

**"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

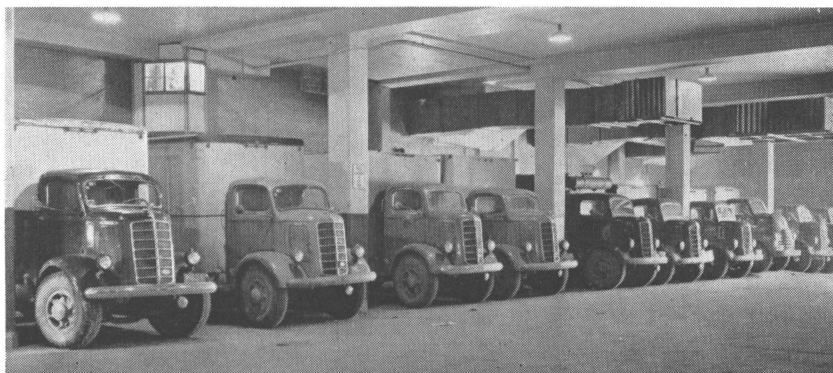


FIG. 11.1 — Newspaper delivery trucks ready to leave plant of Des Moines, Iowa, *Register and Tribune*.

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. <i>Main Line Times</i>	15,650	(per cent) 11	(per cent) 59	(per cent) 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
Federalsburg, Md., <i>Times</i>	1,994	91	0	9
Mosinee, Wis., <i>Times</i>	1,678	97	0	3
Stafford, Kans., <i>Courier</i>	<u>1,302</u>	<u>90</u>	<u>0</u>	<u>10</u>
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.

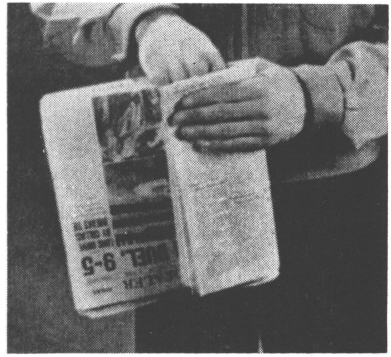
Porch delivery is desirable and by some newspapers is required of all city carriers. This necessitates walking, which means that the route must be compact and not too long. Porch delivery is hardly possible if the boy is carrying a long route on a bicycle, a scooter or a motorcycle. Then he must know 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

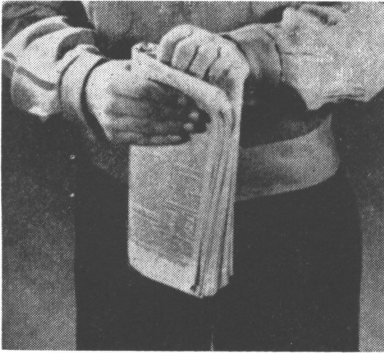
PROPER FOLD OF DAILY PAPER



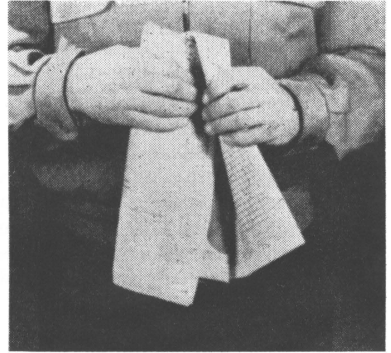
1 — Hold headline down and away from body; note carefully the position of the hands.



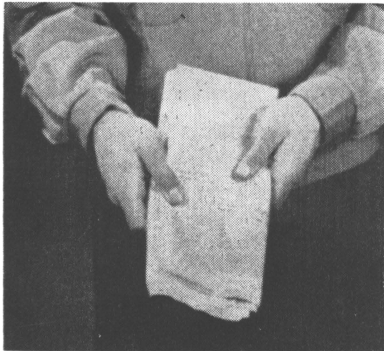
2 — Fold the two columns held in the left hand toward the center, over the right hand — note the position of the hands.



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.