig. 12.3).

The Pine Bluffs, Wyo., *Post* (circulation 1,853, population 846) uses three illustrated notices, offering a month free on renewals received before expiration (see Figs. 12.4, 12.5 and 12.6). Accompanying each notice is a blank check on a business reply postcard. Simpler, but nevertheless effective, are the notices (see Fig. 12.7) sent out by the Milford, Del., *Chronicle* (circulation 7,993, population 5,179), Lancaster, N. H., *Coos County Democrat* (circulation 3,236, population 3,113) and Columbia Falls, Mont., *Hungry Horse News* (circulation 3,026, population 1,232).

Unusual language sometimes appears in letters, seeking renewals or collecting for subscriptions ordered in advance. The following jingle, with a pathetic appeal, has been used by some newspapers in obtaining renewals:

I fear we'll have to part,
Although it almost breaks my heart!
I wrote to you, and wrote and wrote,
But no reply to any note!

I really hate to say good-bye
And so I'll make one final try;
To make you see how much you miss
My daily trip, with happiness.

I'd surely miss these trips to you —
And know that you would miss me too.
And so I make this final try
In hopes you will not say good-bye.

It's such a simple little act
To get started coming back —
So why should both of us be sad?
Fill in below — we'll both be glad.



SAVE \$1.00

Your check for \$9.50
will pay for 3 years.

This Is A Bill . . .

Not much of one, though — in these inflated times. It still costs only \$3.50 for a year's subscription to our newspaper.

Your subscription expires this month. So won't you just put your check for \$3.50 in an envelope now and drop it in the mail? Thanks a lot.

Sincerely yours,
Star Valley Independent



SAVE \$1.00

Your check for \$9.50
will pay for 3 years.

THIS IS A REMINDER . . .

Last month we sent you a bill for \$3.50 to renew your subscription to our newspaper.

Guess you overlooked it. So while you have this reminder in your hand, won't you write a check for \$3.50, put it in an envelope and drop it in the mail? Thanks a lot.

Sincerely yours,
Star Valley Independent



SAVE \$1.00

Your check for \$9.50
will pay for 3 years.

This Is "It" . . .

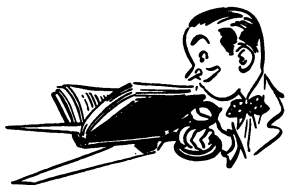
We've sent you two reminders about your subscription to our newspaper having expired.

So far — no reply. So we're making this final plea. Won't you send your check TODAY. Just \$3.50 will keep our newspaper coming to you, without interruption, for a full year. Please mail it now.

Sincerely yours,
Star Valley Independent

FIG. 12.3 — Three postcard notices used by the Afton, Wyo., Star Valley Independent to obtain subscription renewals.

TO MAKE A LONG STORY ... SHORT



Your Post subscription will be expiring before very long . . . and by renewing NOW — a little earlier than you ordinarily might — you can take advantage of the Post's Special Offer of **One Extra Month Free** on renewals received before expiration.

What's more — every additional year you order after the first one will save you 25 per cent on the regular yearly rate. So, the longer the renewal . . . the more you save!

And look what you'll be getting! Week after week you'll receive the Post, chuck-full of all the news of rural Southeastern Wyoming and adjoining sections of Nebraska and Colorado. News about your family and friends.

Yes — all this and more — will come your way without interruption, and at the lowest of subscription rates . . .

. . . but remember . . . this Special Offer closes in just a few days! So, give your budget a break by filling out the attached subscription check for a long-term renewal. It is already addressed and postage-paid . . . then mail it right away!

Thanks,

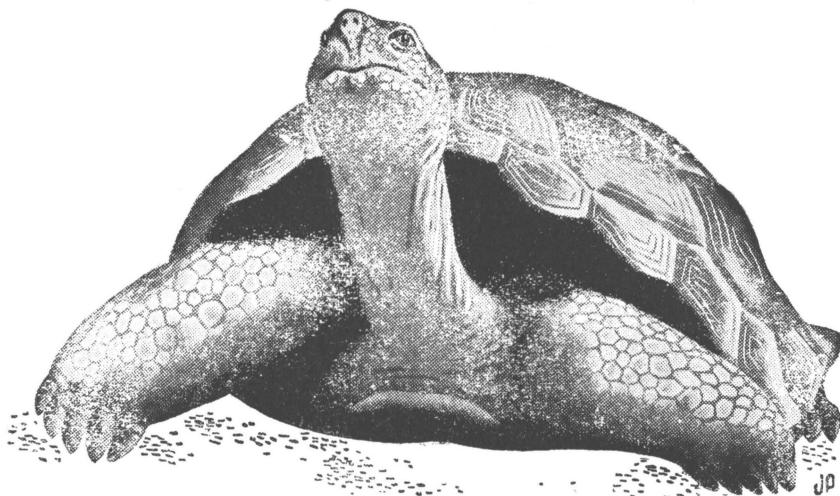
THE PINE BLUFFS POST

By *James H. Lee*

Tear Off Check to Mail — If Address Is Not Correct Please Make Necessary Changes

FIG. 12.4 — First notice of subscription expiration sent out by the Pine Bluffs, Wyo., Post.

Don't Be. Too Slow!



OR YOU WON'T GET YOUR FREE EXTRA MONTH FOR RENEWING BEFORE YOUR EXPIRATION DATE!

You will still have time, though, if you'll fill in the enclosed POST subscription check, and mail it right away. Yes sir, if you mail your renewal right now you'll keep the Post coming without interruption and you'll get the advantage of the Post's Special Offer of One Extra Month Free on renewals received before expiration.

And, look what you'll be getting! Week after week you'll receive the Post, with its big classified section and also chuck-full of all the news of rural Southeastern Wyoming and adjoining sections of Nebraska and Colorado. So, don't delay, send your subscription in today. Just fill in the enclosed blank check for one, two or three years, or mail your personal check or money order in the handy postage-paid and addressed envelope, and you'll still be in time to receive your free extra month's credit.

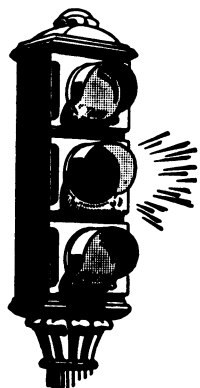
Thanks,

THE PINE BLUFFS POST

- ☐ Three Years \$5
- ☐ Two Years \$3.50
- ☐ One Year \$2

By *James H. Lee*

FIG. 12.5 — Second notice of subscription expiration sent out by the Pine Bluffs, Wyo., Post.



***Your Subscription
STOPS
With This Issue!***

It expired last month and this is the last issue we can send you without a renewal. Just fill in the handy subscription check at the bottom of this letter, or if you prefer enclose your personal check — then fold and mail it TODAY! No postage required.

FIG. 12.6 — Third and final notice sent by the Pine Bluffs, Wyo., Post.

Dailies Bombard Heavily With Letters

Notices used by daily newspapers regarding subscription renewals generally are more lengthy than those put out by weeklies. They are likely to be letters of one, two or three pages, explaining the various features believed by the publisher and his promotion manager to make the newspaper indispensable to its readers. Daily publishers are determined to hold subscribers on the list, and bombard with several appealing mailings.

The Omaha, Nebr., *World-Herald* (combined circulation 250,359, population 251,117) uses five mailings to obtain renewals. The first two and the fourth are letters personally signed by H. A. Shannon, subscription manager, the third is an insert to be used on the day the subscription expires and the fifth is a letter with the signature of Kwiki, a fictitious character used in promoting classified advertising.

MILFORD CHRONICLE PUBLISHING CO.
PUBLISHERS OF
"MILFORD CHRONICLE"
MILFORD, DELAWARE



**Don't
Hold
Back**

Use the self-addressed envelope which is enclosed. No postage is needed.

Subscription to the Milford Chronicle

From 19 to 19

Don't Miss a Single Issue of the Home News

Your Subscription to the Coos County
Democrat or Whitefield Times

has expired

Why Not Mail Your Order for Renewal
At Once . . .

RATES

\$3.50 Per Year in U.S.A.
\$2.25 for Six Months in U.S.A.
\$4.00 Per Year in Canada
\$3.00 Per Year for Servicemen
(on yearly subscriptions only)

SAVE ON THREE YEAR SUBSCRIPTIC

You can save \$1.50 by subscribing for three years.

Just send us your check for \$6.00.

(This offer good only until the 30th of this month, and applies only to
State of Delaware.)

Just a Note . . .

to remind you that your subscription to the
Hungry Horse News expires

Cost of the paper for a year (52 issues) in Flathead
county and Glacier National Park is \$3.50. Elsewhere, \$4.00.

Six month subscriptions are \$2.00 in county and park,
\$2.50 elsewhere.

Thank You

FIG. 12.7 — Expiration notices used by the Milford, Del., **Chronicle**; Lancaster, N. H., **Coos County Democrat**; and Columbia Falls, Mont., **Hungry Horse News**.

Letter No. 1 is sent four weeks in advance of expiration date. Enclosed with it is a form to be filled in, showing whether renewal is for a year, six months, three months or one month, and a circular showing combination rates with 20 or more magazines (see Fig. 12.8), a universal check and return envelope. The letter opens with the

picture of a hand holding a theater ticket and opposite it is this explanation: "One on the aisle...right this way...a big 365-day feature-studded program of exciting and important events is in store for you... It is called 1957!" The letter then continues:

The WORLD-HERALD has a front-row seat reserved for you with late wire-news and pictures of national and international events and local happenings in sports, politics, science, world problems and from the farm front.

Farm Editor Don Muhm offers you the latest information on new farming developments, new equipment, machinery and insect control to help make your work easier and more profitable.

Weather conditions, market trends and the latest Washington policies are covered thoroughly every day. Price listings and analyses of cattle, hog and grain markets help you buy wisely and get the best deal when you sell.

Recipes, menus, cooking and canning tips, shopping hints, the nation's leading comics, want ads and many other articles and features inform and entertain readers of all ages.

This is just part of the big WORLD-HERALD story for 1957.

Your subscription is due for renewal soon. We're reminding you now so you can keep your WORLD-HERALD coming without missing a single issue.

Act now on this renewal offer! Please fill out the order form and mail it today.

If Letter No. 1 fails to bring a response, a second letter is sent two weeks in advance of the expiration date. This letter carries enclosures similar to those with Letter No. 1. Here is the text of the second letter:

What Can You Expect From The World-Herald in 1957?

You can expect complete farm coverage...all the news from Beef Boulevard...complete market quotations on cattle, hogs, grain and commodities...WORLD-HERALD market analyses with vital information that helps you sell profitably and buy wisely.

You'll get Farm Editor Don Muhm's RFD -- a daily column filled with up-to-the-minute information on farming and ranching, high-profit growing and feeding methods and comments on Washington farm policy.

Three WORLD-HERALD News Bureaus in Lincoln, Des Moines and Washington flash exclusive Midwest news to you from 6 to 30 hours ahead of regular news services — a special handling of developments and events important to Nebraska and Western Iowa farmers.

WORLD-HERALD want ads are the Midwest's biggest farmers' market. They steer you to good buys on livestock, feed, tools and machinery.

THE WORLD- HERALD

DOUBLE VALUE Specials

Look over these outstanding combination subscription bargains featured to give you best reading material for lowest prices. Find your favorite magazines on this list and see how much you can save by ordering them along with The World-Herald. Mark "X" before your choice and fill in the coupon today! Mail the whole sheet to The World-Herald. Allow 6 to 8 weeks for magazines to start.

SPECIALS FOR THE FARM FAMILY:

**THE WORLD-HERALD 6 MONTHS (Daily Only)
and YOUR CHOICE OF ANY 3 MAGAZINES \$6.75**
LISTED BELOW FOR ONLY

(Includes All Four)

- | | |
|--|---|
| <input type="checkbox"/> American Fruit Grower 1 Year | <input type="checkbox"/> Hoard's Dairyman 1 Year |
| <input type="checkbox"/> American Poultry Journal 1 Year | <input type="checkbox"/> Household 1 Year |
| <input type="checkbox"/> American Vegetable Grower 1 Year | <input type="checkbox"/> Mother's Home Life 2 Years |
| <input type="checkbox"/> Breeder's Gazette 1 Year | <input type="checkbox"/> National Livestock Producer 1 Year |
| <input type="checkbox"/> Capper's Farmer 1 Year | <input type="checkbox"/> Poultry Tribune 1 Year |
| <input type="checkbox"/> Farm Journal-Country Gentleman 1 Year | <input type="checkbox"/> Town Journal 1 Year |
| | <input type="checkbox"/> True Love Stories 6 Months |

IMPORTANT: If You Desire the Sunday World-Herald, Add \$3.50 to This Offer.



THESE FAMILY SPECIALS WILL SAVE YOU UP TO \$6.55

**THE WORLD-HERALD, 1 YEAR (Daily Only) AND ANY 3
OF THESE OLD TIME FAVORITES FOR \$13.45**
.....
(Includes All Four)

From Group A — Select 1 Magazine

- | | |
|--|---|
| <input type="checkbox"/> American Home 1 Year | <input type="checkbox"/> Popular Gardening 1 Year |
| <input type="checkbox"/> Argosy (for men) 1 Year | <input type="checkbox"/> Popular Mechanics 1 Year |
| <input type="checkbox"/> Child Life (10 issues) 12 Months | <input type="checkbox"/> Popular Science Monthly 1 Year |
| <input type="checkbox"/> Children's Digest (10 issues) 12 Months | <input type="checkbox"/> Reader's Digest 6 Months |
| <input type="checkbox"/> Flower Grower 1 Year | <input type="checkbox"/> Redbook 1 Year |
| <input type="checkbox"/> Good Housekeeping 1 Year | <input type="checkbox"/> Screen Stories 1 Year |
| <input type="checkbox"/> Look 1 Year | <input type="checkbox"/> Sports Afield 1 Year |
| <input type="checkbox"/> McCall's 1 Year | <input type="checkbox"/> Today's Health 1 Year |
| <input type="checkbox"/> Modern Romances 1 Year | <input type="checkbox"/> TV Radio Mirror 1 Year |
| <input type="checkbox"/> Modern Screen 1 Year | <input type="checkbox"/> U. S. Camera 1 Year |
| <input type="checkbox"/> Outdoor Life 1 Year | <input type="checkbox"/> Woman's Home Companion 1 Year |

From Group B — Select 2 Magazines

- | | |
|--|--|
| <input type="checkbox"/> American Fruit Grower 1 Year | <input type="checkbox"/> Hoard's Dairyman 1 Year |
| <input type="checkbox"/> American Girl 1 Year | <input type="checkbox"/> Household 2 Years |
| <input type="checkbox"/> American Poultry Journal 2 Years | <input type="checkbox"/> National Livestock Producer 2 Years |
| <input type="checkbox"/> American Vegetable Grower 1 Year | <input type="checkbox"/> Parents Magazine 6 Months |
| <input type="checkbox"/> Breeder's Gazette 1 Year | <input type="checkbox"/> Photoplay 1 Year |
| <input type="checkbox"/> Capper's Farmer 2 Years | <input type="checkbox"/> Poultry Tribune 2 Years |
| <input type="checkbox"/> Catholic Home 1 Year | <input type="checkbox"/> Town Journal 1 Year |
| <input type="checkbox"/> Christian Herald 6 Months | <input type="checkbox"/> True Romance 1 Year |
| <input type="checkbox"/> Farm Journal-Country Gentleman 1 Year | <input type="checkbox"/> True Story 1 Year |
| | <input type="checkbox"/> Wallace's Farmer 1 Year |

IMPORTANT: If you desire The Sunday World-Herald, add \$7.00 to this offer.

THE OMAHA WORLD-HERALD (DAILY ONLY)

Good Housekeeping
Living for Young Homemakers
Town Journal

Value \$19.50—You Save \$5.65

all four for
1 year only

\$13.85

THE OMAHA WORLD-HERALD (DAILY ONLY)

Popular Science
Colliers (Bi-Weekly)
Farm Journal-Country Gentleman

Value \$18.40—You Save \$4.90

all four for
1 year only

\$13.50

HERE IS OUR SUPER VALUE OFFER . . .

THE OMAHA WORLD-HERALD (Daily Only)

Woman's Home Companion—Redbook—Photoplay—
Farm Journal-Country Gentleman

Value \$20 . . . You Save \$6.05

All Five for \$13.95
1 Year Only

EXTRA SPECIAL OFFER

THE OMAHA WORLD-HERALD (Daily Only)

McCall's—Look—Wallace's Farmer

Value \$18.00 . . . You Save \$5.90

All Four \$13.10
for Only

**CHECK OTHER SIDE
FOR MORE BARGAINS
WITH
THE WORLD-HERALD**

FIG. 12.8 — An announcement by Omaha, Nebr., World-Herald of combination rates with magazines. This is used as an insert with letter seeking subscription renewals.

The WORLD-HERALD offers you complete coverage on high school, college and professional sports.

The Women's pages are a constant source of valuable information on food preservation, menus, recipes and shopping tips. The nation's leading comics and many other features mean pleasure and profit for yourself and your family.

In short, you can expect ALL the big 1957 news from the BIG newspaper.

Your subscription expires soon. Act now to keep your WORLD-HERALD coming.

Enclosed is a list of combination offers for your favorite magazines and the WORLD-HERALD at money-saving prices. Take advantage of this big bargain opportunity. Check your selections on the enclosed order form and mail it with your check today.

If desired results still are unobtained, a third notice is sent on the day when the subscription expires. It suggests immediate action in the following words:

Last Copy! Your Subscription To The WORLD-HERALD Expires With This Copy, but . . . You Can Renew Today! ACT NOW!

Keep the WORLD-HERALD coming! Fill out this handy subscription renewal coupon NOW! Put it in the mail with your check or money order TODAY! We'll start your WORLD-HERALD again as soon as we receive it.

If your mail subscription salesman has accepted your renewal, or you have already mailed in your order, please accept our thanks and disregard this notice.

A subscription order blank is at the lower right hand corner for easy clipping and mailing.

A wait of only three days takes place when another letter is sent, this one recognizing the fact that the addressee probably has been busy and just neglected to send in renewal order. At the upper right corner of the letter is the picture of a beaver gnawing a log. This is the message:

He's probably as busy as you were about a month ago when you received our notice that your WORLD-HERALD was about to expire.

After all, most WORLD-HERALD readers are busy. They are active, alert people who depend on the WORLD-HERALD for the BIG news and information important to Nebraska and Western Iowa residents.

It's a good guess that your family, like a quarter-million others in the Midwest, depends on the WORLD-HERALD for farm and ranch information, weather reports, the latest Washington policies, and prices, trends and analyses of cattle, hog and grain markets.

WORLD-HERALD want ads, recipes, menus, canning tips, the nation's leading comics, household hints and many other features and

articles are a daily source of valuable information and entertainment for every member of your family.

It's a good guess, too, that there's a good reason why you haven't sent in your renewal. If the delay is a matter of finances, you can solve that easily. Look over the enclosed rate card. The **WORLD-HERALD** comes in sizes to fit every purse. If the full, 12-month subscription price listed on the card is larger than you'd like to handle right now, try the six-month or the three-month subscription offer.

Choose the subscription that suits you best. Fill out the enclosed order form and mail it today. If you don't care to send a check or money order now, we'll bill you and send a statement later.

But, act now while you're thinking about it. Start the **WORLD-HERALD** coming again!

If, after four notices, the subscriber still fails to respond, a final appeal is made in the name of **KWIKI**, a familiar figure in the *World-Herald's* want ad promotion:

"Hi, Neighbor," says **KWIKI**, "You've probably seen me in the **WORLD-HERALD** now and then. I sell want ads. But I'm not selling today. I just thought I'd drop you a friendly line and pass on a few facts I happened to find out about the **WORLD-HERALD**."

"For instance, it's a fact that you get more for your newspaper dollar with the **WORLD-HERALD**. By actual count, the **WORLD-HERALD** gives you MORE state, MORE national, MORE international news than any one of the 10 other leading newspapers in the Midwest! Eight wire news services work around the clock to bring you the latest, up-to-the-minute reports and pictures -- delivered to your mailbox on the date of publication.

"Man, that's impressive! ... And you get the combined talents of many trained correspondents who collect and write local, farm, business, political and sports news for folks in Nebraska and Western Iowa.

"And **WORLD-HERALD** Want Ads! Well, I hate to boast, but my classified section just happens to be the biggest farmers' market in the Midwest! Want ads steer you to bargains in machinery; they locate good buys in livestock, feed, tools. They carry auction sale news. To the farmer who uses them, the want ads alone are worth the price of a **WORLD-HERALD** subscription.

"Speaking of subscriptions, the folks around here tell me you've been without the **WORLD-HERALD** for ten days now. My gosh!

"Say, I'll just pop a renewal order form in with this letter while I'm at it. You'll probably want to enjoy the newspaper read in a quarter-million Nebraska and Western Iowa homes.

"Don't bother about enclosing a check or money order if it's not convenient. They'll send you a statement later. But act now! Start the **WORLD-HERALD** coming again today."

With these five letters the *World-Herald* obtains renewal orders from 70 to 80 per cent of the persons addressed, according to H. A. Shannon, subscription manager.

REGULAR COLLECTORS COMBINE SERVICES

Some newspapers prefer to have all of their collecting done by regular collectors. These may be men who have other work around the plant, and spend only part of their time collecting, calling on customers when the subscriptions become due. This method is practical for small dailies and weeklies, particularly in communities where the collector knows the subscribers personally, for he may gather news that otherwise would not have been available, and can in many ways win the good will and cooperation of the readers in developing an even better paper.

Larger newspapers often have collectors working entirely on a commission basis who organize their territories so they conveniently contact each subscriber once a month, and call on new prospects in their area. These newspapers favor having an adult, rather than a youngster, handle the combined services of collecting money and pushing sales, because it eliminates many details in the promotion department, and keeps these important functions in the hands of responsible, trained personnel.

Newspapers that have adopted the "little merchant" plan for their carriers are enthusiastic about the valuable training afforded the carrier-salesman when he has to be responsible for collecting as well as delivering.

Arguments on either side are convincing, and the proponents of each method have set forth the advantages and disadvantages as follows:

USING CARRIER

ADVANTAGES

1. The boy delivers more carefully because collections depend on service he gives.
2. The boy is more anxious to sell subscriptions because that increases amount of collections.
3. The carrier serves a smaller group and contacts them more readily.
4. The boy receives valuable training through collecting.

USING COLLECTOR

1. An adult knows better than a boy how to deal with adults.
2. The collector is a specialist giving his attention solely to one task.
3. Patrons may respond more readily to him than to a boy.
4. An adult knows better than a boy how to deal with a hard customer.

DISADVANTAGES

1. With school activities, it is hard for a boy to find time to do a good job of collecting.
2. May become easily discouraged when collections are hard.
3. A boy may be tempted to use for personal pleasure the money that should be used in paying paper bills.

1. Collector, not familiar with delivery, may not understand complaints.
2. A good collector is hard to find.
3. One who does nothing but collecting is not interested in selling or delivering, all of which are importantly related.

CARRIER-COLLECTORS GET VALUABLE EXPERIENCE

Collecting is the culmination of all efforts put forth by the carrier under the "little merchant" plan. He derives no profit from selling and delivering until he collects. He realizes also that the amount of money he collects depends on the number of subscribers he obtains, the way in which he sells them and the kind of delivery service he gives.

Efficient Collecting Adds Subscriptions

The boy who will add a few customers each week will see his collection totals climb. If, in a businesslike way, he sells people on the merits of the newspaper, he likely will hold them as subscribers and that helps to keep his collections stable. Perfect delivery also helps. When a paper is delivered on the porch by the door regularly, the subscriber feels obligated to pay promptly. By exact test, a boy who gave perfect delivery was able to collect twice as much money as a boy who had previously given poor delivery on the same route.

Successful collecting by carrier depends on: (1) preparation, (2) regularity, (3) persistence, (4) courtesy and (5) promptness.

When a carrier goes to collect he should have with him all the equipment he may need, including a collection book, a sharpened pencil, extra receipt cards, a punch and necessary change. Without the collection book the boy will not be certain of the amounts subscribers owe and customers will not be inclined to pay. The type of collection card furnished by the Cleveland, Ohio, *Plain Dealer* (circulation 308,984, population 914,808) gives the carrier a complete record of each customer (see Fig. 12.9). Extra receipt cards are necessary for subscribers who have lost their receipts. The denominations of change needed are determined by the nature of the collections to be made.

Lloyd Smith, in his book *Newspaper District Management*¹ says that boys need to be shown how the ideal carrier collects, how he rings the bell or knocks with his knuckles. He never knocks with his punch or a coin or his collection book. He has the collection book open at the subscriber's account. He knows the amount she owes. He knows where his change is. He has his punch ready. The way he acts when he goes to collect has much to do with his success at collecting.

Carriers should collect from their customers at regular intervals — on certain days and hours so that the customers may be ready to make payment when the carriers call. When possible, collections should be timed to harmonize with the subscribers' pay days or when they have the money.


¹ Lloyd Smith, *Newspaper District Management*, p. 88.

KEYS TO SUCCESS—Key No. 1

Collection

You should have a card on your ring for every customer who receives a paper.

FRONT

WEEK STARTS MONDAY		JULY			AUGUST			SEPTEMBER			OCTOBER			NOVEMBER								
ENDS SUNDAY		7	14	21	28	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24
 THIS IS YOUR RECEIPT HAND THIS CARD IN A BOX TO THE CARRIER PLAIN		THE CLEVELAND PLAIN DEALER CARRIER COLLECTION CARD AND SUBSCRIBER'S RECEIPT												District No.	Route No.							
		Address <u>1267 Winton Rd.</u> Suite <u>UP</u>												<u>12</u>	<u>51</u>							
		Name <u>John Doe</u>												WEEKLY AMOUNT								
		Start (date) <u>Jan. 1st</u>												<u>45</u>								
		Stop (date) _____ Place Paper <u>Milk Box</u>												PREPAID								
														No								
														COLLECTION DAY								
														<u>Thurs.</u>								
														DAILY	<input checked="" type="checkbox"/>							
														SUNDAY	<input checked="" type="checkbox"/>							
														26	19	12	5	29	22	15	8	1
														JANUARY								
														DECEMBER								
														NOVEMBER								
														OCTOBER								
														SEPTEMBER								
														AUGUST								
														JULY								
														JUNE								

FRONT—Important Instructions.

- 1—Make out one card (see sample) for each customer on your route.
- 2—If you do not place a card for each customer on your ring, your book-keeping system will fail and your profits will suffer.
- 3—Add a card to your ring each time you obtain a new customer.
- 4—Give each of your customers a blank card.
- 5—When you obtain a new customer, call office, MA 4500, ask for circulation—add the paper.

- A—If a Sunday only—Place .15 in weekly amount box.
- B—If a Daily only—Place .30 in weekly amount box.
- C—If a Daily and Sunday—Place .45 in weekly amount box.
- D—If customer pays office—Place initials P. P. in box.

BACK

C. Form 141		TO THE SUBSCRIBER When stopping your paper for vacations or another reason, please fill out below and give to Plain Dealer Carrier. You will confer a favor by presenting this card and reason, thus saving the carrier the trouble of making a new card and understanding about settlements. If, for any reason, your service is not satisfactory, please inform us by postal card or telephone. Home Office: 1267 Winton Rd., Suite UP, Cleveland, Ohio 44115.	
		WHY SUBSCRIBER STOPPED	
		IF MOVING, GIVE NEW ADDRESS	
		Address _____	
		City _____ State _____	
		Temporary Stop _____	
		Restart Date _____	
		CARRIER'S NAME _____	
		ADDRESS _____	
		1300 Grand Ave.	
		Dist. No. 12 Route No. 51	

- 1—When a customer stops delivery, place the reason on the back of the card.
- A—If moving, get the new address.
- B—If going on a vacation, get the restarting date.

FIG. 12.9 — A page from the Cleveland, Ohio, Plain Dealer Manual, instructing carriers how to handle collection cards.

The carrier should not easily give up when he has difficulty in making collections. He should use every means to obtain what is owing. When a subscriber is slow in paying, the boy should ask her to set up a definite time when he can call for the money. The essential thing then is that the boy make his call-back at the appointed time. If he fails in this, the subscriber feels justified in putting him off again. Whenever a carrier is unable to collect, he may seek the advice of his district supervisor, who is always ready to give counsel in difficult situations.

The carrier should be persistent, but always courteous. He may be treated unfairly sometimes and become badly ruffled but he should not show his temper or do anything to bring disfavor upon himself or the newspaper he represents. Only in this way can he work toward a solution of his problem.

Handling Accounts Gives Business Training

Under the "little merchant" plan, there is a double problem of collecting. Carriers buy the papers from the newspaper organization and sell them to their customers. The carrier has the responsibility of collecting from his customers, and the newspaper must collect from the carriers and it is just as important for carriers to pay promptly as for subscribers. The carrier is given a statement each week or each month for the papers he has purchased during the preceding period. When he pays his bill promptly the publisher knows that he is keeping up with his collections from customers. If he is behind in his payments, he likely has neglected the collecting job. It is important, therefore, for the circulation manager to see that carriers pay their bills promptly.

Some newspapers have instituted the "Carrier Checking Account Plan," which encourages carriers to keep their collections up and to pay their bills at the office promptly. This plan is beneficial because: (1) it stimulates an interest in collecting and in paying bills, (2) it gives the boys an opportunity to learn how to handle a checking account as part of their training as young businessmen, and (3) it eliminates extra help required to count the cash, especially the small change turned in each week or month by the carriers. The Williamsport, Pa., *Sun-Gazette* (circulation 28,327, population 45,047) has used this plan for several years and likes it. The steps taken in instituting were:

1. The newspaper contacted the banks of the city and explained that it wanted each of its carriers to become a bank customer with a small checking account and that the newspaper would pay all service charges that might be imposed. The banks agreed to cooperate.

2. The newspaper printed check books, each book containing ten printed checks made payable to the *Sun-Gazette* Company. The

words, "Carrier Agent Account" were printed on the left margin of the check to avoid being confused with other checks and to prevent their being used to pay other accounts. Stubs were provided for the carrier's records.

3. The carriers were invited to a luncheon to hear full details concerning the plan.

4. At the luncheon each boy was given an envelope containing sample checks for each of the banks, a bank deposit slip, coin wrappers to accommodate all coins from one cent to fifty cents, a mimeograph letter explaining in detail how he should proceed in opening his account at the bank, and a letter addressed to his parents listing the advantages of the plan to the carrier and also to parents.

"We were careful to see that every boy understood how to handle his bank account," says David N. Smith, circulation manager. "By means of a greatly enlarged model check, hanging from the wall, we showed the carriers exactly how a check should be written. One of our circulation staff also explained the procedure to be followed in opening a checking account at the bank of his choice — usually the one nearest his home."

When a *Sun-Gazette* carrier gives up his route, he is required to close out his account at the bank and to turn in any remaining checks he may have in his book. The new carrier has the checking account explained to him by a circulation department representative. If the new carrier makes any mistake in writing his first check, he receives a letter from the newspaper showing exactly how the check should have been written.

The checking account system simplifies work in the business office, according to Smith. On each Wednesday morning, the mailing department addresses a bill head to each of the city carriers. On Thursday morning the statement form is filled in, showing the number of copies received by the carrier, the amount due for those copies and any extra charges or credits. The statements are mailed out on Thursday afternoon in government-stamped window envelopes containing business reply envelopes. They are delivered to the carriers on Friday morning. The carrier starts his weekly collections on Friday night after he has finished delivering his route and completes the collections on Saturday morning. This allows him time to get to the bank and make his deposit before the bank closes at noon. He then writes out his check to the newspaper and delivers it or mails it to the newspaper office.

TIME-SAVING METHODS

The Gastonia, N. C., *Gazette* (circulation 20,037, population 23,069) imposes a penalty when a carrier does not pay for his papers within four days after statement is issued. The statements are sent

out on Friday afternoon and most of the collections come in on Saturday and Monday. If the carrier does not pay his account by 6 P.M. on the following Tuesday he is charged an extra rate for his papers.

Most carriers make payments to the driver who delivers their bundles, instead of at the office. The statement form used by the *Gazette* is on the back of a heavy manilla envelope, 4 inches wide and 7½ inches deep. It is as follows:

GASTONIA GAZETTE

Cir. Dept.	Gastonia, N. C.
For week ending.....	
If account is not paid by	
6 P. M. Tuesday	
\$.....will be added to statement	
.....Copies	\$.....
Outstanding balance	\$.....
Bond or Savings	\$.....
Misc. Charges	\$.....
Insurance	\$.....
Less Credit on	
Office pay subs.	\$.....
Net Amount due	\$.....
Amount enclosed	\$.....

Place Money in Envelope

A receipt will be given when paid. It will be checked in our office. If found incorrect you will be notified.
THIS ENVELOPE IS FOR YOUR CONVENIENCE. Use it.
Will Save Time for you and us.

This is mailed to the carrier on Friday. After he has made his collection he writes the amount on his statement, seals the envelope and delivers it to the driver or at the office. He is given a receipt for the amount shown on the back of the envelope. The money is carefully checked in the office — if the money is short the carrier is notified the next day; if the amount is over, he is credited that difference on his account the following week.

“We find this envelope-statement form a great timesaver,” says W. R. Upton, circulation manager. “Until we adopted it we were having quite a bit of difficulty. The drivers would have to count out the payments from the carriers and give a receipt for the money. This delayed the driver in making his deliveries to the carriers and delayed the carriers in getting started on their routes. All this is now eliminated. Receiving payments at the office also is much easier. Before adopting this method we had several at the circula-

tion desk to pay at one time and it caused so much delay, having to check all payments before the carriers could leave. All of our circulation staff appreciate this system of collecting from carriers."

The Sharon, Pa., *Herald* (circulation 22,896, population 26,454) uses a similar plan, which saves much time on checking-in days. Under the old plan, three check-in windows were in operation on Saturday mornings to receive money from the carriers. The carrier stepped to a window, asked for his weekly bill, turned in a fist full of assorted currency and coins, and waited for the checker to count the amount due. This method required three persons to man the windows and two to wrap coins and bundle currency for deposit. Now each carrier has a 6 x 9 money bag, stamped with the route number. He steps up to the check-in window and asks for his bag which contains the bill for the week. He then counts out his own money in payment of his account, encloses it in the bag, turns it in at the window and is free to leave. The benefits from this plan are:

1. Reduction in Personnel: One checker is required at the window instead of three. One person prepares the cash for deposit assisted by the checker whose work at the window is soon completed. Required personnel has been reduced from five to two.

2. Time Saved: Instead of five people spending four to five hours each Saturday morning, two persons perform the entire task, from check-in to deposit preparation, in two and one-half hours.

3. Carriers Benefit: The carrier assumes the responsibility for placing the correct amount in his bag before turning it in. Any error is called to his attention on the following week's bill. Each boy takes personal pride in turning in the correct amount and very few errors have been found. No longer is there a line of carriers awaiting their turns at three separate windows. The boy is tied up only as long as it takes him to take care of his own money bag and turn it in. Press time on Saturday is 1 P.M. A relatively free Saturday morning for the carrier makes for punctuality on Saturday deliveries.

CARRIERS POST BONDS

As a guarantee of payment for papers sold to carriers, most papers require the carrier to post a bond equal to about three times the amount of the weekly paper bill. In some cases, this bond provision is simply a guarantee signed by the boy's parents, but usually it is a cash bond. This may be taken care of in a full down payment or an installment basis of 50 cents to \$1.00 a week. Usually carriers are privileged to pay in any amount of bond money they desire, and some deposit much more than the amount required. In this way the

newspaper becomes a sort of savings bank for the carrier. The boy may draw out money as he needs it from time to time, just so he keeps enough on deposit to meet the bond requirement.

When a new carrier comes on a route, it is always important to have the retiring carrier make a complete accounting. In order to avoid any misunderstanding between the old and the new carrier the Hammond, Ind., *Times* (circulation 52,547, population 87,594) requires the two to sign a route transfer agreement, the text of which begins with: "We, the undersigned, do hereby agree this day to the transfer of Route No. _____ from _____ to _____. The carrier collection book for Route _____ on this day reflects the following financial status." Then there is blank space, in which the retiring carrier must list the names of customers who owe money or who have paid in advance and amounts. At the bottom of the sheet is a recapitulation, showing amount to be collected that is owed to each carrier and the amount collected in advance owing to the new carrier. It is signed by both carriers and by the circulation manager.

Encouraging Promptness

In various ways carriers may be encouraged to collect promptly from their customers and keep up with their payments to the newspaper office. The Fresno, Calif., *Bee* (circulation 95,552, population 91,669) grades it carriers by districts according to how well they pay their bills in full by the fifth of each month. In its carrier newspaper it gives the rating of all districts that score 90 or above. On one of its collection record charts appeared this:

THE LADDER TO SUCCESS

100%	I did.
90%	I will.
80%	I can.
70%	I think I can.
60%	I might.
50%	I think I might.
40%	What is it?
30%	I wish I could.
20%	I can't.
10%	I won't.

WHERE DID YOU RANK?

In promotion material prepared by the Fresno *Bee* for carriers, the circulation department seldom scolds but it often gives the boys

a "pat on the back." It is the better way to get the idea across. For example, the following:

BECAUSE HE KNOWS HOW TO COLLECT PROPERLY

His winning smile and courteous manner make his familiar words of "Collect, please," more of a friendly greeting than a collection request. And, his business-like methods save time and assure satisfactions to both himself and the customer.

Quickly he names the amount, marks the receipt, counts the correct change, and comments upon the current news story or coming special feature. Politely he thanks the customer for her patronage and prompt payment and hastens on his way.

He will call at the home of his next subscriber and be just as cordial, just as business-like and will be received with the same friendly spirit.

He is a newspaper boy who is popular and well liked by all his customers because he knows how to be tactful in the one phase of route carrying where so many fellows fall down. He knows how to collect properly.

OTHER METHODS OF COLLECTING

Newsstands and dealers either pay by mail or to supervisors for papers purchased during the month, according to their contracts. Street salesmen may pay for papers as they receive them or be favored with weekly or monthly billings.

Circumstances peculiar to community customs or to the varying needs of individual subscribers will present problems that must be solved to the satisfaction of the customer, even when such handling may complicate the established method of collecting.

Collecting for Phone Orders

Persons who phone in orders for the paper sometimes present a collection problem. Mail subscriptions are supposed to be paid in advance, but when a person phones in ordering the paper, few publishers will demand payment before starting delivery—usually they start the paper immediately and mail a statement later.

The Springfield, Mo., *News-Leader and Press* (combined circulation 57,152, population 66,731) handles such cases by mailing to the person in question a combination letter and statement, thanking him for the subscription and telling him that the newspaper will leave his name on the mailing list for ten days in order to give

him time to send in his remittance. George Woomer, circulation manager, says he receives almost 100 per cent remittance. In some instances a longer term subscription is ordered than the one previously requested.

Collecting at Office

Most newspapers using carrier delivery and collecting like to hold to a minimum the number of prepaid subscriptions. Some, in fact, will not permit payment being made at the newspaper office for three months, six months or a year in advance, because it makes extra bookkeeping and causes the carrier to become confused in his accounts. The Columbia, Mo., *Tribune* (circulation 9,930, population 31,974) receives no payments at the office from customers living in the city. All collecting is by the carriers and all subscriptions begin on the first of a month. The carrier collects monthly from his customers.

W. W. Bonds, circulation manager of the Kannapolis, N. C., *Independent* (circulation 10,775, population 28,448) says he has tried for the past six or seven years to get rid of prepaid subscriptions but has not been very successful. "We have been able to cut down our total about 50 per cent, but still we continue to accept a few new ones," he says. "At the present time we have a total of 10,600 paid circulation, and of this figure we have 190 prepaid subscriptions. This gives a percentage of 1.8 prepaid subscriptions. We try to get our customers to pay the carrier. If they still contend they wish to pay through our office, we will accept their money. We do not care to antagonize any person who can and will pay a year's subscription in advance."

"We accept payments from subscribers in any way they want to make them," says R. Frank Mundy, circulation manager of the Greenwood, S. C., *Index-Journal* (circulation 9,169, population 13,806). "We have a clause in our carrier agreement which specifies that advance payments for over five weeks will be turned over intact and not be mingled with the carrier funds. Then we give full credit to the carrier. We make no deduction for handling prepaid subscriptions. The carrier has a pink slip in his book for prepaids. The pink slip is different from the white weekly and monthly slips. It shows the route number, subscriber's name, address, expiration date, and states that the carrier receives credit on his bill each week until expiration. The copy the carrier has is the original; the carbon is kept in his prepaid file at the office. Each week we count the prepaid slips on each route and at the same time take out those expiring during the week for which the bill is being made out. The carrier then has a place on his bill showing the number of prepaids and the amount deducted from his bill."

The Charleston, S. C., *News & Courier and Post* (combined circulation 87,873, population 70,174) bill prepaid subscribers from the office quarterly, semi-annually or annually, and the carrier receives credit for delivery on a weekly prorata basis. The newspapers deduct one cent a week for each subscriber, which allows 52 cents a year to cover the cost of billing. Advance payments must be for at least three months.

ACCURATE RECORDS ESSENTIAL

Successful collecting, whether by personal contact or by mail, depends to a great extent on careful records. Every precaution should be taken to see that all credits are properly entered. No subscriber enjoys being told he is in arrears when he is not, even if it is explained to be an error.

Courteous, prompt and otherwise efficient handling of collections is important in building newspaper circulation and maintaining it at a high level.

"The most absurd statement is, 'We don't want any more circulation.'

This is an admission of the complete failure of imagination on the part of management, and complete inability to meet the problems of our time and our industry."

— JASPER E. RISON,
Retired Circulation Director,
Louisville, Ky.,
Courier-Journal and Times

CHAPTER 13

Circulation Policies

CIRCULATION POLICIES vary as publishers' ideas, community conditions, competitive situations and reader interests vary. No policy of circulation development has been devised that will exactly fit the situations of all newspapers. Even newspapers of approximately the same circulation in cities of the same population may be forced to pursue policies directly opposite. A newspaper of excellent content and typography and with no competition may develop a sustaining circulation with little effort, while another with competition and an indifferent public may find it advisable to increase its sales staff and offer premiums and discounts in order to increase circulation.

At one extreme is what may be termed a "tight operation," a policy in which operating profit is of first importance. The other extreme is a "loose operation," a circulation policy designed primarily to produce a large circulation volume, with operating profit or promotion expense of secondary consideration.¹ Somewhere between the two extremes, circulation policies are worked out, depending primarily upon conditions peculiar to the individual newspaper. Four factors influencing circulation policies are:

1. Economic conditions.
2. Need for added circulation to balance income with expenditures.
3. Ambition and aims of the publisher.
4. Attitude of the publisher and the public toward methods that may be used in building circulation.

¹ Texas Circulation Managers Association, *Newspaper Circulation*, The Steck Company, Austin, Tex., pp. 167-68.

BUSINESS CONDITIONS INFLUENCE EXPANSION

The extent to which a publisher will go in building circulation depends greatly upon the general business conditions of his community. Will the revenue to be derived from increased circulation warrant the cost required to obtain it? Will it make possible a higher advertising rate and increased revenue from that source? Business conditions within the community may be at such a stage that it would be difficult to persuade merchants to spend more for advertising. Under such circumstances, the publisher would weigh heavily any step that might be taken to increase circulation, if the profit from such increase would depend upon added advertising.

Some areas that a newspaper would like to reach cannot be profitably served owing to the expense involved in keeping residents sold on the newspaper and in getting the papers to them. Efforts put forth in building and maintaining circulation in such distant areas might yield better returns when invested in strengthening the circulation closer in. This is a point of circulation policy that must be considered.

The Cincinnati, Ohio, *Enquirer* (circulation 212,879, population 503,998) in a single year eliminated a total of 11,257 daily and 13,937 Sunday copies of "fringe" circulation, because of transportation, maintenance and promotion costs for certain distant communities. Records in the circulation department revealed that circulation trends over the years in these particular areas were more or less static despite consistent hard-hitting promotional efforts — mainly because those towns were in the orbit of another city.

But when the *Enquirer* eliminated that section of its circulation area, it instituted a campaign to intensify its circulation in nearby areas. The loss of "fringe" circulation was soon recovered by the gains within the close-in territory. In this more compact area it was easier to control delivery and promote circulation. A slight change in the newspaper's policy regarding circulation service to a limited area proved profitable.

Not often, however, do unfavorable business conditions or community indifference thwart a publisher in developing circulation if he produces a creditable newspaper. There are scores of ways to build circulation on a sound basis. All that is needed is a careful organization, a bit of courage and a building-up of enthusiasm for the task. Usually when publishers decide to reach a certain circulation goal, they attain it. And there always comes a time in the life of a newspaper when the publisher wants and needs to improve circulation.

WILL ADDED CIRCULATION PROVE PROFITABLE?

In formulating circulation policies the circulation manager must work closely with the publisher or the general manager. What

should be done circulation-wise depends upon what would be good for the newspaper from all standpoints. Byron Vedder, general manager of the Champaign-Urbana, Ill., *Courier* (circulation 28,610, population 62,397) told circulation managers at a convention in Daytona Beach, Fla., that the circulation department's effectiveness may not necessarily depend upon obtaining the most circulation, charging the best price, bringing in the greatest income or operating it at the lowest expense, but that the job of a department varies with situations and conditions. The publisher and the circulation manager must determine the policies, based on factors best known to them. The circulation manager must be sufficiently experienced, observant and talented to aid management in establishing goals for the general good of the newspaper and the community.

To illustrate, Vedder compares in a chart (Table 13.1) the income and expenses per subscriber of four typical newspapers.

TABLE 13.1
INCOME AND EXPENSE PER SUBSCRIBER

	Paper No. 1	Paper No. 2	Paper No. 3	Paper No. 4
Circulation	21,000	22,200	22,500	23,300
Circulation Revenue (Per Sub)	\$10.40	\$10.30	\$ 9.90	\$ 9.30
Circulation & Delivery Expense (Per Sub)	\$ 2.60	\$ 3.80	\$ 2.90	\$ 3.10
Net Circulation Revenue (Per Sub)	\$ 7.80	\$ 6.50	\$ 7.00	\$ 6.20
Newsprint Expense* (Per Sub)	\$ 6.20	\$ 6.10	\$ 7.20	\$ 5.70
Net Circ. Revenue Less Newsprint Expense (Per Sub)	\$ 1.60	.40	— .20	.50
Advertising Revenue (Per Sub)	\$35.30	\$27.40	\$35.10	\$25.00
Total Net Revenue (Per Sub)	\$36.90	\$27.80	\$34.90	\$25.50

* Includes newsprint, handling, and ink.

Vedder then explained that, because of different conditions, different policies should be applied by these newspapers, as follows:

Paper No. 1—Sell as much additional circulation as possible without increasing office and delivery expense per subscriber. Increased circulation will add to the net profits of the paper and high advertising revenue per subscriber suggests that probably the newspaper has not fully covered the market.

Paper No. 2—At current circulation department revenue and expense, not much would be gained by increasing circulation. On the other hand, the circulation department revenue is fairly good.

Probably the chief emphasis should be placed on the possibility of reducing circulation and delivery expense.

Paper No. 3 — Under conditions revealed, this paper most certainly should not undertake to increase circulation. However, the high advertising revenue per subscriber suggests the possibility that the market has not been saturated. Therefore, it is possible that circulation rates could be increased without affecting the total circulation.

Paper No. 4 — It is very possible that this newspaper has too much circulation. Either that or the advertising department needs some new blood. Assuming that the advertising department is reasonably efficient, then this newspaper should concentrate on a material increase in circulation revenue, even at the risk of some loss in circulation.

AMBITIOUS PUBLISHER FINDS WAYS TO SELL

A newspaper always wants to maintain a circulation volume that will reflect public good will and appeal to advertisers. It is generally recognized that it is easier to obtain national advertising when circulation is above 10,000. An increase of a few hundred subscribers may bring a newspaper to a circulation bracket that will greatly increase its revenue potential. When that is true, any newspaper will put forth every effort to build circulation.

Publishers generally agree that a newspaper with a circulation of 5,100 has a much greater pull for advertising than one with a circulation of 4,900, although they are only 200 readers apart. When a circulation is beyond 5,000, the publisher feels more like striving for increased advertising volume.

When a publisher sees the circulation of his newspaper drop even fewer than a hundred below 5,000, he will concentrate every effort to bring it back to its previous standard and far enough beyond to prevent it from ever again falling below the 5,000 mark. Such was the case with Robert K. Beck and his daily newspaper, the Centerville, Iowa, *Daily Iowegian* (circulation 5,255, population 7,625).

When Beck saw that the ABC audit average for July, 1955, had dropped to 4,990, he wondered what was the matter. The typography of his paper conformed to specifications set up by the Department of Journalism at the University of Iowa, the paper contained much local news and feature material, and had won several prizes. It was a good paper in every way but needed some special selling. So Beck and C. B. DePuy, his managing editor, began mapping a campaign to hold the present circulation, and to add new subscribers in Centerville and small towns nearby. They planned to contact every resident in the area served by the *Daily Iowegian*. The following steps taken in the campaign brought quick results:

1. Each carrier in Centerville was asked to turn in the names of

ten prospective customers on his route. These names were listed, and on each list of ten, one was marked with a red X. Each carrier was told to sample his ten prospects for one week and then solicit each one for a subscription. He did not know which name was marked, but if he sold that customer he received a new wrist watch. Center-

SAMPLING LIST

Please list 10 addresses of homes on your route that DO NOT take the Daily Iowegian.

After we receive the 10 addresses we will pick one of them as a JACKPOT house. After you turn in this list we will give you FREE OF CHARGE EACH DAY FOR 10 DAYS ten samples to deliver to these ten homes; at the end of the tenth day you can try to sign up as many of these homes as you can. If you sign up the JACKPOT house you will win a beautiful prize.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

One of the above addresses will be picked as the JACKPOT house; you don't know which one is the JACKPOT so try to give very good service to all of the above prospects when you are sampling them. Don't call on any of the above until after the tenth day of sampling. No one will be allowed to solicit any of these homes while you are sampling them. If any of the above call the office and start the paper before you see them, you will be given credit for the start...even if it is the JACKPOT HOUSE. The JACKPOT is worth a beautiful wrist watch or Eastman Kodak with all of the flash attachments.

Make a copy of the 10 above addresses to keep with you on your route.

FIG. 13.1 — This plan was used by Centerville, Iowa, **Daily Iowegian** to induce carriers to solicit for subscriptions in an intensive circulation campaign.

ville was close to the saturation point in circulation but this sales feature added 63 new subscribers (see Fig. 13.1).

2. Four solicitors were employed to obtain subscriptions on a straight 50 per cent commission basis. One was a school teacher, two were farm housewives, and one had been an oil station attendant. Each was assigned a definite territory.

3. The newspaper gave one \$25 prize and three \$10 prizes to its readers for the best letters, beginning, "We save money by subscribing to the Centerville *Daily Iowegian*." Result: over 70 persons wrote in to say how much they liked the home paper and how in dozens of ways it had saved more than its subscription cost (see Fig. 13.2).



A HAPPY YOUNG LADY, Carolyn Johnson, of Centerville High School, looks over a copy of the *Daily Iowegian* as she holds in her hand a check for \$10 which she won by writing a letter to the *Iowegian*, beginning with this sentence: "We save money at our house by subscribing to the Centerville *Daily Iowegian*." (Courtesy of Centerville, Iowa, *Daily Iowegian*.)

FIG. 13.2—One of the promotion features used by the Centerville, Iowa, *Daily Iowegian* to bring the newspaper's circulation above 5,000.

4. A large chart was hung in the carriers' room, showing the production record and progress made by each boy. This helped to keep the carriers busy.

5. The publishers appealed to parents to send the papers to their children away at college (see Fig. 13.3).

6. A sizeable promotion campaign was carried on in the paper,

The Iowegian Printing Company

PUBLISHERS OF
THE DAILY IOWEGIAN AND CITIZEN
CENTERVILLE, IOWA

OFFICE OF

C. B. DEPUY, MANAGING EDITOR

Dear Parents:

Our boy, who started to college this fall, tells us that he really enjoys getting the home paper. We're glad that it's a comfort to him. We'd like to write him a letter every day because for all his grownup-ness, we know there's a touch of homesickness. In every letter he says: "Tell me about the things that are going on at home."

We don't get a letter to him every day, but the paper does go every day, and it tells more than we can write.

You send him the letters with money in them, you send him, probably, some things that come out of the family kitchen. They are the most important. But, can't we help by giving him that news about things back home every day?

We've got a special arrangement for boys and girls away at college. If you subscribe right away, your college student will receive the Daily Iowegian every day for the rest of the college year for \$4.00. If you would like to cut that in four equal payments, send \$1.00 and we'll start the paper right away. That's cutting the out-of-town subscription price sharply, but just call it our gift, too, to that boy or girl at school. Drop us a line and we'll start it today.

Sincerely yours,

CBD

Iowegian Circulation Department

FIG. 13.3 — Letter used by Centerville, Iowa, *Daily Iowegian* to promote sending papers to college students.

pointing out the advantages of being a regular reader of the *Daily Iowegian* (see Fig. 13.4).

7. A special incentive of two extra months with a year's subscription and one extra month with a six months' order was given to mail subscribers (see Fig. 13.5).

A Load of Wood Still Buys The Iowegian for 1 Year

**A Greater Bargain Than Ever—
A Load of Wood Now Buys A Daily
Paper, 307 Issues a Year, Instead
of a Weekly (52 Issues a Year)**

Sixty-seven years ago E. E. Withrow, of Exline, then 11 years old, came to Centerville with a load of wood. He talked with Editor J. C. Barrows of the *Iowegian* and made a deal — the load of wood for a one year's subscription to the Weekly *Iowegian*. He received 52 copies for the wood. Today a load of wood is a greater bargain than ever. A load of wood will still pay for a year's subscription, but there's a difference — you get 312 issues instead of 52.

Incidentally Mr. Withrow may be the longest time subscriber to the *Iowegian*. He's been a steady subscriber for 67 years.

Here's The Approximate Annual Cost Of The Iowegian In Grain and Produce As Of Now!

WHEAT — $4\frac{1}{3}$ Bushels
CORN — Nearly 7 Bushels
CHICKENS — 12 Chickens

OATS — 14 Bushels
SOYBEANS — $4\frac{1}{4}$ Bushels
EGGS — 18 Dozen Eggs

Your Iowegian Is A Comparatively Greater Bargain Than It Was 20 Years Ago

Right now the *Daily Iowegian* is seeking to widen its family of subscribers. If you are not now taking the *Iowegian* or have never subscribed, please mail the coupon below and we have a special plan for you that we are sure will be of interest and value.

Clip This Coupon

Circulation Department,
Daily Iowegian,
Centerville, Iowa

I am interested in subscribing to the *Iowegian* and want a representative to call and explain your *special thrift offer* — offered as a special for a limited time only.

Name _____

Address _____

Clip and mail to "Circulation," care of the *Daily Iowegian*, Centerville, Iowa. It will be worth many times the cost of a postage stamp to you.

FIG. 13.4 — Unique promotion used by the Centerville, Iowa, **Daily Iowegian** in circulation campaign.

With appeals going out at so many angles, the campaign took hold and grew. Five hundred and sixteen new subscribers were added to the *Daily Iowegian's* list and the total circulation jumped to more than 500 above the 5,000 mark. On the basis of the circulation increase, the rate for local advertising was increased by 3 cents a column inch, and total advertising revenue increased along with circulation income.

Newspaper Must Be Good To Hold Subscribers

Every publisher would prefer to have his subscription list composed of persons who voluntarily subscribe, but no paper can expect to have such an ideal situation. The results obtained by the *Daily Iowegian* refute the argument advanced by some publishers that a newspaper should be sold on its merits alone. This was an unusually good paper, but it was losing subscribers until an alert campaign was launched. The fact that it still holds a circulation well above the 5,000 mark signifies the subscribers are satisfied with the product. While merits alone may not sell a newspaper, they are essential in holding subscribers and getting them to renew voluntarily. The best selling methods will bring only negligible results if the quality of the newspaper is poor.

Some papers will not offer prizes or premiums of any kind and will not conduct contests to obtain subscribers. Usually these are newspapers that have no local competition. They are satisfied with a creditable circulation, obtained simply by calling attention to the newspaper's features and services.

"We don't use premiums or conduct popularity and puzzle contests because we've never felt they could be made effective in a weekly operation," says Francis Schweinler, editor and publisher of the Mosinee, Wis., *Times* (circulation 1,678, population 1,453). "Our best means of building circulation is by putting out a good newspaper, using pictures of local people and events as generously as possible. Furthermore, we have learned that a good editorial policy, whereby the editor is willing to take a stand, is respected. It causes people to want to know what the 'Old Man' is saying this week."

SELECTING THE BEST SELLING METHOD

Robert A. Macklin, an experienced circulation man, says that in order to meet competition and grow with its community a newspaper, large or small, needs just three factors: (1) a good product that meets the needs of its community; (2) a good distribution system with excellent service and well trained district managers, and (3) a good, energetic sales force.

"If a newspaper has these important assets," Macklin says, "and can afford to spend money to get the newspaper into the homes, the

FIRST NATIONAL BANK
of GOOD WILL

Pay to the order of _____

Two and 50/100 Dollars

Circulation
Centerville Daily Iowegian

This check will be redeemed at face value when accompanied by a new one year's subscription to the Iowegian at the regular price of nine dollars. In other words you will receive with a one year's subscription our check to pay for an addition of approximately one quarter year of Daily Iowegians free of charge to you. This offer will end December 1.

FIG. 13.5 — In this way the Centerville, Iowa, **Daily Iowegian** featured a discount price during intensive circulation campaign.

newspaper most likely will stay in the homes. The best selling point for a circulation department is to have a good product that can be sold on its merits. Then its merits will keep the newspaper sold.”

Should Premiums Be Given?

The extent to which premiums, bonuses, contests, and discounts should be used has been the basis for many arguments among publishers and circulation managers. Some newspapers are willing to throw in a handy gadget for the housewife, an insurance policy or club rate with a magazine or another newspaper in order to bring in new subscriptions quickly. Then there is always the question of whether the subscriber is buying the newspaper or something else.

Prior to the purchase of a second Racine newspaper, by which competition was eliminated, the Racine, Wis., *Journal-Times* (circulation 30,694, population 71,193) used insurance policies in promoting circulation in both city and county, and magazines for promoting mail subscriptions in the county, only. At one time it had over 2,000 policy holders and between 750 and 1,000 mail subscribers renewing magazines.

But when the *Journal-Times* instituted a new seven-day package

— six evening issues and a full-fledged Sunday issue — at an increase in the weekly delivered price, it discontinued offering insurance, club rates, and premiums to subscribers, and instead offered attractive incentives to carriers. It sent to the parents of all newspaper boys a personal letter containing information on valuable prizes to be offered during November and December. The first prize in each district was a set of Universal Reference Encyclopedia, consisting of fifteen volumes. To the next sixteen carriers in each district it offered a consolidated Webster Encyclopedia Dictionary containing 1,429 pages. To the following sixteen carriers with passing marks in each district it gave theater tickets. The district managers were given a 25-cent bonus each month for each net increase order. The results of this switch of incentive from subscriber to carrier were quite satisfactory. The office was relieved of some collection details, carriers became more active and efficient, and circulation was maintained at a satisfactory level.

Charles W. Staab, circulation manager of the Cincinnati *Enquirer*, justifies the use of incentives under certain circumstances. "Some newspapers," he says, "use inducements because the habit pattern of the newspaper is up against rough competition. In competitive situations most editorial products don't sell automatically. They have to be sold over and over again, aggressively and continuously by combined efforts of the circulation, promotion and advertising people using many emotional and factual inducements until permanent acceptance becomes a reality. And strange as it may seem, so-called permanent acceptance has no permanent home in many a competitive situation."

That there is a wide difference of opinion regarding the use of premiums and prizes is revealed whenever the subject is brought up at a meeting of publishers. Those opposed to special outside inducements in selling are as valiant in defending their stand as those who favor them. All agree, however, that for the building of permanent circulation, more depends upon the merits of the newspaper than upon the gadget that is offered as an extra inducement.

"All the pots and pans given for subscriptions in the late 20's and early 30's, I fear, had little permanent effect on the circulation of newspapers," Theodore A. Serrill, executive director of the Washington, D. C., Publishers Association, says. "There are good gadgets and gimmicks, but there are those that lend little permanent growth to your publication."²

And Robert A. Macklin chimes in on the same note: "I don't recommend giving away merchandise or begging for charity in order to get your newspaper in the homes of new subscribers, because no

² Editor & Publisher, April 17, 1954.

one benefits from premium offers except the merchandising houses. I have had to set aside my personal feelings regarding honest promotion the past few years but I hope the day is not far hence when we can return to selling our newspapers on merit alone.”³

Some newspapers bar premiums and prizes to subscribers but offer prizes or bonuses to carriers, solicitors or to boys and girls of the community who will sell subscriptions. In such cases, they contend, the subscriber pays the full price for the paper; he buys it on its merit.

Should Prices Be Cut?

Reduced prices sometimes are used by newspapers to force sales and boost the circulation total, but with many newspapers, as with manufacturers of reliable products that serve the public, “price cutting” is not considered good practice. It is likely to provide for the circulation department more trouble than help. When subscriptions are sold to a few on a time-limit basis, those who have subscribed at the regular price are inclined to think that they have paid too much. They, too, will begin looking for announcements of special offers when their subscriptions expire. Hence, a newspaper might easily become a “cut-rate institution.”

This analysis of results from price reductions will not be accepted by all newspapers because some, mostly weeklies, have used sparingly special reduction offers to bring in new subscribers quickly. The Mount Holly, N. J., *Herald* (circulation 9,190, population 8,206) occasionally announces reductions in the price of 3-year, 2-year and 1-year subscriptions (see Fig. 13.6). The saving on the 3-year and 2-year subscriptions is greater than on the 1-year subscription, and consequently more long-term orders are received. That, of course, is the result desired.

The Lapeer, Mich., *Lapeer County Press* (circulation 8,886, population 6,143) uses a “special offer” to induce persons who previously were subscribers to return to the newspaper’s family of readers. “Our records show that some time ago you were taking the Press, but did not renew your subscription,” the notice reads. “We miss you in the family of *County Press* subscribers and invite you to once again be among those who get the paper every week by mail. As a special ‘welcome home’ present, we are offering a five months’ subscription for \$1. Send no money now. We’ll send you the next issue and you can pay later.”

The Charlotte, N. C., *Meklenburg Times* (circulation 1,982, population 130,042) allowed readers who renewed their subscriptions in December the privilege of sending a gift subscription to a friend or relative at small additional cost.

An offer of 16 weeks for \$1.00 by the Rock Rapids, Iowa, *Lyon*

³ Official Bulletin of the International Circulation Managers Assoc., May, 1955.

County Reporter (circulation 2,036, population 2,640) produced a 10 per cent mail response.

Reduced prices generally are discouraged. It is considered better to lengthen the term of the subscription than to lower the price. A bonus of a month or two is a better offer than the saving of a dollar.

How About Popularity Contest?

Popularity contests based on votes allowed with subscriptions were quite common among newspapers at one time, but in recent years have been little used. The winner in the contest usually received a prize such as a large cash purse, a trip to Europe, a week in New York City, an automobile or a television set. Some were conducted satisfactorily but more often the results have been disappointing.

Should Professional Circulation Builders Be Hired?

In 1956, the Centralia, Mo., *Fireside Guard* (circulation 2,258, population 2,460) decided that it should (1) increase the size of the

Special Subscription Offer!

MOUNT HOLLY HERALD

John Doe

1117 North Blank Ave.

Enjoy Reading
Burlington County's
Leading Newspaper
Every Week!

MORE NEWS . . . MORE PICTURES . . . MORE FEATURES . . . MORE ADVERTISING!

Greatest Saving
Ever Offered
ACT NOW!

Fill in Enclosed
Card and Mail
in Postage-Free
Envelope with
Your Check or
Money Order

THREE-YEAR SUBSCRIPTION

YOU SAVE \$5.60 OVER
SINGLE COPY COST

\$10 00

TWO-YEAR SUBSCRIPTION

YOU SAVE \$2.90 OVER
SINGLE COPY COST

\$7 50

ONE-YEAR SUBSCRIPTION

YOU SAVE \$1.20 OVER
SINGLE COPY COST

\$4 00

FIG. 13.6 — Many publishers would frown on an offer like this but it brought results for the Mount Holly, N. J., *Herald*.

paper, run more pictures and give wider news coverage, (2) build up its circulation quickly, and (3) increase its advertising rate. The chief problem in this was to increase the circulation substantially within a few months. If it could add a few hundred subscribers, it felt sure it could hold them with the improvements to be made in the newspaper; and with the increased circulation, the merchants would not object to an increase in advertising rates.

To accomplish this, the *Fireside Guard* accepted a proposition from a professional circulation-building organization to put on a subscription-selling contest. Prizes of \$800, \$400, \$200, \$100, and \$50 were offered to the five entrants turning in the most subscription money and thereby receiving the greatest number of votes in the contest. By means of this contest, the newspaper added 544 names to its subscription list—a 25 per cent increase—and felt justified in raising its advertising rates 25 per cent. Immediately the paper increased page width from 7 to 8 columns, and number of pages from 8 to 10 and sometimes as many as 14 pages.

"We accomplished all we set out to do," G. H. Miller, publisher, said at the close of the contest. "With the extensive improvements in our paper, I am confident we will be able to hold practically all of the new subscribers obtained in this contest, and our advertisers will be happier with the results from their advertising, although they will pay a higher rate for it."

Carl Hamilton, editor of the Iowa Falls, Iowa, *Citizen* (circulation 3,610, population 4,900) says, "There must be a better way to build circulation than through the use of current circulation-building companies. For my money, there are only a few such companies that are good."

Hamilton points out that the dangers from this method are those of paying out virtually all of the gross income for commissions and prizes and the possibility of some bad public relations. A contest, he believes, has to be well and skillfully run if all the contestants are to finish in a pleasant frame of mind.

When he began putting out a paper twice a week instead of once a week, he used a circulation campaign company to help in establishing the Tuesday newspaper. It put the Tuesday issue on a circulation par with the Thursday paper, and since then the circulation has grown steadily, but Hamilton has not seriously considered another campaign. He thinks that another campaign might add an additional 200 or 300 and possibly 400 to his list of subscribers, but to accomplish that it would be necessary to give up half of the revenue from all renewals for a two- or three-year period as well as from a few hundred newly obtained subscribers—a high price to pay for additional subscribers, whose allegiance he could not be sure of holding for any length of time.

"Weekly newspapers should spend some money all the time in building circulation," Hamilton adds. "Very few of them do, however, and spending a lot of money on a super-duper circulation campaign doesn't seem to be the answer. Nevertheless, it is a practice followed by a good many publishers. Campaigns are almost a must, I believe, in establishing a second paper, in doctoring a sick enterprise, or in establishing a field that has been neglected."

Other publishers who have employed professional circulation campaign companies have had disappointing results. They don't care to talk about their experiences because as one said, "In doing so I would expose myself as a publisher with poor judgment and little understanding of what is good for my paper."

"I am unalterably opposed to circulation contests," says another. "Under certain rare circumstances, it is barely possible that a few benefits can accrue. However, I would not personally publish even such a delimited statement for fear some publisher would take this half-hearted endorsement seriously and enter into a contest contract."

Summarized here are the principal objections offered by publishers to such contests:

1. The paper is not bought on its merits but simply to help somebody win a prize.
2. It is a costly way of building circulation. Prizes are expensive and commissions are high.
3. Commissions are paid on many renewal subscriptions that would come in without the contest effort.
4. The temptation is strong to misrepresent the paper under the stress of a contest.
5. It is difficult to reconcile contest-obtained subscriptions with ABC standards.
6. Many subscriptions obtained in such contests are delivered outside the newspaper's territory and form a section of circulation of no value to home-town advertisers.
7. Identity of the newspaper is almost completely lost in a contest; public interest is in the major prizes and the prospective prize winners.
8. Always there are plenty of opportunities for dissatisfaction among contestants in the final results.
9. Unless carefully conducted, much ill will against the newspaper may be stirred up.
10. The results are not permanent. A large percentage of those obtained during a contest will not renew when subscriptions expire.

A contest staged by the publisher himself has been found to be better than one put on by a professional organization of outsiders. If a publisher wants to put on a circulation campaign, why pay some

promoter wages to do something the publisher can do himself? For years Harry C. Purcell, publisher of the Broken Bow, Nebr., *Custer County Chief* (circulation 6,016, population 3,396) has been conducting an annual contest with all the attractive features that may be offered by a professional organization and devoid of the mistakes that can occur when the contest is conducted by someone not personally known to local people and unfamiliar with local conditions.

Purcell puts on his contest during the three or four months preceding Christmas. It is the better time of the year. Crops are well on the way to be harvested or are already gathered in. Persons are thinking about Christmas and are easily induced to become contestants so as to earn money for Christmas spending. Selling subscriptions as Christmas gifts is easy at this season.

Purcell has found cash prizes to be better than merchandise. Ponies, pianos, cars, motorcycles, horses and buggies and the like have been given but they do not have the pull that money provides. The inducements offered in recent years have been: First, Second and Third Prizes, \$500; Fourth, Fifth and Sixth Prizes, \$250; and Seventh Prize, \$100. The *Custer County Chief* is sold at \$4.00 a year delivered in the state and at \$4.50 out of state. A contestant is given a 2,000-vote card for each subscription he turns in, and also a 10,000-vote card for every \$10 payment turned in. Contestants are allowed to hold their votes and cast them as they choose, and at the end of the contest the votes are counted publicly by three judges chosen from outside the community. The expenses of the contest have varied from 10 to 30 per cent of the gross receipts.

This type of self-conducted campaign has been put on by a number of weekly publishers to whom Purcell has outlined the plan.

The Fair Oaks, Calif., *San Juan Record* (circulation 1,821, population 3,500) conducts an annual contest, in which commissions are paid on every order or renewal turned in, but only at half the normal rate. The other half of the commission is counted as a certain number of votes toward one of several major prizes, including a bicycle, a table-model radio, a nylon lariat rope and fishing tackle.

Do Word Games Pay Dividends?

The modern counterpart of the popularity contest is the puzzle contest or "word game," in which prizes of \$20, \$25, \$50 or perhaps \$100 a week are offered on a cumulative basis. This feature creates a great demand among regular readers for extra copies from which to clip the puzzle coupon and enhance their chances for winning. It definitely boosts street and newsstand sales so long as the puzzle is carried. Here the question is whether or not the extra papers bought are ever read and whether they should be counted as bona fide circulation.

The Des Moines, Iowa, Sunday *Register* (circulation 509,320, population 177,965) uses a "Cashword" puzzle with satisfactory results, according to Ernie Schwartz, recently retired circulation manager. It provides space on the puzzle entry blank for readers who are not regular readers to order the papers delivered to their homes. Between 200 and 300 such orders are received each week.

"The only danger we can see in the contest," says Schwartz, "is temptation for some people to buy extra copies of the paper just to enter the contest. However, at the rate of 20 cents per copy, for which our paper sells at newsstands and on the street, I doubt if very many people would spend many extra double dimes for the purpose of making duplicate entries when we permit them to enter on graph paper or make reasonable facsimiles. Very few extra clippings are used for multiple entries. Most of them are facsimiles."

The Minneapolis, Minn., *Star* and *Tribune* (combined circulation 497,784, population 521,718) have had similar success with a prize-word puzzle. "We received tremendous response," says M. E. Fisher, circulation manager. "It helped our newsstand sales."

The Atlanta, Ga., *Journal* and *Constitution* (combined circulation 452,667, population 331,314) look upon the prize-word puzzle as a great advertising stunt for a newspaper but as not very effective in obtaining full-week subscriptions. "We cannot cite solid circulation gains of any consequence as a result of the contest," Arthur Daniel, circulation manager, reports. "Sure, we sell newspapers by the bushel on the day this puzzle appears, but we realize full well that as soon as the contest is over all of that circulation is gone."

The puzzle contest has helped newspapers which have competition in the same town to pull up with, or ahead of, their competitors, but it is not much help in building permanent circulation. It stimulates sales at newsstands and on the streets while the contest is appearing in the newspaper.

Worthy Causes and Charity Tie-ins?

Some newspapers use school classes to solicit new subscribers, allowing a commission in support of some class project. Boy Scouts sold subscriptions to the Sand Springs, Okla., *Leader* (circulation 1,800, population 6,994) and received \$1.00 for each subscription obtained. The money was used by them to buy new uniforms and help pay expenses for summer camp.

A telephone selling campaign in which the newspaper solicits subscriptions on the basis of giving a certain percentage of the subscription money to some popular charity is another means of building circulation rapidly. The orders usually are for three months, six months or a year and the newspaper pays from 25 cents to a dollar

per order to charity. This is good while the subscriptions are in force, but the percentage of renewals to be obtained is never very gratifying.

"Charity tie-in circulation campaigns are like going to some church affairs," says one circulation manager, "10 cents to get in, and \$10 to get out." Another says: "It builds good circulation. If we hadn't gone into it as thoroughly as we did, we would have lost city leadership." Another, taking a rather middle ground, puts it this way: "It is another variation of circulation promotion with a new dress. In circulation you must vary your appeal; otherwise you soon deplete the potential in a given classification while the others remain virgin territory. Results on this form of promotion depend on the organization and the persistent effort employed."

These and other plans are favored by some newspapers and are wholly rejected by others. Some sort of a policy must be established, and just what it will be depends to a great extent upon how badly additional circulation is needed and how the community responds to certain kinds of promotion. In a highly competitive field, the publisher is not likely to be very restrictive in the use of promotions. On the other hand, in order to hold the new subscribers obtained by such means, he must give attention to the quality of contents and the efficiency of service to subscribers.

Jasper E. Rison, then circulation director of the Louisville, Ky., *Courier-Journal* and *Times* (combined circulation 392,063, population 369,129) described the situation well when he told the National Newspaper Promotion Association: "The circulation manager must bring the reader to the show, the promotion manager must get him inside the tent, and the managing editor must see that he is entertained."

“People buy a newspaper for something in it of use to themselves or members of their families. Exploiting new features gets the newspaper purchased in new homes and further entrenches it in homes where it is purchased.”

— C. H. FAVOR,
Circulation Manager,
Utica, N.Y.,
Daily Press

CHAPTER 14

Circulation Promotion

CONTINUOUS CIRCULATION PROMOTION is essential to the progress of any newspaper. Television and other attractions constantly bid for the time people might spend in reading newspapers. Not only must this competition be met, but circulation must provide its full share of revenue needed to meet labor and material costs, which have risen substantially in recent years. Even if a newspaper had no local competition with another paper, a radio or television station, promotion still would be important, for the newspaper always has prestige to maintain.

PROMOTION MUST BE WELL PLANNED

Whether planning promotion for a continuous program over the entire territory or for a special campaign directed toward a certain community or area, the general development and carrying out of these plans should include at least seven important steps:

1. Analyze the problem to be solved.
2. Create what would appear to be an effective plan.
3. Evaluate total costs and probable returns.
4. Coordinate the various details to be handled.
5. Institute the plan.
6. Carry out each detail with thoroughness and dispatch.
7. Check and conserve the results obtained.

Analyze the Individual Problem

The purpose of any campaign must be definite and clear if it is to be a success. Individual problems of each newspaper must be

studied to ascertain where circulation can be increased to bring greatest benefit to the paper. When the area has been selected, whether it is a new area to be opened up or an old area to be improved, first consideration must be given to the feasibility of getting additional papers distributed.

If this condition can be met, the next consideration is, can the newspaper be marketed in its present form? Will it be necessary to increase news coverage or add features not now included in the contents? Will it be possible to expand column space to accommodate new developments? If opening a new area is being considered, will there be adequate means of obtaining news from this locality? Can present personnel handle increased work loads, or will it be necessary to hire more help? Can the equipment and space within the plant be adjusted to handle larger circulation?

Create an Effective Plan

When such an analysis indicates favorable results may be expected, the promotion itself can be planned. One of the first steps would be a survey to ascertain how many homes are not now receiving the paper. A second step would be a study of which means would be most effective in reaching and convincing these prospects. Will house-to-house solicitation be possible? Can selling points be presented best by direct letter, radio and television advertising, in news columns and space advertising in the paper, or what combinations of these forces? What, if any, inducements should be offered?

Evaluate Total Cost and Probable Returns

Two important questions must be answered at this stage of the planning:

1. What will be the total costs of the promotion and will it be justified by the results?
2. Will the results obtained be permanent and will they be conducive to still greater circulation growth in the area?

Every cost item must be considered. First, the actual cost of the campaign must be estimated conscientiously, everything from postage to extra personnel to carry it out. The second estimate will cover the costs of maintaining an increased circulation, including costs of printing and delivering additional papers, and keeping records for them. If increased circulation will necessitate enlarging the newspaper or adding extra help, these costs must be anticipated.

There is no accurate formula for estimating the number of new subscriptions, but a reasonable goal may be set, and that figure used in evaluating probable returns. Cash from subscription sales is only one income to be considered. Of even greater potential are the three

possible sources of expanded advertising revenue: (1) prospective advertisers who are not now buying space in the paper; (2) more space to be sold current advertisers on the basis of greater circulation; and (3) an increase in advertising rate permissible with greater circulation.

Less tangible factors that cannot be included in a column of figures, but definitely belong on the "plus" side are: (1) prestige ("Everybody around here takes the *Blank* so I guess I will, too."); (2) a proportionately lower cost of future promotion; and (3) "squatters' rights" — once a newspaper is thoroughly entrenched in a territory, competitors seldom encroach.

Coordinate the Various Details

All departments of the newspaper will need to work together in order to have the mechanics of the campaign operate smoothly. The news department will cover the campaign as news stories, and plan for increased news of interest to new subscribers. The advertising department will help prepare promotional material for the news columns, the advertising section of the paper, radio and television material and all printed material going directly to the prospective subscribers. The circulation department will see that sample copies are distributed for several days before intensive solicitation begins. The record-keeping department must be prepared to process speedily the new subscriptions. It is essential that there be no slip-up or delay after the campaign gets underway, for a loss of momentum will obstruct the most carefully planned campaign. Coordination must be carefully devised in a schedule of activity that can and will be followed with dispatch, thoroughness and orderliness.

Institute the Plan

According to conditions and possibilities within a newspaper organization, circulation promotion generally is handled in one of five ways:

1. By the newspaper's owner.
2. By the circulation manager, who considers promotion to be one of his several responsibilities.
3. By the advertising department, which for many small and medium-sized newspapers is the promotion department as well as the advertising department.
4. By the newspaper's general promotion department, which plans and supervises promotion for the newspaper's departments, features and services.
5. By the circulation department's own promotion manager.

The first three methods are more common with smaller newspapers, where members of the business staff are compelled to serve in several capacities. Usually on weeklies and small dailies either the publisher,

the circulation manager or the advertising manager prepares all the promotion material that is used and conducts promotion campaigns. If a newspaper's business is not large enough to justify a separate promotion department with a skilled man in charge, and even if its advertising manager or circulation manager may not seem to have time to carry on some promotion, the publisher himself may become a promotion manager and sell his newspaper, its features and services to the people of the area he wishes to serve.

Circulation promotion for larger newspapers is done either through a well-staffed promotion department maintained to promote all services of the newspaper including circulation, or through the circulation department's own promotion division.

The owners and managers of the Minneapolis, Minn., *Star and Tribune* (combined circulation 497,784, population 521,718) have steadfastly supported the principle of a centralized department to promote not only circulation, but advertising, news coverage and features as well.

"By keeping our forces centralized in one unit, we are able to throw the best manpower in maximum force into the most important project of the hour, day, week or month," says Otto A. Silha, business manager. "We have some specialists, but everyone in the department is perfectly capable of utilizing his ability on any project, and we do not hesitate to so employ them."

The opposite view, however, is taken by the Fresno, Calif., *Bee* (circulation 95,552, population 91,669), where a circulation promotion manager works closely with the circulation manager in an extensive, exclusive promotion program.

Carry Out the Details

In planning either continuous circulation promotion or special campaigns it is necessary to integrate the five directions in which promotion can be pointed:

1. Toward regular members of the newspaper staff, who should be ready at all times to speak a good word for the newspaper that employs them.
2. Toward the newspaper's regular readers, who need to be kept sold on the newspaper in order that they may be promoters of the newspaper to their friends and neighbors.
3. Toward persons who are not regular readers and, therefore, are not acquainted with the paper.
4. Toward merchants and manufacturers who advertise. They are constantly eager for information concerning circulation growth.
5. Toward improving relationships with the community in which the newspaper is published and from which it must draw a major part of its circulation.

A newspaper cannot expect to maintain its following and its influence in the community it serves unless it is able to sell itself to persons in each of the above five categories.

MAKE PROMOTERS OF STAFF MEMBERS

A newspaper's best promoters should be those who day by day help to make the newspaper. The linotype operator, the girl at the telephone in the front office and the boy who sells on the street should know as well as the publisher what the paper contains to interest the public and the service it is able to give readers and advertisers. Employees should know also that the soundness of the organization which provides for them a living depends upon maintaining a stable circulation. If they don't know these facts, and don't feel strongly concerning them, they should be informed and brought immediately into a sales attitude.

In this basic promotion, the weekly or small daily paper can be as diligent and as successful as a larger newspaper. Some weekly papers are outstandingly successful in keeping employees sold on the institution that employs them. By personal contact and example a publisher may establish policies and aims. Furthermore, promotion material may be used to impress more firmly upon staff members the goals of the organization.

When a newspaper achieves unusual success and is given special recognition, staff members should feel that they had as much to do in bringing honor to the newspaper as the manager and owners. The Mexico, Mo., *Ledger* (circulation 7,435, population 11,623) has an entire wall of its lobby covered with certificates of awards for community service, general excellence, typographical style and make-up, local news coverage, farm coverage, effective public relations, sprightly editorial writing, timely photography and outstanding special editions. Each day as they come to work, employees undoubtedly view with great pride and inner satisfaction this display. It impresses upon customers also the high standing of the home-town newspaper. Employees and subscribers alike are helped to become circulation boosters.

On a large newspaper, where close contacts between publisher and employees are more difficult, bulletins, house organs and other means of publicity are, to a greater extent, the promotion media. Improvements in the plant, results obtained by advertisers, goals set for the various departments and those reached by individual members may be described in a house organ. Recreational and social activities also may be announced.

When new features are introduced in the newspaper, such as a good comic or a special column on a timely subject, members of the entire force should be informed first. They can help to advertise the innovations supplied by the newspaper. They should be informed

also concerning any changes in advertising or subscription rates. No staff member likes to be found ignorant of anything concerning his newspaper, and he may be caught up easily by friends or patrons if he is not kept fully informed.

Staff members also may be the subjects of some effective newspaper promotion. The Kansas City *Star* (circulation 344,070, population 456,622) in 1955 and 1956 ran a series of large display ads, featuring its news writers (see Fig. 14.1). Each ad introduced a staff member, carried his picture, told something about his background and the services he performed for the newspaper. This kind of promotion not only stimulates readers' interest in the paper but it strengthens the bond of loyalty between employees and management.

When the Chicago *News* (circulation 588,576, population 3,620,962) in 1956 cracked the big story about under-cover work in the Illinois Attorney General's office, resulting in penitentiary punishment for those involved, the *News* told in its Sunday features section exactly how the facts were uncovered by an alert and efficient news staff. The reaction on newspaper readers and *News* employees could be only that the *News* was awake, responsive and dependable in digging up facts and giving the news.

The Moline, Ill., *Dispatch* (circulation 27,343, population 37,397) experienced gratifying reaction from the members of its force and from its readers when it published a full page of pictures and stories illustrating how *Dispatch* writers strive to serve the public. Editors, reporters and suburban correspondents were shown on the job, and some of the news sources were explained.

The same idea was carried out by the Champaign-Urbana, Ill., *News-Gazette* (circulation 26,610, population 62,397) when it issued a 4-page promotion piece entitled "The Story of a Good Newspaper." Emphasized were departments, features and articles of unusual interest appearing daily in the paper.

The Cleveland, Ohio, *News* (circulation 143,604, population 914,808) supplies its carriers with attractive announcements whenever new features are to appear (see Fig. 14.2). Carriers use these effectively in soliciting new subscribers.

Keep Constantly "On Firing Line"

One of the most difficult tasks confronting the person responsible for circulation is that of keeping himself, his district managers, salesmen and carriers on their toes, constantly striving for more circulation by the use of every legitimate means. What may be done by newspaper employees outside the circulation department is but a supplement to the continuous search for new ideas and the constant hammering away that must be done within the department.

John S. Shank, circulation director of the Dayton, Ohio, *Daily*

In a Dusty Drawer, a Box of Sweet Caps

(TEENAGERS WON'T REMEMBER)

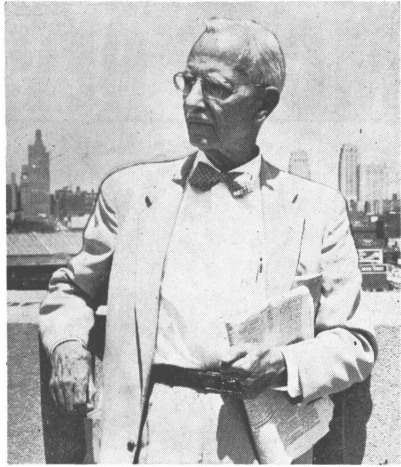
HENRY VAN BRUNT once asked The Star's cashier to find out how long he'd been a member of The Star's staff. The cashier promised to dig into the pay-roll record and find out, and eventually she came up with the information. The year Henry was hired (following a personal interview with William Rockhill Nelson, who frowned when Henry said he'd been editor of his school paper and rumbled: "Nothing could be worse") was 1912. Henry can't recall whether it was April 1 or May 1, and he says it doesn't seem important.

Henry thinks Colonel Nelson, The Star's founder, wouldn't have given him the job if he hadn't admired Henry's father, an eminent architect and a man so intellectual, in the colonel's opinion, that the great editor may have hoped some of his mental powers might have rubbed off on Henry.

The colonel gave Henry an assignment to write a column called "The Commodore," evidently because Henry's father, who had Civil war naval experience, was called Commodore by close friends. The column purported to give sage advice to young men on dress and deportment. Being little past voting age himself, Henry found it an onerous chore.

HENRY had left a New England boarding school and Harvard college without leanings in any direction. The family, consisting of four brothers (one Henry's twin) and two sisters, had moved to Kansas City from Cambridge, Mass., Henry's birthplace, in the 1880's. The Van Brunts gradually identified themselves with the Mid-Western scene and a Gay Nineties mode of living, although, Henry suspects, always with a stout New England "anchor to windward." Henry put down his roots in Kansas City at once and has never returned. He supposed he'd long ago lost the last vestige of "Boston accent," but he admits to occasional nostalgia for the fragrance of pines and mussel shoals at low tide (and chiggerless turf).

In an experimental way, Henry had tried wholesale hardware and insurance. With no particular sense of dedication, he found a desk in The Star's editorial room, which he still uses. His predecessor at the desk was a man called Inky Campbell. Not long ago Henry forced open a balky drawer and in



Star Photograph by Dave Cauthen.

the back compartment found a monogrammed tobacco pouch and pipe—both in advanced stage of decay—and an empty cigarette box labeled "Sweet Caporal."

In his newspaper career, Henry has remained essentially a feature writer and editor of copy. His experiences as a reporter have been mainly "on loan" from the city desk. Translating articles from the French for The Star is a sort of hobby.

In recent years Henry's writing has dealt mainly with subjects which called for research in local and regional history—events, manners and customs. "When I started this branch of writing a decade or so ago," Henry reminisces, "I had access to a fairly large number of Kansas Citians who 'remembered when.' Now most of them have gone, and recently I realized that I myself am now considered the old-timer and authority on things past.

Not long ago George Fuller Green showed Henry a city plat of an area where Henry once played cowboy and Indian. On the plat was a diagonal line running northeastward from the present Westport high school. The line, which cut through trees and tangled shrubs, was labeled "Independence-Westport Turnpike." It was a diversion of the Santa Fe trail. Van Brunt boulevard was named for Henry's family. He is the only member of The Star's staff whose family has been so honored.

Henry (named for his father but around the office rarely called anything but Harry) lives at Rockhill road and Cherry, where he gardens diligently, with good results. His quiet essay style and steady contribution to knowledge of Kansas City history and folklore are reasons why—

YOUR BIG READING BARGAIN BY FAR IS YOUR KANSAS CITY STAR

FIG. 14.1 — One of a series of ads used by the Kansas City Star to promote a "neighborly" relationship between readers and members of the staff, and to reward deserving employees.

MORE NEW FEATURES

YOU'RE SURE TO ENJOY
IN THE

CLEVELAND NEWS



★ **"ARCHIE"** . . a NEW, rollicking
COMIC the whole family will enjoy!

★ **HOWARD BEAUFAIT** writes a series
of thrilling articles on the BIG STORIES
he has covered over the years.
THIS IS TOO GOOD TO MISS!

★ **ED BANG** . . Dean of SPORTS writers
brings you "Four Score Years of Baseball
in Cleveland." A fine series of stories for both
young and "Old Timer" SPORTS FANS!

★ **PLUS AN AUTO SHOW CONTEST WITH BIG CASH PRIZES**
and **"CASHWORDS" PUZZLE** . . with even **BIGGER CASH PRIZES**

ALL THIS . . . in the

CLEVELAND NEWS

Have The NEWS delivered to YOUR home. Phone PROspect 1-4800 Ask for CIRCULATION

FIG. 14.2 — In this way the Cleveland, Ohio, News announces new features and helps carriers in their sales work.

News and Journal-Herald (combined circulation 247,822, population 243,872), says that good management must answer these questions concerning any promotion plan:

1. Why do I need this particular promotion?
2. What will it cost? Can all costs be anticipated now?
3. Does the need justify the cost?

4. What will happen if we do not use the promotion? How seriously will it affect our problem?

Before instituting any promotion plan, the Dayton newspapers “nail down” specific objectives, costs and result expectations. One of the most successful campaigns conducted by these papers was what they designated as “Happy Newspaperboy—Happy Counselor” contest, based on the fact that carriers, district managers and counselors can be happy at their work only when they are able to have satisfactory results. Within two weeks the circulation personnel obtained more than 4,000 daily and Sunday 13-week subscriptions, according to Shank. The first move in this campaign was to plan every step, and the circulation director included members of his organization in the planning stage by submitting these questions for them to answer:

- A. How many customers does each division need:
 - (1) to replace ordinary customer turnover?
 - (2) to reach its sales quota for the year or period?
- B. How much per order and increase should we spend? Should this be the same for city and country? Are there any special competitive areas where newspaperboys may not respond to a regular offer or where subscribers may be more difficult to obtain?
- C. Should a portion of cost on this particular program be allocated to morale and good will?
- D. How will the contest be presented? Meetings for all divisions? When? Where? Separate meetings? When? Where? Will sample prizes be needed for display at meetings? Will refreshments be served? What?
- E. Starting date for contest: branch office; independent.
- F. Order-getting period: branch office; independent.
- G. Date contest ends: branch office; independent.
- H. Should contest prizes be merchandise, trips or a combination?
- I. Is there any particular seasonal incentive to be used in prize selection or contest theme? Is there any editorial feature to tie in?
- J. Does any division need special incentives for branch and district counselors? What should these include? Why are they necessary? How much will they cost?
- K. Should we use “gimmick” prizes for extra stimulation and immediate payoff? How much per order can we allow for “gimmick” prizes? What will be our total cost on these?
- L. Prize selection:
 - (1) Should we create our own prize folder or is there a package deal available?
 - (2) What limitations or problems will result from the package deal? From the created program? What will be the difference in cost?
- M. Materials needed:
 - (1) Prize folders — city division, country division, independent; cost — art, type, printing.
 - (2) Branch posters — country division, city division; cost — art, type, printing.

- (3) Follow-up bulletins — how many? Are any special bulletins needed for particular problems?
 - (4) Rule sheets — city division, branch office (quantity); city division street sales; country division branch office; country division independent.
 - (5) Contest record sheets — city division (total), country division, independent; quantity for city branch counselors, city district counselors, country branch counselors, country district counselors.
 - (6) Prize record sheets (quantity).
 - (7) Subscription blanks — city division, country division; how many subscription blanks should be included in initial mailing for city branch newspaperboys, city branch counselors, city district counselors, country branch newspaperboys, country independent newspaperboys, country branch counselors, country district counselors?
- N. Mailing and enclosing data: Contest folder — branch office; independent; envelope — size, date to be ready; follow-up bulletins — title, mailing date, envelope size.

In keeping with the slogan, a spirit of cheerfulness was maintained throughout the campaign. Each branch counselor was requested to submit a daily report, showing the branch goal and the number of orders received toward that goal. The newspaper requested this information in an attitude of helpfulness and not as a command, as manifested in this form:

BRANCH COUNSELOR'S
"HAPPY NEWSPAPERBOY-HAPPY COUNSELOR"
DAILY SUMMARY

Branch _____ District _____ Date _____

Setting a definite goal for the number of winners you will have and the number of new subscribers you will obtain in your branch, will help you to conduct a successful campaign.

Of course, we're interested in the progress you make and the new order "steps" you'll be taking toward your goal.

So, we'd appreciate your making out the following summary each day — just mail it in the self-addressed, stamped envelopes you received.

Thank you, and "good results" in your branch.

Today my branch secured _____ daily 13-week, signed orders.

To date I have secured _____ daily 13-week, signed orders.

My branch goal is _____ new daily orders.

Direct Appeals to Carriers

Promotion material of a similar tone was directed to the carriers of both the *Journal-Herald* (morning) and the *Daily News* (evening), telling them how they might win valuable prizes and at the same time increase their regular income. The following letter to carriers of the *News* is typical:

WHAT IS THE FIRST THING A PRIZE WINNER WANTS TO KNOW?

Watch any prize winner when a contest is announced. The first question he asks himself is "Where can I get the orders I need to win my prize?"

He has the answer in a minute.

First, he makes a list of every "Sunday Only" customer on his route. He'll want to see these folks first because they are excellent prospects. They read the NEWS every Sunday and are already familiar with its many fine features. The prize winner knows now is an ideal time to ask them to read the DAILY NEWS.

Then he makes a list of every family on his route who does not read either the Daily or Sunday NEWS. He'll see every one of these now and ask them to enjoy the NEWS and help him to win his prize.

You'll notice prize winners do not eliminate a single nonreader from their prospect list. They know the family who said "No" the last time could be the first family to say "Yes" this time.

So prize winners play safe...they ask everyone to subscribe now.

Try the prize winner's plan on your route, see every prospect, don't miss a single family. You'll be glad you did, when the prizes are paid.

"Good prize winning"

The Dayton DAILY NEWS

Carriers need to have their memories jogged and their enthusiasm built up constantly. Jack Calvin, circulation manager of the Houston, Tex., *Post* (circulation 201,647, population 596,163) never lets his carriers forget their responsibilities to their customers and their many opportunities to obtain more subscribers. Small cards of varied colors with such terse messages as the following are sent to them at frequent intervals:

(1) **Read the HOUSTON POST Daily**

You will be able to build a Good Sales Tal kif you read the Houston POST daily . . . Sell the Features and Articles that you like to read in the Houston POST to your Prospects. Be sure that you Sell Yourself First on the POST and its features.

(2) **Be Successful! Grow! Grow!**

Every time you get one stop...make a promise to yourself to get TWO New Starts. You will always be successful in building your business and Profits if you keep your Promise. You have to Sell Yourself First.

(3) **Did You Use Your Telephone Today?**

You can make many calls on nonsubscribers by using your telephone... and selling people you meet on the streets, in cafes, etc. Progressive Distributors make a few calls every day by Telephone or Personal Calls. They sell themselves and their product, the Houston POST. Smile and the World Smiles with you.

The Oakland, Calif., *Tribune* (circulation 201,308, population 384,575) never misses an opportunity to relate in its news columns the outstanding activities of its carriers or achievements of former

carriers. "A Former Carrier Blossoms Into Novelist" was the three-column heading of a feature story in this newspaper's issue of Sunday, February 19, 1956. The opening paragraph said: "When Lew Lansworth came up for air after eight years of complete submergence in work on his novel, 'Over the River Charlie,' his first act of freedom was to hot-foot it back to his childhood town of Oakland, and his first port of call was the *Tribune*, where he took the initial steps in a widely varied and picturesque career as a paper carrier at \$3 a week." That is circulation promotion of a high order.

In all the carrier contests conducted by the *Oakland Tribune*, pictures are used in the news columns to acquaint readers with those who are leading. This builds high morale and adds needed recruits to the carrier force.

SUBSCRIBERS HELP TO BUILD CIRCULATION

Regular subscribers may be just as effective as staff members in building circulation for the newspaper. They need only to be "kept sold" on the paper they read. If they like it and make good use of it, they will recommend it to their neighbors and friends.

Many newspapers catch the eyes of readers with slogans carried just above or beneath the newspaper's title or at the top of the front page in the "dog ears." (The space remaining at the left and the right of the newspaper's name plate often is referred to as "dog ears.")

In small type just above the name plate of the Bolivar, Mo., *Free Press* (circulation 2,616, population 3,482) appears this line

**The Old Home Paper of Polk County —
Established in 1868 — Still on The Job**

The Eldon, Mo., *Advertiser* (circulation 2,343, population 2,766) in a similar way tells readers it belongs to ABC and is

A Missouri Blue Ribbon Paper, Rates AAA

More personal is the sentence which stands out in the left "dog ear" of the Mexico, Mo., *Ledger*

Your Name Has Been In The Ledger — It Will Be Again

The Harriman, Tenn., *Record* (circulation 3,246, population 6,389) announces below its name plate an aggressive spirit

Advancing Into The Future Boosting, Building, Benefiting

Metropolitan papers, as well as weeklies and small dailies, carry slogans that help subscribers to "feel proud" of their paper. For the Atlanta, Ga., *Journal* (circulation 260,147, population 331,314) it is

Covers Dixie Like The Dew

For the St. Louis, Mo., *Globe-Democrat* (circulation 310,243, population 856,796) it is

One Hundred and Five Years of Public Service

The Miami, Fla., *Herald* (circulation 316,990, population 249,276) claims to be

Florida's Most Complete Newspaper

The "booster" attitude of a newspaper is contagious and often has been a prominent factor in lifting community spirit out of the doldrums. This has reflected in more pleasant community life and an increased volume of business.

Take Readers Into Confidence

Anything that a newspaper may do to show appreciation of its readers is helpful in building circulation. Many papers invite the opinions of subscribers. Not all such suggestions can be heeded but it is always possible for the newspaper to reveal its pleasure at receiving them.

The Marshall, Tex., *News Messenger* (circulation 11,814, population 22,327) at the beginning of each year makes an annual report to its readers, summing up what the newspaper has done in the year just past, plus a look at "where it is going." This appears in the form of a full-page advertisement, which receives close readership because it is so personal in its tone, revealing the newspaper's honest desire to serve its readers better each succeeding year. These subheads in a full-page promotion one year outlined the wide scope of service given by the *News Messenger*:

Reader and Advertiser Are Served by Gains

The News of Marshall Is Our No. 1 Concern

Your Newspaper Leads in Winning AP Awards

You Can Have Confidence in Our Columnists

We Have A Lot of Fun With Comics — Don't You?

Advertising Department Takes Its Laurels, Too

Special Writers Cover Off-Beaten-Track Events

It's a Pleasure To Be Of Aid To Worthy Drives

Many Signs of Progress as Marshall Goes Ahead

At the advent of a new year, the *Kansas City Star* makes a similar report to its readers, explaining what goes into the *Star* to interest and benefit them. The services of the editorial department, business office, circulation department, advertising department, and engraving room of the newspaper, are explained.

Advertise Features

Advance notices to readers regarding features that are about to be introduced demonstrate special interest and are appreciated. These may be concerning a series of articles on local tax problems, the school situation, a series of religious articles (see Fig. 14.3), some new syndicated feature, a new comic, or a newly developing sequence in an old comic that might cause regular subscribers to read more closely and to talk to their friends more about the newspaper.

The newspaper's readers, already boosters, may have their enthusiasm for the newspaper further stimulated by special articles regarding progress being made in the community. Promotion advertise-



★

“The Greatest Story Ever Told”

★

The Cleveland News is proud to present one of the most distinguished works of our time. This modern classic is endorsed by leaders of all faiths. If you have read this fascinating story—you'll want to read it again. If you haven't read it—then by all means don't miss it.

Begins Ash Wednesday, Feb. 23

in the
CLEVELAND NEWS

Don't miss a single installment!
Have The Cleveland News delivered to your home.

Just Phone PROspect 1-4800...ask for Circulation Dept.

FIG. 14.3 — The Cleveland, Ohio, News enjoys excellent response from this kind of promotion of special features.

ments featuring the various communities served by the newspaper have in numerous cases proved effective.

Material that readers themselves have written and contributed not only provides interesting reading for all patrons of the newspaper but it draws the contributing readers closer to the newspaper and makes them strong promoters. When publishers thus bring readers into cooperation with them in the making of a better newspaper they engage in splendid circulation promotion.

Readers are always ready and willing to contribute material for anniversary and progress editions. For its 50th anniversary edition, the Independence, Mo., *Examiner* (circulation 9,779, population 36,963) decided it would not emphasize the historic past, as is usually done, but instead portray the community as it is "today" and as its citizens would like it to be "tomorrow." Pictures, write-ups and advertisements of persons and organizations then active in community affairs took care of the "today" part of the edition, and a series of articles by community leaders on "The Three Outstanding Needs of Our Community and How They May Be Realized" provided the "tomorrow" angle. The articles were so thought provoking and constructive that they provided a splendid project program for the city's Chamber of Commerce. But for the newspaper the important result was that outstanding citizens who contributed were drawn closer to the newspaper and from then on undoubtedly were stronger supporters. A friendly reader can unknowingly sell many subscriptions for a newspaper! ¹

MAKE DIRECT APPEALS TO NONREADERS

Most of the promotion material put out by a newspaper is directed toward nonreaders. New people are constantly coming into a newspaper's community, and it takes time and well-pointed publicity to sell them on the community and the newspaper.

"Thousands of alert readers watch the *News* each week for local news, display advertisements and classified ads," said the Farmington, Mo., *News* (circulation 3,460, population 4,490) in an attractive advertisement which appeared in an issue sent as a sample copy to rural route patrons. "Year after year, decade after decade, the Farmington *News* goes into the homes of its subscribers to bring them the latest news from the St. Francois County seat . . . and to help them with their shopping by means of timely advertisements placed in our columns by this area's progressive, dependable merchants. You and your family will profit, too, by reading this newspaper regularly."

The Dayton, Ohio, *Daily News* invites newcomers to compare it with other newspapers serving the community. Prospects are en-

¹ Frank W. Rucker and Herbert Lee Williams, *Newspaper Organization and Management*, Iowa State College Press, Ames, Iowa, 1955, p. 422.

couraged to take it for four weeks in order that a careful comparison may be made over a period of time. This offer is introduced in an attractive pamphlet, which asks: "Which newspaper offers your family . . . the most complete newspaper reading enjoyment? the latest news? the most complete news coverage? the greatest variety of informative, entertaining features? exclusive advertising news to show you where and when to buy for full value? the largest selection of the nation's favorite comics for family entertainment and enjoyment? Which newspaper will keep your family better informed and provide the complete reading enjoyment you want 7 days a week?" Then it suggests: "Read and compare the *Daily News* for four weeks! Then decide yourself. The friendly *News* representative who presented this invitation will gladly start your comparison copies of the *News* today. You'll be pleased with this efficient service. You and your family will have four interesting weeks to determine why *the Daily News* offers your family the most complete reading enjoyment." On the back page of the pamphlet is a description of several of the newspaper's outstanding features.

Stress Family Reading

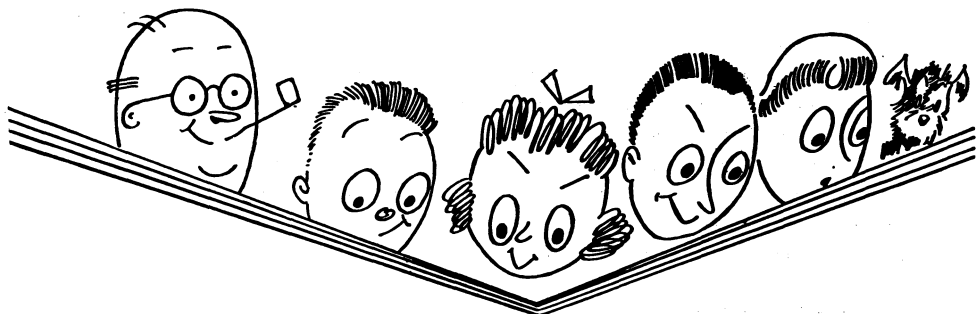
The Cleveland, Ohio, *Plain Dealer* (circulation 308,984, population 914,808) also uses promotion material strongly emphasizing "good reading for all the family" (see Fig. 14.4). A personal letter from John F. Brennan, the circulation manager, to a carefully selected list of nonsubscribers, carries a cartoon showing the family at breakfast, with each of the four members eagerly reading a section of the paper. "The PLAIN DEALER is a friendly affair," the letter begins, and continues:

Breakfast tastes better when seasoned with interesting reading. Whether it's news of the nation or of your neighbor, events of interest and importance are reported fully and faithfully in the PLAIN DEALER. Its columns offer a wholesome helping of news and features to satisfy the tastes of every member of your family.

For mother and daughter, the woman's world revolves around the food, fashion and furnishings columns of the PLAIN DEALER. News of the social whirl, PTA activities and beauty hints is as fresh as the morning.

For father and son, the sports pages capture the drama and excitement of the gridiron and diamond, field and stream. The financial and business pages report the growing strength of Cleveland's economic sinews. And whether you agree with them or not, the editorials present a point of view which has prompted progress.

For the youngsters, the PLAIN DEALER offers education with a frosting of fun. Since the next generation cannot live by cereal alone, we suggest that you flavor their diet of activities with a healthy serving of good reading. A few moments with Andy the answer man, Uncle Ray, the Hobby Club and the funnies is an interesting - and instructive way to start the day.



Good Reading for all the family

A page of boys' and girls' activities and opinions—from nursery to high school age—there is action and interest for every young Clevelander on the **PLAIN DEALER BOYS' AND GIRLS' PAGE** every Saturday.

Three pages of Radio and TV news—with authoritative comments and reviews to help you choose the very best in living room entertainment—plus a complete TV schedule for the following week. News of real estate, suburban developments, household hints and gardening await you.

Pictures and stories of women active in sports, P. T. A. and club work. And for the outdoor sportsman—stories and advice on hunting and fishing. Because every family is interested in religious news, your **Saturday PLAIN DEALER** contains complete coverage of church activities including listings of Sunday services.



keep your eye on the

Saturday Plain Dealer

FIG. 14.4 — Promotion used by the Cleveland, Ohio, **Plain Dealer** to encourage family reading.

By reading the **PLAIN DEALER** you hold a world of information and entertainment in your hands. And it's as near as your front door.

Call MAIN 1-4500 today and ask for Circulation. A courteous carrier boy will deliver your **PLAIN DEALER** in time for tomorrow's breakfast.

In a narrow column at the left side of the letter are listed the features of greatest interest to "Mother," "Dad," and "Boys and Girls."

Newly married couples in the neighborhood of Mosinee, Wis., immediately are made acquainted with the *Mosinee Times* (circulation 1,678, population 1,453). As soon as the wedding story appears in the newspaper, Francis Schweinler, editor and publisher, sends the couple an attractive letter, printed in color, with the congratulatory message:

May we add our congratulations and best wishes to those of your friends on the occasion of your recent marriage. We sincerely hope that you'll have many years of happiness and success together and that the community will be a better place because of your event.

As a wedding present we will be sending you a free subscription to the *Mosinee Times* during the coming year, and we hope that in the years ahead we'll have only happy moments in your lives to record in the news columns of your home-town newspaper.

Enclosed with the letter is a signed receipt for a year's subscription. Mr. Schweinler says that 75 per cent of those receiving the letter renew subscriptions when they expire.

Pleasing results are obtained usually when the promotion is directed to a certain group or area. An appeal to farmers would be entirely different from one directed to city residents. Adults, too, have different interests from youth.

Emphasize Public's Acceptance

The tendency of people to "follow the crowd" is just as evident in building circulation as elsewhere. When a newspaper's acceptance by the public is generally recognized it is well on its way to rapid circulation gains. "Look what's happening," says the Detroit, Mich., *Free Press* (circulation 456,768, population 1,894,568) in a large 4-page broadside, "More Detroit newspaper readers are now ordering the morning and Sunday *Free Press* home-delivered than ever before." Then it goes on to explain that "this trend to the *Free Press* is due to improved and enlarged editorial content, a modernization of the newspaper plant and an extension of its home-delivery distribution operation."

Most people like to do their own thinking. Consequently, publishers who take an independent stand in politics have found it advantageous to emphasize that fact in their promotional material. The Toledo, Ohio, *Blade* (circulation 193,863, population 303,616) mailed to nonreaders in its area a large handsomely printed declaration of its editorial principles, which said: "In Toledo, the *Blade* is known and respected for its political independence . . . Like all good newspapers nowadays we present both sides of controversies in our news columns so that the readers can use their own judgment in coming to an informed opinion . . . This policy, we are told, sometimes baffles newcomers to the city when they first start reading our paper . . . In time, however, most of the new readers get used to it and accept the *Blade* as do the other people of the community, for what it is—an independent newspaper which calls its shots as it sees them without prejudice and without bias."

Some weeklies have waged valiant battles against daily competitors crowding into their fields. Others so thoroughly promote themselves that possible competition has no interest in ever entering their fields. The Washington, N. J., *Star* (circulation 5,725, population 4,802) states a situation well in a 4-page, self-promotion circular: "A single copy of a weekly newspaper as influential as the *Star* is read and absorbed in the seclusion and leisure of small towns where it exercises a greater pull on its readers than the daily."

CIRCULATION GROWTH INCREASES ADVERTISING POTENTIAL

Circulation sells advertising. When a newspaper, through promotion of its features and services along with organized effort, has developed a creditable circulation it has on its hands still another promotion project in which circulation remains the important subject. Advertisers must be told how widely and effectively their merchandise may be sold in the area served by the newspaper.

This type of promotion usually takes the form of brochures and other mailings that may be sent direct to prospective advertisers and advertising agencies. However, it is also good material for the advertising and news columns of the newspaper, where it may be seen by advertisers and readers alike. Subscribers are pleased to learn they are among so many hundreds and thousands who read the paper they like and patronize.

Here's news the like of which Michigan hasn't seen for 25 years was blazed in headlines across the front page of a large brochure put out by the Detroit *Free Press* when in the 1956 midyear it chalked up a gain of 23,216 in circulation over that of the previous six-months period. "*Free Press* advertisers are experiencing new selling power and sales impact that gets greater results than ever before," it explained.

The Memphis, Tenn., *Commercial Appeal* and *Press-Scimitar* (combined circulation 350,536, population 396,000) use attractive and convincing charts to show how they serve merchants and manufacturers in reaching a 76-county market (see Fig. 14.5).

When in 1956 the Independence, Mo., *Examiner* went over 10,000 circulation for the first time, it announced the achievement to readers and advertisers in a striking full-page advertisement.

Small papers, as well as large ones, may advantageously advertise their circulation gains. When a newspaper adds 100, 500, or 1,000 subscribers in a brief time, or when its circulation climbs over its first 1,000, 5,000, 10,000, or 25,000 mark, it has something to talk about.

IMPROVED COMMUNITY RELATIONSHIPS HELP CIRCULATION PROMOTION

Many kinds of promotion help build good will for the newspaper. In addition to that directed particularly to newspaper employees, readers, nonreaders and advertisers, is promotion directed to all elements of the community. Whenever a newspaper fosters any movement or project that benefits its community it promotes itself.

"The old talent show is still a good circulation gimmick," said G. Frohman Johnson, circulation promotion director of the Charleston, W. Va., *Daily Mail* (circulation 57,996, population 73,501) when his



THIS IS THE KIND OF LEADERSHIP YOUR 2 MEMPHIS NEWSPAPERS OFFER YOU TODAY IN:

76 COUNTY MEMPHIS MARKET

Percentage of families covered by nine leading magazines and Memphis' TWO GREAT NEWSPAPERS in the two billion dollar Memphis Market area (Memphis and Shelby County included). Note that, in the Memphis Market, the two Memphis Newspapers used in optional combination offer the advertiser approximately 50% more coverage than all nine of the magazines shown below combined!

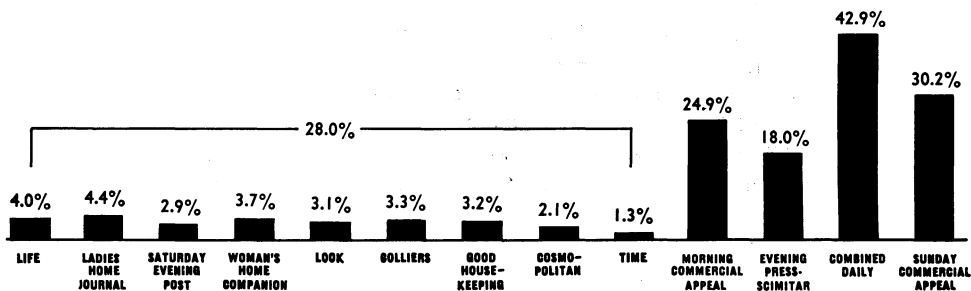


FIG. 14.5 — Chart used by the Memphis, Tenn., **Commercial Appeal** and **Press-Scimitar** to show circulation strength.

newspaper had completed a 20-week series of talent shows which brought definite circulation returns to the newspaper as well as handsome profits to sponsoring organizations. The newspaper screened 344 acts, in which 568 youngsters took part. One hundred and eighty-eight of the 344 acts were put into shows, which were played before audiences totaling 8,000. The final show, given on a hot July night, drew 1,500 people. The *Mail* paid all the expenses. Profits, which amounted to \$2,200, went to sponsoring organizations.

The Toledo *Blade* uses many promotion ideas to build up a firm contact with the people of its community. Whenever a baby is born, it sends to the parents a dozen tiny birth announcement cards, complete with envelopes — blue ones for the boy, pink ones for the girl. The announcements are sent in an envelope marked "Congratulations" and simulate the front page of the *Blade*. It is the Home Edition, naturally, and one ear (box on either side of the title line) gives the weather as "probably damp." "City Welcomes New Baby," proclaims the headline, and there is a large baby picture. Inside is room for the baby's name, date of birth, weight and parents' names. With this goes

an explanation of the gift. Nothing could be much better than this to establish a warm relationship between baby's parents and the newspaper.

The Redwood Falls, Minn., *Gazette* (circulation 5,076, population 3,813) ran a series of life stories of prominent citizens, which increased bulk sales and drew in added subscriptions.

The Fullerton, Nebr., *Nance County Journal* (circulation 1,756, population 1,520) builds good will by sending single copies to all hospital patients from Fullerton and its trade area. Copy wrappers carry this message: "How are you today? The Journal trusts that your stay in the hospital will be short and that you soon will be home again. We hope this issue will help you pass the idle hours."

Occasionally the Elmont, N. Y., *El Monitor* (circulation 3,010, population 33,715) sends marked copies to persons whose names are used in news stories. Clipped to the paper is a small, colorful leaflet, announcing: "Your name is in this issue. Even if you are already a subscriber, we thought you would like this extra copy." For nonsubscribers, the leaflet lists features that regular readers enjoy, and suggests that they subscribe.

During one holiday season the Lansing, Ill., *Journal* (circulation 2,474, population 8,682) offered subscribers the privilege of selecting a free Christmas tree from a special shipment of beautiful trees ranging from four to six feet in height.

The Houlton, Maine, *Pioneer Times* (circulation 3,664, population 8,377) wins the good will of young people and their parents by sponsoring a Little League baseball team, and by underwriting a Recreation League for teams made up of "small fry."

The Woodhaven (Jamaica), N. Y., *Leader-Observer* (circulation 3,650, population 127,000) sends marked copies to parents whenever it carries news about service men.

Science Fairs, sponsored by newspapers in their own communities, have been steppingstones to statewide science fairs of great value and importance. Rhode Island newspapers were instrumental in providing for their state a Science Fair, in which more than 700 students from fifty or sixty public schools exhibited experiments and inventions. It ran for three days with an average daily attendance of 12,000.

The Salt Lake City, Utah, *Tribune* (circulation 97,938, population 182,121) has won a warm spot in the hearts of Salt Lake City people by helping to beautify the city and by promoting sports and recreation. It has sponsored classes in gardening, a camera carnival, a library and information service, a tennis tournament, a community baseball league, a ski show and a swimming school. A square dance jamboree on a parking lot drew 4,000 participants and 8,000 spectators.

One year the Michigan City, Ind., *News-Dispatch* (circulation 13,913, population 28,395) sponsored a Hi Neighbor Club and a con-

tinuing program of events for 5,000 children of its community. The Cape Girardeau, Mo., *Southeast Missourian* (circulation 14,677, population 21,578) has provided concerts by the Minneapolis Symphony Orchestra, the St. Louis Symphony Orchestra and the U. S. Marine Band.

Some papers operate speaker's bureaus, and set up speaking engagements for their editors and reporters. The Minneapolis papers go a step further: when they are asked to supply a speaker for a civic luncheon or a large gathering in their community, they put on what they call a "flying circus" and take out not one but several speakers, each of whom tells something about what he or she does on the newspaper.

It is not unusual for newspapers to sponsor movements of this kind for the benefit of their communities. They involve expense but they yield returns in good will and circulation.

Pictures Strengthen Community Ties

Photography and inexpensive engraving have been of great assistance to weeklies and small dailies in building circulation. Residents of the newspaper's home community like to see in print pictures of themselves, their families and the organizations they represent.

To obtain subscribers from residents of a new section being developed on the outskirts of Hammonton, N. J., the *News* (circulation 3,322, population 8,411) sent a photographer into the area with instructions to take pictures of everything in sight — people, homes, human interest situations and the like. The pictures were later run in a feature page explaining the new development and welcoming its residents to Hammonton. Soon a correspondent was engaged and a man was sent in to solicit subscriptions. The publisher continued to give good news coverage and circulation developed rapidly in a new territory.

At another time the Hammonton *News* found pictures effective in reaching many homes through children in the schools. For many years at commencement time it ran a picture of the graduating class of the town's high school. But later it ran pictures of the graduates of every school in the county. It sent its photographer to all the four-room and smaller schools to take pictures. In one place there were only three graduates, but the picture appeared in the newspaper.

With a new or renewed subscription, the Forest Grove, Ore., *Washington County News-Times* (circulation 3,441, population 4,343) gave a 5x7 portrait. Pictures were taken at a local commercial studio.

Pictures should be filed in the office, because occasions often arise in which they may be used again, or at least they may serve a good-will turn, as in the case of the Monett, Mo., *Times* (circulation 3,995, population 4,771). Instead of throwing individual, family and group

pictures away when they had once been used, the publisher sent them out in the mail with this note: "Dear Friend: Several days ago we were sorting out some pictures which had appeared in past issues of the *Times* and we came across the one enclosed which pictures either you or some member of your family. Please accept it with my compliments and best wishes. Cordially, Ken Meuser, Publisher."

The Erie, Ill., *Review* (circulation 2,120, population 1,180) weeded out its picture file preceding a Parent-Teacher Association carnival. The newspaper then set up a booth at the carnival and sold the pictures at 10 cents each, the proceeds going to the PTA. The idea proved popular and was good promotion for the newspaper.

Varied Techniques Adaptable to Many Newspapers

Many weeklies, despite the fact that they may have little money to use in promotion campaigns, have developed promotion ideas highly successful in building greater circulation. The following promotion ideas have been used to good advantage by both daily and weekly newspapers:

1. Make a motion picture film of newspaper force at work and show it to civic groups.
2. Conduct a "Most Valuable Citizen" contest.
3. Sponsor a Christmas home-lighting contest.
4. Make talks on newspaper work at service club luncheons.
5. Sponsor an annual Spring Cleanup drive.
6. Cooperate with the YMCA and Red Cross in a "Learn to Swim" campaign.
7. Develop a system of greeting new arrivals in the community by delivering to them the newspaper for a week or so; also mail to them a letter, welcoming them to the community.
8. Send a number of free copies to hospitals for distribution to patients.
9. Run once a week a guest editorial with picture of writer.
10. Run holiday recipes of different nationalities, enlivened with pictures of the contributors in appropriate native dress.
11. Conduct a "Ten Best-Dressed Women" contest.
12. Conduct street quizzes and run answers with pictures of persons interviewed.
13. Run a "Who's Who" feature on community leaders.
14. Run a recipe section with pictures of local contributors.
15. Sponsor a "mutt dog" parade, offering prizes for dog with shortest nose, longest ears, shortest tail, etc.
16. Sponsor a health forum in community.
17. Run a series of pre-Lenten articles covering the subject "Why I Believe in God" or "What Religion Means To Our Family."

18. Run a column entitled "The Big Hand," in which are applauded persons who have done something outstanding for the community.
19. Give 50th anniversary dinners for couples celebrating their golden weddings.
20. Conduct a display booth for the newspaper at county fairs.
21. Prepare and distribute a neat folder showing members of staff at work.
22. Honor prize-winning 4-H Club boys and girls at a banquet.
23. Sponsor a folk song festival.
24. If there is a lake nearby, sponsor a fishing rodeo.
25. Sponsor a Three-Quarter Century Club for citizens 75 years old and over.
26. Sponsor a hobby show.
27. If the paper is published in a major- or minor-league town, sponsor a baseball class for women fans.
28. Sponsor an annual Halloween celebration for children of community.
29. Take aerial pictures of rural towns in circulation area and run them in newspaper.
30. Sponsor a "Happy Birthday Club" by extending congratulations each week to children of community who have birthdays.

Checking and Conserving Results Obtained

Circulation-building campaigns with established time limits are easier to check than the continuous type of promotion, but a conscientious analysis of results is necessary to guide future planning. It is equally important to study circulation fluctuations or trends following the close of a campaign to make certain the gains are being conserved. Often the greater benefits and profits from organized efforts will not be apparent immediately, but will come in years following the campaign. On the other hand, many of the immediate benefits may be lost if the newspaper does not measure up to the expectations of new subscribers. If the news department lets down on its efforts to supply a satisfactory paper, or the circulation department fails to maintain satisfactory delivery service, subscribers become disgruntled and not only drop the paper, but their destructive criticism influences other people to feel the same way. Loss of prestige is one of the most difficult obstacles for a newspaper to overcome.

The greatest testimony to the value of any promotion effort is permanent results.

"If there is any cause for concern about the effectiveness of newspapers in reaching and gaining the interest of young readers these days, we would do well to look elsewhere than to TV for causative factors. We ought instead to be asking ourselves some questions."

—SIDNEY GOLDISH,
Research Director,
Minneapolis
Star and Tribune

CHAPTER 15

Developing Youth Readership

EVERY WELL-ROUNDED newspaper promotion program should have some part of it devoted to starting and maintaining the newspaper reading habit with youth. This, of course, is on the assumption that practices established in the formative period of life will continue throughout adult years. Children made aware of the newspaper's service in bringing to them news and features and in broadening their knowledge, likely will continue through life to consider the newspaper an indispensable associate and friend.

The time and attention of youth today is drawn upon so intensively by activities and interests of great variety that some publishers fear there may be a lessening of newspaper reading among children and that reliance on newspapers for information and entertainment may decrease in the years ahead. Television, strong bidder for the attention of youth, perhaps has done more than anything else in the present time to create this anxiety. At the same time it has caused publishers to take a greater interest in the problems of youth and to make searching reappraisal of their newspapers' responsibilities and opportunities.

SURVEYS REVEAL EXISTING CONDITIONS

Various press groups and other organizations have made surveys to ascertain the extent of youths' interest in newspapers and what is being done to encourage them in newspaper reading. The facts obtained from some of these have an optimistic note, while others indicate that newspapers should cater more to the interests and tastes of young people.

The National Newspaper Promotion Association made a survey of 52 daily newspapers which revealed great activity in promoting readership among young people. "Some alarmists think the newspaper has forfeited a large chunk of its youth audience because of TV; we haven't found it so," says the N.N.P.A. report following this survey. It points out that television has caused publishers to make improvements in their newspapers to keep up with the times and that reader interest, established through years of readership, has not been shaken. It further declares that "the American daily has never been more smartly edited, more invitingly packaged, easier and more exciting to read, than it is today," believing that it has a strong appeal to youth as well as to grownups.

Under the supervision of Dr. David Manning White of Boston University's Division of Journalism and H. Phelps Gates, chairman of the Education Committee of the International Circulation Managers Association, a research group studied 129 newspapers of all sizes. They found that youth today is being bombarded with features and services to stimulate their interest in newspapers. Forty-two per cent of the papers surveyed directed promotion toward teen-agers, 33 per cent toward children of all ages, and 11 per cent sponsored activities for "pre-teens."

Another encouraging report has been issued by Teen-Age Survey, Inc., based on replies to a questionnaire from 8,366 New York high school and 1,371 college students in the 13- to 19-age bracket. Apparently newspapers are a rather regular fare for teen-agers residing in the metropolitan New York area, for the extent to which they read newspapers was revealed as follows:

	DAILY (per cent)	FREQUENTLY (per cent)	OCCASIONALLY (per cent)	RARELY (per cent)
High school boys	75	24	1½	
College boys	70	27	3	
High school girls	30	32	22	16
College girls	63	17	20	

All surveys made to ascertain the extent of youth readership and newspaper efforts to meet reading needs, however, are not so flattering or encouraging. Some reveal that newspapers might do a much better job than they are doing now in providing news and features of special interest to young people. A communications study of Michigan newspapers showed that school news was one of the least well-written portions of daily and weekly newspapers and that the absence of significant news was a more acute problem.

Dr. Herbert Lee Williams, head of the Journalism Department of Memphis State College, believes that newspapers everywhere should make a more direct appeal to children and teen-agers through both news and advertising.

"We'll have to admit," he says, "that TV commercials are exploiting the juvenile market. The kids watch TV while Dad reads the papers. Are newspapers forgetting that there are more than 50 million kids up to 18 years of age, and that these children have money to spend?"

Pointing out that other media are not overlooking this fact and are appealing directly to juvenile markets, he cites magazines of particular interest to children and also the TV commercials, which many children enjoy and which acquaint them in a familiar way with dozens of products. He suggests that newspapers bend their efforts toward: (1) school news by school correspondents; (2) more self-improvement articles, such as what to do with spare time, how to make oneself popular, how to study, etc.; (3) résumés of teen-age news from other towns; and (4) good literature in serial form.

SUGGESTIONS FOR INCREASING YOUTH READERSHIP

A look over the field reveals that, although some newspapers may be lax in meeting young people's specific reading needs, a growing number of them are increasing their efforts in that direction. Many newspapers are giving special attention to young people and are catering to their interests in at least seven important ways:

1. Giving liberal space to news concerning youth activities.
2. Providing features of special interest to youth.
3. Setting up school-participation programs.
4. Sponsoring youth activities.
5. Providing practical experience on newspapers.
6. Offering awards to high school and college students for outstanding work in journalism.
7. Having "open house" and conducting plant tours for youth groups.

More Space for Youth Activities

When an 11-year-old girl wrote to a Florida newspaper, "As I was looking through the paper this evening I found it was mostly for grownups," she undoubtedly expressed the feeling of many children regarding the newspapers that come into their homes for family reading.

In the handling of news, it is quite natural for an editor to think of the group for whom he is writing as adults. Too little thought is given to young readers, who are as greatly interested in what is going on in their schools and social circles as their fathers are in market quotations, real estate transfers, business and politics, or as their mothers are in the church and club news. It is important that the readership needs of youth be answered as readily as those of their elders.

It is in printing news of school activities, youth organizations, teen-age contests and the like that newspapers may best draw near to

the young people of their communities. Youngsters become newspaper readers — and remain newspaper readers — when they are given news about themselves.

Comprehending this fact, newspapers have been aroused to analyze their coverage of these events and to provide more news with direct appeal to youth. New sources of news interesting to teen-agers have been discovered and more space is devoted to youth activities. A study of newspapers throughout the country reveals that publishers are “going hard” at the important task of interesting youth and holding them as steady readers.

The Santa Rosa, Calif., *Press-Democrat* (circulation 30,445, population 17,902) carries each week a double-page spread, containing school news of three counties provided by student correspondents. Each June every high school graduate of the three counties has his or her picture in the paper. A daily feature, entitled “School Days,” has pictures of children from the kindergarten or from one of the first three grades. “These pictures appeal to adults and really make a hit with the children,” says Lee Bollinger, circulation manager. “If there is a child in the three counties between kindergarten and college who doesn’t get his picture or name in print almost every year, it isn’t because we didn’t try.”

The Glendale, Calif., *News-Press* (circulation 17,430, population 95,702) also uses pictures effectively in drawing the interest of young people. It has also a “Camera Column” and gives full coverage to playground activities and other programs of youth groups.

The Winston-Salem, N. C., *Journal* and *Twin City Sentinel* (combined circulation 94,129, population 87,811) run a weekly feature called “Teen-age Talent” with pictures and stories of boys and girls who have distinguished themselves in entertainment and educational fields.

The Atlanta, Ga., *Constitution* (circulation 192,520, population 331,314) carries a Saturday “Teen Page” devoted to youth activities. A feature of the page is a column entitled “Teen Talk” produced by a teen-age editor, who is selected by a 37-member teen-age council. “Teen Age Mail,” a syndicated column, also is published three times a week.

Another newspaper with a “Teen Page” is the Houston, Tex., *Chronicle* (circulation 202,888, population 596,163). It contains news of school activities written by high school correspondents who are credited in by-lines. Following somewhat along the same line, the Los Angeles, Calif., *Times* (circulation 440,394, population 1,970,358) devotes the front page of its Women’s Section every Thursday to youth activities and interests.

Students in the rural districts, as well as those in town, are given attention by the Red Wing, Minn., *Republican-Eagle* (circulation

7,732, population 10,645). During one year this newspaper sent a reporter-photographer to all the schools in its area to get a story from each school about its opening day program, changes in the teaching staff, new courses and added equipment. The reporter took pictures of 55 first grade classes to be run in the paper. He obtained also a list of the first grade pupils, their parents' names and addresses. This list was checked against the list of the *Republican-Eagle's* subscribers and to each nonsubscriber was sent a letter, with an 11-weeks' trial subscription offering a 5x7 photo of the class in which his child was enrolled. A sample copy of the issue containing the class picture was sent also to the prospect.

The Michigan communications study of all news carried in newspapers of interest to young people revealed that athletics held top position, occupying 41.5 per cent of content devoted to school activities. This, of course, is material avidly read by both young people and adults. Parents and other townspeople attend football and basketball games in great numbers and are interested in what the newspaper may have to say. Consequently high school games today receive about as much attention from the sports writers as do the major league games. For example, the Salina, Kans. *Journal* (circulation 25,525, population 26,176) covers by telephone every school sports event at approximately 160 high schools in its circulation area. On some days it carries up to 75 box scores of basketball games played the night before. The sports editor makes trips to the schools, conferring with coaches, taking pictures and gathering facts concerning teams, practices, games and personalities.

These are but samples of special efforts at news coverage by newspapers to develop regular readership in the young people of their communities.

Provide Features That Appeal to Youth

In addition to covering events and activities in which young people participate, newspapers carry much feature material directed to that age group. Not all of these are syndicated features either, as many editors are increasing local features which carry the names of children living in the community.

Features that attract young readers are carried in many newspapers. The Topeka, Kans., *Daily Capital* (circulation 64,016, population 78,791) publishes a "Capital Junior" page with stories, puzzles, drawings to be colored, and party hints. The San Angelo, Tex., *Standard-Times* (circulation 33,239, population 52,093) calls its feature page for young people "The Standard For Teens." The Greenville, Tex., *Herald-Banner* (circulation 6,078, population 14,727) presents each week "Date Data," a nonsyndicated column by Beverly Brandow, a youth counselor and author of a book by the same title. This feature

alternates with a companion feature, "You and Your Teen-Ager," which is addressed to parents but is perhaps read more closely by youngsters.

The New Orleans *Times-Picayune-States* (Sunday circulation 281,105, population 570,445) produces a "Young People's Paper" each Sunday, containing student art work reproductions, a list of books for youthful readers, a young folks' calendar of coming events, and a letter-writing feature entitled "Aunt Jane's Letter Club."

Other newspapers prominent in the movement to keep youth interested in newspaper reading are the Charleston, S. C., *News and Courier* (circulation 57,639, population 70,714) which has separate columns for Girl Scouts and Boy Scouts, and the Atlanta, Ga., *Journal* (circulation 260,147, population 331,314) which has an "Ask Andy" column, in which "Andy" answers questions submitted by young people.

These features may not seem as important as other material appearing in American newspapers but they go far in developing youth readership.

Use the Newspaper in the School

But a newspaper's greatest opportunity for genuine service to youth comes perhaps through encouraging schools to use the newspaper as part of classroom instruction. The advantages to be derived from this are recognized by both educational leaders and publishers.

"The teacher of any subject can find classroom use for the newspaper," says Earl W. Dible, director of special services in the Santa Monica, Calif., public schools. "While the textbook serves as a basic source, the newspaper can either supplement with related activities or become a major and integral part of instruction."

Dible's sound conclusion in this matter is well demonstrated in the Santa Monica schools where the local newspaper, the *Santa Monica Outlook* (circulation 24,769, population 71,595), has become a vital part of school life. A newspaper-classroom program, begun on an experimental basis, now is established on a definite pattern. Three hundred and fifty-five copies of the *Outlook* are distributed to selected classes in two elementary schools, one junior high school, one high school, and the city college. Teachers make weekly assignments for reports on local, national, political or international events. As an expansion step, 650 copies of a brochure entitled "The Exciting Drama Of Your Daily Newspaper" and the *Outlook's* kinescope sound film are made available for classroom use.

In addition to the satisfaction of making an important educational contribution, the newspaper derives from such a program great promotional advantages. Parents are thankful for the newspaper's interest in their children. Many nonsubscribers, into whose homes the

paper is taken by school children, become regular readers. Most newspapers look upon this method as a sounder way of developing youth readership than through sensational promotion, and it is becoming common practice with them to cooperate with schools in providing a wider acquaintance with important happenings of the day.

The Buffalo, N. Y., *Evening News* (circulation 297,660, population 580,132) has published a 16-page booklet entitled "Newspaper Helps to Learning," containing suggestions for using the *News* in classrooms. David E. Peugeot, promotion editor, worked with Robert Holder, a Buffalo high school teacher, in preparing the booklet, which has been distributed to every teacher in the eight counties of western New York.

"How To Get The Most Out Of Your Newspaper" is covered in a pamphlet prepared and sold by the Miami, Fla., *Herald* (circulation 316,990, population 249,276). It is used in several Miami schools as the basis of a 2-weeks course of study in newspaper reading. "Most students didn't know so much information could be found in a newspaper," one teacher wrote to the newspaper. "By the time we finished the unit, a majority had started reading the front page first, glancing over the headlines for articles of particular interest, paying some attention to the editorial page, and finally reaching the comics in due time. Everyone agreed that it is a worth-while project we would like to have repeated."

The Minneapolis, Minn., *Star* and *Tribune* (combined circulation 497,784, population 521,718), the Milwaukee, Wis., *Journal* (circulation 348,393, population 637,392) and other newspapers provide a textbook for grade and high school students, outlining studies based on the newspaper. The text offered by the Milwaukee *Journal* is "The Newspaper in the Classroom," written by Luvella K. Reschke, vice-principal of the Peckham Junior High School, and Alfred Reschke, instructor in civics, economics and sociology in the North Division High School of Milwaukee. It provides lesson plans for applying the newspaper to studies in economics, sociology, government, English, home economics, health and safety.

The Texas Daily Newspaper Association and the Texas Circulation Managers Association, with the cooperation of the Texas Education Agency, in 1957 united their efforts to make daily newspapers available to the state's entire public school system as an aid to teaching. The 77 dailies represented in the T.D.N.A. and the T.C.M.A. agreed to provide free copies of their newspapers to schools participating in the plan. They agreed also to provide special materials to teachers, showing how daily papers can be used in teaching a wide range of subjects at grade levels from the fourth grade through senior high.

Press-education workshops, showing how the newspaper may be a "living textbook to enrich course work" and to "train in the skills

of handling information," are becoming common programs at leading universities. The National Education Association, through its National Council for the Social Studies, agreed to direct such summer workshops at the State University of Iowa, Syracuse University and the University of California in Los Angeles under a grant from the International Circulation Managers Association and many newspaper publishers.

A current events study program entitled "You and Your World," now used in various communities, is praised by pupils, teachers, school boards and outstanding citizens in all walks of life. While the program is directed primarily at high school students, all citizens find it stimulating and useful. It was sponsored in Dayton, Ohio, by the Dayton *Daily News* (circulation 154,532, population 243,872) in co-operation with the Dayton Educational Television Foundation, Station WHIO-TV, the Dayton Council of World Affairs and Miami Valley Schools. Informative articles were carried in the newspaper, panel discussions were conducted on television and study periods assigned in schools.

The Dayton *Daily News* touched youth in still another vital way when it inaugurated a Youth Forum program in joint sponsorship with the Junior League of Dayton. This gave young people a chance to express their ideas before their schools and communities and through the press. Professor John McGrath of the University of Dayton was retained by the *News* to coach the forum members in techniques and procedures. Full coverage of the meetings was given in the *News* and, to show its appreciation of the forum participants, the newspaper gave members an expense-free trip to Washington, D.C.

The *Wall Street Journal* (circulation 420,761) bids for the attention of more mature youth by suggesting a program of college instruction with the newspaper as classroom textbook material. Economic news published in the *Journal* supports and clarifies principles and theories discussed in classes.

Believing that anything done to create in young people the habit of reading is a step toward more careful reading of the newspaper, some of the larger papers are sponsoring traveling book fairs. A collection of attractive and practical books for children and young people is taken from school to school. The New York *Times* (circulation 557,244, population 7,891,957), with its "Reading is Fun" book fair is a pioneer in this kind of promotion.

More and more, newspapers of all sizes — both weeklies and dailies — are working with teachers to bring to the attention of students the vast amount of important current information newspapers contain and how this information may be applied in practical living. Better ways of doing this are constantly being studied by a committee of the International Newspaper Circulation Managers Association.

Promote Activities and Entertainment

Another way in which newspapers may gain the good will of young people is by sponsoring contests and entertainment features in which they may take part or be spectators. The extent to which this is done is amazing and the results reported by publishers are extremely gratifying. The listing of a few such projects reveals the wide variety of youth interests that may be approached:

1. The Omaha, Nebr., *World-Herald* (circulation 250,359, population 251,117) sponsors a monthly theater party for children, promotes 4-H Club activities, and gives a sound movie in color entitled "The World-Herald Story" to schools, churches and clubs throughout Nebraska and western Iowa.

2. The Holland, Mich., *Sentinel* (circulation 12,380, population 15,858) promotes 4-H Clubs, tennis tournaments and a junior garden club.

3. The Columbia, Mo., *Tribune* (circulation 9,930, population 31,974) sponsors a Sea Scout ship.

4. The Sacramento, Calif., *Bee* (circulation 144,810, population 137,572) conducts an extensive youth program, including a science fair, spelling bee, baseball school, football banquet, dry ski school, ski races, Christmas show and movies, school safety campaign, golf tourney and a swimming and diving meet.

5. The Fond Du Lac, Wis., *Commonwealth-Reporter* (circulation 17,275, population 29,936) sponsors pet shows, 4-H Clubs and baseball teams, and offers prizes for winners in junior athletics.

6. The Stillwater, Okla., *News-Press* (circulation 6,853, population 20,238) sponsors a football program for youngsters.

7. The New York *Herald Tribune* (circulation 361,379, population 7,891,957) conducts annually a "Forum For High Schools," in which foreign students exchange views with American students on the over-all theme, "The World We Want."

8. The Los Angeles *Herald and Express* (circulation 350,270, population 1,970,358) sponsors an "Annual Tournament of Orators" for high school students.

9. The Kansas City, Kans., *Kansan* (circulation 25,532, population 129,553) sponsors a junior bowling tournament.

10. The Lansing, Mich., *State Journal* (circulation 64,055, population 92,129) conducts an "Annual Youth Talent Exhibit" with displays in fine arts, handicrafts and science.

11. The Portland, Ore., *Oregon Journal* (circulation 181,489, population 373,628) sponsors model boat regattas, catfish derbies, talent shows, and picnics to the beach and amusement park.

12. The Meriden, Conn., *Journal* (circulation 9,329, population 44,088) sponsors a baseball team for boys 11 to 13 years old and a football team for boys of 10 to 14, in regular league competition.

13. The Santa Rosa, Calif., *Press-Democrat* conducts a three-county spelling bee for primary students; an annual kite-flying contest for all ages, and a cartoon-coloring contest for children between the ages of 5 and 10.

14. The Memphis, Tenn., *Commercial Appeal* (circulation 208,264, population 396,000) sponsors a television program, "Quiz 'Em On The Air," with questions based on contents of the newspaper.

15. The Lexington, Ky., *Herald and Leader* (combined circulation 60,567, population 55,534) support the Central Kentucky Youth Symphony Orchestra, conduct a swimming school annually for 2,000 children, print and distribute annually a "Vacation Fun" calendar for children in city and rural schools, give annual parties for orphaned and crippled children, and cosponsor a Christmas music pageant.

16. The Washington, D.C., *Post Times-Herald* (circulation 382,456, population 802,178) sponsors a high school football game and a children's book fair.

17. The Cleveland, Ohio, *News* (circulation 143,604, population 914,808) sponsors a "Cookie Club" for girls.

18. The Atlanta, Ga., *Journal and Constitution* (combined circulation 452,667, population 331,314) print 10,000 prep football books annually for use in promoting sports, and sponsor a state-wide basketball tournament in which all high school Class AA teams engage.

19. The Rockford, Ill., *Star and Register-Republic* (combined circulation 83,003, population 92,927) stage an amateur basketball tournament, junior golf tournament, junior fishing derby and junior swimming meet; also donate trophies for high school track events.

20. The Rochester, N.Y., *Democrat and Chronicle* (circulation 124,081, population 332,488) operates the Gannett Barn, built by the late Frank Gannett because the city had no other facilities where teen-agers could enjoy a "dry" night club.

Give Youngsters Practical Experience

Nothing is more valuable than practical experience to the youngster who hopes some day to be a newspaperman. Every publisher has the opportunity to develop future journalists right in his own community by obtaining from high school teachers the names of young people interested in journalism and giving them a chance to try their hands on his newspaper. In this manner, many newspapers have discovered rare talent for writing news or selling advertising, and have encouraged youngsters to obtain education in journalism and afterward to become members of their staffs.

In addition to its wide coverage of school activities and sports, the Salina, Kans., *Journal* carries regularly in its Sunday issue a "Children's Journal" containing material prepared by grade school children in cooperation with their school principals. A different school edits the

page each week. Pictures of the principal and leading contributors and reproductions of art work submitted by students enliven the contents. This feature is part of a promotion program that has resulted in the *Journal's* circulation increasing from 19,000 to more than 25,000 in six years, according to Peter M. McDonald, business manager.

To provide experience for young people and to display their talents to the home community, the Battle Creek, Mich., *Enquirer-News* (circulation 36,972, population 48,666) carries a teen-age page called "Youth Today," which is edited and written by junior and senior high school students. It contains feature stories, editorials, human interest articles and letters to the young editors. Each article carries the writer's by-line and school, and whenever possible the student reporter's picture is published with the story. A small payment is made to contributors based on the quality of their work. After six contributions, a young writer is awarded a "Youth Today" press pass. This provides an abundance of valuable experience for many youngsters and a well-read feature for the newspaper.

The Sacramento, Calif., *Bee* provides the same kind of valuable experience for the school children of 20 counties by issuing a full-page "Youth Weekly" every Thursday. Competition takes place first in each district to see which student can produce the best cartoon, editorial and interview. When a student has been successful in having his work published, a copy of his picture that appeared in the paper and tear sheets of his work, all packaged in a presentation folder, are sent to him.

The Laurens, Iowa, *Sun* (circulation 1,652, population 1,556), like many other small-town papers, features a page of high school news, prepared and edited by a staff of students under faculty direction. This weekly page takes the place of a regular student publication. It has advantages for both the school and the newspaper, because it removes from the school the difficulty of financing a school paper and it draws the newspaper close to teen-agers and their parents.

Children of the elementary and primary grades, as well as those in high school, may be induced to express their talents through the newspaper and thus be won to a liking of amateur journalistic expression. The Mason City, Iowa, *Globe-Gazette* (circulation 25,132, population 27,980) runs a weekly feature, "The Grade Gazette," containing news supplied by children of the lower school grades. The San Francisco, Calif., *Examiner* (circulation 241,108, population 775,357) has a daily feature called "Junior Playland," in which children find playthings to make and prizes to win by sending in stories, poems and drawings. The Minneapolis, Minn., *Star* (circulation 287,923, population 521,718) conducts contests for children who read the daily Disneyland comic feature and sponsors clubs for coloring, writing and spelling. A children's page, which includes art work prepared

by pupils in the elementary schools, is carried weekly in the Tulare, Calif., *Advance-Register* (circulation 4,759, population 12,445). Co-operative efforts of this kind between school children and newspaper generally result in greater circulation.

Weeklies, as well as dailies, derive benefits by providing work in their plants for young people. Many boys have learned the mechanics of printing during hours after school. They have become familiar with type cases and with typesetting machines. School children have been permitted, too, to contribute articles and perhaps to set them in type.

The Glen Oaks *News* (circulation 2,500), published in a suburb of New York, one winter gave great encouragement to young people through its weekly feature, "The Young Citizen." This occupied two full columns on the editorial page and contained news of school activities and editorial comment on local and national affairs, all prepared by students under teacher supervision. Although the copy was edited by the teacher, men in the shop selected the type and fitted the material into the two-column space. Approximately 200 copies of the *News* were sold each week in the school.

Give Awards for Work Well Done

Suitable awards and other types of recognition for work well done by journalism students are provided by a number of newspapers eager to see young people become good reporters and editors. The Garden City, N. Y., *Newsday* (circulation 258,364, population 14,486) has stirred up an interest in journalism in 70 high schools of its area by offering awards for distinguished school reporting, excellent make-up and outstanding service. The Kalamazoo, Mich., *Gazette* (circulation 48,459, population 57,704) at one time sponsored a High School Publications Workshop at Western Michigan College for 300 students from six counties in the *Gazette's* circulation territory. Newspapermen from Kalamazoo, Battle Creek, Jackson and Vicksburg attended the workshop and shared information and ideas with the young people.

Similar awards are made by other papers to stimulate an interest in journalism. The Gainesville, Tex., *Daily Register* (circulation 5,448, population 11,246) carries as a monthly feature a front-page story about a farm boy or girl, and awards \$25 each to the "Farm Boy of the Month" and the "Farm Girl of the Month." The South Bend, Ind., *Tribune* (circulation 107,304, population 115,911) gives an annual dinner with awards to its high school correspondents.

Encourage Educational Plant Tours

Newspapers have sensed also the importance of making young people feel at home in their plants and with their editors and reporters. Several hundred school children each year are conducted through the newspaper plant of the Norfolk, Va., *Virginian-Pilot* and *Ledger-Star*

(combined circulation 199,998, population 213,513). They have an opportunity to meet the publisher and see the reporters, admen and machine operators at work. Real excitement is experienced by seeing the newspaper produced.

Boy Scout and Girl Scout troops, 4-H Clubs, Campfire Girls and other groups are welcome visitors to the newspaper plant of any community. Usually pictures of the groups are taken and published, providing an additional thrill for the young visitors when the day's issue arrives at their homes.

Promotion for youth friendship and readership in any form is a highly important factor in building newspaper circulation. It builds good will and influences young people to become future subscribers.

"The accepted audited uniform accounting procedures of A.B.C. have enabled the circulation manager to have a daily or weekly check on all circulation operations."

— E. R. HATTON,
Circulation Manager,
Detroit, Mich.,
Free Press

CHAPTER 16

Audited Circulation

PRESENTING CIRCULATION FACTS in accurate detail is the desire and the aim of newspaper publishers. This is evidenced by their participation in the Audit Bureau of Circulations, an organization sponsored and maintained by newspapers, other publications, advertisers and advertising agencies for the protection of the buying public and for the furtherance of sound practices in circulation and advertising (see Fig. 16.1).

When the bureau was organized in 1914, publisher members realized that in furnishing verified information in terms of mutually approved standards, they would first help the advertiser in the buying of advertising and at the same time help themselves in the selling of space. Through the ABC, they have established a language through which advertisers, advertising agencies and publishers can converse with a common understanding.

CIRCULATION IS DEFINED

No longer is circulation a wild-eyed guess. It is known by all to mean "copies of publications . . . which have been paid for . . ." By no acceptable interpretation can the terms "distribution" or "press run" mean the same as "circulation." Publisher members of the Audit Bureau of Circulations have no opportunity to misrepresent the circulation of their newspapers. Advertisers can rely absolutely on the circulation figures and facts authorized by this organization.

The ABC requires that each member newspaper establish a basic price for each single copy and each term of subscription it offers. In the strictest sense, a basic price is the price at which the publication may be purchased by anyone, at any time, for a definite duration. No special or reduced price, no matter how often or how regularly re-

FIG. 16.1 — The Audit Bureau of Circulations insignie is a dependable guide in the selection and use of newspapers as advertising media. (Courtesy of Audit Bureau of Circulations.)



peated, even though announced in the masthead or by any other means, is considered a bona fide basic price.

Paid circulation, as defined by the Audit Bureau of Circulations, means all copies of the paper sold at the established basic price within certain allowances, as set forth in the bureau regulations:

(a) If the sale is a single copy sale it shall be paid for at not less than 50 per cent of the basic single copy price.

(b) On term order for a year the subscription must be paid for at not less than 50 per cent of the basic annual price. In case of a subscription for more than one year the subscription must be paid for at not less than 50 per cent of a pro rata of the basic annual price for the period covered in the order. If the subscription is for a period of less than one year it must be paid for at not less than 50 per cent of the basic price for the period offered. If there is no basic price for the period offered it must be paid for at not less than 50 per cent of the pro rata of the basic price for the next shorter period. If there is no basic price for the term offered nor for a shorter term it must be paid for at not less than 50 per cent of a pro rata of the basic price for the next longer term.

A price for a period of less than one year that is less than a pro rata of the basic annual price shall not be considered a basic price.

(c) A subscription for one year or more paid for in accordance with this rule or a subscription for less than one year on which not less than 50 per cent of the basic annual price has been paid, may be served, if the publisher so desires, for not more than three months after expiration of the subscription term.

CERTAIN STANDARDS MUST BE MET

The Audit Bureau of Circulations also sets up certain standards pertaining to the use of premiums, combination sales, contests, prizes and the like in order that its report concerning a newspaper's circulation will show how many copies have been purchased primarily by reason of the newspaper's merits and how many by reason of associated inducements. Chief among these standards are the following:

Premiums — When a premium is used in connection with a subscription offer, the full value of the premium, whether stated or not, must be

collected. When value of the premium is not stated or when value stated is less than the cost of the premium to the publisher, the value... shall be determined by adding 25 per cent to the cost of the premium to the publisher.

Combinations — When subscriptions for two or more publications are sold in combination . . . the amount paid by the subscriber must be not less than 50 per cent of the total value of all the subscriptions in the combination based on a pro rata of the basic annual subscription prices, and the amount paid for all the publications in combination must not be less than what the subscriber would have to pay if he purchased the highest priced publication by itself at its basic price for the subscription price offered, plus not less than 30 per cent of the total of the basic prices of the other publications in the combination for the subscription terms offered.

Contests — Subscriptions received in a contest and paid for by the contestant and not by the recipient shall not be recognized as conforming to any of the rules defining a paid subscriber.

Coupons — Subscriptions to, or copies of, a publication given in redemption of coupons or the equivalent, such as wrappers, box tops, etc., shall not be included in net paid circulation. This rule shall apply whether or not the coupons or equivalents are redeemable in cash.

Prizes — Subscriptions given as prizes through contests shall not be included in paid circulation. This includes subscriptions offered as premiums at county and state fairs.

Group Organizers — In group organizer offers covering two or more subscriptions to the same publication, the amount received by the publisher for all subscriptions turned in must not be less than 50 per cent of the total value of all the subscriptions based on a pro rata of the basic annual subscription price for all the subscriptions served including the subscription of the group organizer.

Helping An Organized Charity — Circulation obtained through cooperation between a publisher and an organized charity, or other organization, where the publisher makes a donation in return for and in proportion to the circulation so obtained, shall be described in the paragraph of the bureau reports devoted to "other sources" of subscriptions unless already provided for in bureau reports.

Paid For By Advertising — Any subscription obtained by one publisher from another and paid for in service by the insertion of an advertisement may be included as paid circulation, provided proof of the insertion of the advertisement or other documentary evidence is available to establish the validity of each such subscription, but in such cases the auditor shall explain in the paragraph of the Audit Reports devoted to general explanations that this procedure has been followed by the publisher.

On Credit — A subscription which is owed on a promise-to-pay basis shall be regarded as a "credit subscription" and such subscriptions will qualify as paid circulation provided: (1) the term of the obligation to pay is not more than three months; (2) the subscriber pays the sum billed; and (3) that the amount charged is sufficient to meet the requirements of the bureau's rules in other respects.

Installment Payments — On a subscription payable in installments, or payable on delivery, only those copies shall be shown in paid circulation that are actually paid for (until at least 50 per cent of the basic annual price has been paid, when the subscription automatically qualifies as paid for one year).

AUDIT BUREAU OF
CIRCULATIONS
CHICAGO



AVERAGE PAID

1st Quarter 19.. 13,772
2nd " 19.. 13,858
3rd " 19.. 13,719
4th " 19.. 13,851
(See Par. 15-b)

AUDIT REPORT-NEWSPAPER

The Evening Chronicle

Chicago

Illinois

Year Estab. 1915

Published Evening (See Par. 15-a)

Report for twelve months ending Dec. 31, 19..

General Newspaper.

1. Average paid circulation by zones and distribution methods	AVERAGE PAID CIRCULATION	
		Evening
CITY ZONE		
Carrier Delivery by independent carriers filing lists with publisher (See Par. 15-d)		7,750
Dealers and Carriers not filing lists with publisher		657
Street Vendors		
Publisher's Counter Sales		99
Mail Subscriptions		
Total City Zone (Population* 3,684,491)		8,506
RETAIL TRADING ZONE		
Carrier Delivery by independent carriers filing lists with publisher (See Par. 15-d)		4,045
Dealers and Carriers not filing lists with publisher		513
Mail Subscriptions		164
Total Retail Trading Zone (Population* 1,816,168)		4,722
Total City & Retail Trading Zones (Population* 5,500,659)		13,228
ALL OTHER		
Dealers and Carriers		87
Mail Subscriptions		486
Total All Other		573
TOTAL PAID excluding Bulk		13,801
(For bulk sales, see Paragraph 4)		

*1950 Census.

2. CITY AND RETAIL TRADING ZONES:

(a) AREA INCLUDED IN CITY ZONE IN PARAGRAPH 1 is the corporate limits of Chicago and Oak Park, in Cook County, Illinois.

(b) AREA INCLUDED IN RETAIL TRADING ZONE IN PARAGRAPH 1 extends north to Winthrop Harbor, Ill., southeast to Chesterton and Crown Point, Ind., south to Beecher and Peotone, Ill., southwest to Elwood and Minooka, Ill., west to Plano and Elburn, Ill., northwest to Crystal Lake and Lake Villa, Ill., and includes, with exception of city zone:

In Illinois:

Counties of Cook and Du Page.

In GRUNDY County, township of Aux Sable.

In KANE County, townships of Aurora, Batavia, Blackberry, Campton, Dundee, Elgin, Geneva, Plato, Rutland, St. Charles and Sugar Grove.

In KENDALL County, townships of Bristol, Kendall, Little Rock, Mausauy, Oswego and Seward.

In LAKE County, townships of Avon, Benton, Cuba, Deerfield, Elia, Fremont, Lake Villa, Libertyville, Newport, Shields, Vernon, Warren, Wauconda, Waukegan, West Deerfield and Zion.

In McHENRY County, townships of Algonquin and Munda.

In WILL County, townships of Channahon, Crete, Du Page, Frankfort, Green Garden, Homer, Jackson, Joliet, Lockport, Manhattan, Monee, New Lenox, Peotone, Plainfield, Troy, Washington, Wheatland and Will.

In Indiana:

In LAKE County, townships of Calumet, Center, Hanover, Hobart, North, Ross, St. John and Winfield.

In PORTER County, townships of Portage and Westchester.

EIGHT LARGEST TOWNS IN RETAIL TRADING ZONE:

Gary, Ind.	Hammond, Ind.	Evanston, Ill.	Cicero, Ill.
East Chicago, Ind.	Joliet, Ill.	Beryyn, Ill.	Aurora, Ill.

3. NET PRESS RUN AND TIME OF EDITIONS:

(THESE FIGURES INCLUDE SPOILED IN DISTRIBUTION, FREE COPIES, UNSOLD AND ALLOWANCES.)

Evening Issue for Tuesday, December 11, 19.. :

Edition	Press Time	Date Printed	Issue Dated	Net Press Run	Sales Release See Note	Approx. Distribution		
						City Zone	Retail Zone	All Other
1st	2:55 PM	12/11	12/11	14,070	A-C	62%	34%	4%

Note: A Immediate sales release in City.

C Sales release on arrival at destination in Retail Trading Zone and All Other.

4. AVERAGE BULK SALES IN ALL ZONES: Evening 7.

Represents term subscriptions sold to local merchants, clubs and business men in quantities of 1 to 4 yearly subscriptions at \$16.50 per subscription. Copies bearing the donor's name were distributed by the publisher for the free use of patients in local hospitals.

(The Evening Chronicle, Chicago, Ill., Page #2)

FIG. 16.2 — Pages 1 and 2 of ABC Audit Report for Newspaper. (Courtesy of Audit Bureau of Circulations.)

5. AVERAGE UNPAID DISTRIBUTION:

			Evening	
Arrears				
Service, Advertisers, Employees, etc.			37	
Agencies, Complimentary, Samples, Etc.			55	
Other Not Qualifying as Paid				
Total			92	

6. WERE RETURNS ACCEPTED OR ALLOWANCES MADE FOR UNDELIVERED, LEFT OVER AND UNSOLD COPIES?

Publisher's declared policy as to returns was nonreturnable to dealers in city zone, retail trading zone and all other.

The allowances for returns, undelivered, left over and unsold copies for period covered by this report were found to have been: to dealers in the city zone, 1.79%; dealers in the retail trading zone, 3.93%; dealers in all other, 1.14%.

These percentages are based on the gross draw and have been properly deducted therefrom, leaving paid circulation shown in Paragraph 1.

ANALYSIS OF CARRIER AND MAIL SUBSCRIPTION SALES (NEW AND RENEWAL)

For Period Covered by this Report

7. PREMIUM, COMBINATION AND SPECIAL OFFERS:

	TERM ORDERED				Misc.
	1 Month	3 Months	6 Months	1 Year	Periods
None of record, except as indicated:					
(e) Special reduced prices (as noted in Par. 14-b)	16	14	10	12	4

8. CLUBS:

None of record.

9. CONTESTS INVOLVING SUBSCRIPTION CONTRACT:

None of record.

10. CONTESTS NOT INVOLVING SUBSCRIPTION CONTRACT:

None of record.

11. INSURANCE:

None of record.

12. Arrears as at December 17, 19.. for mail; December 22, 19.. for balance:

	CITY ZONE		RETAIL TRADING ZONE		ALL OTHER	
Evening	Carriers	Dealers	Carriers	Dealers	Mail	Dealers
Arrears under 3 months	None	None	None	None	2.03%	1.95%

13. DISTRIBUTION IN TOWNS RECEIVING 25 OR MORE COPIES IN DETAIL BY COUNTIES, AS WELL AS THE TOTAL ONLY FOR TOWNS RECEIVING LESS THAN 25 COPIES DAILY.

Evening, December 17, 19..

Occupied Dwelling Unit figures - 1930 Census.

The listing below gives gross distribution for one day only and is greater or less than the average paid for the period covered by this report by the following percentages:

City Zone	0.47% less
Retail Trading Zone	2.18% greater
All Other	10.12% less
GRAND TOTAL	0.04% greater

The "Adjusted Figures" of county totals appearing below have been arrived at by decreasing (or increasing) the listed county total figures by the appertaining percentages as above set forth. These adjusted county totals will, therefore, approximate the average paid for the period covered by this report.

"BALANCE IN COUNTY" is comprised of the distribution in towns receiving less than 25 copies which is not identified with the towns, townships or minor civil divisions listed.

STATE COUNTY TOWN	OCCUPIED DWELLING UNITS	CARRIERS AND DEALERS	MOTOR ROUTES	MAIL	TOTAL
<u>ILLINOIS</u>					
<u>COOK COUNTY</u>	1,337,040				
Chicago (A.B.C.City Zone as described in Paragraph 2(a))	1,108,435	44,614 (Adjusted Figure)			44,614 43,932
BALANCE IN COUNTY	228,605				
Bervyn		1,960			1,960
Blue Island		422	190	20	632
Chicago Heights		480		4	484

(This is a sample of a page covering the list of towns shown in Paragraph 13. The reports themselves contain from 2 to 120 pages of similar detailed information.)

Wilmette				
Winnetka				
*BALANCE IN COUNTY	4,521	135	112	4,768
TOTAL COOK COUNTY (EX- CLUSIVE OF A.B.C. CITY ZONE)	21,111 (Adjusted Figure)	1,163	136	22,410 21,205

The Audit Bureau of Circulations requires also that each newspaper define its retail trading zone and its city zone. The latter, of course, is the incorporated area. The retail trading zone is the area from which business is drawn to stores within the city or town where the newspaper is published. It is important for the publisher and for advertisers to know how many copies of the paper are sold regularly in each of these zones.

AUTHORITY VESTED IN BOARD

The authority for establishing ABC standards and carrying them out is vested in a board of directors, composed of representatives from the following membership groups: advertisers, advertising agencies, newspaper publishers, magazine publishers, farm publication publishers and business publication publishers.

Newspapers are represented on the board by a director from each of the seven classifications: (1) newspapers published in Canada; (2) those published in the Eastern Standard Time Zone; (3) those published in the Central Standard Time Zone; (4) those in the Mountain and Pacific Time Zones; (5) those having less than 15,000 paid circulation; (6) those having more than 100,000 paid circulation; and (7) weekly newspapers.

A president, managing director and staff interpret the rules and bylaws made by the board of directors and audit and report the paid circulations of publisher members.

MAKING THE AUDITS

The Audit Bureau of Circulations issues two types of reports on each publisher member: (1) The Audit Report, which represents the findings of the circulation auditor and (2) the Publisher's Statement, which presents the publisher's claims to circulation for his newspaper.

The Audit Report

In compiling the Audit Report (see Figs. 16.2, 16.3, and 16.4), the ABC auditor visits the member's office and makes, checks and proves sixty or more individual samplings, tests and counts. If the records are accurate, this may provide him with enough information upon which to complete his audit and report his findings. If he finds an error, or if he suspects that the records are not accurate or true, he will continue his investigation and may, according to the bylaws, call for any record, report or statement of the publication he deems necessary.

When the auditor has completed his tests and has examined all records, he makes up a report of his findings — facts only, no opinions. This report, his working papers and any exhibits are sent to the

STATE COUNTY TOWN	OCCUPIED DWELLING UNITS	CARRIERS AND DEALERS	MOTOR ROUTES	MAIL	TOTAL
<u>ILLINOIS (Cont'd)</u>					
<u>DU PAGE COUNTY</u>	42,914				
Elmhurst		418	110	4	532
Glen Ellyn		361			361
Hinsdale		370			370
Lombard		296		4	300
Villa Park		349			349

ALL OTHER STATES

MISCELLANEOUS COUNTIES UNDER 25 COPIES

	390		3,282	3,672
	(Adjusted Figure)			3,142
<u>SUMMARY</u>				
TOTAL ILLINOIS	82,542	2,310	1,773	86,625
" INDIANA	3,566	388	592	4,546
" IOWA	211		632	843
" WISCONSIN	1,471		1,047	2,518
" MICHIGAN	493		1,196	1,689
" OHIO	125		344	469
" ALL OTHER STATES	390		3,282	3,672
GRAND TOTAL	88,798	2,698	8,866	100,362
	(Total Adjusted Figure)			94,656

14. PRICES:

	BY MAIL				BY CARRIER			
(a) Basic Prices:	1 Yr.	6 Mos.	3 Mos.	1 Mo.	1 Yr.	6 Mos.	3 Mos.	1 Mo.
<u>CITY ZONE:</u>								
Evening only	11.00	6.00	3.50	1.50				.40
<u>RETAIL TRADING ZONE:</u>								
Evening only	11.00	6.00	3.50	1.50				.40
<u>ALL OTHER:</u>								
Evening only	11.00	6.00	3.50	1.50				.40
	BY MOTOR ROUTE				SINGLE COPY			
<u>CITY ZONE, RETAIL TRADING ZONE & ALL OTHER:</u>								
	1 Yr.	6 Mos.	3 Mos.	1 Mo.	1 Yr.	6 Mos.	3 Mos.	1 Mo.
Evening only	18.00	9.00	4.50	1.50	(b)	7¢		

(b) Retail Trading Zone.

(b) Special reduced prices:

By mail to subscribers in the retail trading zone and all other, paid for by employees, 50% of basic subscription prices.

(c) Prices higher than basic:

By mail in all other outside counties of Montgomery, Fulton, Saratoga, Schenectady and Schoharie, 1 year \$15.00, 6 months \$8.00, 3 months \$4.25, 1 month \$1.75.

By mail to U. S. Armed Forces, 1 year \$12.00, 6 months \$6.50, 3 months \$3.50, 1 month \$1.20.

(The Evening Chronicle, Chicago, Ill., Page #5)

(d) Prices lower than basic:
None of record.

15. EXPLANATORY:

(a) No paper was published on the following dates due to holidays: January 2, 19..; May 30, 19..; July 4, 19..; September 3, 19..; November 22, 19..; December 25, 19.. .

(b) Re Quarterly Averages and Paragraph 1:

Due to the variation in the number of issues per quarter, the average of the total paid quarterly averages does not correspond to the grand average in Paragraph 1 of this report.

(c) Re Paragraphs 1 and 13:

Population figures in Paragraph 1 and Occupied Dwelling Unit figures in Paragraph 13 are 1950 Census except that figure obtained from other sources used for unincorporated community of Vail Mills in Retail Trading Zone.

(d) Re Paragraph 1:

Included in carrier delivery circulation there is an average of 66 copies per issue in the city zone, and an average of 16 copies per issue in the retail trading zone, and by mail an average of 2 copies per issue representing copies served to employees. Publisher had signed agreements on file in which the employees had the option of retaining an increase in salary equivalent to the amount of the subscription price or having this increase deducted to cover a subscription to the paper.

* The average paid circulation as reported by publisher in statements *
* to the Bureau has been substantiated by this audit. *

For comparative purposes, the average paid circulation by quarters as shown in audits for the previous three years and for the period covered by this report is shown below:

1st Quarter 19..	13,745	1st Quarter 19..	13,564
2nd " 19..	13,440 (a)	2nd " 19..	13,606
3rd " 19..	13,148	3rd " 19..	13,408
4th " 19..	13,383	4th " 19..	13,738
1st " 19..	13,420	1st " 19..	13,772
2nd " 19..	13,409	2nd " 19..	13,858
3rd " 19..	13,249	3rd " 19..	13,719
4th " 19..	13,350	4th " 19..	13,851

(a) Price increase effective April 13, 19..

CITY - Chicago, Ill.

DATE - January, 19..

AUDIT BUREAU OF CIRCULATIONS.

(The Evening Chronicle, Chicago, Ill., Page #6 - #01237 -SNK - MS)

bureau's headquarters in Chicago to be checked by a staff of house auditors.

Following this check by the house auditors, the report is sent to the bureau's duplicating department, where it is printed on a standard form. A copy is sent to the publisher and, unless an objection is raised by him, the report is released through the bureau's service department to advertisers and advertising agency members.

The Audit Report is replete with data concerning the paper. It divides the circulation into a number of classifications, shows percentage of returns, prices and subscription rates at which the paper is sold; explains condition of the circulation accounts receivable; details the number of papers circulated in states, counties, cities and towns; shows whether combination rates, premiums, contests or any other means have been used to stimulate circulation; and gives other information along this line.

The Publisher's Statement

The Publisher's Statement (see Fig. 16.5) is issued semiannually and sent to the ABC office, where each item is carefully checked and compared with items in previous statements. If the statement contains circulation fluctuations which are not explained, the ABC writes to the publisher for further information. If inaccuracies or errors are found, the publisher is asked to correct the statement before it is printed and released for distribution by the bureau. The thoroughness with which the checking is done by the bureau is shown in the hundreds of letters it writes to publishers for clarification and further information at every semiannual statement period.

The detailed, accurate work required in checking newspaper circulation records and compiling ABC reports requires a large staff of field men and office help. The Audit Bureau of Circulations employs 75 auditors, 67 of whom constantly travel about the United States and Canada, visiting the offices of 2,050 daily and weekly newspapers and 740 periodicals, to audit their records. These have all had formal training in accounting, and many have had several years of experience prior to joining the ABC staff. After becoming a member of the bureau's staff, the auditor undergoes rigid training before being sent out to perform his first audit. In the more than forty years of ABC auditing, never has an auditor's integrity been questioned.

Auditors Make Thorough Check

Field auditors leave nothing undone to obtain complete and accurate information. They investigate carefully the following:

1. Print-paper invoices and pressroom reports.
2. Transcript of publishers' circulation records, including totals for each issue during the period covered by the audit. This in-

PUBLISHER'S STATEMENT

News-Virginian (Evening)



For 6 Months Ending September 30, 19..

Subject to Audit by

AUDIT BUREAU OF CIRCULATIONS, 123 N. Wacker Drive, Chicago 6, Ill.

1. AVERAGE PAID CIRCULATION:		Evening
CITY ZONE		
Dealers & Carriers not filing lists	Par. 15(a)	4,078
Street Vendors		309
Publisher's Counter Sales		32
Mail Subscriptions		9
Total City Zone		4,428
Population 1950 Census	12,357	
RETAIL TRADING ZONE		
Dealers & Carriers not filing lists		2,942
Mail Subscriptions		97
Total Retail Trading Zone		3,039
Population 1950 Census	26,541	
Total City & Retail Trading Zones		7,467
Population 1950 Census	38,898	
ALL OTHER		
Dealers & Carriers		311
Mail Subscriptions		402
Total All Other		713
Subscriptions to Armed Forces (orders for 11 or more only)		
TOTAL PAID excluding Bulk (For bulk sales, see Paragraph 4)		8,180
AVERAGES BY QUARTERS:		
April 1 to June 30, 19..		8,222
July 1 to September 30, 19..		8,137

2. CITY AND RETAIL TRADING ZONES:

(Waynesboro, Virginia)

2. (a) Area included in City Zone in Paragraph 1 is the corporate limits of Waynesboro, in Augusta County, Virginia.

2. (b) Area included in Retail Trading Zone in Paragraph 1 extends north to Grottoes, east to Crozet, south-east to Coveseville, south to Lovington, southwest to Massies Mill, west to Greenville, northwest to New Hope, and includes, with exception of city zone:

In Augusta County, in Middle River District, Bureau of the Census enumeration districts 8-6, 8-7, and 8-8; South River Districts; in Riverhead District, enumeration district 8-22.

3. NET PRESS RUN AND TIME OF EDITIONS:

Edition	Press Time	Date Printed	Issue Dated	Net Press Run	Sales Release See Note	City Zone	Approximate Distribution Retail Trading Zone	All Other
Evening Issue for Tuesday, September 16, 19..								
1st	2:30 PM	9/10	9/10	8,850	A-C	54%	38%	8%

NOTE: A—Immediate sales release in City. C—Sales release on arrival at destination in Retail Trading Zone and All Other.

4. AVERAGE BULK SALES IN ALL ZONES: 39.

5. AVERAGE UNPAID DISTRIBUTION:

	Evening
Arrears	
Service, Adv., Empl., etc.	17
Agencies, Comp. Samples, etc.	134
Total	151

6. (a) RETURNS POLICY:

Fully returnable to dealers and street vendors in the City Zone and to dealers in the Retail Trading Zone and All Other.

(b) Were these deducted, so that only paid is shown in Par. 1? Yes.

ANALYSIS OF CARRIER & MAIL SUBSCRIPTION SALES (New & Renewal)

7. PREMIUM, COMBINATION & SPECIAL OFFERS:

	1 Mo.	Term Ordered 3 Mos.	6 Mos.	1 Yr.	Misc. Periods
(c) Special reduced prices See Par. 14(b)		5	5	6	7

8. CLUBS:

None

9. CONTESTS INVOLVING SUBSCRIPTION CONTRACT:

None

10. CONTESTS NOT INVOLVING SUBSCRIPTION CONTRACT:

None

11. INSURANCE:

None

12. ARREARS UNDER THREE MONTHS. See Audit Report.

13. DISTRIBUTION IN TOWNS RECEIVING 25 OR MORE COPIES IN DETAIL BY COUNTIES AS WELL AS THE TOTAL ONLY FOR TOWNS RECEIVING LESS THAN 25 COPIES. (See Audit Report)

14. PRICES:

(a) Basic Prices	By Mail				By Carrier			
	1 Yr.	6 Mos.	3 Mos.	1 Mo.	1 Yr.	6 Mos.	3 Mos.	1 Mo.

CITY ZONE:								
E. only ..	\$8.00	\$4.50	\$2.50	\$1.25	\$13.00	\$6.50	\$3.25	25c

RETAIL TRADING ZONE:

Mail & Carrier, same as City Zone.

ALL OTHER:

Mail & Carrier, same as City Zone.

By Motor Route

Single Copy

CITY ZONE, RETAIL TRADING ZONE & ALL OTHER:

Same as Carrier City Zone (b-c).

E. only .. 5c

(b) Retail Trading Zone; (c) All Other.

(b) Special reduced prices: By mail to members of U. S. Armed Forces, 1 year \$8.00, 6 months \$4.50. By mail to schools, students and teachers: In Virginia, 9 months \$5.00; outside Virginia, 9 months \$6.00.

(c) For prices higher than basic and prices lower than basic see Audit Report.

15. EXPLANATORY:

Regular publishing days on which no paper was issued:

July 4, 19.. September 2, 19..

(a) Paragraph 1:

In dealers and carriers in city zone is average of 50 copies for which publisher has signed agreements where-by employees had option of retaining increase in salary equivalent to subscription price or having increase deducted to cover subscription.

We hereby certify that all statements set forth in this statement are true.

JAMES R. TRENT (Circulation Manager)

LOUIS SPILMAN (Publisher)

(Date)

- cludes carrier, dealer, mail and street vendor circulation for city, retail trading zone and other zones.
3. Basic carrier and mail subscription rates by week, month or year to each zone; also any special reduced prices.
 4. Policy for handling returns, showing the percentages for undelivered, leftover and unsold copies in each zone for the period covered by the papers.
 5. Analysis of carrier and mail subscription sales, showing whether induced by premium, combination and special offers, contests or insurance contracts.
 6. Policy as to arrears, showing the arrears percentages for carrier, dealer and mail circulation by zones.
 7. Geographical breakdown, verifying the total distribution for one day to all towns which individually receive 25 or more copies, including carrier, dealer and mail circulation. This breakdown includes town, county and state totals.
 8. Explanatory information considered necessary to elaborate on any and all points given in the report.

All of the above information is given in both the Audit Report and the Publisher's Statement except the distribution by towns, which appears only in the Audit Report.

Under the bylaws, the bureau and its auditors have the right of access to "any and all records considered by the bureau to be necessary in order to verify publisher's circulation claims."

The record keeping required of publishers by the Audit Bureau of Circulations is described in Chapter 17, "Circulation Record Keeping and Accounting."

MEMBERSHIP DUES AND AUDIT COSTS

With the exception of weekly newspapers located in rural areas, all ABC publications are audited annually. Because there is little fluctuation in the circulation of small town weekly papers from year to year and because the cost of an annual audit might prevent some publishers from taking part in ABC, the bureau has set up an every-other-year audit plan for country weeklies.

In addition to the cost of audit, there are annual dues. The membership dues for daily newspapers are assessed on the basis of total distribution, as follows:

DISTRIBUTION	DUES	DISTRIBUTION	DUES
Under 5,000	\$15.00	50,000 to 75,000	\$85.00
5,000 to 10,000	\$25.00	75,000 to 150,000	\$130.00
10,000 to 25,000	\$45.00	150,000 to 500,000	\$180.00
25,000 to 50,000	\$65.00	Over 500,000	\$230.00

Weekly newspapers published in rural areas have annual dues of \$5.00.

The cost of the annual audit is determined by the time required to make the audit. A publisher who has his records in good order so that the auditor can check them quickly and feel confident they are correct saves himself money on this important phase of ABC membership.

When a newspaper applies for membership, the bureau requires a deposit which may range from \$140 to \$1,235, depending on the size of the newspaper's distribution. This deposit is an estimate based on bureau experience as to the cost of an initial audit under average record-keeping conditions. Poor records, requiring more than average audit time, could contribute to a deficit in the applicant's deposit balance, in which case the publisher is billed the difference. By the same token, if the audit costs are less than the deposited sum, the publisher is credited with the difference.

When an application for membership, together with an audit deposit, is received at the Audit Bureau of Circulations office, the applicant is sent copies of the required record-keeping forms and explanations of these and other ABC regulations. He is also contacted regarding his city and retail trading zones. From the time a publisher makes application, he must keep records in accordance with ABC regulations for a period of no less than six months, ending with a calendar quarter. The initial audit is made on the basis of this record-keeping period of at least six months. When the initial audit is completed, the publisher's name is submitted for board election to membership. If the vote is affirmative, the publisher's initial audit report is submitted to the publisher for approval. When this is received, the initial audit is released to the advertisers and agencies in the bureau's membership and the publisher then becomes a member.

If another member or other members are in the same area, the initial audit and subsequent audits for the newspaper seeking membership are scheduled to cover periods ending with the same date as the audit periods for other papers in the area.

To obtain membership in the Audit Bureau of Circulations, a daily newspaper must qualify 70 per cent or more of its total distribution as paid under bureau standards.

Advantages To Members

The chief advantages derived by a newspaper from ABC membership are:

1. Respect and confidence of advertisers.
2. Insight into newspaper's own practices.
3. Strong evidence of the newspaper's worth.

The newspaper that provides a full picture of its community and its circulation earns the good will of advertisers and advertising agencies. Even though it may not be able to maintain a circulation

figure as great as that sworn to by other newspapers in towns of similar size, its report will be given respectful consideration when it is backed by an ABC audit.

Furthermore, the examination of a publication's circulation records by an outside, disinterested auditing organization gives the publisher a constantly up-to-date survey of his progress. ABC reports visualize the activities in production, distribution, sales and collections. This information is essential to an efficient operation and also aids the publisher in building and maintaining the volume, type and distribution of circulation that is inviting to advertisers.

ABC membership is an advantage also when a newspaper property is offered for sale. The volume of net paid circulation is an important item in determining the selling price. Bureau membership makes it possible for the seller to provide unquestioned evidence of the publication's circulation. A study of current and past ABC reports gives the prospective buyer verified history and information essential to deciding whether or not purchasing the newspaper would be a sound business investment.

It is the responsibility of all who profit from the work of the Audit Bureau of Circulations — publishers, advertisers and agencies alike — to participate in the unity of moral and financial support that makes the bureau possible.

“With present day costs in operating circulation departments, we must apply every method at our command to keep the ever-rising spiral of expenses to a minimum.”

— JOSEPH LAWRENCE,
Circulation Manager,
Bridgeton, N. J.,
Evening News

CHAPTER 17

Circulation Record Keeping and Accounting

RECORDS AND REPORTS of a newspaper clearly reflect the quality and efficiency of its circulation management and point the way to many economies that otherwise might be overlooked. Furthermore, they contribute to the efficiency and morale of those who work within the department.

To look upon them solely as cold figures to indicate the business-like operations of the department and its contribution to total income would be a grave mistake. They represent much more than that. They mirror circulation accomplishments and possibilities in many respects. Woven into the records are such intangibles as integrity and loyalty of personnel, character building, stemming the tide of delinquency, business training, tests of department procedures, weaknesses and strengths of circulation policies and theories, and community progress.

Those in the circulation department deal with people in a most intimate and particular way. Courtesy, consideration, understanding of human nature, fairness, politeness and punctuality are qualities required for success in this field — and the extent to which these qualities are applied is revealed to a great degree in the circulation department's accounts and reports.

MANY DETAILS FOR TABULATION

In no other department of a newspaper organization are there so many accounts to be kept and so many small but important details to be tabulated. These are in six main categories:

1. Accounts with dealers and carriers.
2. Advance payment accounts.
3. Mail subscription accounts.

4. ABC records and reports.
5. Expense accounting.
6. Cost-finding data.

In most newspaper organizations, circulation accounting and record keeping are set up as details to be handled by the main business office where other accounting and bookkeeping work is done. This is usually true of weekly and small daily papers. Some large newspapers, however, allow the circulation department to set up an accounting system in its own department. But when this is done, the department usually is required to submit to the main business office at intervals a summarized report of its accounting transactions.

"I strongly favor an independent bookkeeping setup for the circulation department," says L. C. Bollinger, circulation manager of the Santa Rosa, Calif., *Press-Democrat* (circulation 30,445, population 17,902). "The problems and adjustments connected with circulation bookkeeping are different from those pertaining to a normal bookkeeping operation."

Dealers' and Carriers' Accounts

Only those responsible for the over-all operation of a circulation department comprehend the many different items that must go into records each month. Those pertaining to carriers and dealers alone can easily run up into the thousands even on a medium-sized newspaper. They include:

1. *Carriers' contracts and leases* — It is very important that these be filed in good order for they are binding agreements between the carriers and the newspaper they sell and deliver.

2. *Carriers' bonds and deposits* — These bonds signify that carriers have deposited money with the newspaper as a pledge of faithful performance. It is money that belongs to the carrier and the newspaper must be a careful custodian.

3. *Carriers' daily "draws"* — The number of papers that each carrier draws daily from the press run to serve the patrons on his route must be carefully recorded.

4. *Daily deliveries to newsstands and dealers* — Tickets must be made out for newsstands and dealers, showing for each the number of papers he is to receive.

5. *Sales to street salesmen* — In order to make a proper accounting to the Audit Bureau of Circulations, careful records must be kept of the number of copies taken by each street salesman. Usually a salesman is required to maintain a deposit with the newspaper to cover his purchases. From this his orders are deducted on the basis of sales slips. On some small papers, however, each salesman pays cash for his copies when he receives them.

6. *Statements to carriers* — Carriers are expected to pay for their

papers promptly each week or month. Statements, showing the number of papers issued to them, are given at regular intervals (see Fig. 17.1).

7. *Statements to dealers* — Statements issued to dealers each month must show the number of papers they have received during the month and the number of papers returned.

8. *Sales records* — The circulation manager likes to know the results of sales efforts put forth by carriers and full-time solicitors. Usually some of these work on a commission basis, so accurate accounts are kept with each name.

Montgomery, Ala., _____ 195____

To THE ADVERTISER COMPANY, INC., Dr.
Publishers

THE MONTGOMERY ADVERTISER—ALABAMA JOURNAL

FOR WEEK ENDING SATURDAY, _____ 195____

NAMES OF
BONDSMEN

DAILY PAPERS AS CHARGED		BALANCE DUE FROM LAST WEEK				\$
Mon.		Daily Copies				
		@	c			
Tues.		Extra Sun. Copies				
		@	c			
Wed.		Reg. Sun. Copies				
		@	c			
Thu.		TOTAL CURRENT CHARGES				\$
Fri.		CREDITS	Paid @ 40c			
			In Advance @ 30c			
Sat.						
Total Daily Papers		TOTAL CREDITS				\$
		NET CURRENT BILL				\$
		TOTAL DUE—PAY THIS AMOUNT				\$

FIG. 17.1 — Weekly statement issued to their carriers by the Montgomery, Ala., Montgomery Advertiser and Alabama Journal.

9. *Carriers' route lists* — If the route is owned by the newspaper and leased to the carrier, the newspaper will expect the carrier to file a complete list of his customers and their addresses at least quarterly if not monthly.

10. *Subscription "starts"* — In order to obtain an accurate record of total copies sold and delivered, it is necessary to keep close tab on the "starts" each day. This is important, too, because it reflects the sales activities of the carriers and circulation salesmen and the attitude of subscribers toward the paper in various areas.

11. *Subscription "stops"* — Each district manager likes to check carefully the "stops" turned in by his carriers. Reasons for the "stops" also are recorded, for they may indicate conditions that can be corrected. "Stops" are as important as "starts," too, in determining the total circulation each day.

12. *Contest records* — If the newspaper is conducting a contest with its carriers and awarding them prizes on the basis of merit points, a careful record must be kept so that the points may be totaled at the end of the contest and the winners determined.

In addition to the records and accounts listed above are the accounts kept by each carrier with his customers. This requires the carrier to keep careful records, which adds to his business training.

Records of Advance Payments

Many newspapers have a great number of carrier-route subscribers who pay for a year, six months or three months in advance. When such a condition prevails, a holding fund must be set up, and a portion of the money received for each paid-in-advance subscription must go to the carrier in weekly or monthly installments. To do all this accurately and speedily requires intricate record keeping.

A good illustration of this complicated procedure is found in the records kept by the Santa Rosa, Calif., *Press-Democrat*. This newspaper delivers a large portion of its circulation on motor routes that have as many as 400 subscribers, making it impossible for the drivers to collect each month from each of these subscribers. Therefore, the *Press-Democrat* encourages advance payments, which are collected either by the driver and turned in at the office, or by mail. The drivers are responsible for all collections, but the circulation department assists them by sending to pay-in-advance subscribers a postcard notice, telling them when next payments are due and suggesting that they remit by mail.

When payments come in by mail, over the counter and through carriers, good help must be on hand to issue numerous receipts, make note of cash payments and later post them to the proper accounts. A motor-route driver may lessen the work somewhat by listing on a single sheet several subscribers from whom he has collected. One

receipt to the driver then will cover the whole report, and posting may be done from the report sheet.

Complicated record keeping is essential in handling these accounts, for the carrier in such cases must be paid his "commission" in weekly or monthly installments. If he were paid in one amount all that he should ultimately receive from a paid-in-advance yearly subscription, and then quit delivering his route before the year was up, still greater complications would arise in keeping records and in making settlement with the carrier who would succeed him. To avoid all such record-keeping difficulties, some newspapers will not permit payment in advance at the office for carrier-delivered subscriptions.

Mail Subscription Records and Accounts

Newspapers with a large number of subscriptions by mail also have much record keeping to do. Records and accounts in the mail subscription department pertain mainly to:

1. *New subscriptions* — Whenever a person orders the paper to be delivered by mail, a record must be made to show the person's correct address and the date when his subscription will expire. This information must be sent to the person who corrects the mailing galleys or addressograph plates. A copy of the order also must be filed as evidence to the Audit Bureau of Circulations that the subscription is bona fide, and a letter should be sent to the subscriber acknowledging the order.

2. *Renewal subscriptions* — When a subscriber renews his subscription, care must be taken to credit his account and a receipt should be issued. The order for a renewal should be filed the same as the order for a new subscription.

3. *Installment subscriptions* — These usually are on the basis of monthly payments and require more bookkeeping than subscriptions for a year or more. Some newspapers will not accept subscriptions on this basis because of the amount of bookkeeping, mailing, etc., involved. However, the La Crosse, Wis., *Tribune* (circulation 33,534, population 47,535), which has used this plan for several years, has not found it too much of an ordeal. Record keeping mainly consists of posting dates of payments on the subscribers' cards, which they send in when making payments and which are mailed back to them after payments are credited. Payments are entered also on office cards.

4. *Postal requirements* — To maintain the privilege of using the mails at second-class rates, the newspaper must meet several legal requirements and file certain annual statements with the post office. These requirements are more fully described in Chapter 19.

ABC Records and Reports

The Audit Bureau of Circulations requires of every newspaper member a full accounting for printed copies of every issue. Every

member newspaper, therefore, must keep a detailed monthly record. The ABC requires also the making out of a Quarterly Recapitulation Record, summarizing the items included in the Monthly Record, and a Quarterly Publisher's Statement, which is sent to the ABC office in Chicago. The Publisher's Statement is fully described in Chapter 16 and shown in Figure 16.5.

The information for the Monthly Record is in ten categories:

1. *City Zone Paid Circulation* — Under this heading are shown for each day of the month: (1) the number of papers delivered by carriers under an office collect system; (2) number delivered by carriers for which carriers collect; (3) number sold by dealers and individuals who are not regular carriers; (4) number sold by street vendors; (5) number sold direct to individuals at counter in newspaper office; (6) number of mail subscribers; and (7) the total paid subscriptions in city zone.

2. *Retail Trading Zone Paid Circulation* — Under this heading are listed the number of papers sold under the same circumstances and conditions as those mentioned in "City Zone Paid Circulation."

3. *All Other Paid Circulation* — Here are shown the number of papers sold by dealers and carriers and by mail outside the city and retail trading zones.

4. *Total Paid Circulation (Gross)* — This column gives the total of paid subscriptions shown in the three preceding classifications.

5. *Bulk Sales* — Shown here is the total number of papers sold in quantities of eleven or more which are judged to be for the purpose of promoting the professional or business interests of the purchaser.

6. *Arrears* — Tabulated here are: (1) the number of subscriptions in arrears of payment over three months; (2) those in arrears for shorter terms; (3) credit subscriptions in arrears; and (4) the total number of subscriptions in arrears.

7. *Service Copies* — This section shows the number of copies issued to: (1) advertisers, (2) employees, (3) city employees, (4) railroad and post office employees, and (5) total number of service copies.

8. *Unpaid Copies* — Here are shown: (1) the number of copies sent to advertising agencies for checking purposes; (2) copies sent in exchange to other newspapers; (3) complimentary copies to carriers; (4) complimentary copies sent by mail; (5) sample copies used in building circulation; (6) copies used in office and placed in office files; (7) number of copies left over and spoiled after printing; and (8) other copies unaccounted for.

9. *Press-Room Report of Production* — Listed here are: (1) the total press run each day; (2) copies spoiled in printing; (3) gross press run; (4) number of pages printed each day; and (5) pounds of paper wasted each day.

10. *Returns* — Shown here are the number of papers returned in: (1) the city zone, (2) retail trading zone, and (3) from other areas.

Expense Accounting

In addition to vital records of income and operation, are numerous expense items for which the circulation department must give an accounting. The most important of these are:

1. *Salaries and commissions* — Excluding the carriers, who are independent contractors in most newspaper organizations, the number of persons who draw regular salaries in the circulation department is not so great as in most other departments of the newspaper. There may be a number, however, who work part time or draw commissions on the business they produce. The total expenditure for help may run to a large figure.

2. *Supplies* — Usually all the material required for the circulation department is charged to it. Many newspapers charge newsprint cost entirely to circulation. Other regular expense items include expenditures for twine, rubber bands, stationery, printed forms, stamps and similar supplies.

3. *Equipment* — A careful record must be kept of equipment purchases. Mailers, conveyors, stuffers, trucks, delivery cars, carriers' bags and the like must be replaced when worn. These may not all be charged to the circulation department but a record should be kept. Expenditures for repairs on main equipment items also must be recorded.

4. *Transportation* — A large item of circulation expense is transportation costs. Copies and bundles of metropolitan newspapers are hauled great distances. The upkeep or the rental on cars and trucks is an item requiring careful study and supervision.

5. *Promotion* — If subscriptions are to be sold, the newspaper's features and services must be advertised and promoted. The expenditures for promotion through various media and methods must be recorded.

Circulation Cost Finding

All such items as those already described help to determine the subscription price of the newspaper. It is important for the circulation manager to know approximately, at least, the cost of delivering the newspaper to one subscriber for one year. For computing this the following formula is sometimes used:

1. Determine the cost of producing and delivering one issue to all subscribers.
2. Multiply this figure by the number of issues printed in one year. Ordinarily this would be 52 issues for a weekly newspaper, but will vary widely for dailies, depending upon whether it is a five-day, six-day or seven-day publication and whether it publishes morning and/or evening editions.
3. Divide the result by the total circulation.

The estimate is a rough one at best because it fails to consider varying delivery costs of issues distributed by mail, by rural free delivery, by street carrier, by plane or truck or by other methods. Nevertheless, a more accurate idea of the unit subscription cost can be gained in this way than by the "guesstimating" that long characterized the efforts of publishers to determine circulation costs.

Some publishers are intolerant of the detail involved in obtaining unit costs. They contend that a uniform cost system is impractical due to varying operating conditions in the newspaper industry. This, however, is a negative viewpoint, because production methods are basically the same regardless of the type of operation. Cost finding is essential in lieu of the alarming increase in costs of publishing. It is as useful to the paper with 5,000 circulation as to one with 50,000.

SYSTEM MUST BE ACCURATE, SPEEDY AND SIMPLE

What is wanted above all else in circulation accounting is accuracy, speed and explicitness. Rapid handling of accounts is necessary because of the great number of them and because of the importance of quick handling of moneys at the collection window and in the direct-by-mail department. Statements issued to carriers, dealers and subscribers should be as self-explanatory as possible. Inability of carriers and dealers to understand their statements often causes arguments and discontent. This lowers morale in the working organization. Subscribers, too, are dissatisfied if the statement is not explicit and accurate. Much circulation may be lost through sloppy accounting.

At the same time publishers need to make their accounting and record keeping as simple as possible. This is particularly true on small newspapers, where the keeping of books and records usually is given to someone in the office who carries other important responsibilities.

Hand-Recording Systems for Smaller Papers

For weekly newspapers, and even for some dailies, where most subscribers receive their papers by mail, a galley proof of the names and addresses of subscribers with expiration dates serves also as the newspaper's only permanent record of subscribers. The names are listed on the galley alphabetically according to towns and rural routes. When a customer comes in, the office clerk pulls the galley from a handy drawer, tells the subscriber what he owes and, when payment is made, changes the date of expiration on the galley. Statements, too, are made out from the galley list. In many respects, however, this is a poor system. It is time consuming and often results in needless errors. In the first place, the galley listing by towns and routes, as required by the post office, is inconvenient for use in finding a name for any purpose other than renewal, for only a subscriber could remember the number of his mail route. A much better system is a simple alpha-

Ordered by	
Subscription Started	
Paid \$----- to ----- 19__	Paid \$----- to ----- 19__
Paid \$----- to ----- 19__	Paid \$----- to ----- 19__
Paid \$----- to ----- 19__	Paid \$----- to ----- 19__
Paid \$----- to ----- 19__	Paid \$----- to ----- 19__
Paid \$----- to ----- 19__	Paid \$----- to ----- 19__
Paid \$----- to ----- 19__	Paid \$----- to ----- 19__
Paid \$----- to ----- 19__	Paid \$----- to ----- 19__

FIG. 17.2 — Subscription record card used by Centralia, Mo., **Fireside Guard**.

betical card index. The cards may be marked with signal pins or “flags” of some kind according to the month of expiration so that billings may be done handily from them. Better still, perhaps, is a double card-filing system, with cards in one file arranged alphabetically, and with cards in the other file arranged according to towns, rural routes and streets. When the subscription list goes beyond 1,000 names, a better record than a galley proof is essential.

The Centralia, Mo., *Fireside Guard* (circulation 2,258, population 2,460) uses two forms in a card system that simplifies its record keeping. The first form, made in duplicate, shows name, address, when subscription started and when it will expire (see Fig. 17.2). One set of cards in this form is filed alphabetically according to towns, the other set according to subscription expiration dates. The other form (see Fig. 17.3) shows the mailing tab, change of address and other data pertaining to record of that account. Filled-in copies of this form are kept in a counter drawer until the first day of each week, when the information on them is transferred to cards for the regular circu-

Proof of NEW TAB here:				Proof of OLD TAB here:	
NAME				Amount Paid	
Renewal				Date Paid	
New				Change from	
Street					
Route				To	
City					
State				File Card Credited	
East	West	Gen'l Deliv.	Box	Tab Made	

FIG. 17.3 — Memorandum blank used by the Centralia, Mo., **Fireside Guard** shows payments, change of address and other pertinent data.

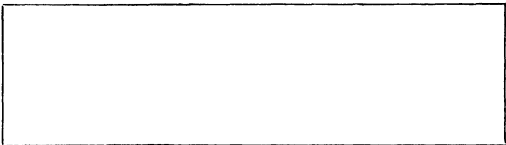
lation file, and mail tabs are made with an Elliott addressing machine. Renewal notices are mailed to subscribers a few weeks before their subscriptions expire and again a week or so after expiration if remittances have not been made by that time (see Fig. 17.4).

The Mosinee, Wis., *Times* (circulation 1,678, population 1,453) has found a two-card system convenient and time saving for keeping

THE CENTRALIA FIRESIDE GUARD

"Boone County's Leading Weekly Newspaper"

Centralia, Missouri - - EM 2-2513



**Subscription Rate \$2.50 per Year
 \$1.50 for 6 months**

**Your subscription will expire
 has expired on ----- 19-----**

Subscriptions are payable in advance, and must be discontinued unless promptly renewed, or unless you tell us that you want the paper and will be in with, or send, your remittance in a few days.

FIG. 17.4 — Subscription expiration notice used by the Centralia, Mo., Fireside Guard.

records and serving subscribers. One card is in an alphabetical file, the other in an expiration-date file. The alphabetical file is used for quick reference when readers come in to renew their subscriptions; the other in mailing out expiration notices. The bookkeeper prepares the notices during slack periods from other work and has them ready for mailing at the proper date. If someone renews before mailing date, the card is removed. All subscriptions expire on the 1st and 15th of each month.

During the full eight years the Mosinee *Times* has used this sys-



FIG. 17.5 — Circulation accounting system of the Santa Rosa, Calif., **Press-Democrat** is built around this automatic accounting machine. (Courtesy of National Cash Register Company.)

tem, it has obtained 83 per cent renewals, according to Francis F. Schweinler, publisher.

Mechanical Equipment Has Many Advantages

To assure greater accuracy, speed and economy in handling accounts, many newspapers have installed mechanical equipment. Hand systems, even at their best, are slow. On busy days it is almost a full-time job to write receipts for subscribers, and posting can fall several days behind. Constant interruptions in a newspaper office can sever a bookkeeper's chain of concentration. Distractions break the continuity of posting, and errors, such as crediting the wrong account or crediting an amount twice for the same payment, happen to even the most skillful bookkeepers. Misreading of handwritten figures is a common error, because collector's figures are often written in haste, and collection cards are easily soiled, making the figures illegible. Furthermore, fig-

ures are often transposed in posting payments from collection cards to ledgers. Handwritten systems, too, are difficult to audit. It is hard to know if a subscriber paid by mail, in the office or to a collector; and in the event of dispute it is almost impossible to trace the complete history of an account.

Worst of all, handwritten accounts are vulnerable to chiseling by unscrupulous individuals. Figures can be altered with ease, and serious losses can occur before the act is detected. Most of these opportunities for errors and inefficiencies will be eliminated with mechanical equipment.

REDUCES CLERICAL FORCE

Operation costs may be lessened considerably, too, with mechanical equipment. The Santa Rosa, Calif., *Press-Democrat* reduced its clerical force 50 per cent when it installed in its circulation department a National Cash Register Model 31 accounting machine (see Fig. 17.5). "All work formerly done by four persons is now done by two operators," says L. C. Bollinger, circulation manager. "Our records are neater and much more legible, and errors are cut to practically nothing."

The *Press-Democrat's* electro-mechanical system begins with a Start or Stop order (see Fig. 17.6), filled in by a carrier or counter sales

Press Democrat		DATE		ROUTE	
STOP ORDER				103	
NAME <u>John Roe</u>					
ADDRESS <u>620 Cherry St. S.R.</u>					
GIVE REASON: <u>Leaving town</u>					
MOVED TO _____ BY _____					
PAID TO		COLLECT	DATE STARTED	STOP WRITTEN BY	

DATE		SUBSCRIPTION ORDER BLANK		ROUTE	
				101	
I HEREBY SUBSCRIBE TO					
THE PRESS DEMOCRAT of Santa Rosa for a period of Two Months,					
at \$1.50 per month, and thereafter until ordered discontinued.					
SUNDAY ONLY <input type="checkbox"/> — Check Box for Sunday Only					
Name <u>M. D. Roe</u>		Apt. No. _____	Tel. <u>643 J</u>		
Del. Address <u>710 Humbolt St.</u>		Receipt No. _____		by <u>phone</u>	
Town <u>S.R.</u>		Amt. Paid \$ _____			
Secured by <u>office</u>		Route No. _____		Paid to _____	
This blank MUST be SIGNED by SUBSCRIBER					
Former Address _____		Rt. _____			
20M-1253-4618-168					

FIG. 17.6 — Stop and Start order forms used by the Santa Rosa, Calif., *Press-Democrat*.

DAILY DRAW SHEET			
DATE		DAY	
6-23		Thurs.	
EDI- TION	ROUTE	START	STOP
F	101	3	
F	102	4	2
F	103		3
F	104	3	1

F	182	9	4
TOTAL		25	14

FIG. 17.7 — Simple Daily Draw Sheet used by the Santa Rosa, Calif., Press-Democrat.

girl. This form simply indicates the person or firm to whom the subscription is to be sent or the person or firm who wishes to discontinue a subscription. These Stop or Start orders are summarized daily by each of the ten district managers on a form known as the Daily Draw Sheet (see Fig. 17.7).

Next, the Daily Draw Sheets go to the machine where they are summarized by districts. This Daily Draw Sheet Summary (see Fig. 17.8a) indicates the production requirements for the day. It becomes an accurate quantity order for the press department. It also indicates the daily, Sunday and grand totals to date, and provides totals for each edition. Thus any end-of-month processing to develop special analysis totals is eliminated.

The Daily Draw Sheet Summary is created in triplicate. The first copy remains in the circulation department and is filed in an accumulative ring binder for later reference. The second copy goes to the district manager to be used in verifying the handling of all Draw Sheets. The third copy becomes the Circulation Manager's Work Sheet and is used for temporary reference.

In the process of creating the Daily Draw Sheet Summary, an additional form is completed which analyzes and indicates the distribution quantities assigned to trucks for delivery to the various control areas and the quantities for mailing (see Figs. 17.8b and 17.8c).

Periodically, the Press Run and Daily Circulation Report is summarized. This report makes available more vital information than any others in the system, because it automatically provides all the basic information concerning daily activity, such as quantities of each edition itemized by zone, and a press run summary by edition taken from reports in Figures 17.8a, 17.8b and 17.8c. From these figures comes the automatic information for the ABC report. The publisher

FIG. 17.8 — (a) Press Run and Daily Circulation Report; (b) Daily Draw Sheet Summary; and (c) Mail Summary used by the Santa Rosa, Calif., Press-Democrat.

PRESS RUN					DAILY CIRCULATION REPORT				
DATE <u>JUNE 27 '59</u>					DATE <u>JUNE 27 '59</u>				
NAME	HOME	PETALUMA	FINAL	TOTAL	NAME	STAFFS	CITY	TOTAL	
City Carriers			8335	8335	City Carriers	23	14	8335	
City News Dealers	422		193	575	City News Dealers			575	
Honor Racks	371		170	541					
Street Sales	125		175	300	Street Sales			785	
Counter Sales	25		25	50	Counter Sales			43	
City Mail	2		2	2	Mail			2	
TOTAL CITY PAID					3240				
Office Control Ret Carr.	309		309	309	Suburban Carriers (Office Ctd.)	6	4	309	
Little Merchant Ret Carr.	1,133	10,506	1,892	12,531	Suburban Carriers	10	5	16,762	
Retail Agents	107	818	368	1,217	Suburban Carriers			1,217	
Retail Mail		199		199	Suburban Mail	20	2	199	
TOTAL SUBURBAN PAID					18,487				
All Other Carriers	314		314	314	Agents and Dealers	6	4	327	
All Other Dealers	10		3	13	Mail	20	5	347	
Outside Mail	347		347	347	TOTAL ALL OTHER PAID				
Special or Bulk Sales					Special or Bulk Sales			674	
Advertisements	40		40	40	City, Suburban or All Other			29,101	
Employees					TOTAL PAID CIRCULATION				
Correspondents					Advertisements			40	
City, R. R. and P. O. Employees					Employees				
Advertising Agents		28	28	28	Correspondents				
Exchanges					City, R. R. and P. O. Employees			40	
Comp. by Carriers	3		6	9	Advertising Agents			28	
Comp. by Mail	6		3	9	Exchanges				
Samples	45	119	35	102	Comp. by Carriers			9	
Office Use & File	5	54	11	59	Comp. by Mail			9	
TOTALS	1,310	13,670	2,200	12,500	Samples			301	
PRESS RUN MONDAY JUNE 27, 1959					Office Use & File			129	
HOME.....	13,670				TOTAL UNPAID COPIES				
PETALUMA.....	2,200				Left Over & Spoils After Printing			500	
SONOMA.....	1,310				Copies Unaccounted For			63	
FINAL.....	12,500				Net Press Run			29,680	
TOTAL.....	29,680				Copies Spoiled in Printing				
a					Gross Press Run			29,950	
					No. Pages Colored Copies & or Magazine	18	To Dt. This Mo.		
					No. Pages Printed Today		To Dt. This Mo.		
					No. Pages Issued Today	30	To Dt. This Mo.		
					Bounds Pages Opened Today	10210			
					Pages of Waste	592			
					Press Started	12:28			
					Press Stopped	3:10			
					b				

4676-

BANKY

SONOMA	PETALUMA	HOME	FINAL	TOTALS
SUBURBAN 1153	SUBURBAN 1022	SUBURBAN 309	SUBURBAN 3211	CITY 8535 + 20-110
MOTOR 45	MOTOR 35	SAMPLES 119	SAMPLES 102	SUBURBAN 17071
		ALL OTHER 314	CITY 8535	MOTOR 309
				ALL OTHER 314 - 4
				SAMPLES 501

17071
- 309
16762

c

MAIL

City 4 Mendocino 1

Suburban 10222 Date 6-27-59 Lake 20-2-10

Country 35445-7-2047 Petaluma 23-1-2-2

and the editor each receive a copy of this summary and the circulation manager retains a copy for his file.

In the compiling of ABC statistics, the mechanical equipment is most helpful. The Daily Circulation Reports are simply returned to the machine and posted to an ABC approved report form. The machine retains and posts the totals for each, which are then visually compared to the summary totals from the Daily Circulation Report.

A similar operation is followed in preparing the Quarterly ABC Report. As in the case of the monthly report, the quarterly is also an ABC approved machine form (see Fig. 17.9). The monthly report totals become the basic media for the Quarterly ABC Report.

Before the accounting machine was installed, preparation of the *Press-Democrat's* Monthly ABC Report required forty hours. The same report is now completed in two hours. At one time, six circulation department clerks were required to process a minimum of detail necessary in the circulation department. Today, two machine operators handle the complete machine system. The volume can be increased from the current 29,000 to 50,000 copies daily without need for additional personnel or equipment.

ELIMINATES DUPLICATIONS

A similar effective transformation took place in the circulation department of the Yakima, Wash., *Republic* (circulation 17,185, population 38,486) when it went from a pen-and-ink system of record keeping and bookkeeping to modern mechanical equipment. The *Republic* felt that it had to do something because there were three essential weaknesses in its system: (1) records had to be copied two and three times; (2) records were partly prepared by hand and partly by typewriter and many errors occurred in transposing from one form to another; and (3) it was virtually impossible to trace a group of transactions through the system.

By investigating modern methods of bookkeeping, the publisher and circulation manager of the *Republic* found that the weaknesses of their system of circulation bookkeeping and record keeping could be overcome by gearing the system to a modern typewriter-bookkeeping machine, without changing their essential forms in any way. They installed a National Class 31 Accounting Machine, from which they derive the following advantages:

1. Records which formerly were created in four separate, disconnected manual operations are now created in one mechanical operation (see Fig. 17.10).
2. Start and Stop orders may be taken now and processed up to within thirty minutes of press time.
3. By producing statements on a day-by-day basis, the month-end overload is eliminated.

QUARTERLY RECAPITULATION RECORD

PAGE 1 SHEET 1

INDEPENDENT PUBLISHERS - 1, 2, 3, 4, 5																									
		CITY ZONE PAID CIRCULATION - GROSS								RETAIL TRADING ZONE PAID CIRC - GROSS						ALL OTHER PAID CIRC - GROSS			TOTAL PD - GROSS		A R R E A R S				
QUARTERLY SUMMARY	1 2 3 4	CARRIER DELIVERY OFFICE COLL BYST	CARRIERS DELIVERY UNDERGROSS CARRIERS FILING LIST	DEALERS & CARRIERS NOT FILING LISTS WITH PUB	STREET VENDORS	PUB L COUNTER SALES	MAIL SUB SCRIPTS	TOTAL PAID IN CITY ZONE	CARRIER DELIVERY OFFICE COLLECT SYSTEM	CARRIER DELIVERY UNDERGROSS CARRIERS FILING LIST	DEALERS & CARRIERS NOT FILING LISTS WITH PUB	MAIL SUB SCRIPTS	TOTAL PAID IN RETAIL TRADING	TOTAL PAID IN CITY AND RETAIL ZONES	DEALERS & CARRIERS	MAIL SUBSCRIP- TIONS	TOTAL ALL OTHER PAID	CITY ZONE RETAIL TR ZONE AND ALL OTHER	BULK SALES	ARREARS OVER 3 MONTHS	SHORT TERM ARREARS	CREDITS SUBS IN ARREARS	TOTAL ARREARS		
MO	5	22	179,718	13,937	11,955	459	44	206,113	4,566	335,976	25,194	7,360	373,096	575,209	6,446	8,274	14,720	593,929							
WED	5	21	171,102	13,123	10,715	413	41	195,394	4,266	320,500	24,594	8,080	357,440	552,834	6,073	7,864	13,937	566,771							
THU	5	22	179,177	13,653	11,971	440	44	205,285	4,440	338,824	26,411	8,499	378,174	583,459	6,296	8,033	14,329	597,788							
Gross Total	5	65	529,997	40,713	34,641	1,312	129	606,792	13,272	995,300	76,199	23,939	1,087,10	1,715,502	18,815	24,171	42,986	1,758,488							
Ret. & Other Ded.				12,064				12,064			10,838		10,838		109		109								
Net Total																									
Average			529,997	28,649	34,641		129	594,728	13,272	995,300	65,361	23,939	1,076,872	1,704,664	18,706	24,171	42,877	1,747,541							
MO																									
SUNDAY																									
Gross Total																									
Ret. & Other Ded.																									
Net Total																									
Average																									
MO																									
DAILY																									
Gross Total																									
Ret. & Other Ded.																									
Net Total																									
Average																									
MO																									
SUNDAY																									
Gross Total																									
Ret. & Other Ded.																									
Net Total																									
Average																									
5 Mos Net																									
DAILY																									
Net 1/2 Total																									
Net 1/4 Total																									
Total																									
Average																									
SUNDAY																									
Net 1/2 Total																									
Net 1/4 Total																									
Total																									
Average																									

FIG. 17.9 — Quarterly Recapitulation Record kept by the Santa Rosa, Calif., Press-Democrat for Audit Bureau of Circulations.

CARRIER LEDGER														
JOHN DOE 211 NO. 4TH ST					REPUBLIC 89					Starting Date: <u>6-1-89</u> Rate: <u>1.18 BLT 30.00</u> Discount: _____ Insurance: <u>.05</u>				
THE REPUBLIC PRINTING COMPANY														
DESCRIPTION	TOTAL DAILY DELAY	TOTAL DAILY DELAY	AV. NO. OF PAGES	DATE	DATE	DEBIT NUMBER	CHARGE	CREDIT	BALANCE	NO. INVOICE	PAY			
REP 89 PYMT VR					OCT 1 15		458		1967	0.00	3967			
INSURANCE					OCT 11 15			.85			0			
EMPLOYEE OR					OCT 11 15			.30	0.55	20.00	20.55			
REP 89 PYMT WP					OCT 11 15		1,382		3748	36.93	16,93			
REP 89 PYMT BT					OCT 11 15		1,138		4240	79.53	94.53			
BOND DEP 5.00					OCT 11 15		1,138				86.53			
REP 89 PYMT RM					OCT 19 15		1,385		35.00	114.53	25.00			
SUBS OR					OCT 21 15			1.50	116.03	25.00	91.03			
DLT PAPERS	1,923		74	1.15	OCT 26 15			85.10			0.15			
SUN PAPERS		307		.38	OCT 26 15			2356	7.37	25.00	174.3			
INSURANCE					NOV 11 15			.85	6.52	25.00	184.8			
REP 89 PYMT BT					NOV 12 15		1,640				0.15			
BOND DEP 5.00					NOV 12 15		1,640		16.00	22.52	74.8			
										30.00				

CARRIER'S DRAW RECORD														
JOHN DOE 211 NO. 4TH ST					REPUBLIC 89					THE YAKIMA DAILY REPUBLIC				
JOHN DOE					REPUBLIC 89					MOOREHEAD CARRIER STATEMENT				
211 NO. 4TH ST					114 NORTH FOURTH STREET					YAKIMA, WASHINGTON				
THE REPUBLIC PRINTING COMPANY														
NO. TOTAL	DAILY	TOTAL	SUBMIT	TOTAL	DESCRIPTION	TOTAL DAILY DELAY	TOTAL DAILY DELAY	AV. NO. OF PAGES	DATE	DATE	DEBIT NUMBER	CHARGE	CREDIT	BALANCE
1	74				TOTAL DEBIT	25.00							7.37	0.15
2	74				INSURANCE				NOV 11 15			.85		6.52
3	74				REP 89 PYMT BT				NOV 12 15		1,640		16.00	
4	74				BOND DEP 5.00				NOV 12 15		1,640			22.52
5	74	370	5.00	5.00										
6	74													
7	74													
8	74													
9	74													
10	74													
11	74													
12	74	815		81	125									
13	74													
14	74													
15	74													
16	74													
17	74													
18	74													
19	74													
20	74													
21	74													
22	74													
23	74													
24	74													
25	74													
26	74													
27	74													
28	74													
29	74													
30	74													
31	74													

Pay Last Amount in This Column

FIG. 17.10 — Ledger page and carrier statement produced with mechanical equipment in circulation department of the Yakima, Wash., Republic.

- The bookkeeping machine accumulates totals of carrier deliveries, sales by street vendors, mail subscriptions and so on, making it unnecessary to run individual adding-machine listings of the figures.
- Posting to the ABC form, which previously required a day and a half, is now done in an hour and a half.
- Statements and reports are produced in neat, accurate and easy-to-read form (see Fig. 17.11).

The Hackensack, N. J., *Bergen Evening Record* (circulation 67,604, population 29,219) cut both expenses and time in record keeping on accounts receivable for circulation, accounts payable and payroll when it installed two Burroughs Typewriter Accounting Machines (see Fig.

CASH RECEIPTS BOOK

THE REPUBLIC PRESS, YAKIMA, WASH.

NAME	DATE	RECEIPT NUMBER	CHARGES OR RECEIPTS	CARRIER RECEIPTS	BALANCE
JOHN DOE R R 1 MOORE PJ	NOV 12 55	5949		10.95	a
JOHN DOE R R 1 COWICHE	NOV 12 55	50		10.95	a
29 AT 10.95 6001 THRU 6029 PJ	NOV 12 55	6029		317.55	a
JOHN DOE HIGHLAND CALIF	NOV 12 55	30		4.50	a
VOID	NOV 12 55	31			
JOHN DOE BAKERSFIELD CALIF	NOV 12 55	32		9.50	a
JOHN DOE STAR RTE NACHES	NOV 12 55	33		10.95	a
JOHN DOE R R 2 TOPPENISH	NOV 12 55	34		3.50	a
JOHN DOE R R 2 TOPPENISH	NOV 12 55				

NEWS DEALER AND AGENT LEDGER

HAVEN MOTEL
P O BOX 941
YAKIMA WASH

Rate .07 DAILY

.12 SUNDAY

THE REPUBLIC PRESS, YAKIMA

DESCRIPTION	TOTAL DAILY DRAW	TOTAL SUNDAY DRAW	RATE	DATE	RECEIPT NUMBER	CHARGES	CREDITS	BALANCE	ROUND BALANCE	PROOF
HAVEN MOTEL PYMT				AUG 3 55		22.02		22.02	0.00	22.02
HAVEN MOTEL PYMT				AUG 9 55	354		8.72	a 13.30	0.00	13.30
264 DLY @ .0350				AUG 12 55	409		13.30	a 0.00	0.00	0.00
48 SUN @ .08				SEP 7 55		9.24				
HAVEN MOTEL PYMT				SEP 7 55		3.84		13.08	0.00	13.08
DAILY @ .0750	214			SEP 8 55	717		13.08	a 0.00	0.00	0.00
SUNDAY @ .12		38		OCT 10 55		16.05		20.61	0.00	20.61
HAVEN MOTEL PYMT				OCT 10 55		4.56		0.00	0.00	0.00
DAILY PAPERS	123		.07	NOV 1 55	476		20.61	a 0.00	0.00	0.00
SUNDAY PAPERS		29	.12	NOV 1 55		8.61		12.09	0.00	12.09
HAVEN MOTEL PYMT	PH			NOV 12 55	1,439		3.48	a 0.00	0.00	0.00

YAKIMA MORNING HERALD
NEWS DEALER AND AGENT STATEMENT
114 NORTH FOURTH STREET
YAKIMA, WASHINGTON

HAVEN MOTEL
P O BOX 941
YAKIMA WASH

DESCRIPTION	TOTAL DAILY DRAW	TOTAL SUNDAY DRAW	RATE	DATE	RECEIPT NUMBER	CHARGES	CREDITS	BALANCE
DAILY PAPERS	123		.07	NOV 1 55		8.61		
SUNDAY PAPERS		29	.12	NOV 1 55		3.48		
HAVEN MOTEL PYMT	PH			NOV 12 55	1,439		12.09	a 0.00
						BALANCE FORWARD		

Pay Last Amount in This Column

FIG. 17.11 — Records and statements produced by the Yakima, Wash., Republic are neat, easy to read and easy to understand.



FIG. 17.12 — Operator at work on Burroughs Typewriter Accounting Machine in office of Hackensack, N. J., **Bergen Evening Record**.

17.12) and a Burroughs Sensimatic Accounting Machine (see Fig. 17.13). The new system is centered around the use of a Circulation Charge Sheet with a carbon copy used as a Driver's Sheet (see Fig. 17.14).

The Charge Sheet shows the daily draw, and the Driver's Sheet tells the driver the number of papers to be left for each carrier and at each newsstand. The circulation department extends on Thursday nights the total of papers ordered for the week and forwards this

charge listing to the accounting department, where the Charge Sheet and a Circulation Bill are prepared in one operation. Charges are figured from a chart showing rates for papers sold on "no returns" and those sold "with returns," net charge and the amount to be charged on the weekly invoices. Carriers also are charged for insurance. The Charge Sheet contains also information on allowances, past due amounts, and the net amount of the invoice.

"To prove that our billing is correct," says Kenneth C. Doty, comptroller, "we merely multiply the total number of papers ordered, by the rate. This total must agree, within pennies, with the total amount that is furnished by the billing machine. A single operator can prepare between 200 and 250 circulation bills per hour, or some 1,440 accounts each Friday."



FIG. 17.13 — The Hackensack, N. J., **Bergen Evening Record** uses this type of Burroughs Sensimatic Accounting Machine for circulation billing.

Bergen Evening Record Corp.

CIRCULATION CHARGE SHEET

NAME OF ACCOUNT	MON.	TUES.	WED.	THURS.	FRI.	SAT.	TOTAL	BALANCE BROUGHT FORWARD	P A P E R S			AMOUNT	C A R R I E R S		ALLOWANCES	PAID DUE	BALANCE DUE	BALANCE CARRIED FORWARD	
									GROSS	RETURNS	NET		INSURANCE	SAVINGS					
Douglas Drug Co.	50	50	50	50	50	100	350	.00	350		350	13.30					13.30		
R. T. Moeller	30	30	30	40	40	50	220	.00	220		220	8.30					8.30		

Bergen Evening Record Corp.,

CIRCULATION DRIVERS SHEET

NAME OF ACCOUNT	P A P E R S D R A W N							R E T U R N S						
	MON.	TUES.	WED.	THURS.	FRI.	SAT.	TOTAL	MON.	TUES.	WED.	THURS.	FRI.	SAT.	TOTAL
Douglas Drug Co.	50	50	50	50	50	100	350							
R. T. Moeller	30	30	30	40	40	50	220							

FIG. 17.14 — Circulation Charge Sheet and Driver's Sheet used by the Hackensack, N. J., Bergen Evening Record.

PUNCHED-CARD SYSTEM IS POPULAR

Another system of circulation accounting used by many newspapers, especially the larger ones, is the punched-card method. The Allentown, Pa., *Call* and *Chronicle* (combined circulation 92,361, population 106,756) rent International Business Machine equipment, including an electric accounting machine, a reproducing summary punch and a sorter and alphabetic printing punch, to take care of the following details:

1. *Draw Sheet* — Daily draws for each account are printed, and a summary card is punched showing the accumulated draw and cost of copies so that on the last day of the billing period the total is printed.

2. *Carrier and Dealer billing* — All invoices are machine addressed, individual charges and credits are listed and calculated, and a "balance forward" card is reproduced for use in heading the next bill.

3. *Carrier Bond statements* — This operation is similar to carrier and dealer billing, but principally it serves to control the amount of money each carrier has deposited as guarantee of bill payment.

4. *Payroll information* — The time sheets for each department and the work sheets for the payroll clerks are listed every week. At any desired time it is possible to print an employee list either alphabetically, by departments or by rate of pay.

5. *Office Pay statements* — The amount of credit to be given carriers on pay-at-office subscriptions is calculated and credit cards for carrier accounts are punched for billing.

6. *Mail and Office Pay billing* — Name and address cards for all mail and office pay accounts are filed according to expiration dates. Fifteen days before expiration these accounts are listed on statements to be mailed. After payments are received the cards are moved to new expiration dates.

7. *Town and County reports* — These show the daily net paid circulation by county, township and town.

8. *Office Pay lists* — Each month the newspaper mails to each carrier a list of his office pay accounts, showing names and addresses of subscribers and expiration dates, which the carrier enters in his collection book and otherwise verifies the records of payments.

9. *Mail and Office Pay Reserve* — The cash paid in advance by all office pay subscribers is calculated at the end of the calendar year.

10. *Zone analysis* — Every three months a zone analysis is made for the Postal Department. This includes a tabulation from the mail ledger cards, which are filed in town and county order.

11. *Files checkup* — Every three months related files are machine listed and double checked for cards missing or misfiled.

12. *Code Books* — Listed on the tabulator are code books showing territory covered by carriers in all the large towns and boroughs, town and county mail and throw-offs.

The *Call* and *Chronicle* have been using this system for twenty years. Although during that period circulation has increased more than 26,000, no additional clerks have been required to handle the work on the machines.

"We believe the machines can carry additional circulation gains without additional operators for at least another ten years," says Edwin R. Horn, circulation manager. "When peak lots are hit, the need for speed and accuracy still remains, but the machine relieves the clerks of responsibility for error, and because of greater speed, the tension of all concerned is reduced."

KARDEX METHOD IS HANDY

Circulation conditions are not the same in all communities. Consequently, each newspaper is forced to work out an accounting system that best suits its needs. For example, the St. Petersburg, Fla., *Times* (circulation 83,707, population 96,738) has circulation problems more complicated than those of most newspapers. During the summer months its circulation is about 60,000. During the winter tourist season it zooms to 90,000. Some subscribers are on the list only for the length of time they spend in St. Petersburg; others pay for a full year, and the paper is sent to their summer address after they leave. In addition, the *Times* has home-delivered, seven-day subscriptions, mail-outs, Sunday only, and six-day subscribers. All in all, its clerks have to check from 30,000 to 40,000 individual cards a year — often up to 250 a day. Such a heavy number of constant references requires a file which permits quick, accurate referral, with posting held to a minimum.

To meet this situation, the *Times* uses a Remington Rand Kardex system. The newspaper's entire prepaid subscription file is housed in 15 Kardex units containing 20 slides each. Each slide holds from 65 to 70 cards in alphabetical order. The title insert at the bottom of each card contains the name of the subscriber. When inserted in the Kardex pocket, this insert slips into the visible edge. The clerk simply pulls the proper slide, glances rapidly down the visible edges to find the card she wants, flips the pocket upward and has before her all the information on the subscriber. Posting can be done quickly without removing the card.

"As we are still growing, we allowed for anticipated expansion when we bought the equipment," says John B. Olson, controller. "Signals we have devised ourselves highlight situations which bear watching, permitting us to keep on top of delinquent subscribers."

Analysis of Records Helps

The records and accounts kept in the circulation department give to the circulation manager a fair picture of the activities within his

department. They tell him to what extent his district managers, supervisors, salesmen and carriers are filling their positions satisfactorily. If there are weaknesses at certain points, the reports reveal them and give opportunity to make corrections.

The influence of well-kept records and reports on all persons in the department is good. They provide incentives to better work and greater results.

Careful accounting and record keeping also reveal wastes that take place within the newspaper office. They show where it is necessary to cut costs and keep expenditures in proper alignment with income. The circulation department has heavy expenses, and the circulation manager, while constantly striving to show a creditable growth in circulation, is at the same time watching expenditures.

RECORDS MUST BE PROTECTED

A safe place for all important records must be a part of any newspaper's equipment. The circulation records are of such vital importance that the newspaper must take no chances of destruction by fire or theft. Such losses are entirely unnecessary in the light of modern protective equipment and procedures for the storage of valuable files. Fireproof vaults, file rooms, safes and cabinets are available. Vaults are by far the most durable of all the various types of protective equipment for records. Where a newspaper has a large amount of records to be stored and desires better than average protection, file rooms often are the answer. The National Fire Protection Association recommends taking these steps to keep records safe from fire:

1. Train office staff to restore records to their places of safety accurately, quickly and with the least confusion or oversight, if fire suddenly starts during working hours.
2. Records belonging in vaults or safes should never be left out overnight.
3. Don't allow important materials belonging under protection to accumulate on desks.
4. Records normally safeguarded are often unprotected while temporarily out of the office. Where possible, originals should be retained and copies given out. A paper without fireproof equipment in its office should keep a duplicate mailing galley or subscription list in a bank vault or some other safe place, and the list should be revised often so as to keep it up to date.

HOW TO CUT COSTS

Here are some suggestions for cutting costs in the circulation department:

1. Review all office procedure and the efficiency of present personnel for the purpose of eliminating duplicated and unnecessary operations.

2. Eliminate printing costs by adding Multilith or Multigraph equipment for use in producing regular office forms. Printing, however, is better for promotion material.
3. Concentrate promotion expenditures in places where circulation is down and where the best results may be achieved.
4. Run Sunday supplements early in the week so that they may be stuffed on regular time rather than on overtime.
5. Make earlier press runs, enabling deliveries to be made with fewer trucks and drivers.
6. To reduce newspaper delivery costs, work out combinations with other newspapers or with milk and bread trucks.
7. Eliminate or reduce bonuses and special rates when possible.
8. Survey your town for good spots to locate "honor boxes."
9. Have carriers take care of inserting for their own papers.
10. In direct-mail promotion, use self-mailers for greater economy of paper and production.
11. Stop giving discounts on subscription rates to obtain new subscriptions.
12. Keep a close watch on car expenses.
13. Go over your give-away listings with the advertising manager and eliminate spasmodic advertisers.
14. Check periodically with both publisher and advertising manager the complete list of persons receiving free copies and cut such lists to the bone.
15. Send all complimentary copies on the day after issue; use copies left over after paid copies have been distributed.
16. Enforce the rule that no papers be given out without the knowledge of the circulation manager.
17. See that employees who are allowed to take papers home take no more than one copy each.
18. Charge double price for single copies sold three days or more after issue.
19. Instead of expensive Kraft paper, use "returns" as tops and bottoms to protect bundles in transit.
20. To avoid newsprint waste, see that press stops immediately when required number of copies have been printed.

"No publisher need
hesitate for a moment
to charge what he thinks
his paper is worth.
People want the news,
and they will pay
readily for it."

— JAMES O. MONROE,
Editor and Publisher,
Collinsville, Ill.,
Herald

CHAPTER 18

Determining the Subscription Price

BECAUSE A PUBLISHER desires to maintain always as large a circulation as possible, he seldom charges a subscription price that covers actual cost of producing and delivering his newspaper, plus a fair profit. The circulation manager constantly questions, "How much should we charge for our paper?" A quick answer and — in most instances — a fair answer would be: "As much as you can get without losing any of the circulation you now have."

CONDITIONS INFLUENCE SUBSCRIPTION PRICE

This situation has always existed: there is no standard for subscription rates either within the newspaper profession or within any given area in which a newspaper is published. Certain characteristics of the newspaper and conditions within the community help to determine the price:

1. *Size of paper* — A newspaper of 16 to 24 pages will sell more readily than one of 6 to 12 pages. Quality of content, of course, counts more, but the number of pages is a selling factor.

2. *Frequency of issue* — Although some papers have dropped from six issues a week to five without any change in subscription price, the number of issues per week helps to determine the newspaper's selling price. A daily paper must charge more per week than a twice-a-week or thrice-a-week paper, and the monthly rate for a metropolitan paper is more when the Sunday issue is included.

3. *Services and features* — Some newspapers carry more appealing features than others and some offer greater service to their subscribers — more world and national news, more comics, rotogravure and magazine sections, and perhaps airplane delivery. All these add to the cost of production, justifying a higher rate.

4. *Competition* — When more than one newspaper exists within

a community, it is difficult for either of them to increase its subscription price, unless they can agree to increase at precisely the same time.

5. *Economic conditions within the community* — The financial well-being of persons served by the newspaper has its influence on the subscription price. More premiums and discounts are likely to be offered in communities where wages and other incomes are low.

6. *Advertisers' attitude* — The subscription rate must be sufficiently satisfactory to subscribers to keep circulation at a volume high enough to please advertisers.

7. *Cost of publishing the newspaper* — This should be the prime factor in determining the subscription price. It receives high consideration, of course, but is limited in its effects by conditions already mentioned.

VARIANCE IN CIRCULATION RATES

These influences, which do not exist in the same proportion in every community and which have different effects on groups within each community, cause glaring inconsistencies in newspaper subscription rates. Some notable ones are:

1. Different rates by newspapers of similar size and circulation.
2. A difference in home-delivery rate and mail rate.
3. A difference in rates to subscribers within the county and those to subscribers residing outside.
4. Frequent concessions to new subscribers and none to regular subscribers.
5. Difference in average cost per copy between that for a year's subscription and for shorter term subscriptions. Of course, on a year's subscription there are fewer records to be kept, fewer renewal notices to be made out and mailed and less bookkeeping, all of which helps to justify a lower rate.
6. Concessions in rates to special groups that are not given to regular subscribers.
7. Special rates for new subscriptions and renewals at certain periods of the year that are not available to subscribers at other times.
8. Higher cost per copy for the person who buys at newsstands than for the person who has the paper delivered regularly to his home.

Circulation rate studies show a great variety of rates with no particular trend toward consistency, except that prices generally have risen in recent years.

In 1956, the rates for daily papers published six days a week ranged from 17½ cents to 42 cents per week with carriers keeping from 3 cents to 16 cents. Most papers published five days a week were delivered at 25 cents a week, while those which had added a Sunday

issue were working toward a price of 35 cents. For seven-day papers the trend was toward 45 cents. The most popular price, in fact, for a six-day paper was 30 cents a week or \$15.60 a year, and for a seven-day paper it was 45 cents a week or \$23.40 a year. This shows higher appreciation for the seven-day paper. The public willingly pays a higher additional price for a change from a six-day paper to a seven-day paper than for a change from a five-day paper to a six-day paper, even though the six-day paper may include a Sunday issue.

The year 1957 also revealed a great range in mail rates and motor-route delivery rates and a strong tendency to increase prices for Sunday issues and single copies at newsstands. Mail rates in the county of publication ranged from \$4.00 to \$20.00 a year, but \$7.00, \$8.00, \$9.00 and \$10.00 were the most common rates. Motor-route delivery rates varied from \$7.00 to \$28.00 a year. Fewer papers were selling at 5 cents per single copy at newsstands and on the streets and more at 10 cents, while the price tendency on Sunday papers was toward 15, 20 and 25 cents.

There is no consistency in the prices asked for newspapers throughout the United States. A St. Louis resident, accustomed to paying 5 cents at newsstands for a copy of the *St. Louis Post-Dispatch*, on a visit to Los Angeles will pay double that amount to get the news of the day from a single copy of the *Los Angeles Times*, *Herald and Express*, *Examiner*, or *Mirror*. Almost all Pacific coast papers are a dime a copy. While residents of Portland, Oregon, pay \$1.95 per month for home delivery of a daily newspaper, the residents of Portland, Maine, receive theirs for \$1.50.

The variance in the prices of small daily newspapers is about as great as that for large papers. Vast price differences are found within a single state. For example, three daily papers with circulations less than 9,000 in three New Mexico towns with populations less than 16,000 — Las Cruces, Hobbs and Farmington — have prices of \$1.00, \$1.30 and \$1.60 per month. The variance here is quite striking, but it is well explained by local conditions.

Las Cruces is a college town in an agricultural community with residents of average income. The newspaper there competes with two El Paso dailies, 44 miles distant, making it difficult to increase subscription prices or to increase circulation.

Hobbs is an industrial town in an oil- and gas-producing area. The newspaper there has no competition, it serves families with high incomes, and has had a 23 per cent increase in circulation since 1954. It has not increased its circulation price.

Things have been happening in Farmington. In 1954 it was a sleepy, remote town of 3,647. It had some oil and coal production but it was best known as a distribution point for Navajo agencies. Then came uranium, and population jumped to 15,115. A new pub-

lisher and editor took over the newspaper, increased its page size, made other improvements and advanced the subscription price. Despite the greater price, circulation increased 31 per cent.

Only with newspapers within the same city is there any great consistency in rate fixing. Competition there usually compels rather uniform rates.

The subscription rates of weekly newspapers vary greatly, even within a state. For example, the yearly rate in Utah runs from \$1.00 to \$4.00, the most common rate being \$3.00. Five papers get the top rate of \$4.00 and five more receive \$3.50. Thirteen papers go at \$2.50, five at \$2.00, three at \$1.50 and only one at \$1.00.

Some other states have yearly rates slightly lower. In Oklahoma the more common price is \$2.50 and \$2.00. Only two weekly papers in the state receive \$4.00 and a few sell at \$3.00 and \$3.50.

Inconsistencies in Mail and Carrier Delivery Rates

The greatest inconsistency in subscription rates, and one which circulation managers have discussed and worked with, is the difference in price asked for mail delivery and the price asked for delivery by carrier at homes within the city of publication. Rural route patrons, in most communities, receive their community daily paper at a price from 25 to 50 per cent lower than the carrier rate paid by city residents. There are four reasons for this:

1. The city resident has the advantage of receiving his paper hours earlier than the rural route subscriber. He is willing to pay more for this prompt service.

2. The city subscriber to a paper published every day has the advantage over a rural route subscriber of receiving his paper every day including holidays. This, too, is an advantage to be appreciated.

3. Mail subscriptions usually are on a six-months or yearly basis, requiring the subscriber to pay a larger single cash remittance than is required of the town subscriber served by carriers, who pays in small monthly installments. It is harder to pay \$8.00 at one time than \$1.00, even though in the course of a year the dollar-a-month payment would amount to \$12.00 — fifty per cent more than the yearly rate of \$8.00.

4. Over-all carrier and allied promotion costs for city delivery are much higher than for sending the paper by mail to rural subscribers. To deliver it by carrier to a city subscriber, the publisher must sell the newspaper to the carrier at a price that will allow him a fair margin of profit when he collects from the subscriber.

To increase the price by mail and lower the price for carrier delivery in order to bring them in balance would not be satisfactory for most newspapers. Therefore, nothing much has been done or likely will be done to equalize the price for papers sent to these two classes of subscribers.

"As long as a newspaper requires a carrier organization and that organization continues to require selling and servicing by district managers, supervisors, circulation managers, circulation directors and their assistants — until somebody of Solomon's sagacity can work out something better — carrier prices will remain higher than mail rates," says Willis L. Knight, circulation manager of the Ogdensburg, N.Y., *Journal* (circulation 5,838, population 16,166).

Another astonishing situation regarding circulation price fixing is the number of different mail rates offered by newspapers. In 1955, A. L. Trimp, circulation manager of the Scranton, Pa., *Tribune*

TABLE 18.1
SURVEY OF MAIL RATES OF 500 DAILY NEWSPAPERS*
Conducted by A. L. Trimp

	Number of Rates Used	Low Rate	High Rate	Most Popular Rates
		(dollars)	(dollars)	(dollars)
Morning Papers				
143 sampled	33	6.00	30.00	9.00, 10.00, 12.00, 13.00
Evening Papers				
350 sampled	7	4.50	21.00	6.00 — 15.00
Sunday Papers				
131 sampled	27	2.50	15.50	5.00 — 7.80
Morning and Evening				
49 sampled	18	12.00	31.70	24.00
Morning and Sunday				
103 sampled	35	8.00	27.50	18.50
Evening and Sunday				
119 sampled	44	8.00	30.00	10.00, 15.00, 18.00
Morning, Eve., & Sun.				
52 sampled	Many	15.00	41.60	21.00, 23.00, 26.00

* From *Circulation Management*, Oct., 1955

(circulation 40,733, population 125,536), checked the mail rates of 500 daily newspapers in the United States. The lowest was \$4.50 per year for 313 issues. Some of the odd ones were \$6.12 and \$7.12 per year for six issues a week, no Saturday issue. The highest was \$41.60 for morning and evening daily during the week plus a Sunday issue. Some papers with both morning and evening issues charged \$5.00 a year for the evening paper and \$7.00 a year for their morning paper. Most surprising, however, was the number of different rates offered by a single newspaper. A summary of the survey is given in Table 18.1.

WITHIN AND OUTSIDE THE COUNTY

It is customary to charge more for papers delivered outside the county in which the newspaper is published than for those delivered on the county rural routes. This seems fair, too, because newspapers

can be delivered postage free on rural routes within the county where the paper is published, while zone mailing rates apply on papers that go beyond the county. The farther away from the county, the greater the cost.

Trimp cites two daily newspapers, published under the same management and circulating in widely separated areas. The subscription price for one is \$6.00 and for the other is \$10.00 a year. The annual mailing cost on the one selling for \$6.00 is between \$9.00 and \$12.00. The paper selling for \$10.00 a year pays approximately \$12.00 in postage costs for delivery outside the county. From a businessman's standpoint of cost and profit, the subscription prices of both papers definitely are too low, and from the same standpoint it is difficult to understand why one should sell for \$4.00 more than the other. But publishers often are compelled to take other factors into consideration besides cost and profit when setting a subscription price. The extent of competition, average number of pages per issue, and possibility of additional circulation producing greater advertising income always are considered.

Weeklies Need Higher Prices

Daily newspapers derive from circulation a more nearly creditable portion of the total income than do weekly newspapers. Particularly is this true of the very large daily papers. They give greater attention to income from circulation and fearlessly advance subscription prices when needed. The small weeklies — particularly those in towns with less than 5,000 population — are selling at prices too low to produce much operating revenue. Too many are selling at \$1.00 a year and too few at \$4.00 and \$5.00. The average weekly newspaper publisher is receiving about half what he should for his newspaper.

"Rising costs and inflation must be given primary consideration in determining a subscription price," says Lee Perry, publisher of the Needles, Calif., *Desert Star* (circulation 1,500, population 4,051). "We must have more money in order to produce a better product. What did you pay for a motor car in 1936?"

Perry advanced the price on his 12-page weekly in 1955 from \$3.00 to \$4.00 a year and to 10c a single copy without the loss of a single subscriber, and has had a gain in circulation since that time.

The publisher of another weekly paper that sells for \$4.00 a year and 10 cents a copy says: "Production costs have made it impossible to continue on the old basis of subscriptions at any price for circulation's sake. Ad rates cannot be increased enough to take up the slack, so circulation must pay its own way. Most papers charge too little, and ours is one. Ten to fifteen cents per copy for a good community weekly is not too much. The industry as a whole should make it easier for all to increase prices. This is 1957, and the price of a loaf of bread is ten cents higher than it was in 1932."

RATE COMPARISONS BY STATES

A study of the high, low and average subscription prices of weekly newspapers in towns with less than 5,000 population is given in Table 18.2, and reveals some interesting facts. The highest yearly rate is \$5.20, or 10 cents per copy, and the lowest is \$1.00, or less than two cents per copy. In seventeen states there are no weekly papers in towns of less than 5,000 that receive more than \$3.50 a year. Although in most states a few papers sell for only \$1.00 a year, in Arizona the minimum price is \$2.50 and in Colorado, Louisiana, Montana, Nevada, Rhode Island, Vermont and Wyoming the minimum is \$2.00. Connecticut, Idaho, Illinois, Nevada, New Mexico, New York and Tennessee have some papers receiving \$5.00 a year. One paper in New Mexico sells at a straight price of 10 cents per copy.

MUST KEEP CIRCULATION UP

While a newspaper should receive a profitable subscription price, it must maintain at the same time a creditable circulation. In newspaper directories and in *Standard Rate and Data Service*, all of which are guides to advertisers, the population of the town in which the newspaper is published is given along with the circulation of the newspaper. The publisher wants his newspaper's circulation to compare favorably with the population of his town. Although a number of weekly newspapers that serve wide rural areas have circulations in excess of the towns in which they are published, a circulation equivalent to 80 per cent of a town's population is considered a good average.

The 6,171 weekly newspapers published in American towns with less than 5,000 population have an average circulation that is equal to 79.1 per cent of the average population of the towns in which they are published. In Iowa, Michigan, Minnesota, Missouri, North Dakota, Ohio, South Dakota, Virginia and West Virginia the average circulation is above 100 per cent of the average population. In most states it runs between 60 and 90 per cent, as revealed in Table 18.3.

A FORMULA IS NEEDED

Some sort of a measuring device that would aid in determining a reasonable and practical subscription price for a weekly newspaper should be provided. This should take into consideration newspaper production cost, size of the paper, average circulation based on population and effect on advertising volume. As a step in that direction, the following formula is suggested:

1. From total annual expenses, subtract a percentage equal to the percentage of income provided by advertising and job printing. This gives the amount of cost that should be borne by circulation.

TABLE 18.2
HIGH, LOW AND AVERAGE SUBSCRIPTION PRICES BY STATES OF WEEKLY NEWSPAPERS IN
TOWNS WITH LESS THAN 5,000 POPULATION*

State	High	Low	Average
	(dollars)	(dollars)	(dollars)
Alabama	3.00	1.50	2.22
Arizona	4.50	2.50	3.07
Arkansas	3.00	1.00	2.14
California	4.50	1.50	2.91
Colorado	4.00	1.50	2.56
Connecticut	5.00	2.00	3.23
Delaware	3.00	1.00	2.13
Florida	4.50	1.50	2.61
Georgia	3.50	1.00	2.09
Idaho	5.00	1.50	2.82
Illinois	5.00	1.00	2.32
Indiana	3.50	1.00	2.13
Iowa	4.50	1.00	2.61
Kansas	4.00	1.00	2.00
Kentucky	3.50	1.00	2.24
Louisiana	3.00	2.00	2.64
Maine	3.50	1.00	2.45
Maryland	3.00	1.00	2.10
Massachusetts	3.50	1.75	2.78
Michigan	4.00	1.00	2.35
Minnesota	3.50	1.00	2.57
Mississippi	4.00	1.00	2.04
Missouri	3.00	1.00	2.04
Montana	3.50	2.00	2.88
Nebraska	4.00	1.00	2.42
Nevada	5.00	2.00	3.18
New Hampshire	4.50	1.00	3.05
New Jersey	4.00	1.00	2.41
New Mexico	5.20	1.00	2.81
New York	5.00	1.00	2.82
North Carolina	4.00	1.00	2.29
North Dakota	4.00	1.50	2.73
Ohio	4.00	1.00	2.27
Oklahoma	4.00	1.00	2.13
Oregon	4.00	1.00	2.77
Pennsylvania	4.00	1.00	2.57
Rhode Island	2.00	2.00	2.00
South Carolina	3.50	1.50	2.35
South Dakota	4.00	1.00	2.63
Tennessee	5.00	1.00	2.17
Texas	4.00	1.00	2.14
Utah	4.00	1.00	2.73
Vermont	4.00	2.00	3.39
Virginia	3.50	1.00	2.34
Washington	4.00	1.50	2.78
West Virginia	4.00	1.00	2.20
Wisconsin	4.75	1.00	2.51
Wyoming	3.50	2.00	2.83
UNITED STATES	5.20	1.00	2.50

* Compiled from N. W. Ayer & Son's *Directory of Newspapers and Periodicals*, 1956.

TABLE 18.3
CIRCULATION-POPULATION COMPARISONS BY STATES
OF WEEKLY PAPERS IN TOWNS UNDER 5,000*

State	Number of Papers	Average Circulation	Average Population	Percentage
Alabama	71	1778	2514	70.7
Arizona	27	1081	2606	41.5
Arkansas	109	1459	2028	71.9
California	220	1722	2246	76.7
Colorado	101	1186	1360	87.2
Connecticut	20	2085	2825	73.8
Delaware	11	1969	2010	97.9
Florida	87	1461	2345	62.3
Georgia	154	1231	2009	61.2
Idaho	68	1211	1836	65.9
Illinois	415	1263	1701	74.2
Indiana	199	1432	1718	83.4
Iowa	360	1486	1424	104.3
Kansas	263	1235	1253	98.6
Kentucky	123	1887	1952	96.6
Louisiana	64	1415	2356	60.0
Maine	29	2093	2474	84.5
Maryland	42	2473	1806	136.9
Massachusetts	42	2093	2997	69.8
Michigan	242	1586	1427	111.2
Minnesota	325	1385	1034	133.9
Mississippi	93	1561	2071	75.3
Missouri	281	1637	1598	102.4
Montana	70	1290	1493	86.4
Nebraska	220	1334	1249	106.8
Nevada	18	1411	1641	85.9
New Hampshire	23	1940	2411	80.4
New Jersey	88	2052	2892	71.2
New Mexico	24	1312	2185	60.0
New York	297	1642	2150	76.3
North Carolina	113	1952	2184	89.3
North Dakota	103	1262	1115	113.1
Ohio	223	2189	1916	114.2
Oklahoma	174	1287	1801	71.4
Oregon	84	1530	1888	81.0
Pennsylvania	178	2015	2351	85.7
Rhode Island	4	2180	2807	77.6
South Carolina	49	1699	2377	71.4
South Dakota	151	980	852	115.0
Tennessee	95	1692	2048	82.6
Texas	300	1765	2694	65.5
Utah	36	1001	2337	42.8
Vermont	19	1800	2355	76.4
Virginia	80	2251	1721	130.7
Washington	119	1451	1773	81.8
West Virginia	72	1961	1913	102.5
Wisconsin	255	1481	1632	90.7
Wyoming	33	1584	2403	65.9
UNITED STATES ..	6171	1579	1995	79.1

* Compiled from N. W. Ayer & Son's *Directory of Newspapers and Periodicals*, 1956.

2. Divide this sum by 80 per cent of the population of your town, which appears to be a reasonable circulation standard. This gives the cost that should be charged to circulation in producing and delivering a single copy for a year, provided you are attaining your circulation possibility.
3. Add 1 per cent for each page above 8 pages in your weekly average number of pages. This may seem trivial but size of paper must figure to some extent in estimating worth of paper.
4. Add to this 25 per cent for profit. This is not too great a profit because you are determining the top subscription price. The regular price should be high enough to allow some scaling down to a special price for brief periods in case you should want to develop additional circulation rapidly in certain areas.

The result obtained from these four steps should give some indication of what the approximate regular price should be for a year's subscription.

Here is an actual case to show how the formula works: A newspaper in a town of 4,000 has annual expenses of \$56,000. Receipts from advertising and job printing amount to 85 per cent of yearly income. It averages 17 pages for each weekly issue.

STEP 1

85 per cent of \$56,000 is \$47,600

\$56,000 minus \$47,600 is \$8,400 (the amount that should be provided by circulation).

STEP 2

80 per cent of population (4,000) is 3,200.

\$8,400 divided by 3,200 is \$2.62 (basic rate for an 8-page paper).

STEP 3

There are 9 pages above 8 in each weekly issue.

9 per cent of \$2.62 is \$.23.

\$2.62 plus \$.23 is \$2.85 (basic rate, without profit, for 17-page paper).

STEP 4

25 per cent of \$2.85 is \$.71.

\$2.85 plus \$.71 is \$3.56 (rate that must be charged to assure profit).

THEREFORE, the subscription price for this paper should be no less than \$3.56. This paper now sells for \$3.50 a year in the county, and for \$4.00 outside. The publisher expects soon to go to \$4.00 for all.

If the weekly newspaper publishing business is to go forward with other businesses and industries in its community, it must have dependable income from both circulation and advertising. It must be able to provide modern equipment and to pay wages that will attract young people trained in journalism the same as is being done by the metropolitan press. It must be able to compete in the person-

nel market with radio and television stations, the public relations departments of industries, magazine publishers and advertising agencies.

This means it must charge a higher subscription rate and at the same time keep its circulation at a high level.

Seasonal Price Reductions

The history of circulation building includes other inequities in newspaper pricing just as strong as those already mentioned. It is not unusual for a newspaper to make a reduced price to members of an organization if all members will subscribe at the same time. Certain seasons of the year, too, often bring better rates to subscribers than other times.

Once a year the Peoria, Ill., *Journal* and *Star* (combined circulation 101,937, population 111,865) make a special Christmas bargain offer to all regular and new subscribers. All mail subscriptions at Peoria have only two expiration dates—July 1 and January 1 of each year. Ninety-five per cent of the entire list falls due on January 1 because of the special Christmas offer, and the newspapers are anxious to move more of their July expirations to January. This practice was instituted some time ago and has been continued because subscribers have become accustomed to it and like it. "The Christmas discount rate brings new subscribers as well as prompt renewals," says K. W. Carrithers, circulation manager. "Furthermore, there is some economy and convenience in handling the bulk of mail subscription collections at one period rather than having them strung out over the year."

A similar plan of collecting for subscriptions is used by the Louisville, Ky., *Courier-Journal* and *Times* (combined circulation 392,063, population 369,129). They make a bargain offer during January and February, the season of the year when Kentucky farmers market their tobacco. Their program is arranged so that the old subscribers enjoy a bigger saving than the new ones.

Most papers, however, would consider it a disadvantage to have so many subscriptions expire at the same time. They would prefer to receive the circulation income at frequent regular intervals throughout the year.

Single Copy Rates

The customary difference in the single copy rate at newsstands and the average single copy cost to persons who have the paper delivered regularly to the home, if carefully considered, may not seem just.

One circulation manager says: "I believe there is no longer any excuse or logical reasoning behind offering home delivery (seven issues weekly) at a price for the package below that expected from

the sale at retail single-copy prices. Expense outlay is greater on home delivery and net return is less. Other commodity services making home deliveries — dairy, laundry, bakery, etc. — get full price for such service. Yet newspapers still follow the time-honored belief that reduced or incentive prices get them the business. It seems doubtful if the buying public supports such belief."

Another manager suggests that if newspapers could induce all their existing subscribers to pay at the rate of 10 or 15 cents per copy for all the papers delivered to them at their homes by carriers and mailmen and sold to them by newsstands and street salesmen, the publishers would have enough to meet all circulation expenses and help some on other expenses. Furthermore, if such a Utopia might come about, the rate for advertising might be reduced.

This would be a pleasing situation for the publisher if it would all work out that way. But the attitude of readers as well as the desires of the publisher figure prominently in determining a newspaper's subscription price. If the price by the year were not less than the cost of single copies bought daily for a year at newsstands, would not subscribers be inclined to buy single copies rather than yearly subscriptions? Many might say: "O.K. If we have to pay newsstand prices, why pay in advance for a year or even for a month? I'll just pick up a copy when I go to buy my groceries, or perhaps the Sunday issue is all I will want!" They would surely miss a number of issues through the year. Then the newspaper's circulation income most likely would be decreased instead of increased by such a price arrangement. More disastrous to the newspaper than that would be a reduction in the average daily circulation, which would be displeasing to advertisers.

In most newspaper situations, increased circulation is more to be desired than increased circulation income. A publisher must meet all challenges as they arise. This is best done by making adjustments compatible to local situations.

Six Goals To Work Toward

Facing all these situations and difficulties, circulation managers have a problem before them in developing more uniform and consistent subscription rates. But they should keep at least six goals before them:

1. Make a subscription price that will as nearly as possible bring in sufficient revenue to meet circulation department expenses.
2. Make a price that will be popular with readers who should be reached.
3. Make a price that will build sufficient circulation to increase advertising revenue.
4. Make a price that will seem fair to all classes of subscribers.

5. Make a price that will compare favorably with prices asked by papers of the same size in similar communities.
6. Cooperate with fellow publishers in formulating a plan of uniform circulation rates that will be adhered to by all publishers and be accepted by the reading public.

Planning a Price Advance

Practically all newspapers within the past few years have been faced with the need to advance subscription rates. They realize that more revenue should come through the circulation department. The question is: How best may this be done? Should it be by an advance clear across the board or by raising the price by mail now and by carrier later? Or is there still a better way?

In an article in *Circulation Management*¹ magazine, Charles W. Staab, then circulation manager and now business manager of the Cincinnati, Ohio, *Enquirer* (circulation 212,879, population 503,998) pointed out what many newspapers expected to do in 1956. One thing stood out — if the Post Office Department should raise second class mail rates, there would be a flood of increases in mail subscription rates. The “low man on the totem pole” would raise from \$5.00 to \$6.50. One morning paper would raise from \$9.00 to \$12.00 where people received same-day delivery but would go up only \$1.00 to those getting the paper a day late. Another newspaper would raise from \$10.00 to \$20.00 a year on subscriptions going outside the state. A hopeful sign was that many newspapers planned to raise their “all other” mail rates by 25 to 100 per cent over retail trade zone rates. Almost invariably the greater the distance from home base, the higher the circulation price. Value to the advertiser is the only realistic economic yardstick, outside such sentiments as pride, prestige and staunch stubborn adherence to tradition.

THREE WAYS TO INSTITUTE RAISE

Always there is some hesitancy on the part of a publisher and his circulation manager to institute a subscription price increase. They wonder how the public will react. In order that the newspaper may benefit immediately, there must not be any loss in circulation on account of it. What is the best way to break the news to subscribers? The following three methods are recommended by newspapermen who have used them successfully:

1. Make a complete and honest announcement in the newspaper, explaining exactly why a price increase is necessary. If some new and attractive feature can be added at the same time, the increase will be accepted more readily and gracefully.

2. To raise the price on subscriptions by mail, use a series of well-written form letters, and mail them at three-week intervals to present

¹ *Circulation Management*, Jan., 1956.

subscribers, giving them the opportunity to save money by renewing their present subscriptions at the old rate before the new rate goes into effect. Let carriers deliver similar notices to their customers. This procedure usually results in renewals from almost all subscribers without protest or complaint. And by the next renewal time, the fact that rates were raised is forgotten, and the new, higher rates are taken for granted.

3. Don't say a word in the paper about raising subscription rates. Don't give a line of publicity to it. Just decide to raise the price. Carry a line at the bottom of the renewal statement to subscribers by mail, telling them when a new price will go into effect and instruct carriers to announce to their customers when they call to collect that a price change is coming up. The operation thus becomes painless and usually without loss, many circulation managers say.

Fear of competition prevents many papers from raising rates. Small papers fear the large ones, when in reality it is the larger ones that usually receive unfavorable reaction to price increases. A price raise by the local community newspaper generally results in circulation loss for metropolitan papers circulating in the same area. A local newspaper doing a creditable job of filling readers' needs has nothing to fear from out-of-town newspapers, for if it is necessary to economize by eliminating one of the two papers, the reader most likely would continue the home paper with its more extensive coverage of local news.

The least one can do to overcome fear of competition is to exercise balanced judgment, considering net revenue and costs along with intangible factors.

"A circulation manager must have a working knowledge of the postal rules and regulations, Interstate Commerce Commission laws and other laws that may affect circulation department operations."

— DONALD J. WOOD,
Assistant Circulation
Manager, Oakland, Calif.,
Tribune

CHAPTER 19

Legal Questions Pertaining to Circulation

THE COMMON SAYING, "Ignorance of the law excuses no man," applies to newspaper publishing just as it does elsewhere. Certain federal, state and local laws and regulations require a very fine line of interpretation as to their application in situations that may arise within a newspaper organization. Consequently, the publisher or his circulation manager needs to be familiar with all laws that pertain in any way to newspaper circulation. Among these are:

1. Postal laws and regulations.
2. Laws regulating legal notices.
3. Wage and hour laws.
4. Child labor laws.
5. Laws pertaining to contracts.
6. Antitrust laws.
7. Income tax laws.

POSTAL REGULATIONS

To be barred from the mails would be disastrous to most newspapers. It is important, therefore, to understand fully all postal regulations and maintain all standards required. The provisions for newspapers are specific. A number of postal regulations that apply to newspapers, such as statements of ownership, circulation and amount of advertising, do not apply to periodicals of educational institutions, charity organizations and the like.

In order to gain access to the mails as second class matter, a newspaper must be issued at regularly stated intervals, at least four times a year; bear a date of issue; be numbered consecutively; and issued from a known office of publication. It must be formed of printed paper sheets, without board, cloth, leather or substantial binding. It must

be originated and published for the dissemination of information of a public character or devoted to literature, the sciences, arts or some special industry. In addition, a newspaper must have a list of legitimate subscribers.

To further qualify for second-class mailing privileges, a newspaper must publish certain information "conspicuously printed" on one of the first five pages, preferably on the first page. This applies to each copy. The required information is: title of publication, date of issue, regular period of issue or frequency, serial number, known office of publication, subscription price, and notice that it has been entered as second class matter.

The Post Office Department requires also that the editor, publisher, business manager or owner file, not later than October 1 of each year, a sworn statement setting forth the names and post office addresses of the editor and managing editor, publisher, business manager and owners, and in addition the stockholders, if the publication is owned by a corporation; also the names of known bondholders, mortgagees or other security holders. The statement must be published in the second issue of the publication printed next after the statement has been filed. Two copies of the statement and one copy of the issue in which the statement is published must be filed with the postmaster at the office where the publication has original second class privileges. Statements filed by daily, weekly, semiweekly and triweekly publications must show also the average number of copies of each issue sold or distributed to paid subscribers during the preceding twelve months (see Fig. 19.1).

A publisher who submits false information or evidence in order to obtain second class privileges for his publication shall, upon conviction in the federal courts, be fined not more than \$500.

Must Have "Legitimate Subscribers"

In order to retain its mailing privileges, a newspaper must maintain a paid circulation. Only persons who have paid for the paper or have promised to pay within a limited time are considered "legitimate subscribers." However, the post office is lenient in handling expired subscriptions expected to be renewed, and in transferring subscriptions from original addresses to new ones.

While subscription renewals are being sought following expiration, the publisher is allowed to mail copies at second class rates for six months to persons who have not renewed. If the subscription is not paid within that time, the name must be stricken from the mailing list.

When subscribers wish to have the paper discontinued, or fail to report to the newspaper office a change of residence, delivery may be stopped by simply writing "refused" on a copy of the paper and

Read the instructions
on page 2 of this form.

STATEMENT REQUIRED BY THE ACT OF AUGUST 24, 1912, AS AMENDED BY THE ACTS
OF MARCH 3, 1933, AND JULY 2, 1946 (Title 39, United States Code, Section 233) SHOWING
THE OWNERSHIP, MANAGEMENT, AND CIRCULATION OF

..... published
(Insert exact title of publication) (State exact frequency of issue)
at for 19.....
(Name of post office and State where publication has second-class entry)

1. The names and addresses of the publisher, editor, managing editor, and business managers are:

	Name	Address
Publisher
Editor
Managing editor
Business manager

2. The owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 percent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a partnership or other unincorporated firm, its name and address, as well as that of each individual member, must be given.)

Name	Address
.....
.....
.....
.....

3. The known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.)

Name	Address
.....
.....
.....
.....

4. Paragraphs 2 and 3 include, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting; also the statements in the two paragraphs show the affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner.

5. The average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the 12 months preceding the date shown above was: (This information is required from daily, weekly, semiweekly, and triweekly newspapers only.)

.....
(Signature of editor, publisher, business manager, or owner)

Sworn to and subscribed before me this day of 19.....

[SEAL]

(My commission expires 19.....)

FIG. 19.1 — Form required by Post Office Department to show ownership, management and circulation of newspaper.

placing it back in the mail box. The newspaper is required to pay postage on any copies that are not accepted. Therefore, mailing lists should be kept in good order. Negligence in handling changes of address and in removing names from the mailing list when subscriptions expire may prove costly.

Post Office Privileges Are Helpful

Publishers may feel at times that postal regulations are unreasonable, but they should not overlook the privileges granted by the Post Office Department to help newspapers build circulation and serve efficiently their patrons on rural routes.

One of the great privileges granted newspapers is free delivery within the county to subscribers on rural routes and in towns not having letter-carrier service.

A publisher may send also to prospective rural subscribers at second-class pound rates sample copies to the amount of 10 per cent of the total poundage sent through the mail to regular subscribers. Each copy of the paper sent in this way must be marked "sample copy." If the mailing exceeds 10 per cent of the poundage to regular subscribers, the excess poundage is paid for at transient second class rate.

On Sundays and holidays when mail is not sent out from the post office, copies of Sunday and holiday issues may be placed by the newspaper's own deliverymen in rural route boxes with the understanding that subscribers will remove them before the next delivery of mail. This privilege is only by permission of the postmaster.

In territories where the mail service cannot make delivery of the paper on day of issue, the newspaper's carriers may be permitted to use the mail boxes. However, copies thus delivered by newspaper carriers must be reported to the post office.

It is no longer required that all copies to be delivered by mail be sent out from the post office in the town where the paper is published. Copies may be taken to outlying towns and sent out from the post offices there, but a report on the number of copies and weight thus distributed must be made to the local post office. Such an arrangement, in many cases, permits rural subscribers to receive their papers a day earlier than if sent through the local post office.

The Post Office Department also allows a rural route patron to place a receptacle for his newspaper on the same post with his rural mail box at sufficient distance so as not to obstruct view of the flag. It must be placed on the support in such a manner that it will not interfere with the delivery of mail or create a hazard for the rural mail carrier. Furthermore, the use of the receptacle must not be re-

stricted to any particular newspaper and it should display no advertising.

HANDLING EXCEPTIONAL CASES

The Post Office Department is considerate and cooperative on other matters pertaining to a newspaper's use of the mails. For example, a publisher might contract to have his paper printed in a different city from that in which the newspaper office is located. He then would like to transfer a part of the mailing to the post office in the town where the printing is done. For making this change without interruption of service, the Post Office Department offers two solutions:

1. If the publisher wishes to mail the bulk of his newspaper's circulation from the town in which the paper is published, he may forego second-class postage rates in the city in which the office is located and just put stamps, at the second-class transient rate, on such few copies as he mails from there. To provide delivery of the bulk of his circulation from the other town, he may file with the postmaster of that town an application for re-entry as second class matter and pay a filing fee of \$10.00.

2. If the publisher wants to make sizable mailings from the town in which his office is located and desires the benefit of mailing at pound rates, he may retain his second class entry there and write a letter to his postmaster, explaining that he wishes to apply for an additional entry at the post office in the town where the paper is printed. This letter should state the approximate weight and number of copies to be mailed at the additional entry. It should include also a description of the geographical territory and/or the kind of mailings (sample copies, copies to fill subscriptions received between regular mailings, etc.) to be served at that office. Also, the number of copies for delivery in the home city should be indicated. A \$10 application fee must be sent with the letter. The postmaster then forwards the application to the Post Office Department in Washington for consideration and notifies the post office in the city where printed that application has been made for additional entry there. While the matter is being considered, both post offices will be permitted to transmit the publication through the mails at second class rates.

Regulations for Bulk Mailings

The Post Office Department's regulations for the handling of bulk mailings of newspapers should be carefully followed. A report showing the number of copies going into each zone and their weight is required.

As a working basis in determining weights of all mailings, the publisher must first determine the weight of a single page of his

paper, and from that determine the combined weight of one copy from each issue mailed during a calendar month. The postal instructions for doing this are as follows:¹

a. Determine by the method prescribed in Section 126.162 the average weight of one copy of any one issue selected by the postmaster for testing and verifying during the month. [Note: Section 126.162 says: The average weight per copy must include the wrapping and binding materials and shall be obtained by the publisher as follows: (a) Count a reasonable number of copies selected in such a manner for test purposes that when wrapped and bundled they will bear a proper ratio to the total number of copies to be mailed individually wrapped and bundled for mailing; (b) weigh in bulk the copies which have been counted, after they are wrapped and bundled for mailing; (c) divide the bulk weight of the test copies by the number of test copies to obtain the average weight per copy in pounds. Record fractions of pounds as decimals with six digits to the right of the decimal point.]

b. Divide the average weight of one copy by the number of sheets in the copy to determine the weight of one sheet in pounds. Record fractions of pounds in decimals with six digits to the right of the decimal point.

c. Select one copy of each of the issues mailed during the month and count the sheets in all of the selected copies to determine the total number of sheets in the selected copies.

d. Multiply the total number of sheets in the selected copies by the weight of one sheet.

The figuring of the weight of a single sheet of newspaper by carrying it to six digits to the right of the decimal point caused some confusion, and Edwin A. Riley, director of the Division of Mail Classification in the office of Postmaster General, explained at a meeting of the Pennsylvania Newspaper Publishers Association that the Post Office Department would not object to publishers voluntarily relinquishing their advantages by terminating the decimal with less than six digits, provided the last digit to the right is "in all instances" raised by one full number.

"For example," he said, "the six-digit decimal .846521 might, if the publisher so desired, be changed to a two-digit decimal .85. There is a great difference in computing the weight of a publication having, for example, a circulation of several million copies and one having a circulation of several hundred. The extension of the decimal is of importance to the former but may make little difference to the latter."

The Post Office Department provides a form (see Fig. 19.2) to be filled in by the publisher and filed with the postmaster, showing the number of copies mailed, weight, distribution by zones and percentage of advertising. This report may be made monthly for all papers issued during the month or it may be for a single issue. Once each year a zone analysis must be presented to the local post office, showing the number of copies sent to each zone.

¹ Postal Manual, Chap. 1, Sec. 126.164, Dec. 27, 1956.

<small>POST OFFICE DEPARTMENT</small> STATEMENT SHOWING NUMBER OF COPIES OF SECOND-CLASS PUBLICATION MAILED		
CITY _____	STATE _____	DATE _____
NAME OF PUBLICATION OR NEWS AGENT _____		
DATE OF ISSUE PRINTED IN COPIES _____	DATE OF MAILING _____	
CHECK WHETHER SUBSCRIBERS' OR SAMPLE COPIES (Do not report both on one form.) <input type="checkbox"/> SUBSCRIBERS' COPIES <input type="checkbox"/> SAMPLE COPIES		
WHEN THIS STATEMENT IS FOR ONE ISSUE ONLY, FURNISH THE FOLLOWING INFORMATION: AVERAGE WEIGHT PER COPY FOR THE ISSUE _____ LBS PERCENTAGE OF ADVERTISING IN THE ISSUE _____	WHEN THIS STATEMENT IS FOR ALL ISSUES FOR A CALENDAR MONTH, FURNISH THE FOLLOWING INFORMATION: WEIGHT OF ONE SHEET _____ LBS COMBINED WEIGHT OF ONE COPY FROM EACH ISSUE _____ LBS PERCENTAGE OF ADVERTISING COMPUTED ON CONTENTS OF ALL ISSUES _____	
When postage is computed at the key rate, the lines for zones 1 to 8 need not be completed except for two issues each calendar year at six-month intervals. The total zone mailings must be entered on the "Total to all zones" line during the six-month intervals.		
POSTAL ZONES	NUMBER OF COPIES	NUMBER OF POUNDS
1 AND 2		
3		
4		
5		
6		
7		
8		
TOTAL TO ALL ZONES		
COPIES OUTSIDE COUNTY WITH 5½ OR LESS ADVERTISING		
COPIES OUTSIDE COUNTY AT SPECIAL 1½ CENTS A POUND RATE		
COPIES WITHIN COUNTY AT 1 CENT A POUND		
COPIES WITHIN COUNTY FREE OF POSTAGE		
LOCAL OR HEADQUARTERS COPIES AT 1 OR 2 CENTS EACH		
COPIES FOR PUAS COUNTRIES—132 142. POSTAL MANUAL		
CONTROLLED PUBLICATIONS—PART 133. POSTAL MANUAL		
FREE MATTER FOR BLIND—138 322. POSTAL MANUAL		
_____ <small>SIGNATURE</small>		

POD Form 3542 Replaces previous editions of this form which MAY be used.

☆ U. S. GOVERNMENT PRINTING OFFICE -O-379411

FIG. 19.2 — Statement to be filed with postmaster regarding copies of papers presented for second class mailing.

PROPER WRAPPING REQUIRED

Newspapers must be properly wrapped for mailing. A federal law passed in 1872 and still in force says: "No newspaper shall be received unless sufficiently dried and enclosed in proper wrapper."² To implement the law, postal regulations require: ". . . the folding of newspapers to an eighth of a newspaper size, or about 5x12 inches, and they should be wrapped with white or other light colored paper."³ The Post Office Department, however, allows papers to be delivered flat in bundles where more than five individually addressed copies go to the same post office. Nevertheless, the Post Office Department looks with much disfavor on the flat method of mailing newspapers because of damage in transit, railway postal workers' objections, plus injured fingers when staples are used.

A change in the regulation regarding the mailing of copies in envelopes now permits publications enjoying second-class postal rates to be mailed sealed or unsealed, providing the name and address of the enclosed publication and the notice of entry appear on the envelope.

Rules Regarding Advertising

The assistance of the advertising department is always needed in maintaining the newspaper's access to the mails. Violations of the postal provisions concerning advertising content may deprive a newspaper of mailing privileges.

There is a criminal statute, in addition to postal regulations, forbidding the publishing of notices concerning lotteries. Three elements are included in the legal definition of lottery: chance, compensation, and consideration. In other words, prizes awarded by means of chance or lot to participants who paid in terms of money, time or effort are lotteries. If a person is required to be present at a drawing of door prizes, that requirement may be interpreted as the "consideration" involved, and thus the drawing would be classified as a lottery. The registering of names alone, in order to qualify for prizes, may not be deemed a lottery because the "consideration" is negligible or non-existent. This is the blanket ruling used by the Post Office Department in determining whether or not a lottery exists.

The effect of this ruling is to say that if the consideration is not present, the matter is mailable and the Post Office Department has no objection. The statute, however, expressly prohibits gift enterprises and schemes of any kind offering prizes awarded by lot or chance.

Something else to consider is that many state laws are much stricter regarding lotteries than the federal law and Post Office Department regulations. A paper may conform to postal rules but at the same time violate state laws regarding lotteries.

² Revised Statutes 3883, 39 U. S. Code 252, June 8, 1872.

³ Postal Manual, Chap. 1, Sec. 126.11-12, Nov. 15, 1957.

Rules Regarding Supplements

Another postal requirement is that all sections of the paper carry the name of the publication at the top of each page. All advertisements that appear in a newspaper must be permanently attached thereto and sheets containing them must be substantially as large but not larger than the pages of the publication. Advertisements printed on sheets larger than the regular pages are inadmissible even though folded to the size of the regular pages. Therefore, by strict interpretation of postal regulations, supplements printed outside the newspaper plant and not containing the newspaper's masthead cannot be inserted and sent through the mail with the newspaper as second class matter. The ruling also states that the supplement must contain some news matter in order to qualify.

A publisher once inserted a circular in his mail edition to advertise a reduction in the mail subscription price. The post office refused to handle the issue as second class because the circular, although printed in the newspaper plant, did not contain the newspaper's masthead and date line, and was unnumbered. The following day, the paper ran the same circular with a masthead and date line, and it was accepted. A certain way to avoid any question regarding mail privileges is to make every section that goes into the newspaper a definite part of the newspaper, shown by carrying the masthead on each page and numbering the pages as belonging to a complete issue.

The postal rules regarding supplements are set forth as follows:⁴

.441 Issues may include supplements subject to the following conditions:

a. The supplement must be germane to the issue, and prepared in order to complete it, having been omitted for want of space, time, or greater convenience.

b. A supplement must bear the title of the publication preceded by the words "Supplement to" and the date of the regular issue.

c. Supplements must be folded and mailed with the regular issues.

.442 Enclosures that may be accepted as supplements include:

a. Legal notices such as statutes, ordinances, proceedings of public boards, or conventions, tax rates, and delinquent tax lists, required by law to be published, may be mailed as supplements even though the publisher is paid for printing the notices.

b. Maps, diagrams, and illustrations that form a necessary part of a publication may be either loose or attached and need not bear the words "Supplement to."

.443 Enclosures that may not be accepted as supplements include:

a. Independent publications entirely distinct from and independent of the regular issue and complete in themselves.

b. Circulars, handbills, posters, and other third-class mail.

c. Advertising pages, or pages containing advertising and nonadvertising, issued by or for advertisers.

⁴ Postal Manual, Chap. 1, Sec. 132.441-443, July 10, 1957.

Regulations Covering Legal Notices

Circulation again becomes a point for consideration in connection with advertising when a newspaper must establish its right to carry legal notices. The law usually states that the newspaper must be one of "general circulation," implying that it be one of sufficient circulation to give desirable widespread information.

A study of decisions rendered by state courts reveals that the criteria usually considered are: (1) a newspaper of general circulation is not determined by the number of its subscribers but by the diversity of its subscribers, and (2) that even though the newspaper is of particular interest to a particular class of persons, yet if it contains news of a general character and interest to the community, although the news may be limited in amount, it qualifies as a newspaper of general circulation.

Quantity of news, however, is a factor. The Post Office Department requires that a newspaper contain a high percentage of news material. In order that the postal authorities may have proof of this, a marked copy of each issue, showing the amount of news and the amount of advertising it contains must be filed with the post office. An endorsement on the front page must show the total units of advertising space, the total units of nonadvertising space and the percentage of each. In order to hold its second class privilege, a newspaper must not have more than 75 per cent of its space occupied by advertising in more than 12 issues during the year.

A monthly report must be made to the post office on Form 3542, showing the percentage of advertising computed on contents of all issues. The following method⁵ should be used to determine the percentage of advertising contained in all issues for a particular month:

- (a) Keep a record of the number of units of advertising space and the number of units of nonadvertising space in each issue.
- (b) Add the advertising units in each issue to determine the total advertising units in all of the issues.
- (c) Add the nonadvertising units in each issue to determine the total nonadvertising units in all of the issues.
- (d) Add the advertising and nonadvertising units to determine the total units in all of the issues.
- (e) Divide the total advertising units by the total units.

Wage and Hour Laws

Wage and hour laws apply in the circulation department as in other departments of the newspaper. The publisher needs to know to what extent his newspaper is obligated or exempt under the Fair Labor Standards Act. The main provisions of the act are:

⁵ Postal Manual, Chap. 1, Sec. 126.154, Dec. 27, 1954.

1. The minimum wage provisions, which require pay at the rate of \$1.00 an hour.
2. The overtime pay provisions, which require pay of at least one and one-half times the employee's regular rate for all hours in excess of 40 in any work week, unless specifically exempt.
3. The child labor provisions, which prohibit the employment of children under 16 years of age in most jobs and children under 14 years of age in any job. In addition, children under 18 are prohibited from working in jobs covered by hazardous occupations orders issued by the Secretary of Labor.

Some newspapers — dailies as well as weeklies and semiweeklies — having a circulation of 4,000 or less, the major part of which circulation is within the county where printed and published or counties contiguous, are exempt from the minimum wage and overtime pay provisions.

Application of the Wage and Hour Law in the case where a publisher operates two newspapers, each with circulation less than 4,000 but whose combined circulation is in excess of this figure, required different interpretation. It has been ruled that if two publications are separate and distinct papers, each may be treated separately for the purpose of the circulation test. If, however, the papers have virtually the same contents but merely carry different mastheads, they are to be regarded as one and the same newspaper. Then the total circulation of both papers must be considered in determining whether the exemption applies.

Certain Employees May Be Exempt

Certain types of employees are exempt from wage and hour provisions. Among these are executive, administrative and professional employees and outside salesmen who meet certain qualifications. The basic requirements for exemption are:

1. An executive employee's primary duty must be managing the enterprise or a recognized department or subdivision of it, and he must be paid at least \$55 a week.
2. An administrative employee's primary duty must be performing office and nonmanual field work directly related to the management or operation of the business and must draw \$75 a week on a salary or fee basis.
3. A professional employee must primarily perform work requiring advanced knowledge in a field of science or learning, or perform primarily creative work in an artistic field, and his pay must be at least \$75 a week.
4. An outside salesman must customarily and regularly be engaged away from his employer's place of business, in making sales and obtaining orders or contracts.

Ordinarily, newspaper publishers classify their help in the circulation department as professional help, but many publishers, in order to be free from any possibility of violating government regulations, have put their entire force under the wage and hour provisions, paying them on an hourly basis with time and one-half for time over 40 hours.

Overtime pay violations often result from lack of correct information on how to compute pay when irregular hours are worked. Under the act, each work week stands alone. Hours can be averaged over two or more weeks.

If a fixed weekly salary is paid for whatever number of hours may be worked in the week, the regular rate in a given week is determined by dividing the weekly salary by the number of hours worked in that week. In such circumstances, the regular rate will vary from week to week, according to the total hours worked in the week. For each hour worked over 40 in any work week, the employee is entitled to half the regular hourly rate that week in addition to his fixed weekly salary.

CHILD LABOR LAWS MUST BE OBSERVED

In the employment of boys to deliver papers or handle them in the mailing room care must be taken not to violate child labor laws and the Social Security Act.

Children under 16 years of age are not permitted to work in places where printing operations are undertaken. In the strict meaning of the law, they are not permitted to enter workrooms to pick up bundles or for other reasons, and they cannot work as cleanup boys, printers' helpers or mailers' helpers, regardless of whether or not the machinery is in operation. The hazardous occupations orders, issued by the Secretary of Labor under the act, set an age minimum of 18 years. A child under 18 cannot be employed to drive a car or truck. Another order bans employment of boys under 18 to operate power-driven hoisting apparatus, including freight and passenger elevators. They cannot ride man-lifts or freight elevators in the course of their work.

Carriers who deliver the newspaper to individual subscribers are specifically exempted from the minimum wage, overtime pay and child labor provisions of the act. Service as a carrier, however, does not include delivering papers to a point for further delivery or distribution, such as is done by truck or car drivers dropping off papers for carrier distribution.

Under the Social Security Act, if the carrier is over 18 and earns more than \$50 in a calendar quarter, his social security status will depend upon whether he is an employee or an independent contractor. The common law definition of the employer-employee,

master-and-servant relationship applies in determining who comes under the act. If the person is an independent contractor and earns \$400 in a tax year, he makes a self-employment return and pays a tax. If he is an employee earning more than \$50 in a calendar quarter, the newspaper withholds from his earnings the social security tax.

News vendors who buy papers at a fixed price and sell them at a higher figure also are not in covered employment. This holds true even if the news vendor is guaranteed a minimum amount of compensation for such services, or is credited with any unsold papers turned back.

The situation of carriers relative to wage and hour laws is a point that needs to be watched. To be exempt, the newspaper must be able to prove beyond a doubt that the carrier is an independent contractor. If the newspaper is not able to prove this, it may be liable for personal injuries to carriers and for injuries that carriers bring to other persons.

The Florida State Supreme Court in 1956 reversed a Circuit Court decision, which awarded a widow \$31,000 damages for injuries received when she was hit by a Miami *Herald* (circulation 269,781, population 259,035) carrier. The Supreme Court ruled that *Herald* carriers operated under a contract which expressly stated that they are independent contractors subject to no control by the newspaper. This paragraph from the decision of the court is interesting to all circulation managers:⁶

We have the definite opinion that newspaperboys as they perform their work generally in this country have a place in the pattern of American life that constitutes a "distinct occupation," and that the provisions of the contract in this case are harmonious with this idea. True, there was some supervision by the publisher's representative but while the newspaperboy was actually making his deliveries, he was acting alone and was a specialist... We doubt not that distribution of papers is a part of the regular business of the publisher, but there is no reason that this cannot be done by independent contract.

A carrier who operates as an independent contractor is obligated to distribute papers only to those customers on his route who pay him the subscription price from which he realizes a profit. Carriers, however, usually are willing to deliver sample copies to the homes of nonsubscribers in the hope that they will become regular customers . . . and in thus delivering samples, carriers do not lose their independent contractor relationship. But if they deliver samples of merchandise as part of their route service, as they may be asked to do, they become employees for social security tax purposes.

⁶ Miami Herald Publishing Co. vs. Kendall, Mar. 7, 1946 (Florida 88 So. 2nd 276).

State Laws Usually Are Rigid

The status of carrier relationship is determined also by state laws dealing with minors which often are stricter than federal laws.

New York has a statute which, among other provisions, makes carriers employees for workmen's compensation only. This action was taken to clear up confusion which had prevailed when the regulation of carriers fell to both the Labor Department and the Education Department. Now the latter has primary jurisdiction and relationships are largely between the newspapers and school authorities. Each carrier must be at least 14 years of age and when he proves himself eligible in all requirements, he receives a certificate or badge. Street-salesboys can operate four hours a day when school is in session, five hours when school is not in session. The badge or certificate can be revoked by school authorities as a result of physical examination showing unsatisfactory conditions or for cause after notice. The badge or certificate, once issued, remains in force until age 18, unless terminated as listed above. The labor commissioner and the police enforce hour provisions and check for badges and certificates.

Publishers should watch carefully proposed legislative action that will affect the relationship of newspaper carriers. The United States Department of Labor drafted and distributed to state legislatures a "model" workmen's compensation act which, as originally drawn, would make all newspaperboys employees, whether or not they are independent contractors, and would probably cover all community correspondents and make them employees. For many newspapers, this would more than double the number of employees for whom payroll records would be required. While the cost of coverage for such persons now operating as independent contractors might not be great, the expense of carrying them on the payroll records would be considerable.

CONTRACT LAWS NEED TO BE WATCHED

In addition to the provisions of wage and hour laws and child labor laws, a publisher and his circulation manager should know the points needed to make a contract binding. A contract between a carrier and the newspaper should contain all the items needed to properly protect both parties. Basically, a carrier operating as an independent contractor is required to pay only for the number of copies he buys from the newspaper each week. If other provisions are desired by the publisher, such as requiring the carrier to pay for delivery of copies he misses, or for property damage caused by the carrier, these should be included in the contract. Otherwise, there is a chance that the status of the carrier as an independent contractor will be affected.

Carriers sometimes accidentally damage property in delivering

papers. Repairs usually are promptly made by the newspaper, and the boy is billed for the cost. Unless such a procedure for settling damages is specified in the contract, the newspaper had better let the carrier handle the whole matter himself. Otherwise, a troublesome father might protest the statement and refuse to make payment.

ANTITRUST LAWS MAY AFFECT PRACTICES

Antitrust laws to a certain extent and in some instances may restrict a newspaper in its circulation practices.

A court decree resulting from a civil antitrust suit brought against the Kansas City Star Company in January, 1953, required the company to relinquish its old custom of selling home delivery subscriptions to its morning, evening and Sunday issues exclusively in combination package. The decree, which was signed by attorneys for the Star Company and attorneys for the Department of Justice and filed with Judge Richard M. Duncan in Kansas City in November, 1957, permitted subscribers to the Star papers — the Kansas City *Star* (evening), the Kansas City *Times* (morning) and the Sunday Kansas City *Star* — thereafter to elect one of six ways to buy these papers on a home delivery basis: (1) morning, evening and Sunday, as previously required; (2) morning issue and Sunday; (3) evening issue and Sunday; (4) morning issue only; (5) evening issue only; or (6) Sunday issue only. This made it necessary for the *Star* to accept subscriptions for a single issue daily or for a Sunday issue only in addition to subscriptions in combination.

On the basis of antitrust laws, publishers have been faced with legal action regarding territory assignments to news dealers. Suit was once brought against a newspaper based on the contention of a news dealer that the assignment of specific territory for the distribution of newspapers violated the antitrust laws of the state. The case, however, was dismissed by the Circuit Court and the dismissal was sustained by the Court of Civil Appeals. The higher court stated:⁷

This distributor's sole grievance is that the newspaper discontinued selling papers to him, and he seeks damages because of this continuance. He is not an innocent party who has been injured by the action of conspiring strangers; on the contrary, he was, until his contract was canceled, a party to the distribution system of which he now complains. He has sought by this action to force the newspaper to resume selling his papers or to penalize it for failure to do so. The law does not permit him to use the antitrust statutes for such a purpose.

INCOME TAX LAWS

A newspaper comes up against the income tax law in its handling of receipts for prepaid subscriptions. There is a question of

⁷ Erickson *vs.* Times-Herald Printing Co., July 2, 1954 (271 S.W. 2nd. 329).

whether prepaid subscriptions should be counted as income in the year when the money is received or be reported as income in the year it is earned. The courts have ruled that the publisher as a taxpayer may elect which course to pursue and must continue that course from year to year unless he can present satisfactory reasons for asking for a change.

The provisions for withholding income tax from salaries, of course, must be observed in the circulation department as in all other departments. This, however, usually is handled in the general business office.

In handling circulation, many situations may develop where legal knowledge is valuable. When in doubt regarding any point, a publisher or his circulation manager should seek counsel. It is well for a publisher to read carefully all information on legal matters issued by his regional and state press associations and by the American Newspaper Publishers Association. Bulletins of the International Circulation Managers Association and his regional association of circulation managers should be obtained.

"Circulation managers, as a rule, like to take credit for circulation gains made by their newspapers, but many of us fail to give due recognition to other departments of the newspaper that really assist in these gains."

— FRANK J. NOLAN,
Circulation Manager,
Rockford, Ill.,
Star and Register-Republic

CHAPTER 20

Working With Other Departments

CIRCULATION, ADVERTISING AND NEWS DEPARTMENTS of a newspaper must understand the dependence of each upon the others to obtain the best results in any one of these departments. Good coverage and efficient handling of the news build circulation, and creditable circulation builds advertising volume. When faithful and efficient performance of duty in each department is supplemented with carefully planned cooperation between the three, and the mechanical department adds its best performance, a great newspaper is produced.

CIRCULATION DEPARTMENT IS COORDINATOR

The department most interested in developing this cooperation is the circulation department. It stands in the middle, dependent to a great degree on what the news department does and responsible for much of what the advertising department is able to accomplish. It is incumbent upon the circulation manager and members of his force, therefore, to have a harmonious working relationship with news editors, reporters, advertising managers and salesmen. The mechanical department also must understand its part in producing a newspaper attractive and easy to read. When this cooperation is accomplished, all departments become circulation conscious, and eleven important results are obtained:

1. The news department becomes conscious of its influence on circulation and increases its efforts to produce a newsier paper.
2. The news department learns from the circulation department what types of stories are most interesting to subscribers.
3. The circulation department, realizing the importance of news

in developing circulation, gives tips and items to the news department.

4. The circulation department, learning from subscribers what features are most liked, conveys this information to the one who selects features.

5. The editorial department notifies the circulation department whenever a great story is to break or when an outstanding feature starts in the paper, so that the circulation department can prepare for extra street and newsstand sales.

6. The editorial and advertising departments work with the circulation department in adjusting press times to meet changing conditions.

7. The editorial department provides special news stories for areas in which circulation campaigns are conducted.

8. The news department publicizes activities of carriers.

9. The advertising department prepares copy and devotes space to keep regular readers sold on the paper and to make regular subscribers of those who occasionally buy copies at newsstands.

10. The mechanical department, realizing the strong effect of good typography, display, and balance of news and advertising, cooperates with the news and advertising departments in developing the desired effects.

11. The circulation, news, and mechanical departments, realizing the high percentage of revenue provided by the advertising department for salaries and equipment and its contribution to their personal comfort and welfare, give tips to advertising salesmen and encourage merchant friends to advertise.

The newspaper large enough to warrant a promotion department finds it will do more for circulation than for any other department. This relationship already has been discussed in Chapter 14 and is mentioned here only to re-emphasize its importance in a general discussion of the ways in which each department of the newspaper helps the circulation department and vice versa.

Helps News Department To Visualize Readers

One of the important responsibilities of the circulation department is to paint for the news department a picture of the great host of people within the community eagerly waiting for the news of the day. Some turn immediately to the sports page, others to the comics, others to the food advertisements, but most of them scan first the front page to read the headlines in large type. Still others turn at once to the classified page, thinking they might find ways to improve their positions — better housing, better jobs, or better prices for things they are needing. All are looking for something that will satisfy their interests and their wants. It is for these persons of many desires the newspaper is published and distributed.

If people's needs are not answered; if the editors and reporters lose touch with the vast crowd they write for each day; if they become indifferent to reader's interests, *circulation drops*. And those who stop reading the paper are hard to bring back.

Editors need to understand the great turnover that takes place in circulation, how many people stop buying the paper when the editorial quality sags. The holiday and Saturday slumps are surprising to most editorial workers. If those who collect and write the news do not understand this, the circulation department is handicapped in swelling the daily totals. As Lee Hills, executive editor of the Miami, Fla., *Herald* (circulation 296,781, population 249,276) once said: "It's worth a lot of effort to have the editorial department constantly on its toes to offset every possible loss, to capitalize on every gain. It's easier to avoid a cancellation than to resell a subscriber."

KNOWS READERS' WANTS

The circulation department, in closer contact with the reading public, knows better than the news department what subscribers like and want. The best indicator of a newspaper's popularity is its circulation. It goes up when the news department produces a paper that readers want and the circulation service is good. When circulation goes down, the publisher goes to the circulation manager, whose men know the news likes and dislikes of people they serve and from whom they collect.

Lee Hills, who knows this problem well, says: "Circulation men are the sales managers of the publishing industry, and sales managers are playing a bigger role in all industries than they did a decade or two ago. They have a bigger say in product design. In the auto industry, their judgment of what the public wants and will buy is an important factor in deciding what the designer will build. Sales managers do not have the final say because, as the head of one of the big automobile companies told me recently, 'they'd want so many things on the product we couldn't sell at a profit.' It's the same with newspapers. Not everything that the circulation department might want done with the product to make it easier to sell can be done, or we might go broke. But many things can be done, and one of the circulation manager's sales jobs is to keep selling the editor on needed changes and improvements."¹

GIVES TIPS TO NEWS DEPARTMENT

Realizing that giving the news is the first step toward building circulation, members of the circulation department themselves should be alert to news as they go about their business of obtaining subscriptions. A little story about the person called upon not only helps

¹ *Circulation Management*, Sept., 1954, pp. 14, 15.

to sell the newspaper to him or her but establishes a nice personal contact that will be of value in future relationships. No one connected with the newspaper is in closer touch with building projects than the district circulation manager or the solicitor.

All members of the circulation staff should provide story tips about weddings, births, family reunions, birthday parties, and other events in their homes and their neighbors' homes. They should report activities of organizations to which they belong. Truck drivers for the circulation department who learn of highway and other accidents should report them quickly to the news department. Some newspapers equip their district circulation men with cameras and by that means many timely pictures are brought into the news columns.

"The circulation department is becoming the right hand of the editorial department in searching out news and features," says William J. Foote, managing editor of the Hartford, Conn., *Courant* (circulation 97,224, population 177,397). "Some of our best news pictures have come from circulation men who generally manage to have a camera around when something newsworthy happens on their routes. One of the very nicest feature pictures we had one summer was the result of a circulation department tip that one of our carriers was delivering papers at a yacht anchorage from an outboard motor boat."

Carriers' Activities Make News

Interesting features for the news columns that will at the same time provide good circulation promotion can be developed in stories about activities and hobbies of the newspapers' carriers. Supervisors and district managers can direct reporters to many interviews with carriers that will bring forth genuine human interest material. Furthermore, such publicity keeps good carriers on the routes and makes other boys eager for leases.

The Hartford *Courant* considers carrier activities as Page 1 material and uses pictures whenever possible. Reporters are told to contact supervisors for stories. It is a good practice for daily newspapers to give news space to their carriers at advisable opportunities.

National Newspaperboy Day requires the cooperation of the news and circulation departments to make it a success. This national observance is developed through cooperation of many organizations and individuals, but only by adapting it to local conditions and actually doing something with and for carriers can the individual newspaper gain much benefit in its own field. This is largely up to the news department.

National Newspaperboy Day in 1955 drew wide publicity by honoring President Eisenhower as a former newspaperboy. On behalf of more than a million of "Today's Newspaperboys" a handsome

trophy was presented to the President as "Yesterday's Newspaperboy — Today's Leader." When the local newspaper can honor a prominent citizen with a gesture of this kind it gives to the carriers a feeling of distinction and pride.

The Ohio Newspaper Association put the newspaperboy achievement story in headlines all over the state in 1956, when it sponsored the Fourth Annual Glenn L. Cox Newspaperboy Achievement Award. Judges, including business, school and judicial leaders, circulation managers and newspaper publishers, looked over the records of 69 boys from 39 Ohio daily newspapers before selecting the two winning boys and several boys for honorable mention. This award is named in honor of the circulation consultant to the Ohio Newspaper Association and former circulation manager of the Dayton, Ohio, *Daily News* (circulation 154,532, population 243,870).

Millard Cope, editor and publisher of the Marshall, Tex., *News Messenger* (circulation 11,814, population 22,327) relies heavily upon his circulation department for news tips. "Carrier boys are the source of a great wealth of small stories," he says. "They know of accidents, the unusual slants on fires and other events where they wiggle right into the crowds. The circulation department knows of an influx of population for one reason or another; the members of that department are the first to sense industrial layoffs; they have their hands on the pulse of the community because they contact so many persons."²

Members of the circulation department alert to helping the news department make the news columns more interesting thereby make the work of their own department easier and more fruitful.

CAN AID IN SELECTING FEATURES

It is sound practice for the editorial and circulation departments to discuss and judge features together. The circulation manager and his district managers know also what comics and other features are making a hit with the readers. The news department, unless willing to endure the wrath of the circulation department, would hardly dare to discontinue a comic without discussing the matter with the circulation department.

Lee Hills made a statement appropriate to this point at an annual meeting of the International Circulation Managers Association in Daytona Beach, Fla.: "You circulation managers can help your editor if you'll tell him promptly and factually about all complaints that circulation hears; about 'phony' correspondents in outlying areas who are missing stories, making enemies or promoting themselves and friends; about competitive weaknesses which you spot."

² Frank W. Rucker and Herbert Lee Williams, *Newspaper Organization and Management*, Iowa State College Press, Ames, Iowa, 1955, p. 469.

But he threw out this warning: "A circulation man's opinion may not be worth any more than an editor's. Anyone who claims to know just what the public wants, or that his wife is a true barometer of the mass market, is crazy. You sales managers must recognize that all the comics and columns and features and special series and promotional pieces in the world will not make a good newspaper. News is what does it."

For metropolitan papers the Sunday issue is a strong factor in circulation development, and for most papers the Saturday issue is a problem. Outstanding features are wanted for the Sunday issue to increase the newsstand and street sales. The Saturday issue, which carries little advertising, usually is sent to press early with incomplete coverage of the day's happenings. The Saturday issue gets less attention than any other issue of the week not only because it contains less but because people on Saturday are more inclined toward recreation and shopping than to newspaper reading. Single sales drop on the Saturday issue and efforts are directed toward making up the Saturday loss with increased sales of the Sunday paper.

News Department Cooperates in Planning

It is important for the circulation department to know instantly when a big story is breaking in the day's issue or a new feature is to start in order that it may be prepared to push sales. When the news makes big headlines, the entire force of the circulation department must be alerted. Orders must be given for increased press runs; additional help is needed in the delivery department and more street salesmen are required.

The vigilant circulation manager, in fact, looks over Page 1 dummies to see what is coming up in order to be prepared. Coordination of the two departments in handling such situations is essential for the survival of the paper, particularly when competition is keen.

NEWS DEPARTMENT HELPS IN CAMPAIGNS

The news department contributes importantly in the cultivation of new circulation areas.

When the Marquette, Mich., *Mining Journal* (circulation 14,865, population 17,202) launched a campaign to build circulation on rural routes and in outlying towns, the news department assisted with publicity. F. E. Harkin, the circulation manager, was allowed to select the neighborhood correspondents, and he chose persons who in addition to writing the news would sell subscriptions and oversee delivery in their respective areas.

The La Crosse, Wis., *Tribune* (circulation 33,537, population 47,535) stimulated circulation in its suburban trade area when the news department took aerial views of towns and published them.

Famous landmarks, post offices, schools, churches, weekly newspaper offices, factories, and other places of interest were properly identified. One week before the pictures appeared, doorknob hangers describing the coming feature were distributed by the circulation department to nonreader homes announcing also a "one week free" offer with a six weeks order.

The news department also may help by developing a news section featuring a definite community and thereby draw subscribers from that area. Plans should be made, however, to continue whatever news service is instituted during a circulation campaign.

Weekly and small daily newspapers have developed rural circulation by having a reporter accompany the rural solicitor on trips through the county. While the solicitor is giving his sales talk to the man of the home the reporter may be drawing a news story from the farmer's wife concerning the egg-laying records of her hens. News items of this kind gathered along with orders for the paper are effective in holding subscribers.

Advertising Department Works Closely With Circulation

Because success in selling advertising depends on a creditable circulation showing, the circulation department has little difficulty in obtaining help from the advertising department. Much of the promotion carried on through the newspaper's own columns pertains to circulation. Regular readers, kept constantly informed concerning the many features and services the newspaper offers, become good salesmen themselves and often induce neighbors and friends to subscribe. They know from their own reading that it is an interesting paper but when some good sales talk can be given to them in effective promotion, they expound the paper's merits to their acquaintances with more interest and fervor.

Attractive promotion advertising helps regularly employed solicitors become more enthusiastic about selling. As one publisher puts it: "The first customers we need to sell and keep sold are the circulation sales people themselves; the second are all the rest of the newspaper's employees. And it's important to sell them on the whole newspaper, not just the special features."

Carriers obtain much of their sales talk from facts presented by the advertising department in promotion ads.

Advertisements in large display type of department stores and food markets presenting wanted items at attractive prices are strong factors in selling the newspaper. No less influential are small classified ads, answering readers' many wants.

ADVERTISING MANAGER WANTS FACTS

On the other hand, the circulation manager can be of great help to the advertising manager and the two should work closely together.

Above all else, the advertising department wants a bona fide circulation, one that will produce results for advertisers, one that its salesmen can talk about with assurance and enthusiasm to merchants, manufacturers and advertising agencies.

"The advertising manager wants a circulation that is tops in at least one, if not all, of three selling factors: tops in coverage, tops in selectivity and tops in value," says Martin Livingstone, advertising manager of the Halifax, Nova Scotia, *Chronicle Herald* (circulation 63,479, population 90,871). And he describes four kinds of information the advertising manager wants to pass on to his clients:

1. A coverage analysis for the neighborhoods and communities served by his paper — how much circulation there is in each section and suburb of the city and in each of the other communities in the trade area.

2. The total of home deliveries.

3. Facts about subscribers — how many own their homes; how many families have more than one member employed; what percentage owns cars, television sets, refrigerators, washers, radios, oil or gas furnaces; what percentage travels, either summer or winter, and where and how.

4. Is coverage of retail trading area outside city zone increasing? This is particularly influential in obtaining more national advertising.

George B. Tobi, business manager of the Jacksonville, Fla., *Journal* (circulation 61,652, population 204,517) stresses that "... circulation men, editors and advertising men are all equally important parts of the team which produces and distributes American newspapers. The advertising department must have the delivery service and coverage provided by the circulation department. But it also should be recognized that the advertising pages, with their columns of foods, fashions and other information from local merchants, are of great help to the circulation men in their subscription selling."

Mechanical Department Gives Strength to Sales

The mechanical department is in a position to assist greatly both the advertising and circulation departments in their selling. The way in which an ad is set helps about as much as what it contains in bringing results for the advertiser and in increasing the volume used. The typographical attractiveness of the newspaper is a great aid in building circulation. Clear type for headlines and straight matter wins favor because it is easy to read. Good balance of headlines and pictures for news pages and striking illustrations and color effects in advertisements draw instant attention and add to the reader's satisfaction that he is subscribing to a top-notch newspaper.

The circulation department should, at every opportunity, point

out to the mechanical department the vital part it plays in building circulation.

ALL DEPARTMENTS CONCUR IN CERTAIN DECISIONS

A special edition to celebrate an anniversary or community event requires close cooperation between all departments — news, circulation, advertising and mechanical. The circulation manager can give good counsel to the news editor on what such an issue should contain to assure large reader demand. Those in the circulation department probably know better than newsmen the interests of the various elements in the town's population. They know what will sell papers in the suburbs and rural areas, what kind of features sell best downtown, what interests the women of the homes and what catches the eye with the menfolks.

The circulation department needs to know the full contents of every special edition — just what is in every section — every advertisement as well as every news story or feature, because all will influence sales on the day the edition comes out.

The time of going to press has a great influence on circulation. This is a matter to be determined not by management alone but by the general manager, news manager, circulation manager, and mechanical superintendent because it requires the judgment and the united efforts of all. Certainly the subscribers' wishes also must be considered. People want their papers delivered at times convenient for them to read before going to other appointments. Press time must allow delivery of evening papers before dinner and morning papers before breakfast.

In order to reach persons living at great distances, some papers must be run from the press earlier than others. The circulation department knows exactly when papers must be in the trucks to go to distant subscribers to reach them at a convenient reading hour.

Occasionally weather conditions develop to compel slow transit on the streets and highways. The circulation department should decide when an edition is to be held up or when it is to go early because of weather or other conditions, and the editorial, advertising and mechanical departments should do all they can to meet the necessary deadline.

It is important to have a press time that, barring unusual circumstances, will allow delivery of the paper to subscribers at the same time each day for irregularity can cause much loss in circulation. Readers are never satisfied with a paper that reaches them at 5 o'clock on some days and at 7 o'clock on others. They live by fairly regular schedules and they want to read their paper at regular hours. They like to know that the paper will be at their doorstep at the same moment each day. That makes for satisfied customers.

While equipment and finance are important in promoting circulation, it is really the close cooperation of everybody connected with the newspaper that assures success. It is the everlasting teamwork of every person that wins in the long run.

When someone wrote the following familiar lines,³ it is quite certain he had no idea of how well they apply in the working relationship needed in a circulation department, but they hit the mark:

It is not the guns or armaments
Or money they can pay;
It's the close cooperation
That makes them win the day.
It is not the individual
Nor the army as a whole
But the everlastin' teamwork
Of every bloomin' soul.

³ From poem entitled *Cooperation*. These lines have been attributed to several writers, but they were claimed for J. Mason Knox in a letter from his wife to the *New York Times*, according to *The Home Book of Quotations* (Edited by Burton Stevenson), Dodd, Mead & Co., N. Y., 8th ed., 1956, p. 1862.

**“Meetings of minds
naturally result in solving
any problem, and ideas
often blossom. It never
hurts to pause and take
stock of ourselves and
our product.”**

— BEN REESE,
Former Managing-Editor,
St. Louis
Post-Dispatch

CHAPTER 21

Keeping Alert to Progress

A CIRCULATION MANAGER must look constantly for improvements, never being satisfied with conditions as they are. For him to fall into a rut of complacency would be a calamity, for when circulation stagnates the newspaper's financial stability is threatened.

Fortunately, circulation direction is fascinating work, continually presenting new and interesting situations that test ingenuity, versatility and integrity. For the man who wishes to grow in knowledge of good public relations, to experience the joys of mutual helpfulness and the thrills of worthwhile achievement, it offers much. It provides a position with satisfactory returns of money and personal accomplishment. If the circulation manager may ever be inclined to step out of the entrancing field he occupies, this training is excellent preparation for higher positions with greater responsibilities.

An ambitious and aggressive circulation manager can easily keep himself alert to progress. He is made conscious continually of the fact that his success in the position he holds depends on constant awareness of all that takes place within the newspaper organization, in the minds of his executive associates, in the planning within his own department, in the community which his newspaper serves, and in the wide field of circulation management and direction. He must know:

1. The product he sells.
2. The community he serves.
3. His associates, administrative and departmental.
4. How to make use of available help.

MUST KNOW HIS PRODUCT

Success in circulation development depends first upon an ever widening knowledge of the product to be sold. Every single issue of

the paper must have the closest scrutiny of the circulation manager in order that he may pass on to his salesmen the merits of the features within it. Does it contain startling news that will be specially helpful to street salesmen? Are any new features being introduced in the issue? Are there pictures of outstanding interest? He should know in advance of press time what the issue of the day will contain. Getting the eyes of the public promptly is important.

MUST KNOW HIS COMMUNITY

Keeping up to date on the wants and needs of the community is another matter demanding constant attention. This is accomplished largely through contacts with community leaders—those who plan progress for the community and who must depend upon newspaper support to accomplish their aims. The circulation manager himself should become a leader, or at least hold membership in the Chamber of Commerce or some other leading community organization.

"Our circulation service is predicated upon the belief that our personnel must be community leaders and their contacts must reflect the finest traditions of the newspaper," says Arthur Diaz of the Easton, Pa., *Express* (circulation 47,940, population 35,632). Keeping in step with the community is a prime essential of newspaper success.

The circulation manager must realize also that as the community develops and as general conditions change the interests of readers change. Features that were of great interest last year may have little pulling power today. Improvements in newspaper making and the coming in of other communication media cause readers to expect better typography, better handling of news and better delivery of the paper. Some of these points of betterment are not direct responsibilities of the circulation manager but he understands and should make known their effects to persons in the newspaper organization who are responsible. Most of the readership surveys that have been made were inspired by circulation managers because of their concern for newspaper readers.

The coming of television caused considerable self-analysis in the ranks of newspapers. The Minneapolis *Star and Tribune* (combined circulation 497,784, population 521,718) and the Des Moines *Register and Tribune* (combined circulation 355,089, population 177,915) sent representatives out to ask their readers whether, in their opinion, television would ever take the place of newspapers. Nine out of ten replied "No." Readers were asked next what they got out of newspapers that they didn't receive from television. An average of 60.7 per cent said "More news and more detailed coverage" or "More local and regional news"; 18.5 per cent named "advertising" and 4.8 per cent "editorials," but only 2.3 per cent made any reference to "comics."

A study of Sunday papers in the nation's five largest cities in 1954

revealed that papers which suffered most from television were those that featured entertainment—a field in which television has an obvious advantage. This and additional surveys have revealed that newspapers which regard full and fair presentation of the news as their primary function have not been losers, but have forged ahead despite competition. Here is a signal call for dependable newspaper service.

Surveys Are Revealing

Much of the research that is taking place and most of the surveys that have been conducted on newspaper problems relate either directly or indirectly to circulation. Improvement in any department of newspaper production or newspaper content helps circulation. Much has been done to develop greater efficiency in all phases of circulation work, much still needs doing.

A group of more than 175 United States dailies launched the Institute of Newspaper Operations, which later was integrated with the A.N.P.A. Research Institute, to support on a large scale research in newspaper production and business methods. Organizations of circulation managers and press associations, too, have committees working to ascertain facts concerning conditions in newspaper circulation areas. They have assembled basic information and have formulated programs to correct false conceptions and reinforce confidence in the press.

A survey conducted by Michael Tynan of the Omaha, Nebr., *World-Herald* (circulation 250,359, population 251,117) for the Midwest Circulation Managers Association revealed methods used with greatest success in building circulation. It tabulated the efforts of 115 newspapers—51 with local competition, 24 alone in their metropolitan fields and 40 medium-sized papers in noncompetitive local markets. Midwest members learned from this survey that:

1. All papers were maintaining continuous sales promotion programs.
2. All were offering carrier awards for new orders.
3. Few used boys outside their organization to sell subscriptions.
4. Metropolitan papers without local competition looked to their salaried men for new order production. However, this was not the case with those having local competition or with medium-sized papers anxious to build up their circulations.
5. The percentage of papers offering incentives to distributors was increasing.
6. In most instances the cost line for producing new orders was being held.
7. Metropolitan papers with local competition, in the main, were not making an effort to build mail circulation. This was due

to many factors, such as current costs, territory not suited for mail use, and lateness of mail delivery as opposed to an early press time.

8. All papers, except metropolitan, were making a determined effort to increase mail circulation.

Learn Reader Reactions

Many newspapers have conducted surveys in their own communities to determine reader reactions to features and services.

The Little Rock, Ark., *Arkansas Gazette* (circulation 93,274, population 102,213) threw sample copies for a week to 2,421 non-readers in its city delivery area and afterward had district managers and carriers call at the homes to solicit subscriptions or learn reasons why they did not wish to subscribe. The district men and carriers were able to talk to 1,860 of the nonreaders. They immediately obtained subscriptions from 238 and from the others a great variety of reasons why they did not wish to subscribe. The answers were so frank and pertinent that Leon S. Reed, circulation manager, and members of his department felt that four definite recommendations should be made to the management for improvements or changes in the newspaper's services:

1. That the *Gazette*, which is a morning newspaper, be delivered by 5:30 A.M. instead of 6 A.M. as previously. This change was advised because 17.7 per cent of those surveyed said they did not have time to read the paper in the morning before going to work.

2. That some additions and changes in the editorial makeup of the paper might help to put on the *Gazette's* list some of those who seemed to favor an afternoon paper.

3. That a continued story be used because many of those interviewed said they liked the continued story appearing in another paper and wished one could be had in the *Gazette*.

4. That something should be done to make the paper more readable and more desirable to the average housewife because an amazing number of women said their husbands were the only ones in their households who read the papers.

In a unique full-page questionnaire, the Washington, Iowa, *Journal* (circulation 4,185, population 5,902) asked its readers: "If you were the *Journal* editor, how would you change the paper?" Questions on the page touched every department, feature, advertising idea, comic, panel, occasional column, regular column, editorial, and other features that appeared in the *Journal*. The reverse side of the page had space for additional comments and the name and address of the newspaper, with a postage prepaid label so that the form could be folded and mailed. By this means Ralph E. Shannon, editor and publisher, assessed reader reaction to the newspaper's features and

services, and his circulation department received some facts to strengthen sales talks.¹

At a time when circulation seemed to be at a standstill, when all the efforts put forth in selling by the circulation department did not seem to bring results, the Columbia, Mo., *Missourian* (circulation 3,415, population 31,974) decided that a survey should be made to learn what features were "never read," "read once in a while," "usually read" or "always read" and to receive suggestions for improvement of the newspaper. The information obtained indicated readers' likes and dislikes and enabled the *Missourian* to judiciously eliminate some features and add others. It also pointed out some weaknesses in the newspaper's services, which were corrected.

COOPERATION OF ASSOCIATES ESSENTIAL

The extent to which the circulation manager depends upon the managing editor, advertising manager and the mechanical department for cooperation in keeping subscribers satisfied already has been emphasized. Not to be overlooked is the close relationship that must exist between the circulation manager and those in his own department.

All — from the assistant circulation manager down to the man who sells papers on the street — can assist in developing the general program of the department. Practical suggestions may be obtained from employees and the morale of the department may be lifted by a suggestion box placed at a convenient and conspicuous place with a cordial invitation to all members to participate.

A high degree of enthusiasm and cooperation may be developed through regular staff meetings. Plans and problems then are discussed, members become better acquainted with each other and the department's program, and a united front is established. The department's goals must be kept constantly before them.

The ABC report gives a clear picture of what the department is accomplishing. A comparison of their paper's report with reports of other newspapers of similar size helps staff members see how well they are steering ahead to meet local circulation needs or how far they are falling behind.

"No other department has so many and so varied tasks and responsibilities," George M. Cowden, manager of the Jackson, Mich., *Citizen-Patriot* (circulation 36,230, population 51,088), told members of the Central States Circulation Managers' Association. "You have your sales programs, service division, office accounting, promotion, purchasing, labor negotiation, cost-finding, contracts with haulers, hiring of personnel for circulation and many other responsibilities. The chance to work with, direct and plan together with so wide a

¹Frank W. Rucker and Herbert Lee Williams, *Newspaper Organization and Management*, Iowa State College Press, Ames, Iowa, 1955, p. 136.

personnel is a tremendous opportunity to do great things for the newspaper and the community. Management should appreciate this."

HELP AVAILABLE FROM MANY SOURCES

The circulation manager must be alert to all the best methods for developing circulation. With a substantial background of knowledge and experience, he can induce others to expend their efforts toward immediate and abundant results. Never can he let his interest lag nor his source of practical suggestions run dry. He finds remarkable help in maintaining a high morale for himself and his force from five sources.

1. *Belonging to circulation managers' associations.* The largest organization of circulation men is the International Circulation Managers' Association, which is open to all daily newspaper circulation men in the United States and Canada. Linked with it are area organizations, including Canadian Circulation Managers' Association, Central States Circulation Managers' Association, Mid-Atlantic Circulation Managers' Association, Midwest Circulation Managers' Association, New England Circulation Managers' Association, Northern States Circulation Managers' Association, Pacific Northwest International Circulation Managers' Association, and Southern Circulation Managers' Association. In addition to these are circulation managers' associations in various states, all of which provide an exchange of ideas and a united front in solving important circulation problems. Membership in such an organization puts the circulation manager in constant touch with fresh ideas that he may put to use in his own field.

2. *Attending circulation managers' conventions and conferences.* Rubbing shoulders with other circulation men and learning from them how they solve problems helps a circulation manager to solve his own problems. Taking part in question and answer periods causes a manager to think constructively concerning situations in his own area and equips him for explaining to his own staff what needs to be done. Listening to addresses by circulation experts and panel discussions whets his appetite for more knowledge. The wide-awake circulation manager is always able to gain from a convention sufficient practical information to more than pay his expenses while there.

3. *Keeping in touch with journalism schools.* Many schools now offer courses in newspaper organization and management, where circulation and other departmental work is studied thoroughly. Circulation managers can contribute to the success of such courses by appearing before classes to relate their own experiences. Journalism schools often hold circulation clinics and conferences and invite circulation managers to attend and take part in the discussions for

the benefit of themselves and the journalism students. These schools also issue bulletins with much practical information.

4. *Reading circulation books, magazines, bulletins and columns and making them available to members of the circulation staff.* The circulation manager should read every book that deals in any way with circulation. The Texas Circulation Managers' Association has issued a book entitled *Newspaper Circulation*,² which shows how a circulation department is organized, explains the duties of personnel and all the responsibilities that rest upon a modern circulation department. Another book following much the same pattern is *Newspaper Circulation Management—A Profession*³ by Donald J. Wood. Still another book entitled *Newspaper Circulation—Backbone of the Industry*,⁴ by John Scott Davenport, emphasizes the important place that circulation holds in newspapermaking and community building. The important problem of developing a successful carrier service is discussed thoroughly by C. K. Jefferson, circulation manager of the Des Moines, Iowa, *Register and Tribune*, in a useful 184-page book entitled *Newspaper Carrier Leadership*.⁵ Also in each of the following books, two or more chapters deal directly with circulation aims, methods and problems: *Weekly Newspaper Management*⁶ by Thomas F. Barnhart, *Newspaper Organization and Management*⁷ by Frank W. Rucker and Herbert Lee Williams, *Newspaper Business Management*⁸ by Frank Thayer and *Principles of Newspaper Management*⁹ by James E. Pollard. The circulation manager should read *Circulation Management*, a monthly magazine devoted entirely to circulation methods and problems, and other magazines that touch upon the subject in any way. *Editor & Publisher* carries weekly an experience-packed column on "Circulation" by George Brandenburg that discusses various problems and relates the current accomplishments of circulation managers. Other magazines for newspapermen present valuable circulation information. In the newspaper's library should be a section devoted to circulation literature, and members of

² Texas Circulation Managers' Association, *Newspaper Circulation*, The Steck Co., Austin, Tex.

³ Donald J. Wood, *Newspaper Circulation Management—A Profession*, Newspaper Research Bureau, Oakland, Calif.

⁴ John Scott Davenport, *Newspaper Circulation—Backbone of the Industry*, Wm. C. Brown Co., Dubuque, Iowa.

⁵ C. K. Jefferson, *Newspaper Carrier Leadership*, C. K. Jefferson Publications, Des Moines, Iowa.

⁶ Thomas F. Barnhart, *Weekly Newspaper Management*, Appleton-Century-Crofts, Inc., New York City.

⁷ Frank W. Rucker and Herbert Lee Williams, *Newspaper Organization and Management*, Iowa State College Press, Ames, Iowa.

⁸ Frank Thayer, *Newspaper Business Management*, Prentice-Hall, Inc., Englewood Cliffs, N. J.

⁹ James E. Pollard, *Principles of Newspaper Management*, McGraw-Hill, New York City.

the circulation department should be made acquainted with important reading.

5. *Visiting other newspaper plants and observing their circulation department operations.* Much satisfaction is obtained from direct observation of good circulation practices and results. This a circulation manager obtains when he visits other newspapers that have been successful in building circulation, for facts and figures to prove any claims of success that may be made are right at hand.

The efficient and faithful circulation manager continually takes stock of himself, his product, his department, his community and his colleagues. Thus, he keeps on top in the game and builds for his newspaper a sound and growing circulation, its assurance of financial success.

Bibliography

- Advertising Research Foundation of the Bureau of Advertising, *Continuing Study of Newspaper Reading*, American Newspaper Publishers Association, New York.
- Audit Bureau of Circulations, *The Story of the Audit Bureau of Circulations*, 1954.
- Ai, Wilson Wei-shang, *A Study of A.B.C. Weekly Newspapers in Missouri*, master of arts thesis, University of Missouri, 1948.
- Allen, Charles L., *Free Circulation*, Louisiana State University Press, 1940.
- Barnhart, Thomas F., *Newspaper Sales Promotion*, Burgess Publishing Co., Minneapolis, 1939.
- , *Weekly Newspaper Management*, second ed., Appleton-Century-Crofts, New York, 1952.
- Charm, S. D., *Wage Policy for Management*, Funk & Wagnalls, New York, 1949.
- Cheng, Hung-sheng, *Newspaper Personnel Relations Management*, master of arts thesis, University of Missouri, 1949.
- Clary, Robert S., *71 Ways To Build up Your Newspaper*, published by author, Los Angeles, 1951.
- Cutlip, Scott M., and Allen H. Center, *Effective Public Relations*, Prentice-Hall, Englewood Cliffs, N. J., 1952.
- Davenport, John Scott, *Newspaper Circulation — Backbone of the Industry*, Wm. C. Brown Co., Dubuque, Iowa, 1949.
- Dyar, Ralph E., *Newspaper Promotion and Research*, Harper & Brothers, New York, 1942.
- Eisen, Max, *How To Increase Daily Newspaper Circulation*, Columbia University Bookstore, New York, 1949.
- Forsee, Joseph B., *A Study of 52 Former Newspaperboys To Determine Effects of Carrying Newspapers*, master of arts thesis, University of Missouri, 1950.
- Fox, Rodney, *Agricultural and Technical Journalism*, Prentice-Hall, Englewood Cliffs, N. J., 1952.
- Freese, Louise Julian, *Public Relations Departments of Certain Dailies*, master of arts thesis, University of Missouri, 1953.
- Given, William B., *Bottom-up Management; People Working Together*, Harper & Brothers, New York, 1949.
- Hale, W. G., *Law of the Press*, third ed., West Publishing Co., St. Paul, 1948.
- Harlow, Rex F., and Marvin M. Black, *Practical Public Relations*, Harper & Brothers, New York, 1947.
- Harral, Stewart, *Profitable Public Relations for Newspapers*, Edward Brothers, Inc., Ann Arbor, Mich., 1957.
- Heron, Alexander R., *Sharing Information With Employees*, Stanford University Press, 1942.
- Jefferson, C. K., *Carrier Leadership*, C. K. Jefferson Publications, Des Moines, Iowa, 1956.
- Lear, Robert, Jr., *Some Suggestions on Newspaper Content During the Next Ten Years With the Goal of Improving the Circulation-Population Ratio*, master of arts thesis, University of Missouri, 1956.

- Lee, Alfred McClung, *The Daily Newspaper in America*, Macmillan, New York, 1947.
- ✓ MacDougall, Curtis D., *Understanding Public Opinion*, Macmillan, New York, 1952.
- Michael, L. B., *Wage and Salary Fundamentals and Procedures*, McGraw-Hill, New York, 1950.
- Mott, Frank Luther, *American Journalism*, revised ed., Macmillan, New York, 1950.
- , *The News in America*, Harvard University Press, Cambridge, 1952.
- Nafziger, Ralph O., ed., *Journalism Research*, Louisiana State University Press, Baton Rouge, 1949.
- National Newspaper Promotion Association, *Newspaper Promotion Primer*, Olsen Publishing Co., Milwaukee, 1955.
- O'Rourke, C. D., *An Outlined Operation of the Circulation Department of a Metropolitan Newspaper* (the Cleveland Press), Scripps-Howard, 1937.
- Parten, M. B., *Surveys, Polls and Samples: Practical Procedures*, Harper & Brothers, New York, 1940.
- Pollard, James E., *Principles of Newspaper Management*, McGraw-Hill, New York, 1937.
- Reschke, Fitzpatrick, and Conrad, *The Newspaper in the Classroom*, North American Press and Milwaukee Journal, 1951.
- Rucker, Frank W., and Herbert Lee Williams, *Newspaper Organization and Management*, Iowa State College Press, Ames, Iowa, 1955.
- Sidey, Hugh, and Rodney Fox, *1,000 Ideas for Better News Pictures*, Iowa State College Press, Ames, Iowa, 1956.
- Smith, Lloyd, *Newspaper District Management*, published by author, Kansas City, Kans., 1933.
- , *The Paper Route*, Burton Publishing Co., Kansas City, Mo., 1929.
- Steigleman, Walter A., *The Newspaperman and the Law*, Wm. C. Brown Co., Dubuque, Iowa, 1950.
- Taylor, A. G., *Labor Problems and Labor Law*, second ed., Prentice-Hall, Englewood Cliffs, N. J., 1950.
- Texas Circulation Managers Association, *Newspaper Circulation*, Steck Company, Austin, 1948.
- Texas Daily Newspaper Association, *Local News Coverage*, Austin, 1952.
- Thayer, Frank, *Newspaper Business Management*, Prentice-Hall, Englewood Cliffs, N. J., 1954.
- Tourtelot, M. A., *Postal Rate Legislation Affecting the Newspaper*, master of arts thesis, University of Missouri, 1950.
- U. S. Post Office Department, *Postal Manual*, Washington, D. C., 1956.
- Wood, Donald J., *Newspaper Circulation Management: A Profession*, Newspaper Research Bureau, Oakland, 1952.
- , *Newspaper Personnel Relations*, Newspaper Research Bureau, Oakland, 1952.

Index

A

ABC, *see* Audit Bureau of Circulations

Abey, Joseph A., 172

Accounting

accuracy, 55, 289, 295

card index system, 295-310

charge sheet, 306-8

driver's sheet, 306-8

equipment, 43, 295-310

galley proofs used in, 295

hand-recording system, 295-98

Kardex system, 310

punched-card system, 309-10

Quarterly Recapitulation Record,
293, 302-3

requirements, 288

Accounts

advance payments, 219-20, 288, 291-
93

carriers', 210-20, 288-91, 299-300,
303-4

dealers', 288-91

mail subscription, 288, 292

six categories, 288-89

Activity bus for carriers, 120

Addressing

by machine, 155-56, 173-74

speed essential, 153

Addressograph, 156, 173

Advance payment, handling, 219-20,
288, 291-93

Advancement program

for carriers, 106-8

for district advisors, 108-9

Advertising

effect of circulation on, 1-3, 33, 224,
257, 286, 324, 344, 349-51

income from, 3-4, 223

influence on circulation, 24, 344,
349-51

reader interest in, 33, 125

regulations regarding, 334

Advertising agencies' study of circu-
lations, 2

Advertising department cooperation,
349-51

Afton, Wyo., *Star Valley Independent*
Bargain Day, 141

collection notices, 200-1

Agency Manager, 46-47; *see also* Dis-
trict Manager

Airplane delivery, 36-37, 43, 55, 178,
185-86

Allentown, Pa., *Call and Chronicle*
punched-card accounting, 309-10
vending machine sales, 148-49

Ambler, Pa., *Gazette*, use of conveyor,
160

American Academy of Political and
Social Science, Annals, 22

American Newspaper Publishers Asso-
ciation

publications, 342

research, 355

tribute to carriers, 117

American Press, 2

American Press Institute, 185

Ames, Robert P., 2

Anniversary editions, 253

- Antitrust suit decision, 341
- Ardmore, Pa., *Main Line Times*
 carriers' prizes, 121
 carriers' profits, 63
 delivery methods, 182
- Area Agent, duties, 44, 51; *see also*
 Country agencies, District Manager
- Area Supervisor, duties, 51
- Arrears, subscriptions in, 285, 293, 303
- Assistant Circulation Manager, duties,
 40-51, 57-58
- Atlanta, Ga., *Journal and Constitution*
 slogan, 250
 teen-age news, 266, 268
 word game results, 237
 youth activities, 272
- Auburn, Nebr., *Press-Tribune* and
 Nemaha County Herald, mail-room efficiency, 156
- Auburn, N. Y., *Citizen-Advertiser*, 70
- Audit Bureau of Circulations
 audit costs, 285-86
 audit report by, 279-83
 auditor, duties, 281-83
 breakdown sheet approved by, 154
 deposit for audit, 286
 help to advertisers, 276
 help in selling, 276
 insigne, 277
 membership advantages, 286-87, 357
 membership dues, 285
 membership requirements, 276, 286-87
 officers, representation and duties, 281
 Quarterly Recapitulation Record, 293, 302-3
 records for, 277-85, 289, 292-93
 reports for, 61, 277-85, 292-93
 standards set by, 277-81
- Audit report
 by ABC to newspaper and advertisers, 279-83
 preparation, 281-83
 summary of contents, 283
- Augusta, Ga., *Chronicle-Herald*, efficiency improvement, 109
- Austin, Tex., *American* and *Statesman*, carrier training, 94
- Automatic conveyors, 48-49, 158-77
- Automobile delivery, 51, 178-80, 183-85
- Awards
 carriers', 102-9, 111-15, 274, 347
 farm youth, 274
 Gannett, 102
 H.S. correspondents, 274
- Ayer, N. W., & Son's *Directory of Newspapers and Periodicals*, 320-21
- ## B
- Bailey-Krehbiel Agency, 7
- Balloon race for carriers, 119
- Baltimore, Md., *Sun*, mail-room plan, 176
- Bank accounts, carriers, 111, 213-14
- Barnhart, Thomas F., 359
- Baseball
 banquet with major league club, 115
 contest for carriers, 113
 league for carriers, 76, 259
 promotion of, 259
 training in, 271
- Basic price, defined, 276
- Basketball, sponsorship, 76, 272
- Battle Creek, Mich., *Enquirer-News*
 carriers' savings plan, 118
 personnel responsibilities, 41
 soft drinks as prizes, 119
 teen-age page, 273
- Bauer, Robert, 138, 142
- Beaumont, Tex., *Enterprise and Journal*, carriers' workshop, 116
- Beaver-Rochester, Pa., *Beaver Valley Times*, area editions, 130
- Beck, Robert K., 224
- Bedford, Ind., *Times-Mail*, carriers' Christmas party, 113
- Benny, Jack, 105
- Bethlehem Steel Corp., 148
- Bevinger, C. W., 54
- Bible, circulation, 25
- Bicycle delivery, 118, 188
- Binghamton, N. Y., *Sun*, selling by mail, 144
- Birmingham, Ala., *News* and *Post-Herald*
 circulation growth, 5-6
 special edition, 3
- Birthday cards
 for babies, 258
 to carriers, 117

- Bishop, Howard W., 148
 Block method of folding, 188
 Bloomington, Ill., *Pantagraph*
 carrier earns car, 112
 customers' letter contest, 116
 discounts as awards, 114
 Forty-Niners Club, 116
 installment payments, 142
 publicity for carriers, 114
 readership surveys, 11-12
 selling to teachers, 118
 Subscriber's Value Chart, 121
 survey, 40
 Bloomington, Ind., *Herald-Telephone*,
 samples to newcomers, 114
 Boat regatta, sponsorship, 271
 Bolivar, Mo., *Free Press*, slogan, 250
 Bollinger, Lee C., 266, 289, 299
 Bonds
 carriers furnish, 216, 289, 309
 given to carriers, 111
 Bonds, W. W., 219
 Bonus
 benefits from, 66
 for carriers, 64, 121, 232
 for district managers, 136, 231
 as sales incentive, 64, 230-32
 for salesmen, 127
 for solicitors, 232
 for supervisors, 136
 Book Fair, sponsorship, 270, 272
 Bookkeeping
 accuracy, 55, 289, 295
 equipment for, 43, 295-310
 time-saving in, 43
 Books, as aid to circulation develop-
 ment, 359
 Boonville, Mo., *Daily News*, contest
 for correspondents, 136
 Boston University, survey, 264
 Bowling tournament, sponsorship, 271
 Bowman, Louis N., 193-94
 Boy Scout Manual, circulation, 25
 Boy Scouts
 mention, 103
 promotion, 35, 268, 275
 salute to, 75
 source for carriers, 66
 subscription selling by, 138, 237
 Bradford, Vt., *United Opinion*, circu-
 lation-population ratio, 16
 Branch buildings for carriers, 121
 Branch Manager, *see* Assistant Man-
 ager
 Brandenburg, George, 359
 Brandow, Beverly, 267
 Breakfast canvass for carriers, 113
 Brennan, Terry, testimonial, 110
 Bridgeton, N. J., *Evening News*, offi-
 cer quoted, 288
 Brigham, Utah, *Box Elder News*,
 prizes for subscriptions, 137
 Broadcasting Telecasting Yearbook-
 Marketbook, 30
 Brochures, use of, 257, 268
 Broken Arrow, Okla., *Ledger*, selling
 campaign, 152
 Broken Bow, Nebr., *Custer County*
 Chief, selling contest, 236
 Brown, C. W., 149, 152, 197
 Brown, Floyd A., 135
 Brown, Wm. C., Co., 2, 122, 359
 Brush-Moore Newspapers, 57
 Buckley, K. L., 40
 Budget, importance of, 55
 Buffalo, N. Y., *Courier-Express*, "honor
 boxes," 148
 Buffalo, N. Y., *Evening News*, class-
 room program, 269
 Bulk mailings
 equipment, 153-77
 regulations regarding, 331-34
 Bulk sales
 how to increase, 259
 records of, 293
 Bundle-tying
 automatic system, 168-72
 cost savings in, 169
 Bunn Tying Machine, 168-69
 Bureau of Media Service, State Uni-
 versity of Iowa, survey by, 3-4
 Burlington, Vt., *Free Press*
 carrier's manual, 115
 scholarships, 103
 Burroughs Typewriter Accounting
 Machines, 304-7
 Business district selling, 12-13
 Business news, interest in, 30
Business Week, 20-21
 Butler, J. H., 27

C

- Cahland, John F., 32
 Calendars, with carriers' pictures, 115

- California, Univ. in Los Angeles, 270
 California Newspaperboy Foundation, 116
 Calvin, Jack, 249
 Cambridge, Ohio, *Daily Jeffersonian*, scholarships, 103
 Cameron, Barney G., 146
 Campaigns
 for quick increase, 150
 selling in, 126, 150-52, 224-30
 in specific areas, 130
 Campfire Girls, promotion, 275
 Canadian Circulation Managers' Association, 358
 Canon City, Colo., *Daily Record*, local news coverage, 123
 Canton, Ohio, *Repository*
 birthday cards to carriers, 117
 carriers on radio, 113
 salute to Boy Scouts, 75
 salute to quiz winners, 112
 "thank you" to subscribers, 111
 Cape Girardeau, Mo., *Southeast Missourian*, community service program, 260
 Card index system, 295-310
 Carr, Jack, 147
 Carrier Counselor
 duties of, 49-51
 training for, 107-8
 Carrier meetings, 92-94, 100-11
 Carrier-Salesmen
 accounts, 210-20, 288-91, 299-300, 303-4
 achievement program, 107
 activity bus, 120
 advancement program, 106-8
 age requirements, 64, 338-40
 A.N.P.A. tribute, 117
 awards, 102-9, 111-15, 274, 347
 balloon race, 119
 band, 77-78
 bank accounts, 111, 213-14
 banquet with ball club, 115
 baseball activities, 76, 113, 115, 259, 271
 basketball, 76, 272
 "Beat the Clock" contest, 119
 birthday recognitions, 85, 117
 bonds given by, 216, 289, 309
 bonds given to, 111
 bonuses, 64, 121, 232
 breakfast canvass for, 113
 buildings for, 118, 121
 Certificate of Merit, 97
 Certificate of Recommendation, 115
 character development, 62, 67, 71
 check list for, 98-99
 checking account plan, 64, 66, 213
 club house, 111
 code books, 309
 collecting by, 39, 80-84, 99, 192, 210-20
 collecting from, 64, 66, 99, 210-20, 290
 commissions for, 38, 64, 113, 137
 congratulations to graduates, 114
 contests, 113, 118, 119, 120, 121, 140
 contracts with, 76, 79-85, 289, 339-41
 cooperation of customers, 116
 counseling for, 49-51, 57, 62, 91-101, 107-8
 courteous service by, 98-100, 190
 credit certificates for, 64
 current events quiz, 112
 daily "draws" by, 289, 300
 delivering by, 38-39, 178-91
 deposits, 82, 216, 289
 discounts, 114
 don'ts for, 190
 draw sheets for, 289, 300, 304, 309
 duties of, 60; *see also* Chaps. 7, 9, 11 and 12
 earnings of, 63-65, 101, 112, 115;
 see also Accounts with carriers
 and Profits for carriers
 efficiency contest for, 118
 employee relationship of, 79
 entertainment for, 56, 64, 76-78, 271-72; *see also* Carrier-Salesmen, parties
 Fathers' Day letter, 88, 101
 football games for, 76, 271-72
 Forty-Niners Club for, 116
 golf tournaments, 271, 272
 group meetings of, 92-94, 100-1, 111
 guidance for, 62; *see also* Carrier-Salesmen, counseling for, training for
 hayride for, 119
 high school course for, 119
 hobbies of, 76-78, 271-72
 honor programs and clubs, 106
 identification cards for, 85-86

- incentives for, 64, 66, 106-7, 115, 121, 134, 232
- as independent contractor, 79-88, 339-41
- instruction luncheon for, 120
- insurance for, 64-65, 85-86
- interest earned by, 111
- Jackpot House, 224-26
- laws governing, 55, 68, 70, 150, 337-41
- lease form for, 80-84, 289
- letters to, 89, 249
- "little merchant" plan, 79, 210, 213
- as luncheon guests, 111
- manual for, 94-96, 98, 101, 115, 117
- merit programs and awards, 97, 106-8
- Merit stamp contest, 121
- Mothers' Day honors, 89-90, 101, 117
- news about, 62, 110-14, 117, 120, 249-50, 346-47
- newspaper published by, 89, 117
- office control records, 85-87
- operational plans for, 79
- opportunity room for, 112
- orchestra, 77-78
- paper-folding contest, 119
- paper-throwing contest, 188
- parents report card, 116
- parties, 66, 111, 113, 115, 119, 120
- pay for delivering samples, 115, 330, 339
- penalties imposed on, 114
- Perfect Week Award, 115
- personalized match boxes for, 116
- ping-pong tournaments, 76
- plant tours for, 91-93, 113
- prediction column for, 117
- prizes for, 111, 112, 113, 114, 119, 121, 137, 225, 226, 227, 248-49
- production record of, 226
- profit, *see* Carrier-Salesmen, earnings
- promotion directed to, 43, 71, 75, 248-49
- prompt service by, 190, 217
- prospect list by, 116
- publicity for, 110, 111, 112, 113, 114, 120
- radio appearances, 72-74, 113, 121, 146-47
- rated by customers, 113
- recognition for, 106-9, 118
- recreation for, 56, 62, 76-78, 271-72
- recruiting help given, 62, 73-74, 121
- Red Necktie Club for, 115
- responsibilities, 39, 79-88, 92-93, 98-99, 249
- rewards for, 97, 111, 114, 115
- route lease for, 80-84
- route lists of, 80-84, 217, 291
- salary plan, 79
- sales tips, 131-35
- sampling list for, 225
- savings plan for, 97, 112, 118
- scholarships for, 75, 101-4, 111
- school requirements for, 70, 120
- selling by, 93, 111, 115, 118, 126, 131-35, 225
- skating party for, 118
- soft drinks as prizes, 119
- softball league for, 116
- spelling contests for, 76, 271, 272
- sports programs, 76, 111, 113, 115, 116, 259, 271-72
- stamp collectors club, 77
- statements to, 289-90, 304-5, 309
- stop and start orders, 96, 291, 296, 299-300
- subscribers' contact with, 110, 114
- subscribers pay tribute to, 72, 73, 116, 118
- subscriber's Value Chart, 121
- suggestions to, 190, 191
- supervision, importance, 98
- survey of activities by, 99
- swimming contest for, 76, 259, 271-72
- teacher's report on, 68, 112
- tee shirts for, 121
- television appearances, 72-73, 146-47, 272
- Ten-Minutes-a-Day plan, 115
- tennis match for, 76
- Thanksgiving turkeys for, 119
- theater tickets for, 114
- three-part responsibility of, 39
- training for, 56, 70, 79-121, 131-33, 186-91, 211-18, 248-50
- transportation for, 119, 120
- tributes to, 67, 72-73, 74-75, 98, 110, 111, 116, 117, 118, 191, 218
- trips for, 64, 104-5, 112, 117, 120

- Carrier-Salesmen (*continued*)
 Turkey or Beans contest, 113
 Turtle Derby for, 121
 visual aids for, 134
 working conditions, 64, 337-41
 workshop for, 116
 worthy-cause help, 113, 114, 272
- Carrier service
 benefits from, 67, 70, 74, 116, 118,
 211-14, 216
 efficiency, 356
 importance of, 44
 income from, 1
 promotion of, 43, 66-67, 71, 75, 248-
 49
- Carrier Supervisor, 49, 56, 92-101,
 107-9
- Carriers' Advisor, training for, 107-8
- Carriers' Bond, 216, 289, 309
- Carriers' contract
 provisions of, 80-85, 289
 simple form for, 82
- Carriers' manuals, 94-98, 101, 115, 117
- Carrithers, K. W., 85, 323
- Carroll, Iowa, *Times-Herald*, delivery
 plan, 187
- Carthage, Mo., *Press*, carriers' skating
 party, 118
- Cartoons, carriers featured in, 75
- Casey, John H., 5
- Cash deposits, carrier, 82
- Cashword Puzzle, results from, 237
- Census Bureau, 14
- Centerville, Iowa, *Daily Iowegian*
 Good Will check, 230
 letter to parents, 227
 promotion features, 226-30
 selling campaign, 224-30
- Central States Circulation Managers As-
 sociation, 140, 172, 357, 358
- Centralia, Mo., *Fireside Guard*
 popularity contest, 233, 234
 statements and forms, 296-97
- Certificate of Merit for carriers, 97
- Certificate of Recognition, 115
- Chamber of Commerce, 115
- Champaign-Urbana, Ill., *Courier*
 breakfast canvass for carriers, 113
 circulation policies, 223
 officer quoted, 1
 prizes for carriers, 113
- Champaign-Urbana, Ill., *News-Gazette*
 air trip for carriers, 112
 promotion articles, 244
- Character development, provided by
 carrier service, 62, 67, 71, 101
- Charge Sheet in accounting, 306-8
- Charity tie-ins
 ABC standards for, 278
 disadvantages of, 238
 selling through, 138, 146, 237
- Charles City, Iowa, *Press*, rating card,
 113
- Charleston, S. C., *News & Courier* and
Post
 paper-folding contest, 119
 parent cooperation, 88
 publicity for carriers, 120
 scholarships, 102
 system for advance payments, 220
 teen-age news, 268
- Charleston, W. Va., *Daily Mail*, talent
 show, 257-58
- Charleston, W. Va., *Gazette*, scholar-
 ships, 103
- Charlotte, N. C., *Mecklenburg Times*
 gift offer, 232
 selling campaign, 138
- Charts used in promotion, 257, 258
- Check list for carriers, 98-99
- Checking accounts for carriers, 64, 66,
 213
- Cheshire labeler, 173
- Cheshire mailer, 173
- Chevrolet Co., 148, 184
- Chicago, Ill., *News*, news coverage pro-
 motion, 244
- Chicago, Ill., *Tribune*
 distribution system, 9
 women's features, 30
- Chickens as prizes, 112
- Chief clerk, duties, 42, 43
- Child Labor Laws, 55, 150, 327, 337-
 41
- Christian Science Monitor*
 carriers' opportunity room, 112
 officer quoted, 38
 points of easy reading, 25
 railway station sales, 9
- Christmas
 letters to parents at, 90-91
 party for carriers, 113
 trees for subscribers, 259
- Cincinnati, Ohio, *Enquirer*

- circulation policy, 222
- price advance survey, 325
- selling inducements, 231
- Circle mail room, advantages, 175
- Circulation
 - ABC definition of, 276-77
 - aids in selling, 2, 358-59
 - books on, 359
 - from bulk sales, 293
 - in city and suburbs, 2, 8-10, 17-21, 39-51, 293
 - comparing population with, 14-23, 321
 - contributes to community welfare, 5
 - cost cutting, 311-12
 - cost finding, 222-24, 294-95
 - costs of obtaining, 222-24
 - defined, 277-78
 - determines editorial influence, 5, 52
 - effects on advertising, 1-3, 33, 224, 257, 286, 324, 349-51
 - effects of cost on, 222
 - effects of interruption, 5-6
 - effects of literacy, 21
 - effects of longevity, 22-23
 - effects of population on, 8-10, 14-23
 - effects of press time on, 46-48, 351
 - expense, 222-24
 - growth, 15-16
 - "home base" coverage, 9
 - income from, 3-5, 223
 - increases in, 4, 5, 20-23, 223
 - indication of good will, 6
 - influences on, 16-23, 33-34, 52, 343-44, 349-52
 - of large papers, 9
 - major purposes of, 1, 5
 - of ocean liner papers, 9
 - press-time influence, 48
 - promotion of, 3, 239-61
 - relation of population to, 8-10, 14-23, 321
 - in retail zone, 12, 19-21, 293
 - in rural areas, 2, 19-21
 - on rural routes, 12, 127-29
 - short course in, 2
 - shows paper's worth, 1, 6
 - sources of, 8-23
 - surveys, 2, 3, 14-17, 20-21, 162, 180-83, 355
 - terms describing, 2
 - total paid, *see* Chaps. 16 and 17
 - unites community elements, 5
 - value of density in, 8-10
 - of weeklies, 1, 2, 17, 38-40, 149, 180-85; *see also* Weekly papers
- Circulation, four major purposes, 1
- Circulation area
 - coverage of, 8-12, 14-16
 - influence on equipment and personnel, 43
- Circulation builders, professional, 234
- Circulation department
 - how organized, 38-52, 53-61
 - importance of, 53
 - responsibilities of, 7, 41, 53-61
 - ten factors influencing setup, 39
- Circulation growth, 3, 5, 44, 52, 222
- Circulation increase, 4, 5, 20-23, 223
- Circulation Management*, 34, 129, 131, 144, 172, 174, 317, 325, 345, 359
- Circulation Manager
 - duties of, 7, 40-51, 54-61
 - relation to general manager, 54
 - school for, 10
 - sources of benefits, 358-60
 - ten roles filled by, 54-57
 - of weekly paper, 39-41
- Circulation personnel
 - conditions affecting, 39-52
 - organization, 38-52
 - sources of benefits, 57, 358-60
 - variances in, 39-52
- Circulation policies
 - differences in, 221-38
 - importance in, 238
 - influences on, 221-24
 - regarding discount prices, 230
 - regarding insurance selling, 230
 - regarding premiums, 229
 - regarding prizes, 229
- Circulation-Population ratio, 14-23, 321
- Circulation Promotion Manager, 59
- Circulation reports, 40, 61; *see also* Chaps. 16 and 17
- Circulation setup
 - for dailies, 39-51
 - for weeklies, 39-40
- Circulation staff duties, *see* Chaps. 3 and 4
- Circulation surveys
 - operational methods of, 162, 355
 - percentage income from, 3-4
 - of 66 midwest dailies, 40

- City Circulation Division, duties, 42-51, 54-61
- City circulation handling, 39-51
- City Circulation Manager, duties, 41-51, 54-61
- City Supervisor, duties, 50, 59
- City zone, defined, 279, 281
- Classified advertising, circulation builder, 33, 125
- Claybaugh, Charles W., 137
- Cleveland, Ohio, *News*
 - carriers' dinner, 115
 - carriers' prizes, 111
- Cookie Club for girls, 272
- promotion by features, 244, 246, 252
- Cleveland, Ohio, *Plain Dealer*
 - carrier's manual, 94-97, 117
 - collection cards, 211-12
 - family reading promotion, 254-55
 - instruction in folding, 189
 - Reward of Merit, 97
- Cline Electric Manufacturing Co., 172
- Club house for carriers, 111
- Cockerville, Dr. Clara E., 70
- Code books, carriers', 309
- Colfax, Wash., *Gazette-Commoner*
 - circulation promotion, 11
 - emphasis on editorials, 124
- Collecting
 - advance payments, 219-20, 288, 291-93
 - by carriers, 39, 80-84, 99, 192, 210-20
 - from carriers, 64, 66, 210-20, 290
 - by collectors, 192, 210
 - on commission basis, 38, 210; *see also* Commissions
 - at counter, 44, 51, 219
 - essentials for success in, 211, 217-18
 - instruction in, 211; *see also* Carrier-Salesmen, counseling for and training for
 - by mail, 40, 192-209
 - from newsstands, 218
 - on phone orders, 218
 - problems in, 218-19
 - promptness in, 217
 - record chart for, 217
 - in rural areas, 192
 - from street salesmen, 218
 - time-saving in, 214
- Collection cards, 211-13
- Collection letters, 192-209
- College students
 - gift subscriptions to, 226-27
 - reading survey, 264
- Collinsville, Ill., *Herald*, officer quoted, 313
- Color printing, circulation aid, 125
- Colorado Springs, Colo., *Gazette Telegraph*, carriers' services, 65
- Columbia Falls, Mont., *Hungry Horse News*, collection letters, 200, 205
- Columbia, Mo., *Missourian*
 - carriers on television, 147
 - farm page, 28
 - keeps papers dry, 117
 - readership survey, 357
- Columbia, Mo., *Tribune*
 - collection methods, 219
 - Sea Scouts sponsorship, 271
- Columbus, Ga., *Ledger and Enquirer*, combats summer slump, 135
- Combination offer with magazines, 207
- Combination rates, ABC standards for, 278
- Commercial printing, income from, 3
- Commissions
 - for carriers, 38, 64, 113, 137
 - on sales, 51, 60, 126-30, 136, 210, 236, 294
- Community, promotion of, 26-27, 35, 122-26, 242, 253, 257-61, 354-55
- Community groups, selling by, 126, 137
- Community history as circulation builder, 35-36
- Community relationships, 122-26, 260
- Company-owned delivery cars, 184-85
- Competition
 - between carriers, 49; *see also* Contests, for carriers
 - with magazines, 55
 - price affected by, 313
 - with radio, 30, 55
 - from television, 30, 55, 263, 354-55
- Complaints, handling of, 41, 43, 44, 51, 114
- Concerts, sponsorship of, 260
- Congratulations to carrier graduates, 114
- Conover, Harrison, 11
- Contests
 - ABC standards for, 278
 - for carriers, 113, 118, 119, 120, 121, 140
 - policies concerning, 229-37

Contracts
 with carriers, 76, 79-85, 289, 339-41
 explained to parents, 84-85
 laws governing, 56, 327, 336-41
 Cookie Club sponsorship, 272
 Cooperation
 with advertising department, 349-50, 357
 of customers with carriers, 116
 between departments, 56, 357; *see also* Chap. 20, 343-52, 357
 with general manager, 54
 with mechanical department, 350-51, 357
 with news department, 343-45, 348-49
 with publisher, 222
Cooperation, poem, 352
 Cope, Millard, 347
 Cordingley, William A., 102
 Corn Belt Dailies, 9
 Correspondence, *see* Letters
 Correspondents
 commissions paid to, 136
 help build circulation, 11
 selling by, 136
 Cost-finding formula, 294
 Cost-savings, suggestions for, 168-69, 311-12
 Costs of
 airplane delivery, 186
 fringe circulation, 222
 motor delivery, 183-84
 obtaining circulation, 222-24
 promotion, 239, 240-41, 294
 transportation, 294
 Council Bluffs, Iowa, *Nonpariel*
 carriers' rewards and penalties, 114
 Counseling with carrier-salesmen, 49-51, 57, 91-101, 107-9
 Counter sales
 how to handle, 44, 51, 219
 income from, 1
 Country agencies, duties, 46-47
 Country circulation handling, 40-51
 Coupons, ABC standards for, 278
 Court of Civil Appeals, 341
 Courtesy
 of carriers, 98-100, 190
 importance of, 53
 Cowden, George M., 357
 Cox, Glenn L., 347
 Credit certificates for carriers, 64

Current events programs, 112, 270
 Customers' letter contest, 116
 Cutler-Hammer Conveyors, 163-65, 168, 173, 176
 Cutler-Hammer Stackers, 169-71

D

Daily papers
 ABC costs for, 285
 income from advertising, 4
 influence of, 5
 mailing equipment of, 155-77
 promotion by, *see* Chap. 14
 subscription prices of, 314-26
 use of pictures in, 26, 31, 34, 124, 125, 253, 260, 266
 Dallas, Tex., *News*
 don'ts for carriers, 190
 instruction in selling, 131-33
 Danville, Ill., *Commercial News*,
 handling news, 32
 Darlington, Kenneth, 139
 Davenport, Iowa, *Democrat and Times*
 achievement program, 107
 car leasing, 184
 carrier recruiting plan, 121
 carriers on radio, 74
 contact with homes, 88-91
 Happy New Year for carriers, 113
 letters to parents, 89, 90
 officer quoted, 79
 school for carriers, 92-93
 selling demonstration, 93
 visual aids for carriers, 134
 Davenport, John Scott, 2, 122, 359
 Davis, Hayden, 102
 Dayton, G. R., 172
 Dayton, Ohio, *Daily News-Journal Herald*
 award, 247
 carriers' commissions, 113
 carriers' manual, 98
 counseling program, 100
 current events study, 270
 family reading promotion, 253-54
 officer quoted, 62
 promotion of features, 244-49
 promotion on television, 73
 questionnaire to parents, 85
 Ten-Minutes-a-Day plan, 115
 testimonials of former carriers, 67
 Youth Forum, 270
 Dayton, Ohio, Junior League, 270

- Dayton, University of, 270
 Dayton Council of World Affairs, 270
 Dayton Educational Television Foundation, 73, 270
 Dealers, records and accounts, 288-91, 302-3, 309
 Decatur, Ill., *Herald and Review*, campaign to sell to newcomers, 115
 Decatur Newspapers, Inc., route lease form, 81
 Delivering
 by airplane, 36-37, 43, 55, 178, 185-86
 by automobile, 51, 178-80, 183-85
 by bicycle, 118, 188
 by busses, 178
 by carriers, 38-39, 178, 180, 182, 186-91
 to carriers, 40-51, 64-65, 178-87
 in city, *see* Chaps. 4, 10 and 11
 costs of, 180; *see also* listings under Costs
 in country, *see* Chaps. 4, 10 and 11
 on day of publication, 36, 48, 183
 to dealers, 42-51, 289
 to distant areas, 41-51
 effects of transportation on, 12, 48-49
 facilities for, 43, 48; *see also* Chaps. 10 and 11
 to homes, 41-51, 79-121, 186-91; *see also* Chaps. 6, 7 and 8
 by mail, *see* listings under Mail
 methods of, 55, 182, 188
 with Mobile Depot, 187
 by motor, 51, 183-85
 by motorcycle, 178, 188
 to newsstands, 42-51, 182, 287
 personnel required for, 179; *see also* Chaps. 4, 5, 6 and 7
 photographer checks on, 119
 from plant to carrier, 178-86
 by private carriers, 55, 178-82
 promptness in, 36, 45, 48, 186-91
 to rural readers, 11-12; *see also* listings under Mail
 by small dailies, 179-80
 in small towns, *see* Chaps. 4, 10 and 11
 in suburbs, *see* Chaps. 4, 10 and 11
 by trains, 12, 178
 by truck, 5, 44, 55, 173, 178-87
 by weekly papers, 40, 48, 180-83
 Denver, Colo., *Post*
 Rocky Mountain Empire, 9
 scholarships, 104
 selling instructions, 131
 service improvements, 5
 subscriber evaluation, 7
 Department personnel requirements, *see* Chaps. 4, 5, 20 and 21
 Deposits by carriers, 216, 289
 DePuy, C. B., 224
 Des Moines, Iowa, *Register and Tribune*
 conveyor system, 162
 delivery plans, 179
 department setup, 46-47
 district bonus plan, 136
 Honor Club, 106
 letters to carriers, 71
 plant tour, 91
 publication, 359
 puzzle contest, 257
 Red Necktie Club, 115
 sales letters, 139
 sales tips for carriers, 134
 scholarships, 102
 state coverage, 19
 stuffing system, 167
 survey of television competition, 354
 Turtle Derby, 121
 value of circulation, 3
 Detroit, Mich., *Free Press*
 emphasis on features, 124
 officer quoted, 122, 276
 promotion, 256-57
 stimulates good citizenship, 126
 Detroit, Mich., *News*
 "Beat the Clock" contest, 119
 scholarships, 75, 102
 Diaz, Arthur, 61, 354
 Dible, Earl W., 268
 Dick mailer, 177
Directory of Newspapers and Periodicals, 320-21
 Disabled American Veterans, 146
 Disaster news, space devoted to, 29
 Discount prices
 for carriers, 114
 policies regarding, 230, 323
 for servicemen, 9
 for subscribers, 141-44, 230-33
 Disneyland, 104-5
 Dispatcher, duties, 44, 60

Distributive Educational Plan, Illinois, 119
 District Advisor, duties, 49, 50, 68, 101
 District Captain, duties, 42
 District Manager
 bonus for, 136, 231
 duties, 40-58, 85, 100
 qualities required of, 58
 training for, 229
 Division manager, duties, 44-58
 Dodd, Mead & Co., 352
 Dodge, Nelson, 153
 Doty, Kenneth C., 307
 Drake, Dale, 192
 Draw Sheets for carriers, 289, 300, 304, 309
 Driver's Sheet, in accounting, 306-8
 Duncan, Judge Richard M., 341
 Dunst, Robert J., 98
 Duplex Model-E press, 169

E

Early edition, importance of, 48
 Early press time, value of, 48
 Easton Pa., *Express* community co-operation, 354
 Eau Claire, Wis., *Leader and Telegram*, circulation survey, 136
 Eden, L. Gilford, 8, 184
 Edgecombe, Tyler, 156
 Editor & Publisher, 4, 15, 64, 185, 231, 359
 Editor for a Day, carrier as, 111
 Editorials, importance of, 29, 123-24, 229
 Education, effect on circulation, 52
 Education Committee, of International Circulation Managers Association, 102
 Efficiency contest for carriers, 118
 Effingham, Ill., *News*, carrier promotion, 75
 Eisenhower, President Dwight D., honored as newsboy, 346
 Eldon, Mo., *Advertiser*, slogan, 250
 Elizabeth, N. J., *Daily Journal*
 application for route, 69
 cooperation from schools, 68
 discount for servicemen, 9
 standards for carriers, 120
 Training Report Cards, 68
 Elkhart, Ind., *Daily Truth*, carrier's contract, 83

Elliott addressing machine, 156, 173, 297
 Ellis, Fred, 73
 Elmont, N. Y., *El Monitor*, marked-copy promotion, 259
 Emley, A. M., 67
 Employees
 carriers as, 79
 featured in advertising, 244
 selling incentives for, 136
 Entertainment for carriers, 64, 76-78, 271-72
 Enthusiasm, importance of, 52
 Equipment
 for accounting, 43, 295-310
 for mailing room, 43, 153-77
 purchase recording, 294
 for stuffing, 45, 153, 166-68
 Erie, Ill., *Review*, picture sale, 261
 Expense
 per subscriber, 223-24
 records, 288-312

F

Fair Haven, Vt., *Era*, population-circulation ratio, 16
 Fair Labor Standards Act, 336-37
 Fair Oaks, Calif., *San Juan Record*, annual selling contests, 137, 236
 Fairchild Scan-a-Graver, 125
 Familiar Word Week, 25
 Farm, circulation service, 40-51
 Farm news builds rural readership, 11, 28-30, 129
 Farmers
 promotion directed to, 253
 selling to, 51, 127-31, 183, 256
 Farmington, Mo., *News*, promotion plan, 253
 Farmington, N. Mex., conditions affecting newspaper price, 315
 Fassio, Virgil, 104, 178
 Father's Day observances, 88, 101
 Favor, C. H., 239
 Features
 aid in selecting, 347
 family interests, 254-55
 help sell paper, 26-27, 30, 124, 252, 313
 on local themes, 124, 346
 promotion of, 243-44, 246, 252
 youth's interest in, 267

- Federalburg, Md., *Times*
 delivery methods, 182
 soliciting campaign, 150
- Field Executive or Supervisor, duties,
 46, 51
- Fisher, M. E., 56, 74, 237
- Fishing Derby, 271, 272
- Flint, Mich., *Journal*
 addressing system, 173
 statement by officer, 54
 testimonials of school officials, 116
- Florida State Supreme Court, 339
- Fly Boy, duties, 169
- Folders, time-saving with, 176
- Folding papers
 contest, 119
 methods used, 188-89
- Fond Du Lac, Wis., *Commonwealth-Reporter*, youth program, 271
- Football, sponsorship, 76, 271-72
- Footte, Cone and Belding, 9
- Footte, William J., 346
- Forbes, Frank G., 4
- Ford Motor Co., 148
- Forest Grove, Ore., *Washington County News-Times*, gift photographs, 260
- Former carriers, honored, 67, 110, 117, 121, 250, 346-47
- Forsee, Joseph B., 72
- Ft. Smith, Ark., *Times Record*, carriers' service, 65
- Fort Wayne, Ind., *News-Sentinel* and *Journal-Gazette*, mail-room setup and savings, 163-64, 175
- Fort Worth, Tex., *Star-Telegram*, scholarships, 103
- Forty-Niners Club for carriers, 116
- Forty-ninth State, of St. Louis *Globe-Democrat*, 9
- 4-H Clubs
 promotion, 35, 275
 source for carriers, 66
 sponsorship of, 271
- Fox, Rodney, 125
- Fox Movie Studio, 105
- Fresno, Calif., *Bee*
 branch stations for carriers, 121
 carriers' *Bee Journal*, 81
 carriers' grading system, 217
 Certificate of Merit, 97
 circulation department setup, 44-45
 customer compliments carriers, 118, 191, 217
- efficient delivery, 191
- Honor Club, 106
- Mother's Day breakfast, 89-90
- promotion methods, 242
- seasonal hints to carriers, 135
- steps to success or failure, 100
- trips for carriers, 104
- Vacation-Pak Plan, 118
- Fringe circulation costs, 222
- Full-time Solicitors, 126-31
- Fullerton, Nebr., *Nance County Journal*, gift copies to hospitals, 259
- ### G
- Gainesville, Tex., *Daily Reigster*, farm youth features, 274
- Gannett, Frank E., 102, 272
- Gannett, Guy, Publishing Co., scholarships, 102
- Gannett Barn, 272
- Garden City, N. Y., *Newsday*, high school journalism awards, 274
- Gary, Ind., *Post-Tribune*
 carriers' selling drive, 111
 circulation department setup, 42-43
 officer quoted, 53
- Gastonia, N. C., *Gazette*, collecting from carriers, 214-15
- Gates, H. Phelps, 25, 38, 102, 264
- Gatlinburg, Tenn., *Press*, Mountain-eer Historical Exhibit, 36
- General Manager
 circulation aims of, 52
 cooperation, *see* Chaps. 20 and 21
 relation to circulation manager, 54
- Geneva, Nebr., *Signal*, mailing system, 156
- Gentzkow, Rod, 131
- Georgetown, Del., *Sussex Countian*, selling by Boy Scouts, 138
- Germantown, Pa., *Courier*, conveyor system, 158
- Gerrard Wire-tying Machine, 158, 173, 175
- Gift subscriptions, 226-27, 232, 259
- Girl Scout promotion, 35, 275
- Glen Oaks, N. Y., *News*, youth features, 274
- Glendale, Calif., *News-Press*, Camera Column, 266
- Goals for salesmen, 127
- Goldish, Sidney, 263
- Golf, sponsorship, 271, 272

Goss flatbed press, 154
 Graham, Sterling E., 97
 Grand Forks, N. D., *Herald*, carriers' contest, 113-14
 Grand Island, Nebr., *Independent*, news coverage, 32
 Grand Junction, Colo., *Sentinel*, carriers' contest, 120
 Grand Rapids, Mich., *Herald*, carrier's award, 111, 112
 Graphotype, use in mailing, 156
 Greenville, Tex., *Herald-Banner*, teen-age news, 267
 Greenwood, S. C., *Index-Journal*, handling advance payments, 219
 Gross, Willard B., 68
 Group organizers, ABC standards for, 278
 Guest tickets for carriers, 110
 Guidance, *see* Carrier-Salesmen, counseling for

H

Hackensack, N. J., *Bergen Evening Record*
 mechanical accounting, 304-8
 sales campaign, 150
 Halifax, Nova Scotia, *Chronicle Herald*, circulation facts aid advertising, 350
 Hall, W. Earl, 32
 Hamilton, Carl, 158, 234-35
 Hamilton, Ohio, *Journal-News*
 customer cooperation, 116
 selling campaign, 135
 Hammond, Ind., *Times*, carrier training, 217
 Hammonton, N. J., *News*, use of pictures, 260
 Hand-recording system of accounts, 295-98
 Happy New Year for carriers, 113
 Hardy, Don, 123
 Harkin, F. E., 348
 Harriman, Tenn., *Record*
 circulation promotion, 11
 slogan, 250
 Harrisburg, Pa., *Patriot and Evening News*, mail-room operation, 173-75
 Hartford, Conn., *Courant*, helping news department, 346
 Hatton, E. R., 276
 Hauser, Philip M., 22
 Hayride for carriers, 119
 Heckman, Ralph E., 163
 Heinrich, F. J., 103
 Hi Neighbor Club, 259
 Hibbing, Minn., *Tribune*, newspaper plant tour, 113
 Hickerson, A. E., 158
 High school
 course for carriers, 119
 publications workshop, 274
 source of carriers, 66
 High school Key Clubs, source of carriers, 66
 Hills, Lee, 122, 124, 126, 345, 347
 Hobbies, carriers', 76-78, 271-72
 Hobbs, N. Mex., local conditions affecting newspaper price, 315
 Holder, Robert, 269
 Holland, Mich., *Sentinel*, youth activities promotion, 271
 Hollywood, Calif., *Citizen-News*, officer quoted, 110
 Holm, Helge, 7, 104
Home Book of Quotations, 352
 Home delivery, *see* Delivery
 Home Delivery Manager, *see* Circulation Manager
 Honesdale, Pa., *Wayne Independent*, delivery methods, 182
 "Honor Boxes," selling with, 126, 147, 148
 Honor club for carriers, 106
 Horn, Edwin R., 310
 Horsman, Willard P., 11, 40
 Horton mailer, 155-56
 Hospital, gift subscription to patients, 259
 Houlton, Maine, *Pioneer Times*
 delivery methods, 182
 carriers' profits, 63
 recreation sponsorship, 259
 House organs, promotion through, 243
 House-Warven, publishers, 67
 Houston, Tex., *Chronicle*
 delivery coordination, 48
 neighborhood sections, 27
 Teen Page, 266
 Houston, Tex., *Post*, reminders to carriers, 249
 Howard, H. G., 31
 Hubbard, C. S., 136
 Hudson, Buell W., 76
 Hudson, J. R., 134

- Human interest as circulation builder, 26-27
- Huntington, N. Y., *Long Islander*, delivery methods, 182
- Huron, S. D., *Huronite and Plainsman*, carriers' prediction column, 117

I

- Identification Card, for carrier, 85-86
- Incentives
 - for carriers, 64, 66, 106-7, 115, 121, 134, 232
 - for employees, 136
 - to mail subscribers, 227
- Income per subscriber, 183, 233
- Income sources, 1-4, 53, 223
- Income Tax, laws regulating, 327, 341-42
- Independence, Mo., *Examiner*
 - carriers' luncheon reward, 111
 - circulation gains, 257
 - 50th Anniversary Edition, 253
 - tribute to carriers, 74-75
- Independent contractor
 - advantages of being, 80
 - contracts, 66, 79-85, 289, 339-41
 - qualifications for, 79
- Indianapolis, Ind., *Star and News*
 - scholarships offered, 102
 - trips offered, 104
- Inland Daily Press Association, 7, 183
- Installment payments
 - ABC standards for, 278
 - benefits from, 142
 - objections to, 142
- Institute of Newspaper Operations, 355
- Insurance
 - carriers', 64-65, 85-86
 - liability suit, 339
 - for readers, 43
 - as sales inducement, 230
- Interest earned by carriers, 111
- International Business Machines, 173, 309
- International Circulation Managers Association, 57, 66, 102, 107, 232, 264, 270, 342, 347, 358
- International Circulation Managers Association, *Official Bulletin*, 149, 232
- Interstate Circulation Managers Association, 70

- Interstate Commerce Laws, 55
- Iowa, State University of, 2, 3, 29, 224
- Iowa City, Iowa, *Press-Citizen*, interest paid on carriers' bonds, 111
- Iowa dailies, circulations study, 17-18
- Iowa Falls, Iowa, *Citizen*
 - professional circulation builders, 234
 - tying-machine use, 158
- Iowa State College, 125
- Iowa State College Press, 7, 125, 253, 347, 357, 359

J

- Jackpot House, 224-26
- Jackson, Mich., *Citizen-Patriot*
 - departmental cooperation, 357
 - promotion featuring carriers, 119
- Jackson, Miss., *Clarion-Ledger*, promotion featuring carriers, 72
- Jackson, R. R., 186
- Jackson, Tenn., *Sun*, perfect-week award, 115
- Jacksonville, Fla., *Florida Times-Union*
 - advisors' training, 108
 - circulation department setup, 49-51
 - selling chart, 127, 128
- Jacksonville, Fla., *Journal*, departmental cooperation, 350
- Jae, James, 24, 56
- Jampol Conveyor, 176
- Janesville, Wis., *Gazette*
 - ad featuring graduates, 114
 - features former carriers, 117
- Jarrell, Arch W., 32
- Jefferson, C. K., 3, 71, 359
- Jefferson City, Mo., *Post-Tribune* and *Capital News*, late press time advantages, 48
- Johnson, G. Frohman, 257
- Johnson City, Tenn., *Press-Chronicle*, public relations, 53
- Journalism schools, contact with, 358
- Journalism student development, 272-75

K

- Kalamazoo, Mich., *Gazette*, publications workshop, 274
- Kannapolis, N. C., *Independent*, collection system, 219
- Kansas, University of, 10

Kansas City, Kans., *Kansan*
 bowling tournament, 271
 circulation situation, 52
 quiet Sunday delivery stressed, 117
 Kansas City, Mo., *Star*
 antitrust suit decision, 341
 promotion of staff, 244-45
 report to readers, 251
 Kansas City, Mo., *Times*, antitrust
 suit, 341
 Kappler, Melvin C., 134, 140
 Kardex system of accounting, 310
 Karrithers, K. W., 323
 Katz, Sol, 190
 Kelleher, J. J., 78
 Kewanee, Ill., *Star-Courier*, circulation
 setup, 40-41
 King, Olive, 98
 King City, Mo., *Tri-County News*, col-
 lection letters, 193-94
 Kingfisher, Okla., *Times and Free*
Press, selling by correspondents,
 136
 Kiwanis Club
 luncheon for carriers, 111
 outing for crippled children, 77
 Knight, Willis L., 317
 Knott's Berry Farm, 105
 Knox, J. Mason, 352
 Krehbiel, Marion R., on value of news-
 paper, 7

L

La Crosse, Wis., *Tribune*
 carriers' trip, 112
 installment payments, 142-43, 292
 magazine campaign, 150
 news department help, 348-49
 La Follette, Tenn., *Press*
 carriers' profits, 63
 delivery methods, 182
 rural solicitation, 130
 La Porte, Ind., *Herald-Argus*
 Mother's Day gift, 117
 Labeling, *see* Addressing and Mailing
 Labor Laws, 55, 336-40
 Labor-saving equipment, 153-77
 Lamar State College of Technology, 116
 Lancaster, N. H., *Coos County Demo-*
crat, collection notices, 200, 205
 Lancaster, Ohio, *Eagle-Gazette*, carrier
 alumni honored, 121
 Lansing, Ill., *Journal*, Christmas tree
 gift, 259

Lansing, Mich., *State Journal*, Youth
 Talent Show, 271
 Lansworth, Lew, 250
 Lapeer, Mich., *Lapeer County Press*
 bundle-tying machinery, 169
 delivery methods, 182
 special offers, 232
 Larsen, Henry T., 35
 Las Cruces, N. Mex., local conditions
 affecting newspaper price, 315
 Las Vegas, Nev., *Review-Journal*, news
 coverage, 32
 Late edition, importance, 48
 Late press time, effect on circulation,
 48
 Laurens, Iowa, *Sun*, High School news
 coverage, 273
 Lawrence, Joseph, 288
 Lawrence, Kans., *Journal-World*, news
 blending, 32
 Laws
 on antitrust basis, 327, 341
 dealing with minors, 55, 68, 70, 150,
 327-41
 on income tax, 327, 341
 pertaining to contracts, 327
 pertaining to legal notices, 327
 pertaining to lotteries, 334
 postal, 327-36
 regulating carriers in N. Y., 70, 340
 state, 340
 on wages and hours, 327, 336-41
 Lear, Robert, Jr., 14
 Leases, carriers', 80-84, 289
 Leasing cars, advantages of, 184-85
 Legal notices, laws pertaining to, 327
 Letters
 to carriers' parents, 71, 88-91
 from manager to carriers, *see* Car-
 rier-Salesmen, training for
 from subscribers, 72, 116
 to subscribers, *see* Selling by mail
 Lewis, Arket C., 144
 Lexington, Ky., *Herald and Leader*,
 youth program, 272
Life magazine, 125
 Literacy increase, 14, 21-23
 Little Merchant plan for carriers, 79,
 210, 213
 Little Rock, Ark., *Arkansas Democrat*
 carriers' service, 65
 survey of prospects, 356
 Livingstone, Martin, 350

- Local news coverage, 10, 21, 26-27, 31-33, 123
- Logan, Utah, *Herald-Journal*, trips offered, 105
- Logansport, Ind., *Pharos-Tribune* and *Press*, carrier service to customer, 114
- Long Beach, Calif., *Independent* and *Press-Telegram*, telephone selling, 146
- Longevity, increase in, 14, 22-23
- Longview-Kelso, Wash., *Daily News* emphasis on editorials, 123
officer quoted, 192
- Loose operation in circulation, 221
- Los Angeles, Calif., *Examiner*
Certificate of Recommendations, 115-16
newsstand price, 315
"stop" and "start" forms, 96
- Los Angeles, Calif., *Herald* and *Express*
delivery plans of, 178-79
newsstand price, 315
Tournament of Orators, 271
- Los Angeles, Calif., *Times-Mirror-News*
distribution system, 162-63
newsstand price, 315
scholarships, 102
youth activities page, 266
- Lotteries, regulations regarding, 334
- Louisiana Press Association, 154
- Louisville, Ky., *Courier-Journal* and *Times*
addressing labels, 173
bargain offer, 323
officer quoted, 221
statement by director, 238
- Lynchburg, Va., *News* and *Advance*, qualifications for managers, 58
- Lyon, W. D., Company, 2
- M**
- McClelland, John M., 123
- McCoy, Bruce R., 154
- McDonald, Peter M., 273
- McGrath, John, 270
- McGraw-Hill Book Co., 2, 359
- McGuffy's Reader, 25
- McGuire, John T., 148
- McWilliams, C. A., 152
- Macklin, Robert A., 85, 229, 231
- Madison, Wis., *Wisconsin State Journal*, tribute to carrier, 110
- Magazine clubs, selling, 150
- Magazines, contribution to management, 359
- Mail
collecting, 192-209
delivering, 40-52, 178-83
sampling, 140, 330
selling, 38, 43, 126, 138-44, 206
- Mail circulation, percentage of, 43, 180-82
- Mail room
activities in, 41
equipment for, 43, 155-56, 163-64, 173-77
staff, duties of, 40-51, 61
- Mail subscriptions
accounts, 288, 292
how handled, 9, 40-41, 46, 49
see also Selling by mail
- Mailing
labor-saving in, 153-58, 168-77
preparations for, 61, 330-36
scoring program for, 161
time-saving in, 153-58, 168-77
- Main Line Times*, 158
- Manno, Vincent J., on value of newspaper, 7
- Manual for carriers, 94-99, 101, 115, 117
- Marinette, Wis., *Eagle-Star*, carrier promotion ad, 75
- Marion, Ind., *Chronicle* and *Leader-Tribune*, trips offered, 105
- Marked copies, promotion through, 259
- Market reports, circulation aid, 30
- Marks, Sid, 67
- Marquette, Mich., *Mining Journal*, news department assistance, 348
- Marshall, Tex., *News Messenger*
help to news department, 347
report to readers, 251
- Martineau, Pierre, 30
- Mason City, Iowa, *Globe-Gazette*
carriers aid fly control, 114
grade school news, 273
news coverage, 32
- Mechanical department, cooperation 350-51

- Medina, Ohio, *Medina County Gazette*, delivery methods, 182
- Mekeel's Weekly Stamp News*, 77
- Memphis, Mo., *Democrat*, handling equipment, 156-57
- Memphis, Tenn., *Commercial Appeal* and *Press-Scimitar*
 leadership chart, 257-58
 statement by officer, 54
 television program by, 272
- Memphis State College, 264
- Menefee, Selden, 137
- Meriden, Conn., *Journal*, sports program, 271
- Merit insignia, 108
- Merit Programs and Awards, 97,
 106-8, 121
- Merit Stamp Contest, 121
- Messick, W. E., 58
- Metcalf, Sen. George R., 70
- Meuser, Ken, 261
- Mexico, Mo., *Ledger*
 awards to, 243
 slogan, 250
- Miami, Fla., *Herald*
 help from news department, 345
 newspaper reading course, 269
 slogan, 251
 suit for damages liability, 339
- Miami Valley Schools, 270
- Michigan City, Ind., *News-Dispatch*
 Hi Neighbor Club, 259
 theater tickets as prizes, 114
- Mid-Atlantic Circulation Managers Association, 358
- Midwest Circulation Managers Association, 355, 358
- Milford, Del., *Chronicle*, collection notices, 200, 205
- Mill, Ed, 79, 89, 92, 134
- Miller, G. H., 234
- Milwaukee, Wis., *Journal*
 classroom program, 269
 counting and stacking, 169-70
 stacker assembly, 171
- Milwaukee, Wis., *Sentinel*, selling on busses, 148
- Milwaukee Transport Co., 148
- Minneapolis, Minn., *Star* and *Tribune*
 balloon race for carriers, 119
 classroom program, 269
 club for former carriers, 67
 contests for children, 273
 delivery system of, 9
 open house for carriers, 73-74
 promotion system, 242
 readership survey by, 354
 scholarships offered, 102
 speakers bureau, 260
 statements by officers, 56, 122, 263
 use of word puzzles, 237
- Minneapolis Symphony Orchestra, 260
- Missouri, University of, 29, 72
- Mitchell, S. D., *Republic*, selling with samples, 152
- Mobile Depot, 187
- Modesto, Calif., *Bee*, carrier's sales talk, 132-34
- Moline, Ill., *Dispatch*
 delivery samples, 115
 hayride for carriers, 119
 promotion of news staff, 244
 report card to parents, 116
 survey of sampling, 140
 telephone selling, 146
 training carriers, 134-35
- Monett, Mo., *Times*, use of photography, 260-61
- Monroe, James O., 313
- Montgomery, Ala., *Montgomery Advertiser* and *Alabama Journal*, statement to carriers, 290
- Morgan, Marlin S., 123
- Morris Harvey College, 103
- Mosinee, Wis., *Times*
 appeal to newlyweds, 255-56
 circulation policies, 229
 collection letters, 194-97
 delivery methods, 182
 record-keeping system, 297
- Mother's Day observances, 89-90, 101, 117
- Mothers' letters used in promotion, 71
- Motor delivery, 46, 51, 178-80, 183-85, 187
- Motorcycle delivery, 178, 188
- Mount Holly, N. J., *Herald*
 delivery system, 180, 181
 direct-mail selling, 139
 price reductions, 232, 233
 street sales, 149
- Mountaineer Historical Exhibit, 36
- Mundy, R. Frank, 219

- Muscataine, Iowa, *Journal*
 monthly payment plan, 142
 sales letters, 138
 Music sponsorships, 77-78, 260, 277
 Myers, I. A., 105
 Myers, W. A., 169

N

- Nashville, Tenn., *Banner*, scholar-
 ships, 102
 National Cash Register Co., 299
 National Class 31 Accounting
 Machine, 302
 National Council of Social Studies,
 270
 National Editorial Association, 3
 National Education Association, 270
 National Fire Protection Association,
 311
 National news, importance of, 27
 National Newspaper Promotion As-
 sociation, 122, 238, 264
 National Newspaperboy Day observ-
 ances, 113, 346-47
National Publisher, 152
 Needles, Calif., *Desert Star*, price ad-
 vancement, 318
 Neighborhood news, *see* Local news
 New Bedford, Mass., *Standard-Times*
 activity bus for carriers, 120
 carriers' band and orchestra, 77-
 78
 scholarships, 103
 testimonials by parents, 71
 youth program by, 76-78
 New Castle, Ind., *Courier-Times*
 circulation survey, 8
 motor delivery, 183-84
 officer quoted, 8
 New England Circulation Managers
 Association, 358
 New Orleans, La., *Times-Picayune-*
States, teen-age news, 268
 New Ulm, Minn., *Journal*, direct-
 mail appeal, 139
 New York Department of Education,
 340
 New York *Herald Tribune*
 High School Forum, 271
 telephone selling, 145
 New York *News*, home delivery cam-
 paign, 150
 New York State Publishers Asso-
 ciation, 70
 New York *Times*
 mention, 352
 "Reading Is Fun" Fair, 270
 Sunday circulation, 9
 Newark, N. Y., *Courier-Gazette*,
 handling local news, 31
 Newcomers, selling to, 10, 13, 114,
 115
 Newlyweds, campaign to sell, 255
 News
 of carriers, 62, 114, 117, 249-50,
 346-47
 promotion of, 244, 252-61
 school, 265-67
 selling of, 123
 News department
 contribution to circulation, 24-37
 cooperation with, 343-49
 News handling, 31-33
 Newspaper Boy of the Year, 74
 Newspaper Boys of America, 99
Newspaper Business Management, 2,
 57, 359
Newspaper Carrier Leadership, 359
Newspaper Circulation, 39, 221, 359
Newspaper Circulation—Backbone of
the Industry, 2, 122, 359
Newspaper Circulation Management—A Profession, 55, 57, 359
Newspaper District Management,
 186, 211
Newspaper Organization and Man-
agement, 7, 253, 347, 357, 359
 Newspaper reading surveys, 11, 124,
 263-65, 354-57
 Newspaper Research Bureau, 55, 57,
 359
 Newspaper staff
 cooperation, *see* Chap. 20
 organization of, *see* Chap. 4
 promotion to, 242
 selling by, 126, 136
 Newspaperboy Achievement Award,
 347
 Newspaperboy-Counsellor contest,
 247-48
 Newspaperboys' Band, 77
Newspaperboys' Hall of Fame, 67
 Newspaperboys' Orchestra, 78
 Newsstands (*see also* Street sales)
 collecting from, 218

- delivering to, 42-51, 180-82, 289
- income from, 4
- selling at, 42-51, 149, 180-82, 218, 315
- Newton, N. J. *Herald*
 - delivery methods, 182
 - local news coverage, 123
- Niles, Mich., *Star*, tee shirts for carriers, 121
- Nolan, Frank J., 343
- Norfolk, Va., *Virginian-Pilot* and *Ledger-Star*, plant tours, 274-75
- Norristown, Pa., *Times Herald*, selling with vending machines, 148
- Northern States Circulation Managers Association, 358
- Notre Dame University, 110

O

- Oakland, Calif., *Tribune*
 - advancement programs, 106, 118
 - carrier's manual, 101
 - circulation survey, 162
 - officer quoted, 327
 - plant tour, 91
 - publicity for carriers, 249
 - suggestions for carriers, 190-91
 - trips offered by, 104-5
- Oconomowoc, Wis., *Enterprise*
 - collection notices, 197-200
 - selling in rural areas, 149
 - subscribers as salesmen, 151-52
- Office control records for carriers, 85-87
- Office personnel, duties, 39-51, 61
- Ogden, Utah, *Standard-Examiner*, airplane delivery, 186
- Ogdensburg, N. Y., *Journal*, rate-fixing, 317
- Ohio Circulation Managers Association, 57
- Ohio Newspaper Association, 347
- Oklahoma, University of, 5
- Oklahoma Publisher*, 152
- Olson, John B., 310
- Omaha, Nebr., *World-Herald*
 - circulation survey, 355
 - collection letters, 204-9
 - combination offer, 207
 - youth program, 271
- 1000 *Ideas for Better News Pictures*, 125
- Open House for carriers, 73, 74
- "Operation Build-up," 107
- Opinion Research Surveys, Inc., 124
- Opportunity room for carriers, 112
- Orlando, Fla., *Sentinel* and *Star*, carrier's service, 65
- Oshkosh, Wis., *Northwestern*, delivery methods, 185
- Ottawa, Ont., *Citizen*, mobile depot, 187
- Overbrook, Kans., *Citizen*, news coverage, 126

P

- Pacific Northwest Advertising Executives Association, 5-6
- Pacific Northwest Circulation Managers Association, 358
- Paid-in-advance subscriptions, keeping records on, 44, 46, 342
- Paper folding
 - contest, 119
 - methods, 188
- Paper throwing contest, 188
- Parade* magazine, 45
- Parents
 - carrier's report for, 116
 - cooperation with, 62, 68, 70-73, 84-91
 - interviews with, 73, 85
 - letters to, 71, 88-91, 101
 - questionnaire to, 85
- Patterson, Hugh, 129-30
- Payton, Dwight, 126
- Peele, Robert, 10
- Penalties for complaints, 114
- Pennsylvania Newspaper Publishers Association, 332
- Pennsylvania Railway, 148
- Pennsylvania State College, 61
- Pensacola, Fla., *News* and *Journal*, carriers' service, 65
- Peoria, Ill., *Journal* and *Star*
 - baseball contest for carriers, 113
 - carrier appointment, insurance application and identification forms, 86-87
 - Christmas bargain offer, 323
 - cooperation with parents, 85
 - cooperation with teachers, 112
- Perfect Week Reward, 115
- Perry, Lee, 318

- Perry, Okla., *Daily Journal*, farm features, 30
- Personnel
 care in selecting, 53, 61
 influences on, 43, 52
 responsibilities of, 53-61
- Pet shows, sponsorship, 271
- Peterson, Myron J., 131
- Peugeot, David E., 269
- Philadelphia Suburban Newspapers,
 equipment use, 158-60
- Philips Exeter Academy, 102
- Phoenix, Ariz., *Republic* and *Gazette*
 check list for carriers, 98-99
 roaming photographer, 119
- Photography, building good will with,
 136, 226, 260-61, 346
- Pictures, reader interest in, 124-25,
 266
- Pine Bluffs, Wyo., *Post*
 collection notices, 200-4
 month free offer, 141-42
- Ping-pong tournaments for carriers,
 76
- Piqua, Ohio, *Call*, honoring carriers'
 families, 118
- Plainfield, N.J., *Courier-News*, delivery
 by trucks, 184
- Plant City, Fla., *Courier*, local news
 coverage, 11
- Plant tours
 benefits from, 360
 for carriers, 91-2, 113
 youth's interest in, 274-75
- Political news, 29-30
- Pollard, James E., 2, 359
- Pollard-Alling Addressing Machine,
 173, 177
- Pontiac, Ill., *Leader*, carriers' efficiency
 contest, 118
- Poplar Bluff, Mo., *American Republic*,
 delivery plan, 179-80
- Popularity contests, 233
- Population
 increase in U. S., 14-23
 relation of circulation to, 16-17, 20-21,
 320-21
 shifts in, 2, 8, 14, 19
 as source of circulation, 8-10, 14-23
 in U. S., 1850-1950, 22
- Porch delivery, 188
- Port Huron, Mich., *Times-Herald*,
 carrier's prospect list, 116
- Portland, Ore., *Oregon Journal*, youth
 program, 271
- Postal Manual, 332-36
- Postal Regulations, 55, 309, 327-37
- Postlewaite, William C., 36
- Poultney, Vt., *Herald*, subscription
 ratio, 16
- Prediction column for carriers, 117
- Premiums
 ABC standards regarding, 276-80
 disadvantages of, 231
 policies regarding, 230-32
 used in selling, 122, 207, 230-32
- Prentice-Hall, Inc., 2, 57, 359
- P R E S S Club, objectives, 67
- Press Run
 effect on personnel, 39, 42
 report on, 293, 300-1
- Press time, effect on circulation, 46-48,
 351
- Price advance
 effect of competition on, 326
 how to plan, 325
 ways to institute, 325, 326
- Price discount
 at certain seasons, 323
 to groups, 323
 results from, 232
 to subscribers, 141-44, 230-33
- Price formula for weeklies, 318-23
- Principles of Newspaper Management*,
 2, 359
- Prizes
 ABC standards for, 278
 for carriers, 111-14, 116, 119, 121,
 137, 225-27, 248-49
 policies regarding, 229
 for subscribers, 122, 137, 150, 207,
 230-32, 236
- Production, carrier's record of, 226
- Professional circulation builders,
 233-36
- Profits for carriers, 63-65, 101, 112, 115,
 118
- Promotion
 to advertisers, 242, 257
 analyzing individual problems, 239-40
 analyzing results from, 262
 of carrier service, 43, 66-67, 71, 75,
 114, 248-49
 with Christmas trees, 259
 of circulation, 3, 239, 61

of community, 26, 35, 125, 242, 253,
257-61, 354-55
community projects featured, 257-58
conserving results of, 239
costs of, 239, 240-41, 294
by dailies, 243-62
by direct mail, 56, 224-33
by employees, 243-44
evaluation, 222-24, 239-41, 246-47,
262, 294
of family reading, 254-56
of features, 26, 124, 243, 244, 252
five directions for, 242
five methods of handling, 241-42
of 4-H Clubs, 35, 271, 275
I. C. M. A. Award for, 66
importance of, 53, 56, 221, 239
of news coverage, 244, 252-61
to non-readers, 242, 253, 256
planning for, 239-62
to readers, 242, 250-53
of recreation, 259, 271-72
of school pages, 272-74
of school reporting, 272-75
of science fairs, 259
seven-step plans, 239
slogans, 250-51
slogans used in, 32, 139, 250
speakers bureaus, 260
of sports, 259, 271
of staff members, 109, 244-45
to staff members, 242-49
thirty ideas for, 261-62
use of brochures in, 257
use of bulletins in, 243
use of charts in, 257-58
use of house organs in, 243
use of marked copies in, 259
varied plans for, 261-62
by weeklies, 224-33, 243, 250, 256-
57, 259-62
youth readership, 263-75
for youth readership, 262
Promotion Manager, duties of, 42, 43,
45, 56, 59, 241
Prospect list, 116
Public affairs, interest in, 26-27, 29
Public relations, 1, 51, 53, 56
Publisher
circulation aims of, 52
liability, 339-41
Publisher's Statement
ABC requirements, 283-85

auditor's check, 283-85
Pueblo, Colo., *Chieftain* and *Star-
Journal*, carriers' luncheon, 120
Purcell, Harry C., 236
Puzzle contests, 229, 236-37

Q

Quarterly Recapitulation Records, 293,
302-3
Questionnaire
to determine advancement, 118
on sales and collections, 92
Quincy, Mass., *Patriot-Ledger*, subur-
ban circulation challenge, 21

R

Raber, Hale, 152
Racine, Wis., *Journal-Times*
community history knowledge, 35-36
selling methods, 230-31
Radio
carriers on, 72-74, 113, 146-47
carriers' parents on, 73
former carriers on, 73
newspaper competition with, 30, 55,
239
selling, 126, 146-47
Randolph, Vt., *White River Valley
Herald*, subscription ratio, 16
Reader acceptance, influences affect-
ing, 52
Reader appeal, 24-35, 229, 256
Readers
articles written by, 253
promotion to, 242, 250-53
report to, 251
as salesmen, 151-52
Readership surveys, 11, 124, 263-65,
354-57
Reading, Pa., *Eagle-Times*, automatic
bundle-tying machine, 172
Recognition, staff, 109, 243-45
Recommendation Certificate for car-
riers, 115
Record keeping
accuracy importance, 220, 288
of advance payments, 219-20, 288,
291-93
for circulation, 40-51, 288-312
importance of, 288
protection in, 311

- Recreation
 for carriers, 56, 62, 76-78, 271-72
 promotion of, 259, 271-72
- Recruiting carriers, 62-78, 121
- Red Bank, N. J., *Register*
 circulation setup, 39-40
 delivery methods, 182
 profits for carriers, 63
- Red Necktie Club, 115
- Red Wing, Minn., *Republican-Eagle*,
 school news, 266-67
- Redondo Beach, Calif., *South Bay Breeze*
 carrier enlistment, 74
 carrier program, 85
 carrier training, 94
 Service Merit System, 107
- Redwood Falls, Minn., *Redwood Gazette*
 news coverage, 26
 stories featuring citizens, 259
- Reed, Leon S., 356
- Reese, Ben, 33, 35, 353
- Remington Rand Kardex, 310
- Remington Rand Master Records, 173
- Renewals
 of mail subscriptions, 40
 obtaining, 192-209
 records, 292
- Reporters, aid in selling, 136
- Reports
 of circulation, 40, 61; *see also* Chaps. 16 and 17
 of copies returned, 293
 monthly ABC, 302-3
 to parents of carriers, 116
 to Post Office, 309, 327-36
 of press runs, 293, 300-3
 to teachers, 68, 112
- Reschke, Alfred, 269
- Reschke, Luvella K., 269
- Retail zone, defined, 279, 281
- Rewards, *see* Carrier-Salesmen, rewards
- Reynolds, Fain, 103
- Rhode Island newspapers, sponsorship
 of Science Fair, 259
- Richmond, Ind., *Palladium Item*,
 Merit Stamp contest, 121
- Riley, Edwin A., 332
- Rippetto, C. M., 110
- Rison, Jasper E., 221, 238
- Riverhead, N. Y., *News-Review*, sales
 policy, 4
- Roadman, duties, 49-50
- Roberts, W. H., 156
- Rochester, N. Y., *Democrat and Chronicle*, Gannett Barn project, 272
- Rochester, Pa., *Beaver Valley Times*,
 area editions, 130
- Rock Island, Ill., *Argus*
 Merit Awards, 107
 Merit insignia, 108
- Rock Rapids, Iowa, *Lyon County Reporter*
 circulation setup, 40
 delivery methods, 182
 subscription offer, 232-33
- Rockford, Ill., *Star and Register-Republic*
 baseball contest, 113
 carriers help worthy cause, 113
 emphasis on local news, 26
 officer quoted, 343
 scholarships offered by, 103
 softball league, 116
 youth program, 272
- Rocky Mountain Empire, 9
- Route application form, 69
- Route drivers, duties, 41
- Route lease for carrier, 80-82
- Route lists, 80-84, 217, 291
- Route Supervisors, *see* Carrier Supervisor
- Royal Oak, Mich., *Tribune*, carrier
 promotion, 118
- Rucker, Frank W., 7, 253, 347, 357, 359
- Rural district selling, 127-29
- Ruth, Babe, 78
- Ryan, Robert E., 9-10

S

- Sacramento, Calif., *Bee*
 youth program, 271
 Youth Weekly, 273
- Safety campaign sponsorship, 271
- St. Louis, Mo., *Globe-Democrat*
 dry delivery by, 117
 "Forty-ninth State," 9
 officer's statements, 24, 56
 selling on busses, 148
 "service errors," 114
 slogan used by, 251
- St. Louis, Mo., *Post-Dispatch*
 circulation analysis, 33-35
 newsstand price of, 315
 officer quoted, 353

- St. Louis Symphony Orchestra, 260
- St. Paul, Minn., *Dispatch* and *Pioneer Press*
 building for carriers, 118
 circulation setup, 51
- St. Petersburg, Fla., *Times*
 accounting system, 310
 promotion program, 5
- Salaries
 for carriers, 79
 in circulation department, 294
 for full-time salesmen, 127
- Sales Development Supervisor, duties, 60
- Sales letters, *see* Selling, by mail
- Sales Manager, duties, 54-55
- Salesmen, 126-31
- Salina, Kans., *Journal*
 airplane delivery, 36
 Children's Journal, 272
 sports coverage, 267
- Salt Lake City, Utah, *Tribune*, community program, 259
- Sample copies
 limit on pounds of, 330
 pay for carrying, 115, 339
 selling with, 114, 139-40, 151-52, 356
 sent by mail, 140, 330
- Sampling list for carriers, 225
- Sampling methods
 survey of, 140
 "Treasure Hunt," 140
- San Angelo, Tex., *Standard-Times*, teen page, 267
- San Diego, Calif., *Union* and *Tribune*, carriers' service, 65
- San Francisco, Calif., *Examiner*, youth experience feature, 273
- Sand Springs, Okla., *Leader*, special campaign, 237
- Sanders, John G., 156
- Santa Monica, Calif., *Outlook* in classroom program, 268
- Santa Rosa, Calif., *Press-Democrat*
 accounting system, 298-303
 bookkeeping system, 43, 289
 handling advance payments, 291
 school news, 266
 youth program, 272
- SanTom Paster Co., 156-57
- Saracini, Rose M., 180
- Sarasota, Fla., *News*, carriers' club house, 111
- Saturday issue, low sales of, 348
- Savings plans for carriers, 97, 112, 118
- Schaper, Herb, 139
- Schoen, Scott, 26
- Scholarships for carriers, 75, 101-4, 111
- School cooperation, 68-70, 112, 120, 268-70
- School news
 coverage, 265-67
 youth's interest in, 263-67
- School pages
 promotion of, 272-74
 workshop training, 274
- School teacher
 selling by, 130, 226
 selling to, 13, 118
- Schools
 cooperation, 62, 68-70, 78, 116
 use of newspaper, 268-70
- Schwartz, Ernie, 237
- Schweinler, Francis F., 194-97, 229, 255-56, 298
- Science Fairs, 259, 271
- Scranton, Pa., *Tribune*
 carriers' activities survey, 99
 price survey, 317
- Sea Scout's ship, sponsorship, 271
- Sedalia, Mo., *Capital-Democrat*, 72
- Selling
 bonus offers in, 64, 127, 136, 149, 230-32
 Boy Scouts used in, 138, 237
 by boys and girls, 137
 to business and professional men, 10, 12-13
 on busses, 148
 in campaigns, 126, 150-52, 224-30
 by carriers, 93, 111, 115, 118, 126, 131-35, 225
 charity tie-ins, 138, 237-38
 chief factors in, 24, 229
 on commission, 51, 60, 126-30, 136-37, 210, 236, 294
 by community groups, 137-38, 146, 150
 contests, 113, 119, 120, 126, 140, 230-36
 in depots, 13
 discount in, 141-44, 230-33
 in drug stores, 149
 in the evening, 135
 to farmers, 11-12, 128, 129, 183, 256

Selling (*continued*)

in grocery stores, 148, 149
 by Honor Boxes, 126, 147, 148
 in house-to-house canvass, 126-30, 150
 importance of, 54, 55
 on installments, 142, 292
 with insurance, 43
 in magazine clubs, 150
 by mail, 38, 43, 126, 138-44, 206
 methods used in, 126, 229-38
 to newcomers, 10, 13, 115
 news content, 122-23
 newspaper's services, 122
 at newsstands, 13, 38
 prizes and premiums, 122, 137, 150, 207, 230-32, 236
 in public buildings, 13, 149
 by radio, 126, 146-47
 in restaurants, 13, 149
 in rural districts, 11-12, 127-31, 183, 256
 on salary basis, 127
 with sample copies, 114, 115, 127, 139-40, 151-52, 330, 339, 356
 seasonal hints for, 135
 by solicitors, 60, 126, 150, 226
 staff members, 136-37, 152
 by street salesmen, 13, 126-31, 149-50, 289
 to students' parents, 226-27
 by subscribers, 151-52, 250
 by teachers, 130, 226
 by telephone, 126, 145-46, 150, 237
 by television, 126, 146-47
 on Ten-Minutes-a-Day plan, 115
 training for, 122, 131-35
 to transients, 10, 13-14
 to vacationers, 13-14
 by vending machines, 126, 147-49

Semi-weeklies
 influence of, 5
 sources of income, 3-4

Sensational news, handling, 31-33

Serrill, Theodore A., 231

Service Merit System, 107

Sevier, Tenn., *Sevier County News-Record*, Mountaineer Historical Exhibit, 36

Shank, John S., 62, 244-47

Shannon, H. A., 204, 209

Shannon, Ralph E., 356

Sharon, Pa., *Herald*, collecting from carriers, 216

Sheboygan, Wis., *Press*, carrier-patron good will, 110

Sheridan Stuffing Machine, 167

Short course in circulation, 2

Sidey, Hugh, 125

Signode wire-tying machine, 176

Silent Salesmen, 126, 147-49

Silha, Otto A., 242

Silverberg, J. N., 154-55

Simons, Dolph, 32

Simple Word Week, 25

Single copies, prices, 323

Single wraps, handling, 41, 156-57

Skating party for carriers and girls, 118

Skiing, sponsorship of, 259, 271

Sleeper, G. Howard, 140, 149

Slogans, use in promotion, 32, 139, 250-51

Small dailies
 delivery problems, 179-80
 meeting competition, 11
 sources of income, 3-4

Smith, David N., 185, 214

Smith, Lloyd, 186, 211

Social Security Act, 338

Soft drinks as prizes, 119

Softball league for carriers, 116

Solicitors
 bonuses to, 232
 duties of, 60
 selling by, 126, 150, 226

Somerville, N. J., *Messenger-Gazette*, soliciting plan, 127

South Bend, Ind., *Tribune*
 carrier safety program, 118
 carrier's lease form, 84
 gives turkeys as prizes, 119
 officer quoted, 153
 student correspondents' awards, 274
 testimonial booklet, 110

Southern Circulation Managers Association, 358

Special Campaign Manager, duties, 59

Special editions, 3, 253, 351

Special offers, 141-45

Speedaumat, 173

Spelling contests, 76, 271

Spencer, Iowa, *Reporter*, airplane delivery, 185-86

Sports

for carriers, 76, 111, 113, 115, 116,
259, 271-72

promotion of, 139, 271

reader interest survey, 124

Springfield, Mo., *News-Leader* and
Press, collecting on phone orders,
218

Springville, Utah, *Herald*, news cover-
age, 11

Square Dance Jamboree, 259

Staab, Charles W., 231, 325

Stacking efficiency, 153, 169-71

Staff meetings, plans, 356

Staff members

promotion by, 243

recognition of, 109, 243-45

selling by, 136-37, 152

Stafford, Kans., *Courier*

circulation setup, 39-40

delivery methods, 182

Stamp Collectors Club, 77

Standard Rate and Data Service, 319

Starts, handling of, 43, 44, 51, 96,
295-302

Starwrapper, 171-72

State Circulation Division, responsi-
bilities, 49-51

State news, interest in, 27

State Supervisor, duties, 59

Statements

accuracy in, 295

to carriers, 289-90, 304-5, 309

to dealers, 290, 309

for mail subscribers, 309

of ownership, 327-29

on "pay-at-office," 309

for Post Office Department, 309,
327

Steck Co., Austin, Tex., 39, 221, 359

Steven, William P., 122

Stevens Point, Wis., *Journal*, delivery
methods, 185

Stenson, Burton, 352

Stillwater, Okla., *News-Press*, youth
program, 271

Stockton, Calif., *Record*, scholarships,
102

Stonecipher, Harry, 29

Stops, handling of, 43, 44, 51, 96, 291,
295-302

Strasburg, William E., 160

Street sales; *see also* Newsstands

effect of news on, 32

how to handle, 51

Street Trade Permit, requirements, 68

Strong, G. Gordon, 57

Stuffing

by hand, 154-55

by machine, 45, 153, 166-68

Subscribers

carrier contact, 114

cost to obtain, 223

income from, 223

premiums to, 232

selling by, 250

"thank you" to, 110, 111

tributes to carriers, 72, 73, 116, 118

Subscriber's

income-expense ratio, 223-24

value chart, 121

Subscription price

concessions in, 314

conditions that influence, 313-14

in county, 314

of daily papers, 314-18

determining the, 313-26

discounts, 141-44, 230-33

effect of competition on, 313-14

formula for determining, 319-23

goals in setting, 324-25

for home delivery, 314-17, 324

inconsistencies in, 314-23

outside county, 314

plans for increasing, 325-26

for short term, 314

single copy rate, 323-24

sold on credit, 278

to special groups, 9, 314

survey of, 317, 319-20

valuation, 7, 121

variances, 314-21

of weekly papers, 316-23

Suburban Circulation Manager, duties,

42, 49, 59

Suburban papers, growth, 20

Sudderth, Everett, 53

Sunday Circulation Manager, duties,
59

Sunday farm delivery, 46

Sunday paper, quiet delivery of, 117

Sunday Schools, sources for carriers, 66

Supervisor, *see* Carrier supervisor and
Circulation manager

Supplements, regulations regarding, 335

Supplies, expense accounting for, 294

Surveys of

carrier activities, 99-100

carriers' incomes, 65

circulation growth, 20-21

circulation methods, 162, 355

circulation-population ratios, 14-15, 17-18, 22

delivery plans, 180-83

income, 3-4

interest in features, 357

mail rates, 317

motor routes, 185

percentage income from circulation, 3-4

personnel selection, 61

prices, 325

prospects, 356

readership, 11, 124, 263-65, 354-57

sampling methods, 140

scholarship offers, 102

space devoted to editorials, 29

space devoted to public affairs, 29

space devoted to youth interests, 267

subscription prices, 317, 319-20

television competition, 354

television sets, 31

Swimming contests, 76, 259, 271-72

Syracuse, N. Y., *Post-Standard*, use of labeler, 173

Syracuse, University of, 270

T

Tabor Academy, 76

Tacoma, Wash., *News-Tribune*, effects of strike, 5-6

Taeuber, Conrad, 22

Talent sponsorship, 257, 271-75

Tarentum, Pa., *Valley Daily News*

district carrier meetings, 101

ICMA award, 66

incentives to carriers, 66

officer quoted, 178

recruiting program, 64

trips for carriers, 104

Taylor, Robert, 54

Taylorville, Ill., *Breeze-Courier*, paper-throwing contest, 188

Teachers

post card to, 112

reports to, 68

selling by, 130, 226

selling to, 13, 118

Tebbetts, Robert J., 113

Tee shirts for carriers, 121

Teen-Age Survey, Inc., 264

Teen-Agers

news about, 265-68, 273

newspaper reading by, 263-65

Telephone, selling by, 126, 145-46, 218, 237

Television

competition, 30-31, 55, 239, 263, 354-55

number of sets in U.S., 31

promotion through, 72-73, 272

selling by, 126, 146-47

youth's interest in, 30, 265

Television City, 105

Ten factors influencing circulation department, 39

Ten-Minutes-a-Day Plan, 115

Tennis tournaments, 76, 259

Testimonials

booklet of, 110

from businessmen, 67

from former carriers, 62

from mothers of carriers, 71

Texas Christian University, 103

Texas Circulation Managers Association, 39, 221, 269, 359

Texas Daily Newspaper Association, 269

Texas Education Agency, 269

Thanksgiving turkeys for carriers, 119

Thayer, Frank, 2, 57, 359

Theater tickets for carriers, 114

Thibodaux, La., *La Fourche Comet*, mailing system, 154-55

Thompson, H. W., 191

Three-part responsibility of carriers, 39

Tight operation, in circulation, 221

Time saving

in collecting, 214-16

in mail room, 154-77

with modern equipment, 43

in record keeping and accounting, 288-312

Times-Herald Printing Co., court ruling, 341

Tobi, George B., 350

Todd, W. C., 43, 53

Todd, William K., 26

- Toledo, Ohio, *Blade*
 editorial policy, 256
 promotion featuring new babies, 258
- Topeka, Kans., *Daily Capital* and
State Journal
 circulation practices, 10
 junior page, 267
 personalized match boxes, 116
- Toronto, Ont., *Star*
 bundling and wrapping machinery,
 171-72
 selling by telephone, 146
- Traffic Manager, duties, 51, 55, 60
- Training
 for carriers, 56, 70, 79, 92-98, 107-9,
 119-20, 186-91, 217-18
 for counselors, 107-8
 for staff members, 61
- Training report cards for carriers, 68
- Training Supervisor, duties, 59
- Transportation
 for carriers, 119, 120
 costs, 294
 problems of delivery, 48-49, 60, 178-
 86
- Tributes to carriers, 74-75, 98, 110, 111,
 116, 117, 118, 191, 218
- Trimp, A. L., 99-100, 317-18
- Trips for carriers, 64, 104-5, 112, 117,
 120
- Trucks, delivering by, 5, 44, 55, 173,
 178-87
- Tucson, Ariz., *Star* and *Citizen*, car-
 riers' service, 65
- Tujunga, Calif., *Record-Ledger*, deliv-
 ery methods, 182
- Tulare, Calif., *Advance-Register*, chil-
 dren's page, 274
- Tulsa, Okla., *World* and *Tribune*,
 scholarships offered, 103
- Turner, F. P., 127
- Turtle Derby, 121
- Tying machines, use of, 157, 162, 168-
 72, 175-77
- Tynan, Michael, 355
- Typography, effect on circulation,
 24-25, 350-51

U

- U. S. bonds for carriers, 111
- U. S. Department of Labor, 340
- U. S. Marine Band, 260

- U. S. Statistical Abstract, 14-15
- Universal Reference Encyclopedia, 231
- Upper Darby, Pa., *Upper Darby News*,
 conveyor system, 158
- Upton, W. R., 215
- Utah State College, 105
- Utica, N. Y., *Daily Press*, officer quoted,
 239

V

- Vacation plans for youths, 118, 272
- Valuation formulas, 7
- Vanderbilt University, 102
- Varga, Fred, 173
- Vedder, Byron C., 1, 223
- Vending machine, selling, 126, 147-49
- Visual aids, 134

W

- Wages, laws concerning, 55, 150, 327,
 336-40
- Wall Street Journal*, as classroom text,
 270
- Wallstar Bundling Machine, 171-72
- Washington, D. C., *Post Times-Herald*
 circulation growth, 5
 delivery system, 48
 youth program, 272
- Washington, D. C., Publishers Asso-
 ciation, 231
- Washington, Iowa, *Journal*
 calendars for carriers, 115
 readers' suggestions, 356
- Washington, N. J., *Star*, promotion
 circular, 256
- Waterbury, Conn., *Republican* and
American, circulation growth, 4-5
- Waterloo, Iowa, *Courier*, full-time so-
 licitors, 129
- Waukegan, Ill., *News-Sun*, trips for
 carriers, 104
- Waukesha, Wis., *Freeman*, motor de-
 livery, 183
- Webster Encyclopedia Dictionary, 231
- Weekly Newspaper Bureau, 3
- Weekly Newspaper Management*, 359
- Weekly papers
 ABC costs for, 285
 as advertising media, 2
 carrier delivery, 180, 182
 circulation growth, 2

- Weekly papers (*continued*)
 circulation income, 3-4
 circulation-population ratio, 16-17
 circulation setup for, 38, 40
 competition with dailies, 10-11
 delivery by mail, 180-83
 delivery methods, 180-85
 delivery personnel, 40, 48, 180
 delivery problems, 154-60
 emphasis on editorials, 124
 income from advertising, 3, 4
 income from circulation, 3, 4
 mailing equipment, 154-60,
 newsstand sales by, 149, 180-83
 profits for carriers of, 63
 promotion, 243, 260-63
 selling by samples, 139-42
 subscription contests, 137-38
 subscription prices, 318-23
 survey of news in, 29
 use of pictures, 124-25
 in Vermont, 16-17
 "Welcome Lady," to introduce news-
 paper, 13
 Wellford, L. M., 183
 West Virginia State College, 103
 Western Electric Co., 148
 Western Michigan College, 274
 Westinghouse Electric Corp., 148
 WHIO-TV, current events study pro-
 gram, 270
 White, David Manning, 264
 Williams, C. B., 88
 Williams, Cranston, 117
 Williams, Herbert Lee, 7, 253, 264,
 347, 357, 359
 Williamsport, Pa., *Sun-Gazette*
 carriers' checking accounts, 111, 213-
 14
 delivery facilities, 185
 Wilmot, Bill, 11, 124
 Wilson, Don, 105
 Wilson, James, 187
 Wing hand mailer, 156
 Winston-Salem, N. C., *Journal* and
Twin City Sentinel, "Teen-Age
 Talent" page, 266
 Wire photo, reader interest in, 125
 Wire-o-Veyor, 166
 Wiretyer, 169, 170
 Wiretyer Corporation
 mail-room scoring program, 161
 use of machines, 166, 169
 Wisconsin State League baseball, 110
 Women drivers, newsstands served by,
 44
 Wood, D. R., 6
 Wood, Donald J., 55, 57, 162, 327, 359
 Woodhaven (Jamaica), N. Y., *Leader-
 Observer*
 delivery methods, 182
 marked-copy plan, 259
 Woodstock, Vt., *Vermont Standard*,
 subscription ratio, 16-17
 Woonsocket, R. I., *Call*, carrier news,
 76
 Word games, 236-37
 Working conditions
 laws concerning, 336-38
 points concerning, 64
 Workshops
 for carriers, 116
 publications, 274
 summer training in, 270
 World news, interest in, 27
 Wrapping, 153-58
 Wright, Robert B., 32
 WTAM, radio publicity for carriers,
 121
- Y**
- Yakima, Wash., *Republic*, bookkeeping
 system, 302-5
 Yardstick advancement program, 106
 YMCA, 66, 77, 99
 Youth activities, news coverage, 265-67,
 270
 Youth organizations, contacts with, 66,
 138, 237
 Youth Readership
 surveys on, 263-65
 ways to increase, 265-73
- Z**
- Zone Manager, duties, 46-47