

"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 ofttimes 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*

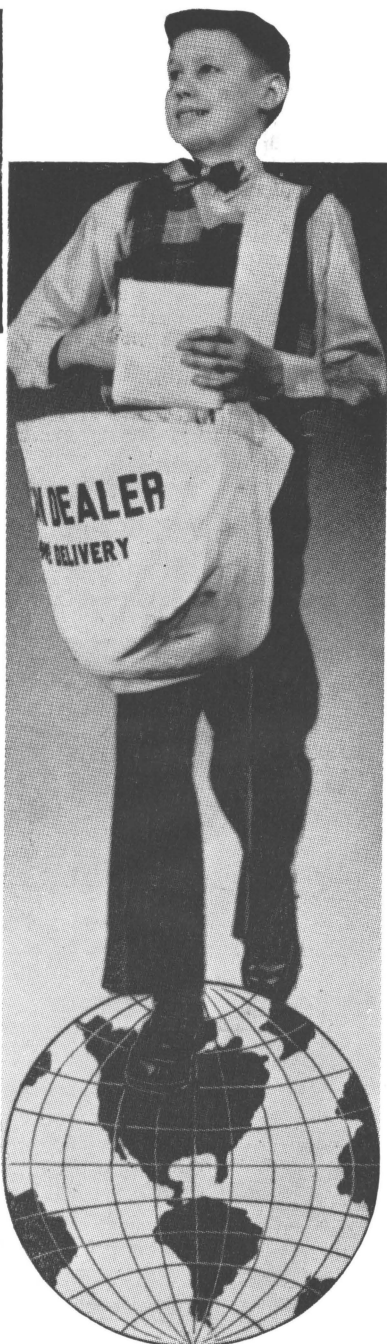


FIG. 7.8 — Front page of Carrier's Manual put out by the Cleveland, Ohio, Plain Dealer.

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	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	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

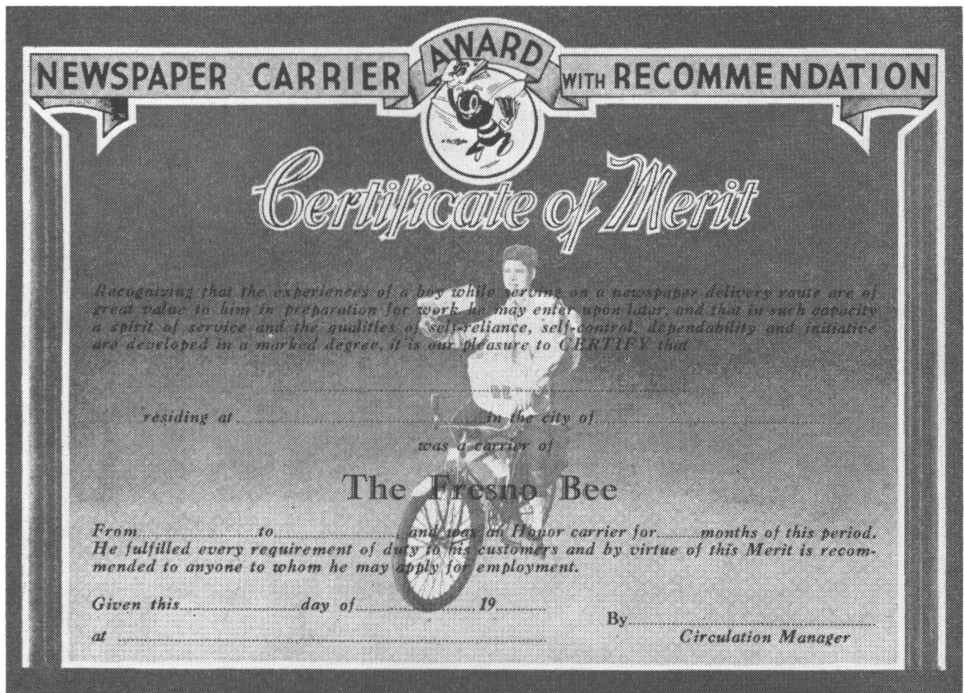


FIG. 7.10 — Certificate of Merit given by the Fresno, Calif., *Bee* to carrier when satisfactory term of service is completed.

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

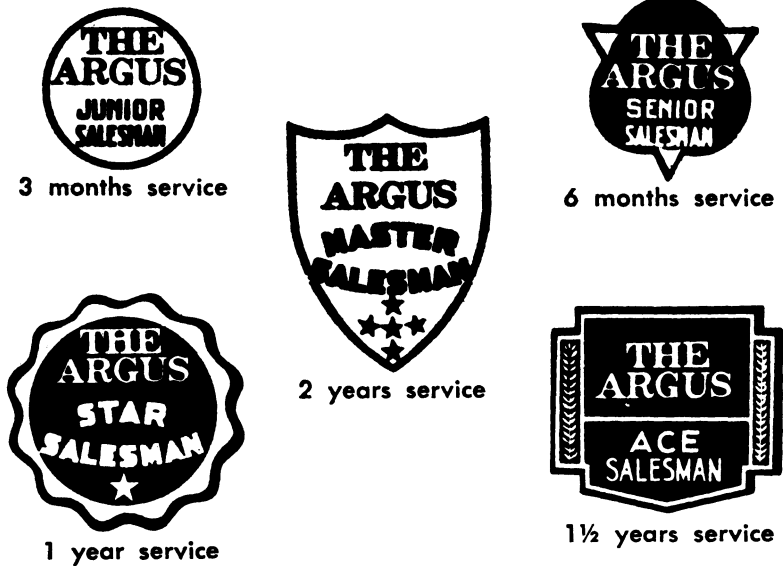


FIG. 7.12 — Merit insignia awarded by the Rock Island, Ill., **Argus** to carrier-salesmen for satisfactory service.

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.