

THE
MEN WHO ADVERTISE;

AN ACCOUNT OF
SUCCESSFUL ADVERTISERS,

TOGETHER WITH
Hints on the Method of Advertising.



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P R E F A C E .

An advertisement is in its nature transitory and perishing. It is not preserved in archives and libraries, except by accident, and when so connected with news and literature that to dis sever it is impossible. Yet of all the influences to make known the existence of one man to another, with his aims and views, the advertisement is the most potent. Millions who have never heard of Napoleon, his victories and defeats, the sad story of his invasion of the frozen North and his woeful return, have heard of Holloway, the most general advertiser of our day. And this has not been done solely nor chiefly through the merits of his remedies, but by his unequalled use of the art of advertising, a method little known, but yielding to those who assiduously study and practice it a golden shower when backed by any real merit in the articles sold. We propose in this book to give a few biographies of those advertisers best known and longest-established in our country, with sketches of their lives and hints of the way in which success became theirs. Not all who advertise make money. It can be as easily thrown away in that direction as in any other, unless skill is employed in its use, and those whom we record in our pages have either made a special study of its minutiae or have employed able assistants. Almost all of the persons whom we have attempted to sketch began poor, lived sparingly, and worked industriously. Their success was not fortuitous, but the result of knowledge. They had, also, a good article to be disposed of. No amount of advertising would have sold a mower and reaper or a sewing-machine largely if there had not been real, substantial merit in the production, nor will it avail to advertise a drug store for sale in the *Iron Age*, or an iron foundry in the *Druggist's Circular*. Transpose the advertisements and there is value in them; leave them as we have indicated and they are thrown away.

It is no longer practicable to have such an accurate or general knowledge of the value of advertising mediums as was possible before they became so very numerous, unless the whole time of several persons is devoted to it, and most advertisers, therefore, are content to leave this matter with an acute and well-informed advertising agent, of whom one or more are to be found in the larger cities. With care on the part of the advertiser and occasional scrutiny of the work done, it is possible to obtain a much wider publicity for a given sum of money than can be done by ill-directed efforts. All newspaper pub-

lishers, with one or two exceptions, in the United States, give commissions to agents, and the great majority will give none to any one else, and while, in old-established firms who do their own advertising, a very close approximation in economy is obtained, we do not believe it can ever entirely equal that of a well-conducted agency. We point in proof of this to those large firms who keep an advertising clerk, or who are in kindred business, such as the New York *Tribune* and the proprietors of Drake's Plantation Bitters. It cannot but be supposed that in such large business there is not a perfect understanding of the requirements, yet they contract mainly through agents. They feel satisfied that they cannot do it for themselves so cheaply.

We also have endeavored to set forth in our pages the superiority of advertising in newspapers over that of other kinds. The handbills are thrown away and the posters not read, and it is safe to say that an advertisement costing five dollars will reach twice as many people and be read by twice as many as the same money put in a handbill. Take the New York *Tribune*, charging in the Weekly thirty-six hundred dollars a page, and we take this because its rates are the highest and the size of the page the largest. It circulates about two hundred thousand copies. Place this same matter in the shape of a circular and distribute it, and it will be found to be much less generally read, besides costing more.

We return our thanks to those persons to whom we are indebted for facts contained in this collection of sketches, and to many of those of whom we write for their kindness in permitting us to obtain access to documents and letters calculated to make a narrative clear and vivid, and to avoid the errors into which a biographer is apt to run.

Bound up with the Men who Advertise will be found our Newspaper Rate-Book and Newspaper Directory, thus uniting the advantages of all in one volume.

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E. AND T. FAIRBANKS & CO.

Among the Americans whose names have become historical in connection with great and useful inventions, none perhaps are more extensively known among all nations, in every clime, in every section of the globe where civilization has opened by-ways for traffic and avenues for commerce, than that of Fairbanks, who, within the last thirty-five years, has given to merchants and traffickers all over the earth a standard measure for nearly all the commodities which men buy and sell.

Go where you will; visit every county and hamlet in the American Union; extend your travels to Central and South America; cover in your pilgrimage the continent of Europe; then visit Asia and the islands of the sea; and on whatever soil you stand, wherever men buy and sell, there will you meet with the name of "Fairbanks" painted upon his great arbiter between buyer and seller—the Platform Scale.

Erastus Fairbanks was born in Brimfield, Massachusetts, and in 1812, at the age of nineteen years, he went to St. Johnsbury, Vermont. His early life is but the history of many Americans who have died honored and wealthy. It was a succession of struggles and privations. Erastus was followed to St. Johnsbury by his only brothers, Thaddeus and Joseph P. Fairbanks. About the year 1830 the "hemp fever" broke out in Central Vermont. In Caledonia as well as Lamille County, the farmers entered largely into its production; and it was this enterprise, which eventually proved so unprofitable to those who engaged in it, that gave birth to one of the most important instruments in the civilized world—the Platform Scale.

It came about something in this wise: Merchants and others made contracts to purchase hemp by weight, and, as it was a slow process to weigh such bulky material with the old-fashioned steelyards, Mr. Thaddeus Fairbanks, the second brother, who has great inventive talent, by this circumstance had his attention called to the science of weighing, and in a short time he invented and had constructed a rude apparatus which he suspended in a frame building, and which answered the purpose of weighing this hemp. This rude weighing machine was the first platform scale; for, although there have been various and multiform improvements since, the principle of leverage, etc., upon which that instrument was gotten up, is precisely the same as that of the Platform Scale to-day.

The inventor's brother, Erastus, discovered at once that this was a useful invention, and a patent was applied for and obtained. This in brief was the commencement of the scale business, which has now grown into world-wide notoriety. It increased very slowly for the first ten years; but from 1842 to 1857 it doubled every three years. Owing to the financial panic of the latter year there was a slow increase for several years, but since 1860 it has grown with immense strides.

Early in the history of this enterprise orders began to be received from foreign countries, and these are growing larger year by year, the scales being adjusted to the standard of the nation ordering the same. Two large orders have been received from Russia the present year, one of which amounted to several thousand dollars. These scales now go all over the civilized world. There is scarcely a country yet discovered, where there is trade and commerce, that one will not find the magic name of Fairbanks confronting him from the just and even balance with which men buy, sell, and get gain.

The Fairbanks Scales are all made under the eye of the inventor, at their manufactory at St. Johnsbury, Vermont. Their product now amounts to a million and a quarter dollars annually. The consumption of iron, lumber, coal, etc., is immense. They melt up into scales sixteen tons of pig iron each working day. The yearly consumption of lumber into the manufacture of wooden pillars, boxes for packing the scales, etc., is over a million and a half feet annually. Over one thousand tons of coal and two thousand cords of wood are yearly consumed. In their manufacture over five hundred men are employed, and this force is turning out eight hundred scales a week, or more than forty thousand scales a year. This Company has put in over three thousand large track and depot scales in this country. All scales are divided into three classes—Depot and Hay Scales, Portable Platform Scales, and Counter Scales. The present shop number of the Hay and Track Scales is over twenty-two thousand; that of the Platform Scale, over one hundred and eighty-seven thousand, while the smaller scales have not been numbered, and are innumerable. The shipments from St. Johnsbury over the Passumpsic Railroad, both ways, now amount to nine thousand tons annually.

Does the reader think such a business as this has been created, and that, too, far away from the business centers, without the aid of printer's ink? No, the men at the head of this establishment are too far-seeing and sagacious not to know that, having a good thing, they must let the world know of it—and in what way so readily or so cheaply as by advertising? For several years their advertising bills have exceeded thirty thousand dollars annually; and in 1868 they amounted to thirty-two thousand five hundred dollars. The largest order ever given to a single paper, before the war, was for a single insertion of an illustrated advertisement in the *New York Tribune* (to run through all the editions, daily, semi-weekly, and weekly), and which amounted to the snug little sum of three thousand dollars. They were so well satisfied with its results that they would be glad to duplicate that order any day.

The oldest and youngest of the three brothers who originally constituted the firm of E. & T. Fairbanks & Co. died some years since, but the firm name remains unchanged. The firm now consists of Thaddeus Fair-

banks, the original inventor, and Horace and Franklin Fairbanks, sons of Gov. Erastus Fairbanks. It is not our design in this article to speak of the men, only of their business and how it has grown, but we cannot in justice close this hasty sketch without saying that they are all men of strict integrity and moral worth. They have always gone upon the principle that what was worth doing was worth doing well. Hence every scale before it leaves their shops must be perfect, accurate and durable. A village has grown up about these men which partakes in a measure of their thrift, taste, and enterprise. Foremost in every good word and work, they convey the impression to all that, when *they* are weighed in the just and even balance of the great Weigh-master of us all, they will not be found wanting.

A GOOD FIRM TO DEAL WITH.—We can say most emphatically, and all the agents and publishers will agree with us, that there is no more enterprising, faithful, and satisfactory house to deal with than that of Rowell & Co. They never let a bill be presented twice, and pay daily all accounts received by mail. They have the monopoly of space and location in seven hundred newspapers, and know, by experience, just when to invest money to the best advantage.

Mr. Rowell is a New England man of the best type—genial, careful, original. The editorship of the *Advertiser's Gazette* is marked by real newspaper genius. We can do no more than to say to our readers that if they have any ideas about advertising that are not reduced to exact shape, they will find it greatly to their advantage to spend an hour with this house.

The great specialty of Rowell & Co. is country advertising. For this, they have unrivaled facilities, as an examination of their "lists" will serve to show. These "lists" are a specialty of themselves, and are of the greatest advantage to the advertiser. We rejoice at the wonderful growth and success of this house, which is doing so much to elevate to a profession that business which many would call accidental and out of the way. Advertising, the world over, has a first place as a lever for money-making.—*Annapolis Republican*.

HON. CHARLES A. SHAW, of Biddeford; Maine, for many years a shrewd and successful advertiser, writes us that during his long experience he has never known an instance of persevering, systematic advertising which failed of success, and adds, "The most economical and expeditious method for the advertiser is to transact business through some experienced and responsible agency." We commend these remarks to advertisers generally, and are confident no one can heed without profiting by them.

CHARLES KNOX.

There are scores of people living in and around New York city to-day who have made immense fortunes by advertising. That this is the key to business success is now an axiom. The names of many manufacturers, traders, and gentlemen have now become household words throughout America which but for this medium would have remained in oblivion. Numerous instances of business success can be called to mind, each one of which regards advertising as the foundation stone upon which the structure has been reared. There is Mr. Curtis, the "Soothing Syrup" man. He has made the name of Mrs. Winslow as familiar as that of Fanny Fern throughout the land. The result is that tens of thousands of mothers quiet their babies on his syrup. He has a magnificent office on Fulton street, dresses in costly silk-velvet, wears brilliant diamonds, owns a fine house, keeps an establishment, lives at his ease, and is a gentleman. Then we have Mr. Union Adams on Broadway, who commenced life poor, and went upon that street with little or no capital. But he made a specialty of the gentlemen's furnishing goods business. He constantly spread his name and his trade before the people, and to-day he is one of the few successful leading merchants, does business annually to the amount of hundreds of thousands of dollars, has an elegant residence in Yonkers, travels in Europe, etc., etc., all as the result of advertising. People who have visited the city of Poughkeepsie, on the Hudson, have seen Prof. Eastman's Business College, one of the marvels of the times, and having more students than the Universities at Oxford and Cambridge, England, combined. The whole of this institution was built up by advertising, and nothing else. The young men flocked to it from all parts of the United States and Canada, until at one time it had over twelve hundred. Nearly all the churches and halls in the city had to be turned into recitation rooms and school rooms. Prof. Eastman advertised far and near, taking whole pages of the *Tribune*, *Independent*, etc. On Vesey street we have the immense tea establishment of Mr. Gilman, who sometimes has thousands of visitors a day, and during business hours sells nearly two hundred thousand pounds of tea and coffee. Orders come pouring in from all parts of the country for his tea. He advertises it in all the religious papers in the land, and thus reaches the people who consume it. He is obliged to purchase whole cargoes at a time, and has had to open branch stores all over this city and Brooklyn. We all know of the great

advertising feats of Bonner, Helmbold, Radway, Moffat, Brandreth, Colgate, and scores of other men who might be named. In every single instance a fortune has been made, and we never knew this result to fail where one has judiciously advertised. So the whole matter resolves itself into this: Decide to introduce some one thing to the American people, and then "push things." We do not care what it is, whether newspapers, bitters, tea, soap, medicine, hosiery, or hats; if it is anything which the people want they will purchase it if you only tell them where they can find it. And this brings us to speak of one of the foremost hatters in New York, Mr. Charles Knox.

No longer ago than 1832 he landed in this city, a poor Irish boy, without money or friends. Now he owns a large block in the most celebrated quarter of the city, right under the shadow of the *Herald* building and St. Paul's Church, and touching the celebrated Park Bank building. Aye, even more than this, he has recently bought out Mr. Genin, who used to be the largest hatter in the city in the days of Jenny Lind and Barnum, for the purpose of establishing his only son in business. This is a remarkable success, and it was all done by advertising, as we shall show.

There must have been something favorable in the soil, climate, or character of the people of the town of Raymelton, Donegal County, Ireland, for it has given us three very successful business men. Here Mr. Robert Bonner was born; here Mr. Charles Knox first saw day light, in 1820, and from this same town came one of the foremost liquor merchants of Philadelphia. The parents of Charles came to this country when he was very young, and his father, who was a coppersmith, failed in business here, and soon after died. When Charles was twelve years of age, and his sister seven, they started from their native town, for the port of Londonderry, in a country wagon. By mistake they took a ship bound for Wilmington, Del., and it was only after a tedious journey that they reached this city. The voyage was of eight months' duration, and before it was over the crowded passengers suffered with small-pox. Charles being one of the first to have it. He finally landed at the foot of Vesey street in New York, just as the Asiatic cholera was raging fearfully. A few years afterwards, 1835, a large part of the city was destroyed by fire. So the times were not very propitious for a young Irish boy to commence life on his own responsibility. He soon engaged himself to a book merchant as an errand boy, at twelve shillings a week. Here he remained for a year, when he entered the hat establishment of Leary & Co., who used to keep at 105 Broad street, as an apprentice to the trade. Here he served his time, and finally rose to be the foreman of the establishment. Thus he continued until 1845, when he resolved to commence business for himself, which he did at 160 Fulton street. There, without capital, he commenced a business which to-day is so vast that he has to employ half a thousand hands. In 1855 he moved to the corner on Broadway which he now occupies. In 1865 he lost something like sixty thousand dollars by Barnum's Museum fire, which turned his store into ashes. But in four months his new one was up, and the business was going on as prosperously as before.

The simple fact that Mr. Knox had hats to sell would never have made his fortune in the world. Having them, he was determined to let the people know it, and to this end he advertised extensively, calling to his aid all the

daily papers of the city, since it was from New Yorkers that he expected to obtain the most of his custom. He has always advertised liberally and persistently, and to this he attributes his great success. He has not indulged in whole page advertisements, but he always keeps his name and his wares before the people. He is a great friend of the "special notice" column of the newspapers, and has the happy faculty of making his advertisements short, pithy, popular, readable and attractive. This is done by always connecting them with some topic or event which is the conversation of the hour. The following may be taken as samples:

"Although Queen Isabella has lost her crown, the crowns of Knox's hats never come out, as every one who purchases them at the corner of Broadway and Fulton street will testify."

"'All that glitters is not gold.' Not so, however, with Knox's hats," etc.

"If Mr. Johnson is turned out of the White House, he'll want one of Knox's hats," etc.

"Not a man who wore Knox's hats during the earthquake in San Francisco had them shaken off."

"If Miss Kellogg ever marries, she will prefer a man who wears Knox's hats."

"The Grecian bend may do for the ladies, but all gentlemen wear Knox's hats."

"The Wickedest Man in New York does not wear one of Knox's hats."

Such advertisements as these are constantly appearing in all of the New York papers. The result is, everybody sees them, reads them, remembers that Mr. Knox is the hatter, and rushes to his store to purchase. When they get there they find a large room, elegantly fitted up, with black walnut cases, a crowd of polite clerks, and a large assortment of hats. Nothing but a good and fashionable article is offered for sale, and the customer goes away satisfied. So it has come about that Daniel Webster and Abraham Lincoln, Thurlow Weed, Horace Greeley, James Gordon Bennett, Daniel Lord, and scores of other men, have bought their hats of Mr. Charles Knox.

Mr. Knox is a genial, pleasant, happy man, and lives at No. 46 West Tenth street. He has two children, one son and one daughter. He is temperate, never used tobacco, and never went to a ball in his life. He is a man of genuine emotions, true sympathies, and hearty good will. He helps to fill five hundred mouths with bread, and never discharges a workman because the times are dull. And all this comes about as the result of sticking to one's business and advertising it.



HIGH ART.—Geo. P. Rowell & Co., Advertising Agents, have made advertising a study. They who wish to advertise judiciously and cheaply can find no better medium through which to reach the great public than through them.—*Worcester (Mass.) Gazette*.

ROBERT BONNER.

Mr. Bonner, says Matthew Hale Smith, in an interesting book published by J. B. Burr & Co., of Hartford, entitled "Sunshine and Shadow," was born in the north of Ireland, not far from Londonderry, near the spot from which A. T. Stewart emigrated. The Scotch Presbyterian blood that made General Jackson so famous, and has given success to the well-known house of Brown & Brothers, runs in the blood of Mr. Bonner. He is simply a Scotchman born in Ireland. He was trained under the influence of the Shorter Catechism. From the faith of his fathers he has never departed. He has been trustee for many years in a Scotch Presbyterian Church in the upper part of New York, and a liberal contributor to the support of public worship and the various forms of benevolence and charity. He is a conscientious business man, with great resources, with fertility of genius unmatched, and with indomitable will, untiring industry, and more than all he possesses that crowning gift which Solomon received as an especial patrimony from God—"largeness of heart."

He was distinguished in his boyhood for great manliness of character, for frank and generous impulses. When a boy was wronged or wrongly accused, it was Bonner's custom to make the quarrel of his school-fellow his own. He allowed himself to be turned out of school for the part he took in defending a boy whom he knew to be innocent. At an early age he entered the printing office of the *Hartford Courant* to learn the art of printing. He was dexterous, swift at setting type, and led all the workmen in the nimbleness with which he could set up an article. The President's Message, in those days, was transmitted by mail. The editor of the *Courant* purchased an advance copy, paying for it the enormous sum of thirty dollars! The only advantage to be derived from this early copy was in getting the message out in advance of other papers. To accomplish this, Mr. Bonner performed the unheard-of feat of setting seventeen hundred ems an hour. He performed all the duties connected with his position, became an accomplished printer, tried his hand at correspondence, and seated himself occasionally in the editorial chair.

In 1844 Mr. Bonner removed to the city of New York. There was a popular impression that a literary paper could not succeed in this metropolis. Boston and Philadelphia monopolized the family newspapers and literary

weeklies, and it was said that no paper of the kind could prosper in this city. Mr. Bonner thought otherwise. He early resolved to attempt a paper that should be circulated throughout the whole land. He watched his opportunity and bided his time, working hard in the meanwhile, and not being dainty in the place or style of business in which he engaged. Mayor Harper had been elected as the American candidate. A paper called the *American Republican* was the organ of the party. In this office Mr. Bonner commenced his New York career. The wages paid him were small. His work was hard, and economy was requisite to enable him to live. He formed the habit, from which he has never departed, of buying nothing that he could not pay for. He never borrowed a dollar of money, never signed a note in his life, and now carries on his great business on strictly cash principles, and literally owes no man anything. In some of his large enterprises he has paid his last dollar, and never has once failed in the venture he made. In some of his great advertising feats, in which he has paid as high as twenty-five thousand dollars a week for advertising, he has been offered lines of papers to increase the advertisement to fifty thousand dollars, with unlimited credit, and his answer has invariably been, "I cannot advertise beyond my means. I have no more money to spend in that way." The whole business of the *Ledger* is conducted on the same principle to-day.

The *Republican* was an evanescent affair, and Mr. Bonner found permanent employment on the *Evening Mirror* as a practical printer. This paper was conducted by Morris, Willis, and Fuller. It was Mr. Fuller's business to make up the paper. It was very desirable to display the advertisements, and do it in good taste. In this department Mr. Bonner excelled. The whole matter was soon left in his hands. He had an eye for beauty, and the *Mirror* advertisements became very famous. There was a small mercantile paper in New York, known as the *Merchants' Ledger*." It was devoted almost entirely to commercial matters, with a very limited circulation. A young man, whose business it was to get up advertisements, was struck with the elegant manner in which Mr. Bonner made up the *Mirror*. He called the attention of the editor of the *Ledger* to Mr. Bonner's capacity, and this culminated in an engagement with Mr. Bonner to become the printer of that paper. Mr. Bonner did not own the material, but simply printed the sheet. He occasionally wrote articles that attracted attention, from their terse, compact, and spicy composition. A little incident showed Mr. Bonner the value of a name. His contributions to the *Ledger* were very well received. The proprietor had a spice of jealousy about him, and he did not want his energetic and spirited printer to get into the editorial chair. Mr. Bonner wrote a short, pithy article on a popular subject, jammed it into a little nook in the paper, and placed at the bottom the name of Dr. Chalmers. It took like wildfire. It was copied into all the prominent papers of the land. It taught Mr. Bonner the value of a name—a lesson he has never forgotten.

Shortly after he entered the office, Mr. Bonner purchased the *Ledger*. He seated himself in the editorial chair, and resolved to realize the visions of his youth. He did not change its character at once, but gradually. The *Ledger* became less and less commercial, and more and more literary. About this time Fanny Fern was creating a great sensation in the literary world. Her

Ruth Hall had just appeared, and the work and its authoress were criticised by the press in all parts of the land. She was the literary star of the day. The question was violently discussed whether she was or was not the sister of N. P. Willis. Mr. Bonner saw his opportunity, and sent a note to Fanny Fern, offering her twenty-five dollars a column to write a story for the *Ledger*. She declined the offer. Another proposition was sent, offering her fifty dollars a column. That she also declined. Seventy-five dollars were offered. That she declined, announcing that she did not intend to write any more for the newspapers. She admitted that she admired Mr. Bonner's pluck. Soon it was intimated to Mr. Bonner that if he would allow Fanny Fern to write a story of ten columns, more or less, though the story should not occupy less than nine columns of the *Ledger*, she would undertake it. He closed the contract immediately, received the manuscript, read six lines, and sent her a check for one thousand dollars. He resolved, with this story, to introduce a new era in the *Ledger*. He changed the form and double-led the story, so that it made twenty columns in the paper. He advertised it as nothing was ever advertised before. He had paid an unheard-of sum for a story—one hundred dollars a column. The harvest was a golden one. Out of the profits of that story Mr. Bonner purchased the pleasant residence in this city in which he still lives.

In the magnitude of his advertising Mr. Bonner has displayed the remarkable business skill for which he is celebrated. The manner of commending the *Ledger* to the public is wholly his own. When he startled the public by his extravagance in taking columns of a daily journal, or one entire side, he secured the end he had in view. His method of repeating three or four lines, such as—"Fanny Fern writes only for the *Ledger*"—or, "Read Mrs. Southworth's new story in the *Ledger*"—and this repeated over and over and over again, till men turned from it in disgust, and did not conceal their ill-temper, was a system of itself. "What is the use," said a man to Mr. Bonner, "of your taking the whole side of the *Herald*, and repeating that statement a thousand times?" "Would you have asked me that question," replied Mr. Bonner, "if I had inserted it but once? I put it in to attract your attention, and make you ask that question."

Mr. Bonner knows how to reach the public. He pays liberally, but intends to have the worth of his money. He does not advertise twice alike. The newspapers are afraid of him. His advertisements are so queer and unusual that when they make a contract with him they have no idea in what shape the advertisement will come. Sometimes it is in the shape of a fragment of a story; sometimes the page will be nearly blank, with two or three little items in it. In his peculiar style of advertising he often gives great trouble to the editors of the leading papers. Sometimes an entire page is almost blank. Sometimes a few small advertisements occupy the corner, giving the sheet a peculiar appearance, which attracts attention. Said an editor, "I had rather publish one of your horses in the centre than have such a looking sheet." But Mr. Bonner's purpose was answered by one insertion, and the contract was withdrawn.

With a manliness and liberality peculiar to Mr. Bonner, after one inser-

tion, if the parties are dissatisfied, he always throws up the contract, however beneficial it might have proved to him.

His mode of advertising was new, and it excited both astonishment and ridicule. His ruin was predicted over and over again. But as he paid as he went along he alone would be the sufferer. He was assailed in various ways. Men sneered at his writers, as well as at the method in which he made them known. He had no competition. Just then it was announced that the Harpers were to put a first-class Weekly into the field. The announcement was hailed with delight by many classes. Men who had been predicting Bonner's ruin from the start were anxious to see it accomplished. He had agents in all the leading cities in the land. These held a monopoly of the *Ledger*. The book men and newspaper men, who were left out, were quite willing to have the *Ledger* go under. The respectability and wealth of the house, its enterprise, with the class of writers it could secure, made the new paper a dangerous rival. Mr. Bonner concluded to make the first issue serviceable to himself. His paragraph advertising was considered sensational, and smacking of the charlatan. He resolved to make it respectable. He wrote a half column in sensational style—"Buy *Harper's Weekly*"—"Buy *Harper's Weekly*"—"Buy *Harper's Weekly*"—"Buy *Harper's Weekly*"—and so on through the half column. Through his advertising agent he sent this advertisement to the *Herald*, *Tribune*, and *Times*, and paid for its insertion. Among the astonished readers of this *Ledger* style of advertising were the quiet gentlemen who do business on Franklin Square. The community were astonished. "The Harpers are waking up!" "This is the Bonner style!" "This is the way the *Ledger* man does it!" were heard on all sides. The young Harpers were congratulated by the book men everywhere on the enterprise with which they were pushing the new publication. They said nothing, and took the joke in good part. But it settled the respectability of the *Ledger* style of advertising. It is now imitated by the leading publishers, insurance men, and most eminent dry-goods men in the country. The sums spent by Mr. Bonner in advertising are perfectly marvellous. He never advertises unless he has something new to present to the public. He pays from five to twenty-five thousand dollars a week when he advertises. The enormous circulation of the *Ledger*, over three hundred thousand copies a week, shows how profitable his style of doing business is. Nearly everything he does, every horse he buys, or new personal movement that distinguishes him, is set down to a desire on his part for gratuitous advertising. Of course he has an eye to business in whatever he does. But all the advertising he wants he is quite ready to pay for.

The popularity given to a little squib of his own, to which the name of Dr. Chalmers was attached, taught Mr. Bonner a lesson he never forgot. Mr. Edward Everett had taken upon himself to aid the ladies of America in purchasing Mount Vernon. Mr. Bonner resolved to secure Mr. Everett as a writer for the *Ledger*. He knew that money could not purchase Mr. Everett's connection with his paper. He offered Mr. Everett ten thousand dollars to write a series of articles for the *Ledger*, the money to be appropriated to the purchase of the tomb of the father of his country. Mr. Everett could do no less than accept. At the conclusion of the Mount Vernon papers Mr. Everett continued on the *Ledger* until his death. Mr. Bonner paid him over fifty

thousand dollars for services rendered on his paper. The notices to correspondents, which is a marked feature in the *Ledger*, contain answers to questions sent to the editor. Not more than one question in five is replied to. Those answers are written by the most eminent men in the country. Many of them were written by Mr. Everett, Henry Ward Beecher, and distinguished statesmen and lawyers. The connection between Mr. Bonner and Mr. Everett was of the most delicate and tender character, as Mr. Everett's confidential letters sufficiently show.

It was Mr. Bonner's policy to spike every gun that could be aimed against him, and make every influence and every prominent man his ally. To this end J. G. Bennett, of the *Herald*, Henry J. Raymond, of the *Times*, and Horace Greeley, of the *Tribune*, became contributors to the *Ledger*.

The *Ledger* was objected to in some quarters as not being a suitable sheet for young persons to read. Mr. Bonner secured the services of presidents of twelve of the principal colleges in this country to write for his paper. Of course it would not be improper for the young men in colleges to take a paper for which the president wrote. Indeed, over the purity of expression and chasteness of sentiment and utterance in what appears in the *Ledger*, Mr. Bonner exercises a rigorous censorship. There are a great many articles and advertisements that appear in religious papers that would not be admitted into the *Ledger*. Mr. Bonner gives this order: "Take the most pious old lady in a Presbyterian Church, and any word or phrase, innuendo or expression, that she would want to skip, if she were reading a *Ledger* story to her grandchild, strike out."

Paul Morphy, in the height of his popularity, edited a chess column in the *Ledger*. Bryant, Willis, Halleck, Morris, and Saxe laid a poetical wreath at Mr. Bonner's feet. Prentice, Bancroft, Parton, and Cozzens joined the galaxy of *Ledger* writers. Fanny Fern, Mrs. Southworth, and other eminent novelists furnished the entertaining serials published by Mr. Bonner.

On the death of Mr. Everett, Mr. Bonner enclosed a check to Mr. Bancroft, with a note requesting him to prepare a suitable article for the *Ledger* in commemoration of the distinguished statesman. The article was prepared and sent to Mr. Bonner. It contained no allusion to Mr. Everett's connection with the *Ledger*. The article was sent back, and the omission pointed out. A sharp correspondence followed, in which Mr. Bancroft attempted to establish the propriety of the omission. Mr. Bonner refused to receive the article, and he finally carried his point, and Mr. Everett's connection with the *Ledger* had a marked place in the eulogistic article.

For a long time Mr. Beecher has been a contributor to the *Ledger*. One evening Mr. Bonner and his wife went over to Plymouth Church to hear the pastor. The sermon was on success in life, and was given in Mr. Beecher's most vigorous strain. He showed that smartness, acuteness, and adroitness would not lead to success unless they were combined with energy, a knowledge of business, an indomitable perseverance, and an integrity which would enable a man to dare to do right. If Beecher had intended to hit Mr. Bonner's character and success, he could not have come nearer to the mark. Mr. Bonner had lacked not one of the elements. Mr. Beecher had described, and every one knew his success. This sermon affected Mr. Bonner in various

ways. He was in search of a novelty that should captivate and profit the public. Why should not Mr. Beecher speak to a million of people through the *Ledger*, as well as speak to a single congregation within the walls of his house? His acquaintance with man had been large. His wit and fancy were exuberant, and if he would write a story for the *Ledger* he might preach in it as much as he pleased, put money in his purse, and benefit the youth of the country.

While Mr. Beecher was attending a council in his own church, a letter was put into his hands. He had had no conversation with Mr. Bonner about writing a story. The letter contained a proposal that Mr. Beecher should write a serial for the *Ledger*, and named the price which would be paid for it, which was perfectly astounding. "Miracles will never cease," said Mr. Beecher, in his note replying to the proposal. Norwood appeared, and the increased circulation of the *Ledger* immediately reimbursed Mr. Bonner for his extraordinary outlay. The story was longer than was expected, and an addition was made to the price agreed upon. In this way the editor of the *Ledger* treats all his first-class writers. He is generous in his proposals, and does more than he agrees.

When a printer's boy, Bonner's rule was to be the first boy in the office. When he was a printer he allowed no one to excel him in the swiftness with which he set type, and in his ability as a workman. When he purchased the *Ledger* he intended to make it the foremost paper in the country. He resolved to own the most celebrated and fastest horses in the world. And his studs, which are kept in his stables on Twenty-seventh street, are without rivals. His horses are seven in number. "Lantern" is a bay, fifteen and a half hands high, with long tail, mild, clear eye, white hind feet, and white streak on his face. He is very fleet, having made a mile in 2:20. "Peerless" is a gray mare, about fifteen and a half hands high, with a long white tail, clean-limbed and gentle. She has made the fastest time on record to a wagon, trotting her mile in 2:23½. She is so gentle that she is used in the country by the ladies of Mr. Bonner's family. "Flatbush Mare" is a double teamster, and with "Lady Palmer," in double harness, has made the fastest time ever trotted in a two-mile heat to a road wagon—5:01½. She is fifteen and a half hands high. The other is a chestnut sorrel, about the same size. She has a fine head, and is very symmetrical. Besides her famous time with "Flatbush Mare," she has trotted two miles, to a three hundred and sixteen pound wagon and driver, in 4:59, the greatest feat of the kind ever performed. "Pocahontas" is the handsomest trotter and the most perfectly formed horse in the world. She stands about fifteen hands, is a dark, rich bay, has a very fine head, proudly-arched nostrils, and a tail sweeping the ground for four inches, on which she frequently treads while standing. When six years old this splendid animal trotted in 2:23, and has made better time since she came into Mr. Bonner's hands. The "Auburn Horse" is sorrel, and of enormous size, being sixteen and a half hands, with four white feet and white face, pronounced by Hiram Woodruff to be the fastest horse he ever drove. The champion of the turf is "Dexter," with sinewy form, and joints like a greyhound, compactly built, dark brown in color, with four white feet, and a white nose and streak, a bright clear eye, and a flowing tail. He has

made a mile in 2:17½ in harness, and 2:18 to a saddle. The annals of the world present no parallel to this. Mr. Bonner buys his horses for his own pleasure. He drives them himself, and is one of the best horsemen in the country. He will not allow his horses to be used for show or for gain. He races with nobody, and bets with nobody. If any team can make faster time than his, driven by the owner, ten thousand dollars are deposited, and that owner may apply that sum to any benevolent cause that he pleases. Millionaires gnash their teeth as Bonner drives by them. There are horsemen in New York who would give twenty-five thousand dollars for a pair of horses that would make Bonner take their dust. If Bonner's team is beaten, the owner must do as he does, drive it himself. Of the speed of his horses he is his own judge. He will buy anything that will beat the world. When a horse is presented to him for trial, he appears in full riding costume, with gloves, whip, and watch in hand. He does not allow the owner to handle the ribbons.

Mr. Bonner's stables are located on Twenty-seventh street. The building is a plain brick one, with everything for convenience and comfort, and nothing for show. The front part contains the carriage-house, harness-room, wash-house, and the place where the feed is mixed. In the rear are the stables. Dexter and Peerless have box-stalls and are never tied. The other horses are in ordinary stalls. Three persons are employed constantly to take care of the horses. Within the enclosure, but outside the stable, is a track covered with tanbark, on which the horses are daily exercised, one hour in the morning and in the evening. The horses are fed four times a day, at six, nine, one, and nine at night. A small allowance of hay is given once a day. After eating they are muzzled, to prevent them from devouring the bedding, and they are kept muzzled all night. In the winter Mr. Bonner drives but one horse at a time, and usually the Auburn horse. Dexter and the other fleet horses are seldom used in the winter, but are reserved for fast trotting in the spring. Great care is taken of the feet of the horses. To this Mr. Bonner gives personal attention. He has mastered the subject as he has newspaper business. He has a theory of his own, which has proved eminently successful in the treatment of his own horses, and has enabled him to remove the lameness from the valuable horses of his neighbors and friends. The idea that the speed to which these horses are put is a damage to them is as fallacious as it is to assert that it hurts an eight-mile-an-hour horse to drive him at that speed. Some of these fast horses Mr. Bonner has owned many years. They are faster now than when he bought them. Lantern is nineteen years old, and is as sound and fleet as when he was ten. The men who have charge of these horses are as careful and tender of them as is a tender nurse of a child. In the stable there is every convenience imaginable that a horse can require—tools for fitting shoes, grooming the animals, making the wagons safe, with medicines, and all the appliances of a first-class stable. The horses are said to have cost Mr. Bonner over two hundred thousand dollars. They could not be bought for double that sum.

There is a frank, hearty manliness about Mr. Bonner which binds his friends to him. The eminent men who have written for his paper form attachments to him that death only severs. Mr. Everett conceived a warm and

glowing regard for him that was foreign to his cold nature. His manuscript oration on Washington, elegantly bound, he sent as a token of his personal regard to the editor of the *Ledger*. Mr. Bonner's office is a curiosity. It is a workshop, plainly furnished. His table is loaded down with letters, manuscripts, and documents. What is confusion to others is order to him. The system with which he conducts his business is perfect. Any letter that he wants, or any number of the *Ledger* containing a given article, is produced at once. No man attends more closely to his business, or spends more hours in his office. Nothing goes into the *Ledger* without his supervision; and the sharp, crisp editorials, always compact, and often keen as a two-edged sword, are from his own pen. His office is adorned with likenesses of his prominent contributors and his celebrated horses. Horseshoes and the paraphernalia of fast driving lie around. He has made the horse his study for years, and has a better knowledge of a horse's foot than any surgeon in the world. Mr. Bonner is in the prime of life. He is short, thick-set, and compactly built. His hair is sandy, his complexion florid, his forehead high and intellectual, his eye piercing, and his whole manner frank, genial, and buoyant. He does nothing for show. He lives comfortably, but without ostentation, in a plain brick house. His country seat, at Morrisania, is elegant and commodious, about which there is no tinsel nor dash. He is a fine specimen of what good principles, excellent physical culture, perseverance, and industry can do for a man. The position he now occupies he looked to when he was a printer's lad in the office of the old *Courant*. He attempted no eccentric things, sought for no short cross-paths to success. He mastered his trade as a printer patiently and perfectly. He earned every position before he assumed it, and earned his money before he spent it. In New York he was preferred because he did his work better than others. He was truthful, sober, honest, and industrious. If he took a job, he finished it at the time and in the manner agreed upon. He borrowed no money, incurred no debts, and suffered no embarrassments. In some of his great enterprises he put up every dollar that he had in the world. If he lost, he alone would suffer; and he knew he could go to work and earn his living. He has never allowed the *Ledger* to be so dependent on one man, or on one set of men, that it could not go on successfully if each should leave. The *Ledger* is now the most prominent and popular publication in the world. It is without a rival in the ability with which it is conducted, and in its circulation. To the list of old writers new and attractive names are daily added. Mr. Bonner's great wealth, which he has honestly and fairly earned, enables him to command any attractive feature for his paper that he may select. Mr. Bonner is one of the most remarkable men of the age—the architect of his own fortune, a prompt, straightforward, and honest business man, with energy to push that business to success. A perfect master of his calling, and successful in everything he has undertaken, he is a worthy model for the young men of America.

JOHN F. HENRY.

The poet has sung of Vermont as "the land of the mountain and the rock," but we begin to think that they raise smart business men there as well as "horses and pretty women," which, you remember, Saxe claims are the staple products. The Vermont boys, as soon as they can get away from home, leave for other parts of the world. As Daniel Webster said of New Hampshire, it is a good State to be born in, but we should emigrate as soon as possible. If fortunes must be made and the inner wants of man supplied, why not go out into the world where business is done on a large scale, and where pudding-stone can be found in the unpetrified condition? All over the United States prominent men can be found who were born and cradled among the Green Mountains. New York city has its share of them, among whom are Fisk & Hatch, the celebrated bankers on Nassau street, who have made fortunes by advertising liberally; Dr. Shedd, the eminent theologian; Attorney-General Evarts, Hon. L. E. Chittenden, Hon. Levi Underwood, the Benedicts, Mr. Eaton, Mr. J. F. Henry, one of the largest druggists in the city, and many more we might name.

Henry's medicine house is said to be the largest in the world, and as the largest "medicine man" we think him worthy a portion of our attention. He is still quite a young man, being only thirty-five years of age, having been born in 1834 in the town of Waterbury, Vermont. He is the son of the late Hon. James M. Henry, of Waterbury, and brother of General Wm. W. Henry, of Burlington, Vermont. His grandfather, Hon. Sylvester Henry, came from Amherst, Mass. Until about seventeen years of age Mr. Henry attended school in his native town, graduating from the well-known Bakersfield Academy. After leaving the Academy he commenced to travel in this State as a collector of bills for various business houses in this city. Among the gentlemen for whom he collected bills was the Hon. Sinclair Tousey, now so well and favorably known to all our citizens. When twenty-one years of age he gave up this business, and, borrowing some money of his father, opened a drug-store in Waterbury, Vermont. Here he worked hard for four years, combining energy with integrity, those sure procurers of ultimate success, earning in the end enough to repay his father, leaving a balance on hand of some eight thousand dollars. In 1860 he opened a drug-store in Montreal, and advertised it extensively all over Canada. The old files of the *Toronto Globe*, *Herald*, and other papers show that he was the largest advertiser in Canada. Business increased in proportion as he advertised, and

soon he was doing the largest drug business in the provinces. This house was located at Nos. 513 and 515 St. Paul street, Montreal. By advertising largely in Vermont, the business of the Waterbury house increased to forty thousand dollars a year. With the two drug houses in successful operation, he continued to do a large and paying business, until about three years ago he became a partner in the house of Demas Barnes & Co., of 21 Park Row. Here, by industry and energy, he soon rose to a prominent position in the house, and in October, 1868, when Mr. Barnes was ready to retire from the business, Mr. Henry was prepared to take it from his hands. He resigned his partnership in his other drug houses and devoted his whole attention to the New York business.

Mr. Henry is a man in the full vigor of life, of great urbanity and high moral character. He is tall, rather slim, has brown hair and hazel eyes, and wears light-colored beard and whiskers. He is an easy, pleasant talker, and has the happy faculty of making all with whom he comes in contact feel at their ease. This of itself has much to do with his business success. Mr. Henry resides on Second Place, in Brooklyn, a street which seems to be a favorite resort with medicine men, for here can be found the elegant residences of the Curtis brothers, famous for their Mrs. Winslow's Soothing Syrup, and here, not long since at least, resided Mr. Barnes. Mr. Henry's annual sales of medicines now amount to over two million dollars.

It is interesting to notice the vast numbers of boxes, all filled with the different compounds which the American people have to swallow in the hope of repairing health. There is gargling oil enough for a human throat as large as the Mississippi river; then there is magic oil, sewing-machine oil, and in strange contrast with it we have Saratoga "A" Spring Water, Missisquoi Water, which is sent to this city by the car-load; Radway's Ready Relief, Congress and Empire Water, Barrett's articles, Thompson's Eye Water, Jamaica Ginger, Vermont Spring Water from Sheldon, Vt., Sanford's Liver Invigorator, and hundreds of other medicines. In 1867 there were sold fifteen hundred and sixteen gross of Hall's Hair Restorative from this house alone; one hundred thousand dollars' worth of Saratoga Water was disposed of, and other things in like proportion. About fifty thousand gross of corks are used each year, and twenty thousand sheepskins are used for the manufacture of Poor Man's Plasters. It seems as though this poor man must have a fearful back-ache. Large quantities of Houchin's goods are sold here, and we see heaps of Phalon's perfumes as well as those of Jerry Baker.

One job-office in the city is employed nearly all the time in doing the printing for this establishment. Advertising is the life of the business, and without it Mr. Henry would not be able to do a tenth part of the business which he now does. He keeps his name before the public, and as a result sends his goods to Smyrna, Spain, South America, India, and China. As the result of advertising, a little incident in connection with this house recently came under our personal observation. The simple sign of "Saratoga 'A' Spring Water," printed across the windows of this house, attracted the attention of a gentleman from South America, who happened to be passing along the walk. He entered, and the result was that in the end he purchased six hundred cases of the water.

GEORGE STECK & CO.

This piano doubtless originated in Germany, the first known description of an instrument of this kind having been published there in 1511. It was called a clavichordium. Nearly all the improvements made in it from that period till the close of the last century were invented in Germany, the most celebrated of all the numerous inventors during that period having been Christian Gottlieb Schroeder, born in Saxony in 1699, and who died in 1784, and Henry Pape of Württemberg.

American patronage of music led to the commencement of the manufacture of pianos in this country about fifty years ago; but until about twenty years ago Europe kept the superiority in this line of manufactures, largely exporting to the United States the renowned pianos of London, Paris, Vienna, Prague, Dresden, Leipsic, Berlin, Cassel, Stuttgart, Frankfort, etc.

Since 1852 America has exhibited improvements upon European pianos, largely owing to the immigration of skilled pianomakers from Europe; a zealous competition between the numerous rivals; the superiority of American woods, owing to their ability to resist changes of temperature in the atmosphere; and, above all, to the genius evolved by the liberal prices here paid for the instruments which combined the best qualities required in a piano. European wood is more liable than American to shrink and crack in a warm atmosphere, and to expand in a moist one, thus changing the tone of the piano, and rendering equal tuning of the strings impossible.

Owing to the rapid progress of the art in this country, New York has become the chief mart for pianos for the great capitals of the world. Statistics prove this; and European makers admit that they are compelled to copy the scales and inventions of American manufacturers. Better prices are here paid for the best pianos. This enables the manufacturers to employ better materials, and the most skillful mechanics.

Among these manufacturers Mr. George Steck has been one of the most prolific and successful in the invention of important improvements in piano-making; so that the grand, square, square-grand, and upright piano-fortes of George Steck & Co. now stand, according to many, at the head of all competitors, for combining in perfection all the qualities required for a first-class piano, viz.: a rich, singing, sympathetic quality of tone, immense volume of sound, complete evenness throughout the scale, facility of action, and un-

equaled durability, independent of unsurpassed fidelity of workmanship in all the details of interior mechanism, and an excellence of materials not exceeded in the world.

The establishment was founded in Elm street, in this city, by Mr. Steck, about the year 1857-58, the firm name being Steck & Grupe. It was subsequently removed to the corner of Walker and Centre streets. In 1860 the firm style was changed to George Steck & Co. Owing to the celebrity attained by the improvements he introduced, larger accommodations were required; and the factory, now situated in Thirty-fourth street, and on Tenth and Eleventh avenues, comprises seven floors, two fronts of the building being each seventy-five feet long, and one sixty feet long. From ninety to one hundred experienced workmen are employed, the amount of raw material annually used costing from eighty to ninety thousand dollars, and the number of pianos now reaching to five hundred annually, ranging in price from five hundred to fifteen hundred each, according to style and finish; the woods embrace walnut, rose, mahogany, maple, cherry, pine, oak, spruce, and ash, the chief portion of which is thoroughly seasoned for from four to five years before being brought into use. The pianos are now sent throughout the United States, to Canada, Mexico, and South America. Mr. Steck has had a practical experience in this business from boyhood, embracing a period of about forty years. Each foreman of the several departments in the factory has been attached to the establishment ever since its commencement, a fact which is of itself a compliment to the concern.

The high prestige won by the Steck pianos within so short a time, notwithstanding vigorous rivalry from long-established houses, causes a reference to some of the improvements which created it. For one of these inventions Mr. Steck received a patent in 1865. It consists of a plate of bell-metal, attached to that part of the piano where the agraffes or string-holders are fastened in. Bell-metal is composed of copper, tin, and brass, which metals are the best conductors of electricity. The electric power of the bell-metal imparts a more equal, sonorous, clear, bell-like, and vigorous tone to the piano than has been ever attained before, enabling it to act in accordance with the electricity in the atmosphere and in the human system, and having a most agreeable effect upon the nerves of the ear. Bell-metal is not subject to the changes which characterize steel, cast-iron, etc., of which other piano-bridges are made. These patent bell-metal plates or bridges are used in all of Steck & Co.'s instruments, and in no others.

Another improved feature in the specialties of this house is its new and original method of constructing the upright piano, or "boudoir." The Steck boudoir consists of three distinct parts—the case, the body, and the action, all of which are separately constructed, and will unite perfectly to form any one instrument. That is to say, the body and action will fit any case at will. There is an economy of manufacture in this idea which tells very satisfactorily on the purchaser when the price of the piano is named. This is important in point of economy. The boudoir has the added merit of being the most compact and graceful of pianos, besides costing less than any other style of first-class piano. Its new mode of construction doubles the power formerly obtained in uprights, which, in this ingenious new form, must now soon be

restored to more than their former popularity, and become powerful rivals to all square pianos.

A philosophical and impartial music critic (Mr. Edward Pelz) defines the rare qualifications necessary to be possessed by the manufacturer of a perfect piano, and attributes them in a high degree to Mr. George Steck: A sharp, acute, musical, and well-cultivated ear; distinguished skill in all the varied manipulations; accomplished workmanship; exact knowledge of acoustics; mechanical talent connected with power of invention; profound experience in the materials used; plentiful patience and perseverance in the examination of every hammer and tone. He must also have constant and indefatigable oversight and control of all assistant workmen, for the eye of the master must continually watch over the selection of the necessary materials and every detail, as the slightest defect in either may prevent the desired result. Inclination for improvement must also at all times inspire him, no matter how great the success he has already attained. The persistent application of all these attributes to the production of pianos has distinguished Mr. Steck, as is shown by the names of many celebrated artists.

Thousands of the Steck pianos are now in approved use throughout our own and other countries, and in every instance where fair competition with other instruments could be obtained they have won the prize. They have taken three First Premiums at various Fairs in Pennsylvania; and at the great National Exhibition of the American Institute in New York, in 1865, where a great number competed for the prizes, and after an unusually carefully and minute examination was made, the judges awarded them two prizes, a gold medal for the best Square Piano.

It may be asked by the uninitiated, in view of this irresistible mass of evidence in favor of the Steck Pianos, why they were not exhibited at the Great Paris Exposition of 1867. The following facts will enlighten them on this point.

UNITED STATES AGENCY FOR THE PARIS UNIVERSAL EXPOSITION, }
February 18, 1867. }

GEORGE STECK & Co., NEW YORK: *Gentlemen*: Yours of the 15th instant is received, and in answer to your inquiries I have to state that the only difficulty in the way of placing your pianos is the lack of space. There is no doubt about their merits; indeed, when such eminent critics as Judge Daly and Mr. Charles B. Seymour are so positive in their opinion as to the excellence of your instruments, it seems a pity that they should not go.

J. C. DERBY, United States Agency.

Notwithstanding the above letter from the United States Commissioner, the truth was that there were nine places allotted for American pianos at the Paris Exposition, and these nine places were monopolized by two American firms. Messrs. George Steck & Co. were among the earliest applicants for a place; a place had been allotted to them by the above-named Commissioner, as early as September, 1866; and they accordingly made the necessary preparations, at considerable expense. Yet five months after a place had been assigned to them it was withheld, and the nine places were occupied by the favored two. In musical circles this transaction has been severely censured, and both the American and German press have indignantly

condemned the proceeding. This exclusion, however, has in one respect operated favorably for Steck & Co., for the discussion it has created has largely increased public attention to the excellence of the rejected applicant, who has successfully appealed from Paris to the world, and has, by advertising, illustrated the merits of his instruments very largely.

From small beginnings, the genius and enterprise of the house has won for it the highest rank. The uniformity of excellence which particularly distinguishes all the Steck pianos is due, not only to the known integrity of the firm, but especially to the fact that no instrument ever issued from the establishment without having undergone a thorough inspection and sanction from the senior partner in person.

We may add, in conclusion, that adjoining the warerooms is an elegant hall, forty by sixty feet in dimensions, the ceiling of which was superbly frescoed at a cost of over two thousand dollars. The hall will comfortably seat from three hundred and fifty to four hundred persons. It is used for classical concerts, and lectures in German, French, and English, and is a favorite resort of the educated and refined.

ONCE in a while we find a man who appreciates the benefits of advertising. Such an one recently gave a twenty-five thousand dollar printing press to the London *Telegraph*, accompanied by a letter saying: "In your paper, by judicious advertising, I have amassed the fortune which enables me to offer this testimony of regard and good will." "This," says the *Philadelphia Bulletin*, "is not an unusual circumstance. At least the making of fortune by 'judicious advertising' is not unusual, although the giving of twenty-five thousand dollar acknowledgments therefor is confessedly not so common. There are very many colossal fortunes that would not now be in the possession of their present holders, were it not for 'judicious advertising.' The lucky owners of these comfortable sums deserve to enjoy them for their exercise of enterprise, tact, energy, and nerve, and, so that they have paid their advertising bills fully and fairly, the printer has no further claims upon them. English newspaper publishers may look for such substantial recognitions of their merits as this that has just been accorded to the London *Telegraph*; but American newspaper folks are perfectly willing that their advertisers shall make fortunes through the agency of their printed columns, provided they promptly pay the regular charges for advertising."

Among the live and progressive institutions of the day is G. P. Rowell & Co.'s Advertising Agency. Their establishment is so systematized and their facilities are so ample that the public is sure of being served in the most complete manner.—*Boston Post*, Dec. 7th, 1866.

PETER LORILLARD.

The house of the Lorillards on Chambers street has a history that would fill a goodly volume, and one of interest too. Here nearly one hundred and twenty years ago, on what was then the high road to Boston, Pierre Lorillard, the founder of the house, built his snuff factory. The factory stood at the other end of the block—that bounded by Chatham street. Five or six acres surrounding the works were owned by the industrious Huguenot. After his death the works were carried on by his widow, after her decease by Peter and George conjointly, and after these by Peter, son of Peter, who died three years ago worth twenty million dollars. The present head of the house is another Peter, son of him last named, a man of sterling character, as zealous in the pursuit of trade as any of his predecessors. He has three brothers, Jacob, George, and Louis, the former of whom is the only one of the three engaged in business. Mr. Peter Lorillard is assisted in the conduct of his enormous trade by Mr. Charles Siedler, the junior partner, educated in the house, and who has achieved his present position during twenty years' consecutive labors for the welfare of the firm. Mr. Siedler is but thirty-four years old or thereabouts, yet works the great machine as if he had handled it for a century. He is the chief buyer of leaf for the house and general superintendent of the manufacture and the sales. Mr. Lorillard attends chiefly to the finances which, as after figures will show, embrace more dollars than did those of half a dozen German principalities before the confederation.

The present store in Chambers street is built, as we have said, on a portion of those five acres once flanked by the high road to Boston. This was raised in 1859, and was then assumed to be large enough to meet all future requirements of the house down town. It is already much too small. In the basement the packing of the fine qualities of snuff is carried on and the labeling and the affixing of the revenue stamps. On the first floor are the offices and shipping rooms. On the second floor are other packing and stamping rooms. On the third, as busy as bees in honey time, there are several rooms full of girls engaged in wrapping the chewing tobacco in its neat covering of tin foil, and men who pack the tobacco therein by an ingenious process, which would be interesting to describe had we but room for the details. On this floor, also, some twenty sewing-machines or thereabouts are

rattling like a hail-storm, fashioning, guided by nimble fingers, the bags which are to contain the score of varieties of smoking tobacco. Ten thousand little pouches are here made per day, to contain each from one-eighth to a pound of the odorous weed, and using up no less than from one to three thousand yards of muslin and linen. On the fourth floor these bags are filled and stamped and labeled.

Upon each barrel, box, bag, and package which leaves the place the government stamp has to be affixed, and this is in great part done in a room expressly devoted to the object, and by the most trustworthy servants.

In addition to the store described, and two factories, the establishment embraces three large bonded warehouses in the city, four in Brooklyn, and four in Jersey City. It has leaf-purchasing houses in Cincinnati, Louisville, in Virginia and North Carolina, and agencies in almost every important city in the Union. In another year it will have added to these a new factory up town, to embrace an entire block. It employs in all about seven hundred hands, to whom it pays in wages about three hundred and twenty-five thousand dollars per annum. The gross sales of the house for the year 1868 reached between four and five million dollars. Four to six thousand hogs-heads of leaf are at all times on hand, either in store or in process of manufacture, each of these weighing from one to two thousand pounds. The city sales amount to about seven hundred thousand dollars per annum. The gross sales in pounds for 1868 were of fine cut tobacco, one million two hundred and thirty-six thousand five hundred and ninety-five dollars; of smoking, one million dollars; of snuff, one million dollars also. Last year the assumption was that they would be fifty per cent. higher in each description. In 1866, 1867, and 1868, the house of Lorillard paid to the government three million five hundred thousand dollars in direct taxes on their own manufacture.

A few years ago this firm commenced advertising, through the medium of the public press, a new brand of chewing tobacco, called Century. In this brand there was money placed in given proportions, the whole was handsomely advertised, and there was an immense sale. People bought tobacco just for the sake of getting the money, and their attention was so frequently called to it by the newspaper press that no one was likely to forget it. When, after a reasonable time spent in this way, the sales had become so large that its introduction was assured, the money was discontinued, and the proprietors had a pleasant reminder of their success in the money they had made.

That the present head of this gigantic and centenarian trade, and great-grandson of the brave old Huguenot, Pierre Lorillard, is fast accumulating a princely fortune is evident. It has been whispered to us, too, that he has glorious schemes for the expenditure of many millions of it, such as have made the name of Peabody revered in the homes of the Anglo-Saxon people everywhere.

DR. DAVID JAYNE.

It may with confidence be asserted that no inventor of patent medicines on this side of the Atlantic exceeded the late Dr. Jayne in the amount of money expended in making the virtues of his nostrums known, or in the profits realized from the sale of them. Unlike Dr. Schenck, he was educated to the healing art, and was a practicing physician in New Jersey before he removed to Philadelphia. Of course as soon as he embarked in his new business he could no longer be considered within the charmed circle, as the regular faculty refuse to acknowledge any one who deals in what are known as secret curatives. But so long as he could cure suffering humanity, filling his pockets meanwhile, he could well afford to bear the frown of his former associates. It is more than thirty years since he commenced his business career, beginning in a very small way, for his means were limited, but he had the good sense to see that no matter how much merit his medicines possessed it was necessary to make them known. In the matter of advertising, Dr. Jayne led all competitors in the race for fame and fortune, and he expended probably as much money in that way at first as he realized out of the sale of his compounds. Scarcely a newspaper could be found in town or country in which his medicines were not recommended and their virtues extolled. The foundation of Dr. Jayne's success and fortune was laid while he was on Third street near Market, and he could then have retired upon ample means had he been content to do so. About the year 1850, he began to look about for a new location, and he soon became the possessor of a valuable property on Chestnut street, below Third, which he commissioned his friend Hoxie, the well-known builder, to improve. This was done at an immense cost, a granite structure being erected which in height and general appearance was calculated, as it was designed, to attract public notice, the name of the owner being chiseled conspicuously upon the façade. To this seven-storied granite structure the great medicine man removed about the year 1851. He had then got too far up the ladder to feel fear of any business mishaps, yet he continued to advertise as liberally as before he was so well known, being satisfied, as he often said, that newspapers have new readers every day, and there were continually new patients to be physicked as well as old ones. At this time the doctor's income had become so large that he could not well manage it in his business, and he was not the man to let money rust for want of use. He pur-

chased a property on Dock street and erected a large granite structure upon the site, which, being immediately on a line with the Chestnut street store, was used, in connection with the upper portion of the other, for a Mechanics' Institute exhibition, a bridge being thrown across an intermediate street to connect the two. In 1856, the doctor erected a large granite-fronted building on Chestnut street, below Seventh, designed for public meetings, lectures, concerts, balls, etc., which was called "Jayne's Hall." At a later period he caused to be put up a marble-fronted block of stores on the site of the Arcade, called "Jayne's Marble Stores," and about the same time altered a building in the same neighborhood for an insurance office—a concern of which he was the Alpha and Omega. This was not the only speculation that the doctor engaged in which did not pay. After an experiment of a few years he gave the insurance business up, and closed the place. The doctor did not trouble himself further with speculations in real estate until he conceived the idea of building himself a palace in the "West End," among the nabobs of the town. Up to this time he seemed to be content with a plain yet handsome residence on Third street, above Spruce. There with his young wife he appeared to be enjoying himself, but he was not entirely happy, as his aspirations for a larger, handsomer, and more attractive residence abundantly show. He purchased a large lot of ground at Chestnut and Nineteenth streets, and commissioned John McArthur, the architect, to prepare plans for the erection of a marble-fronted building, to adorn and beautify which no expense was to be spared. As an evidence of his liberality and taste, he directed the "counterfeit presentment" of his daughters to be chiseled upon the ornamental part of the parlor mantels; the doors to be made of solid walnut, the knobs and fastenings to be plated with silver, the window glass to be of the best French manufacture; in short, everything to be first-class. And he could well afford to be liberal. His fortune was counted by millions, and his income itself was so large that he had to conjure up ways and means to dispose of it. When the place was nearly ready for occupancy, when he had seen it through all the stages of its erection, from the laying of the foundations to the frescoing of the walls, and was anticipating, no doubt, many happy days in it, that terrible old apparition, with scythe and hour-glass, came along and laid his icy fingers upon him. In vain the doctor struggled, and in vain he invoked the aid of the best medical talent. The time had come for him to leave his earthly possessions and seek those of a sublimer and holier kind. Finding his last hour to be come, he yielded as gracefully as possible, and died in the belief of a blessed immortality. Dr. Jayne's record was good from first to last, and there was but one calumny he had to encounter. He was charged with an attempt to buy his way into the Senate of the United States. That he did really desire to go there, and was willing to expend money liberally to reach that elevated position, was not doubted, but it was not to be used in bribing members of the Legislature. The doctor had no such thought, and he came out of the contest unharmed. In some respects Dr. Jayne was a wonderful man. He had energy and force of character in an eminent degree; and his faith was never for a moment shaken in the efficacy and certain return of newspaper advertising. Peace to his ashes.

DEVLIN & CO.

The manufacture and sale of ready-made clothing constitutes a branch of trade which is everywhere strictly dependent upon the progress of wealth and refinement. Next to shelter and subsistence, the principal want of mankind is for clothing adapted to the circumstances of climate, season, national habits, or individual taste and caprice. The temperate latitudes and the most refined nations with accumulated wealth give the largest scope and the amplest rewards to the clothier and the customer. The rich and highly-privileged nations who chiefly occupy the temperate zone, by reason of the regular succession of seasons, the gradations of society, the general diffusion of wealth, the multiplicity of arts and occupations, and the personal freedom allowed, encourage a corresponding diversity of costume to meet the varied wants and tastes of each individual under the changing whims of fortune and fashion. Hence we find a large proportion of the productive industry of civilized nations devoted to the growth and manufacture of the various fabrics used for clothing and of the implements and the machinery subservient thereto.

A very great part of the internal and foreign trade of the most commercial States consists in the exchange and distribution of materials for clothing, in the raw or manufactured state. Needle-women, by whom, under the modern system of wholesale manufacturers of clothing, the chief part of the work has been performed, have sometimes found prices inadequate for a comfortable support. The comparatively recent introduction of the sewing-machine has reduced the number of sewing-women; yet their sudden displacement has not on the whole damaged their interests as a class. The revolution in the tailoring business which has created the ready-made clothing trade, as a distinct branch of industry, began about thirty-five years ago. At that time a few establishments in New York and other principal cities were engaged in shipping clothing to the Southern States and foreign ports. Before that time ready-made clothing consisted principally of slop-work for seamen, some of it being imported. The domestic market has been the main dependence of the wholesale clothing trade. The business has now become widely distributed throughout the country. Its extension has wrought an important change in the dry-goods trade. The importation and sale of foreign and domestic cloths has passed, in a measure, into the hands of wholesale clothing

merchants who unite the jobbing business with that of manufacturers and dealers in clothing on a large scale. So extensive have some of these become that several thousand persons have been employed by a single establishment. The male hands are mostly Irish and German immigrants, the cutters being principally American. The wages have been almost uniformly greater than the same class would earn in Europe. The females have generally been better paid than needlewomen in European cities. The sewing-machine has been of late years extensively employed, and has given a vast impetus to the trade. It has cheapened the cost of production and enabled the manufacturer to turn out his work with greater rapidity, and thus to accommodate his stocks to the current state of the market. And as many sewing-women themselves possess these machines, they are enabled to counterbalance any reduction in the price of work by its increased amount. These machines have contributed to make the large wholesale clothing houses of our chief cities the palatial establishments they have now become, rivaling in extent and completeness those of any other branch of trade.

One of the most extensive and respectable houses in the clothing trade is that of Devlin & Co., who have two large warehouses in Broadway, and branch houses in Washington, Richmond, and Lexington, Ky. This establishment was originated in 1844, at the corner of Nassau and John streets, in this city, under the firm style of D. & J. Devlin. After a notably successful career of eighteen years at that location, the firm moved to the south-west corner of Broadway and Warren streets, in 1854, and in 1861 they added the large and elegant warehouse at the corner of Broadway and Grand street, as the headquarters of their wholesale trade, the store at the corner of Broadway and Warren street being devoted to the retail business exclusively. Since 1863 the firm style has been as at present, Devlin & Co., the members being Jeremiah Devlin, Jonathan Ogden, Stephen W. Jessup, and Robert C. Ogden. These gentlemen have all had the advantage of a life-time experience in the business, having devoted their exclusive attention to it continually from boyhood. The founder of this firm died a few years ago, leaving a colossal fortune, and his brother is now the representative of the family. This latter gentleman is now on a trip to Europe, having recently taken a wife, and being in the possession of such circumstances as would enable him to be spared from the cares of business for a while.

The five warehouses conducted by Devlin & Co. represent an amount of trade equaled by few wholesale clothing manufacturers, and a class of clothing, custom-made and ready-made, which long ago acquired an enviable reputation for the firm. The number of employees engaged by them, in and out of the five establishments, averages about two thousand, including about thirty cutters, all of whom are admitted by the profession to be accomplished artists in their respective lines; and to their skill the celebrity of the goods emanating from this house is largely to be attributed.

The clothing comprises all grades and prices of garments, ready-made and made to special order, and the city trade of the house is probably unsurpassed in extent by any other similar house in New York. In fact the whole stock is manufactured expressly to meet the requirements of the best retail trade, and embraces the latest fabrics of the foreign and domestic markets.

The foreign goods of the house are imported from Great Britain, France, and Rhenish Prussia, and comprise the latest novelties and general staple and fancy styles of London and Paris. The domestic goods of the firm are principally fancy cassimeres, these fabrics being now made of very superior excellence in this country, as has been emphatically exemplified by the display of such goods at the recent Fair of the American Institute.

Ever since the foundation of the firm there has been a large amount of advertising done by them, and their notices have been distinguished by a freshness and originality which other houses have copied. Twenty, twenty-five, and thirty thousand dollars have been expended in a single year by them with favorable results. They think it pays.

The trade of the firm extends throughout the United States and the West Indies, a material part of it being in fulfillment of heavy contracts for the army and navy. Superiority of style and workmanship has always distinguished this establishment, and eminently justifies the high name and vast trade it has enjoyed in the city and country, through many years of uninterrupted prosperity. It is truly a representative house in this line of business, and its large capital, long experience, and unusually great facilities enable it to supply its patrons with the best goods at the lowest figure of profit.

THE New York *Mail*, in an interesting article on advertising, mentions the fact that the advertising firm of Geo. P. Rowell & Co., of New York, had expended six thousand dollars in six days in advertising their own agency. They report the investment most valuable and successful. We can endorse most cheerfully the following from the *Mail*: "We can say most emphatically, and all agents and publishers will agree with us, that there is no more enterprising, faithful, and satisfactory house to deal with. They never let a bill be presented twice, and pay daily all accounts received by mail. They have the monopoly of space and location in many hundred newspapers, and know, by their experience, just where to invest money to the best advantage."—*Berkshire Courier*.

ADVERTISING.—We have for many years studied the art of advertising, and still it remains to us a marvel that there is not one hundred times more of it. We never yet knew a man to advertise his wares liberally and steadily that it did not pay. Yet there are thousands of manufacturers and tens of thousands of men having articles which they declare ought to be "in every household in the country," who advertise as gingerly and closely as though they had at heart no faith in it at all. How can they expect to get their goods everywhere unless some knowledge of the articles gets into the family first through the family paper? If we waited till people learned from their neighbors, we might wait for years before the most wonderful and useful inventions became known.—*Forney's Press*.

JOSHUA R. JONES.

It is a common habit with the mass of people to attribute success in business to "luck" or "fortune." Few, except those who have passed over the same road, know how false is the assertion that men rise in their callings by mere accident. Whether wealth comes rapidly or slowly in legitimate business, it must be won by hard labor. There is no royal road to fortune. Each step of the way must be carefully and deliberately selected, and firmly and patiently trodden, and all the courage, skill, and fortitude with which one is endowed must be exercised to the very fullest extent. To win fortune one must work for it.

Joshua R. Jones was born near the village of Fawn Grove, in York County, Pennsylvania, on the 23d of August, 1837. His father was a farmer, and was honored in his community as an energetic, honest, God-fearing man. Young Joshua remained at home until his eighteenth year, working on the farm and attending the country school. He was impressed at an early day by his parents with those qualities of industry, energy, and self-reliance which have distinguished his manhood, and to these early lessons much of his success may be attributed. He spent one year at a boarding-school in Loudon County, Virginia, completed his studies at the Pennsylvania Normal School, at Millersville, Lancaster County, Pennsylvania, and taught one year in a public school near his home in York County.

While spending the summer at home, after his return from the Normal School, he met with a man from Massachusetts who was canvassing his neighborhood for subscribers to a popular work, then being published in New England. He was at that time endeavoring to decide upon some means of earning his living more consistent with his energetic nature than the quiet, humdrum life of a teacher; and this new method of selling books at once attracted his attention. The Massachusetts agent was an active, enterprising man himself, and was so well pleased with the interest young Jones manifested in his business that he explained the whole system to him, and advised him to make the experiment of canvassing. Mr. Jones decided to do so, and upon making application to the New England publishing firm was directed to canvass the County of Hartford, in the State of Maryland.

The subscription book trade, which has now become so important a feature of the publishing interest of this country, was then in its infancy, and

had not attained the perfection of system of which it can boast to-day. Mr. Jones quickly detected the weak points of the system, and, after carefully studying the instructions sent him by his employers, determined to conduct his canvass upon a plan which had suggested itself to him since he determined to engage in the business. He went into Maryland and canvassed Hartford county so thoroughly and successfully that he was instructed to go to work in York County, Pennsylvania. He was equally successful in this new field, where he displayed the same indomitable energy that had made his father declare he was during his boyhood "the best hand on the farm, and could do more work than all the rest."

The canvass of these two counties occupied Mr. Jones about a year, and netted him a considerable sum of money. After closing his affairs here, he went to the Western States, where he renewed his efforts. He was as successful as in the East. During his residence in the West he traveled extensively through that great section of the country, selling books, and learning by experience and by contact with them the actual wants of the people.

Returning from the West, he opened a publishing house in Baltimore, in connection with his brother, Mr. J. T. Jones, the present manager of the branch house of the National Publishing Company in Cincinnati, Ohio; but, finding that Philadelphia was a much more advantageous point from which to conduct the business, he removed to that city. Immediately upon arriving there, it was proposed to organize a publishing company, with ample capital, for sale of books by subscription. The plan was promptly carried out, and the National Publishing Company came into existence, with Mr. J. R. Jones at the head as their President. The members of the Company were men of experience, character, and capacity, but the management of affairs was left entirely in the hands of the President.

No better choice could have been made. Endowed with moral courage of a high order, and with a calm, cool judgment, Mr. Jones was well qualified to conduct any new enterprise to a successful issue. But besides these general attributes he was especially fitted for his post by reason of his experience as an agent or canvasser. He had begun "at the bottom of the ladder," he had canvassed in person, and he knew the people amongst whom he had to operate. He knew their tastes, their wishes, their vagaries, and how to comply with the one and humor the other. He had commenced canvassing with the determination to become a publisher, and had labored faithfully to qualify himself for that post.

In entering upon his new duties, Mr. Jones laid down a few plain and simple rules for his guidance. These were: To publish nothing but works of merit; to conduct his business upon principles of the strictest promptness and integrity; and to advertise liberally. By keeping his books constantly before the public he knew he could create a demand for them, and he was fully alive to the advantages of publishing nothing but standard works. His expectations have been fully realized.

Soon after the organization of the National Publishing Company it was decided to open a branch house in Cincinnati, Ohio, and Mr. J. T. Jones, one of the Company, was placed in charge of it. The reason for this step was that the branch house could reach that immense field which the growing

West offers to greater advantage than the main house in Philadelphia. The experiment was successful, and was repeated in other places. Besides the main house in Philadelphia, the National Publishing Company now have branches in Cincinnati, Chicago, St. Louis, and Atlanta, Ga. From these centres they spread their immense business over the whole country. Each branch house is in the charge of an experienced manager, and each one is under the constant supervision of the President of the Company. The books are all issued by the main house and shipped to the branches. Each establishment has its territory carefully selected and assigned to it, and neither is allowed to operate in the States assigned to another. To-day the National Publishing Company constitute the wealthiest, most extensive, and most successful subscription book-publishers in the Union.

We have stated that in commencing business Mr. Jones determined to advertise liberally. One of the first books published by the Company over which he presides was "A History of the Rebellion," by Samuel Schmucker, LL. D. At the time this book was proposed to him, "The American Conflict," by Mr. Greeley, was at the height of its popularity, and it had come to be generally understood amongst "book men" that Greeley's history would drive any other out of the market. A careful examination of Schmucker's book satisfied Mr. Jones that it was a work of merit, and that it contained many elements of popularity. It was written by a comparatively unknown author, however, while Mr. Greeley's book had all the advantage which his name could give it. Notwithstanding this disadvantage Mr. Jones decided to undertake the publication of the new book. Arrangements were accordingly effected for this purpose, the work was put to press, and issued at a price which placed it within the reach of the masses. A judicious system of advertising was adopted, contracts were made with the press, and announcements of the book were inserted in every newspaper in the loyal States. Publishers laughed at the rash assurance of their daring rival, and told him he would lose all the money he spent on the newspapers; but he persisted in his course, feeling confident that he knew the public better than the croakers. The result was a triumphant vindication of his foresight and courage. His liberal system of advertising created an enormous demand for the book, and an edition of sixty thousand copies (the work consisted of a single volume) was sold in the short space of six months.

At first, Mr. Jones conducted his advertising arrangements by dealing directly with the newspapers. This required a large expenditure of time and labor, and sometimes gave rise to expensive journeys. Hundreds of letters had to be written during the year, and special contracts with each journal were necessary. When Messrs. G. P. Rowell & Co., of New York, laid the foundation of the extensive system of advertising which they have conducted so successfully, and which is so well known to the public to-day, Mr. Jones quickly discovered the advantage it would afford him in his business. He made the experiment of advertising one of his publications through this agency, and carefully noted the results of the new system as compared with his direct dealings with the journals. The result was very greatly in favor of the List System of this firm, and from this small venture, made with such characteristic caution, the National Publishing Company have

continued year after year to avail themselves of the list system, until their advertising bills with Messrs. G. P. Rowell & Co. alone now amount to over twenty thousand dollars per annum. They find their system the cheapest, most advantageous, and least troublesome in use. A single contract with them now accomplishes all for which hundreds of such agreements were formerly needed.

Mr. Jones is a firm believer in the merits of judicious advertising. He has tested the subject thoroughly, and has advertised more extensively than any publisher in the United States. The success which has crowned his efforts has encouraged his competitors to follow his example, and it may be safely said that he has, by his energy, his courage, and the thorough and systematic manner in which he has conducted his business, created a complete revolution in the book trade.

The National Publishing Company have issued many valuable and interesting works, not one of which has ever failed. Books that would have been so much dead stock in the hands of other publishers have been sold by thousands by this Company. They rarely issue a work without selling from forty to fifty thousand copies. The reason of this is plain. The President knows exactly what book will sell, and after taking hold of it keeps it constantly before the public by means of his advertisements, and thus creates a steady demand for it.

Mr. Jones is still a young man, being old in experience, not in years. He is of medium size, and is sparely made. His features are strongly marked, his complexion sallow, and his hair and beard black. His mouth has a pleasant but resolute expression, and his glance is quick and piercing. Every movement is full of energy, and he is never idle. He is extremely neat in his person, and dresses with care and taste. Socially he is very popular. He is firm in his friendships, and generous to his enemies. His charities are large, but unostentatious. He is fond of society, and has gathered around him a host of friends who are devoted to him. He is married, has a family, and resides in an elegant mansion in Arch street, Philadelphia. He owns considerable real estate in that city, besides other property, all of which he has earned in his business. He is very fortunate in his relations with the authors of his publications. He is extremely liberal with them, and never fails to win their cordial friendship and esteem.

In his business relations he is a model for young men. The discipline of his establishment is rigid and exacting, but his clerks and employees are devoted to him. They have been with him now for years, and would not leave him for any other place. The salaries are liberal and are never in arrears. The whole establishment is neat and orderly. Everything is in its place, and every detail is arranged with the utmost exactness. The eye of the President is on everything. Not a letter comes or goes without his inspection, not a box is packed or shipped, not a nail driven, or a book wrapped without his knowledge. He attends to all the various details of buying paper, stereotyping, illustrating, binding, and advertising, and never leaves his office until the work for the day is done. He knows the whole business thoroughly, and can turn his hand to anything. Besides managing all these details of the main office in Philadelphia, he exercises a careful supervision over the branch

houses. He knows all the operations of each and every one of them, and at regular times visits them in person. Hundreds of letters come to him every day asking for advice and instruction. They are promptly and satisfactorily answered, and his directions generally lead to success if followed faithfully. He has no idle moments. Besides directing the operations of five houses, he has to watch over the thousands of canvassers who are working for the Company in all parts of the Union. He is never behindhand, however. He has made his own fortune and that of the Company over which he presides, and has won a name for integrity, business capacity, and energy which has made him a marked man in his calling.

WE believe there has never been an advertising contract given out in New York city for which the competition was greater than for the one which was awarded to Geo. P. Rowell & Co. in September, 1868, by P. H. Drake & Co. They had made application to the publishers direct in all cases. Their letter states the result :

OFFICE OF P. H. DRAKE & CO., NEW YORK, Sept. 18, 1868.

MESSRS. GEO. P. ROWELL & CO., 40 PARK ROW, NEW YORK :

Gents: Having compared your figures with those furnished us by other advertising agencies and with the terms obtained from publishers direct, for the insertion of advertisements of Plantation Bitters and Magnolia Water, we find them satisfactory, and accept your contract as given in your letter of this date. Oblige us by causing the advertisements to appear without unnecessary delay. Your bills for the amount, forty-three thousand, seven hundred and seventy-six dollars and twenty-six cents, will be paid in accordance with the terms proposed.

Yours, very respectfully,

P. H. DRAKE & CO.

THAT was a profound philosopher who compared advertising to a growing crop. He said: "The farmer plants his seed, and while he is sleeping the corn is growing. So with advertising. While you are sleeping or eating, your advertisement is being read by thousands of persons who never saw you or heard of your business, nor never would, had it not been for your advertising."

HENRY T. HELMBOLD.

Henry T. Helmbold was born in the city of Philadelphia, December, 1832. His parents being in moderate circumstances, he was anxious that he should commence "earning his living," and by unaided exertions he prepared himself for the High School, where he finished his literary and classical studies, graduating with the highest honors at the age of nineteen. Subsequently he became enamored of the study of chemistry, and, after taking his degree, he pursued his private studies and elementary practice under the preceptorship of an old and competent physician and chemist. About this time he embarked in the drug business in a small way, and commenced the manufacture of his now celebrated Fluid Extracts. They had then but a limited sale, as it required considerable effort to bring them to the notice of physicians. At this time extracts were sold in bulk, as "paregoric," "syrup of squills," and other compounds. His business increased in this way, but the protection offered him was very slight. For instance, a druggist receiving a physician's prescription for his article would in many cases substitute that of his own manufacture, thereby causing difficulty between the practitioner and himself. Learning this, and seeing that his interests were becoming jeopardized, he concluded either not to sell to dealers in bulk, notify physicians of his determination, and be satisfied to remain an obscure druggist in the upper part of a large city, or adopt some entirely different method. He was aware of the singular prejudices existing against advertised remedies, and in truth had but limited means at his command to experiment in "printers' ink." About this time he received an offer for his drug-store, and disposed of it. The negotiation was no sooner concluded than, with a few hundred dollars as his cash capital, he rented a small office on Chestnut street, Philadelphia, and was ready for business in a few days. Advertising to him was a new and untried field, but with his small capital he determined to know its merits and value, for even at that early date he was no hand to loiter, so he concluded that he would satisfy himself in one month. He manufactured a small stock, and expended all his surplus cash, amounting to about two thousand dollars, in that short period. His programme worked admirably, and from that time he continued to succeed, and increased his advertising in a corresponding proportion. On these principles he has continued to enlarge and expand his business until it has assumed its present magnitude. In the year 1863, his business having steadily increased, he determined to remove to "Gotham,"

where he could have a larger field for his operations, still retaining his laboratory in Philadelphia. Here he installed himself in his drug and chemical warehouse, 594 Broadway, to which he has been making such additions and improvements from time to time as were actually necessary.

Dr. Helmbold has been aptly designated the "Prince of Druggists." His store on Broadway is undoubtedly the finest of its kind on this continent. Everything that money could supply and good taste suggest has been used in the fitting up of his establishment, until 594 Broadway has become a place that courts and receives the admiration of the thousands of people who daily throng New York's grand thoroughfare. Some one has said it is the most Buchu-ful store in New York. Although yet but a young man, he has the present year been able to return an income of one hundred and fifty-two thousand two hundred and five dollars. There are innumerable druggists in this city, the majority perhaps doing a tolerable amount of business, but we only know of one who can keep twenty thousand dollars' worth of horseflesh to draw him up and down town, and a driver to make the animals dance in front of his store for the benefit of those who love to look upon lively horseflesh, gold trappings, and a "whip" that can brush a fly off the ear of a leader without disturbing a hair.

Dr. Helmbold is peculiar in the permanency of his attachment to men of just and fair dealing. He would forgive a debt rather than distress a worthy man. Besides his thorough knowledge of diseases and remedies, he is a fine geologist, and well read in kindred sciences and general literature. His business habits are systematic, precise, and industrious. He personally superintends every department of his vast business, being affable, genial, and generous.

In the advertising department four clerks are constantly engaged in examining the columns of the thousands of journals through which Helmbold communicates with the world at large. Each clerk has his range of papers, and when the mails come in these are properly assorted and examined, and a record made of the service rendered by the printer on such and such a date. On one side of this room are the newspaper shelves, or "pigeon holes," all carefully labeled, and in these are kept for months or years, as the case may be, the different journals with which Dr. Helmbold does business.

As an advertiser Dr. Helmbold has no equal. The amount of money he expends every year in making his business known is extraordinary, almost incredible, and the results of the advertising are remarkable. Take the one article of "Buchu." Who has not heard of "Buchu?" Why, this magic word adorns every dead wall, fence, rock, and telegraph pole from the Atlantic to the Pacific. Every newspaper of note in the States receives notices from Dr. Helmbold, and the rustics of "Squeedunk" have an equal chance with the refined people of "Bosting" to learn of the wonderful properties of "Buchu." The result of this advertising, as stated previously, is truly remarkable. During the year ending February, 1869, over three million bottles of Buchu were packed and shipped to various portions of this continent, and the amount expended in advertising was a little over two hundred and fifty thousand dollars, exclusive of posters, almanacs, show-cards, etc. A one or a ten-thousand-dollar order to some newspaper is nothing extraordinary for him, providing the paper is of sufficient importance.

Mr. Helmbold has not always been successful, as, owing to business convulsions, he failed a few years ago, but soon recovered himself and went on as if the fair winds of prosperity had never ceased to blow.

A JUST REWARD.—A notable example of the success which surely follows energy, honesty, fair dealing, and a liberal use of printers' ink, is furnished in the firm of Geo. P. Rowell & Co., Advertising Agents, 40 Park Row, New York. This is one of the youngest houses in the advertising business in the whole country, and is among the most prosperous. The firm commenced business in Boston in 1865, but their success was so great that they soon removed to the great metropolis of the nation, where they located themselves, in elegant quarters, about three years ago. Before that time their business connections were confined almost exclusively to the Middle and New England States, but since then they have enormously extended it, until now the evidences of their enterprise, in the shape of advertisements, may be found in almost every journal of any note from the Atlantic to the Pacific, from the Canadas to the Gulf, and, doubtless, the *Alaska Herald*, if such is not already the case, will soon receive "ads" and money through the instrumentality of this indomitable agency. They not only consider advertising just the thing to bring business and wealth to other men, but, like the physician who has confidence in his own remedies, they employ it liberally for themselves. Not long since they inserted in the *New York Herald, Times*, and *Tribune*, full page advertisements, for which they paid two thousand dollars in cash, and during the same week they expended in advertising in other directions four thousand more, making one thousand dollars per day for the whole week. And this is but a small fraction of what they expend a year to advertise themselves. We have no means of knowing the amount of money which does go to newspapers, from them, for their own business per annum, but the *New York Mail* puts their mere office expenses at forty thousand dollars.

It is not our purpose to say one word against other advertising agencies. There are several of them conducted by thoroughly reliable and upright gentlemen, and good business men, too, but somehow they all seem to lack something of that peculiar energy and executive talent which have made this one so unprecedentedly successful. We have done, and are still doing, business with quite a number of advertising agencies throughout the country, and have no fault to find with them, but Messrs. G. P. R. & Co. give us more business than any other. Furnishing large amounts of advertising at fair figures, and paying promptly, has put this house at the very head of agencies, and has made them a name for honesty, reliability, liberality, and promptness, which of itself is worth a fortune. May the firm exist a thousand years, may they make a million dollars each year, and may the *Courier*, at the end of the tenth century, still enjoy their favors as thick and fast as in this year.—*Muscatine Courier*.

SILAS S. PACKARD.

This gentleman, who is extensively known as an educator, and more recently as the editor and publisher of *Packard's Monthly*, is nearly forty-three years of age, but would readily pass for thirty. He is rather slightly built, of medium height, with light complexion and blue eyes, and has the presence of an active, energetic, capable business man. He was born in Cunnington, Massachusetts, a brisk little village nestling among the hills of Hampshire County, and renowned as being the birth-place of William Cullen Bryant. He removed to Licking County, Ohio, when a young boy, where he received what of education he has obtained from schools. He left home at the age of sixteen and engaged in teaching, which business he has followed in various connections, and with occasional intervals, to the present time. He spent three years—from 1845 to 1848—in Kentucky; and removed thence to Cincinnati, where he became connected as teacher of penmanship with Bartlett's Commercial College, then in the zenith of its fame and financial success. He remained connected with this institution two years, during which time he was married; removed thence to Adrian, Michigan, where he spent eighteen months as teacher and editor of a local educational monthly. In the fall of 1857 he removed to Lockport, New York, and was, for nearly two years, connected with the Union School of that city. In the fall of 1853 he became editor, and shortly afterwards proprietor of a weekly newspaper in the village of Tonawanda, Erie County, situated on the Niagara River, midway between Buffalo and Niagara Falls. This paper, though necessarily restricted in its circulation and advertising patronage, was marked by the best features of a country newspaper. It had the distinguishing quality of being always alive to the local interests of the village in which it was printed. Tonawanda, through the efforts of certain capitalists of Cleveland, who had invested largely in its real estate, had just previous to this date set up loud assertions of competition with the neighboring city of Buffalo, basing its principal claim upon its splendid harbor, its ready facilities for transshipment to the Erie Canal, and the fact of its being open to lake navigation in the spring weeks previous to Buffalo, the harbor of which is usually jammed full of ice from the prevailing western winds, long after the channel is clear down the Niagara River. Mr. Packard, through his paper, the *Niagara River Pilot*, kept these facts before the people, to the no small annoy-

ance of the Buffalo editors, who expended their ridicule and small wit upon the pretensions of the "one-horse town." The impetus in and taste for journalism which three years' conduct of this local paper gave him has never forsaken him, and during the years which have elapsed since he left this field in 1856 he has been constantly desirous to return to the editorial quill. In the fall of 1856, at the earnest solicitation of Messrs. Bryant & Stratton, who had established the second of their mercantile colleges in the city of Buffalo, Mr. Packard took charge of this institution for a short time, but very soon moved to Albany, where, under the patronage of the same firm, he established the Albany Business College. In the spring of 1858 he removed to New York city and became the editor of the *American Merchant*, a monthly magazine, published by Bryant & Stratton in the interest of business education. In the fall of the same year he established, with these gentlemen, in the Cooper Institute building—then just completed—the New York Business College, which has since grown to be one of the most important and flourishing institutions in the country. Two years ago this college passed by purchase under the sole proprietorship of Mr. Packard, and now occupies the entire fourth, and a large share of the third story of the Mortimer Block, situated on the corner of Broadway, Twenty-second street, and Fifth Avenue, and having in daily attendance between three hundred and four hundred students.

In May, 1868, Mr. Packard commenced the publication of his monthly magazine, now so generally known throughout the country. Shortly after its commencement he made the acquaintance of Mr. Oliver Dyer—then, as now, one of the editors of the *New York Ledger*, and a practicing lawyer. Mr. Dyer, in connection with missionary labor in the Fourth Ward, had come across one John Allen, the keeper of a low dance house in Water street, whose strange characteristics, mixing the wildest profanity and debauchery with the Bible and spiritual songs, made him a most excellent subject for a sketch. Mr. Packard employed Mr. Dyer to "write up" this man and his den in a magazine article, which he did. The sketch, which was exceedingly graphic and unique, was published in the July number of *Packard's Monthly*, under the astonishing title of "The Wickedest Man in New York." The boldness and aptness of the title and the still greater boldness of the article itself, which gave names, numbers, and facts without disguising, created throughout the country a marked sensation, and brought the name of *Packard's Monthly* so prominently before the public that its success, with judicious management, was assured. Mr. Packard, however, had the shrewdness to see that a permanent success in literature could not be made by one short magazine article, and that whatever might be the ability of his new contributor, there was little prospect of his finding material to answer the expectations which the "Wickedest Man" article had excited. Enough was done, however, to prove that there was an untried but fruitful specialty in journalism, and that, if the public could only be supplied with facts that were of sufficient interest, they would willingly forego fiction. He therefore hung out his banner, inscribing thereon, "Truth stranger than Fiction," and set to work, supplying through the pens of writers, known and unknown, the most trenchant and readable matter on social, political, and professional topics a liberal outlay of time and money would secure. He also advertised

liberally, and has succeeded in establishing a magazine with a field peculiarly its own, and which has before it a wide area of beneficence.

In the year 1859, Mr. Packard prepared for the press the most elaborate and extensive text-book on the Science and Practice of Accounts ever published in this country. It is extensively used in the high-schools and colleges, and forms the basis of instruction in the International Association of Business Colleges, which has absorbed the Bryant & Stratton chain, and has separate institutions located in all the principal cities of the United States and Canada.

Mr. Packard is a liberal advertiser, believes in it, and acts up to his belief. He has, on two or three occasions, expended in a single day on the daily papers of the city over two thousand dollars in presenting the claims of his institution; and, like all men who advertise boldly and intelligently, he has always met adequate results. He has laid broad and sure the foundations of success in his college and magazine, and a bright future is before him.



ADVERTISING AGENCIES.—In common with other large advertisers, we have had occasion during the last five years to do business with advertising agents to a large extent. We have tried nearly all the various agencies, but came to the conclusion long ago that we could do better by giving our business to G. P. Rowell & Co., 40 Park Row, New York, than by employing any other persons. This firm probably does a heavier business than any other advertising agency in the country. They are prepared to insert an advertisement in one or four thousand papers, and at the publishers' lowest prices. We have tried them—doing business with them weekly—and we *know* they can do our advertising better and cheaper than we could do it ourselves. Having the most extensive facilities for doing business, they never make mistakes; at least, they never make mistakes on our work. They are also the publishers of the *Advertiser's Gazette*, a monthly journal devoted to the interests of advertisers. It may be because we are interested in advertising, but we find the *Gazette* the most interesting paper we receive. Publishers and advertisers could not well dispense with it. And we advise all who have an interest in advertising to subscribe. If you have any advertising to do, we recommend you to let Messrs. G. P. Rowell & Co. do it. They can do it better and cheaper, and they *know* all there is to be known as to the value of the various papers, and can give you valuable information. We say this judging from experience. We *know* it has paid us to deal with them, and finding them prompt, honorable, and reliable business men, we take pleasure in recommending them to the public, and the advertising public in particular.—*Star Spangled Banner*.

JOHN WANAMAKER.

Though so well known and so extensively patronized, John Wanamaker, one of the leading clothiers of Philadelphia, is yet a young man and has a very juvenile appearance. This immense business has been the work of the past ten years—hard work at times, but never carried on in any other than a go-ahead spirit, an unflagging energy, and an indomitable will. He began his business career in a rather small way, in company with Nathan Brown, and the firm name, Wanamaker & Brown, has become as familiar to the people all over the country as Franklin's maxims or George Francis Train's odd sayings. Like all other beginners who start in a trade that is as old as civilization and open to every man, the new firm had to encounter the opposition of experienced clothiers, and of a host that had but a short start of them, yet this did not in any manner dampen the ardor of John Wanamaker, who is the acknowledged head of the concern. He early saw that to sit down, tape measure in hand, and wait for customers of an inquiring turn of mind to pick out his shop from the many by which it was encompassed, merely by having two or three well-dressed dummies at the door or a half dozen coats and as many pairs of pants swinging and fluttering in the breeze along the store front, was not exactly the way to carry on business in these latter days, and he resolved to make himself and his establishment known through the medium of newspapers, as the very best way of securing public patronage, and in a comparatively short space of time he had succeeded in turning the eyes and feet of a large number of people towards his mart of fashion. Few of our citizens have more than a faint idea of the large amount of money expended by some tradesmen in advertising their goods. They see an advertisement in a newspaper which they occasionally meet with, long or short, as the case may be, and that is all. If they had the privilege of inspecting the daily exchanges of a first-class newspaper, through many of which the same or similar business notices are to be found, they might well wonder how such expenditures, distinct from current, in-door ones, could be met. The seeming doubt created would be resolved if Mr. Wanamaker should open his books and show the extent of his sales as the result of the outlay for drawing custom. In every business in which the profits are small or moderate, there must be large sales to warrant such expenditures, and the sales are not likely to be so without liberal advertising. Suppose they can be increased from five thousand to ten thousand dollars per week, at ten per cent. profit to the dealer above expenses, there would be an addition of five hundred dollars every six working days, and in the same ratio its increase can be continued by adding to the number

of customers. If ten per cent. additional will pay the whole cost of carrying on the trade, the advertising may be profitably enlarged in the proportion that the addition to the receipts justifies it. From this it may be seen at a glance exactly how the tradesman, who has given the subject the thought it deserves, can add to his profits and astonish simple-minded people who plow in the same easy-going way their fathers did before them, never going out of the beaten track.

Much less than a hundred years ago, in the days of slow-coaches and very slow people, when business men were content with few sales and small profits, it made little difference whether a tradesman advertised his goods or not. But the whole course of trade and traffic has undergone as much change as other things, and now it is indispensable that he should keep up with the progressive spirit of the times, and he is certain to succeed best who in business tact, and the liberal expenditure of money, leads rather than follows in the race. It is doubtful if any retail clothier in the United States scatters as much money among newspaper people as John Wanamaker. A new establishment recently opened by him on Chestnut street, one of the most extensive on that fashionable thoroughfare, is being brought into notice by the same means that the Market street house was made known. It is advertised as containing clothing plain and nobby, cut artistically, warranted to fit, and superior in all respects. It has connected with it a juvenile department as complete in all its arrangements as the adult customer branch, and affords facilities for dressing little people not often met with. Thus much of John Wanamaker as a clothier. Outside of his business he is as active and energetic as he is in it. When a mere boy he became a member of the Young Men's Christian Association, and, being a ready speaker and a pushing fellow, he soon made his mark, and he is now one of the foremost of that organization. Four or five years ago, in company with others of his own spirit, he set about the collection of funds for the building of a chapel and Sunday school, on a large scale, in a part of the city not well provided with either. It was a gigantic undertaking, conceived in a spirit of Christian benevolence, and requiring efforts of no ordinary kind to carry it out. That the work was accomplished according to the design of the founders, and that it stands a monument of what may be done by well-directed effort, are facts beyond dispute.

The subject of our sketch is not one of those who would hide his light under a bushel or do a good act without caring to let it be known. His name is cut in enduring granite on the front of one of the fountains which stand near Independence Hall, with "presented by" as a prefix, while the lady who subscribed sufficient to erect the other had too much modesty to let the wayfarer know, as he stops for a cool draught of water, to whose liberality he is indebted for it. But the irrepressible John was only following out a work he had begun some time before. He had caused the universal "Wanamaker & Brown" to be chiseled on the street crossings, painted on rocks, and mounted on house-tops. That they have not been wafted to the clouds, and tied to the tail of a fiery comet, is only because Yankee ingenuity has not yet devised the ways and means. No doubt the seeming impossibility would be attempted did not newspaper advertising fall in so entirely with the views and feelings of the head of the firm.

J. ESTEY & CO.

The manufacture of melodeons in Brattleboro commenced in the year 1846. Like most of the great and lucrative business schemes of the present day, the beginning was a very humble one, barely two men being employed. It progressed, with the usual ups and downs, until the year 1849, when the persons engaged in it caught the then raging California fever and desired to give up the business, giving, as an additional reason, that the country was "flooded with reed instruments," and, therefore, the further manufacture of them could not be made to pay. Jacob Estey, however, then about thirty-five years old, with the keen foresight and shrewd business tact which has always characterized him, thought differently. Melody and harmony, to his mind, were not yet at a discount in America, and he became at once interested in the business, although only as a silent partner. The demand for instruments continued to increase, and with it were enlarged the conveniences for their manufacture, until, in 1857, the name of the firm had become Estey & Greene, and the buildings used by them were where now stand the establishments of Smith & Coffin, carpenters, and George E. Selleck, printer. During this year, misfortune overtook them, and their manufactories were entirely destroyed by fire. Nothing daunted, however, and still clinging to the idea that the country was not, even yet, "flooded with reed instruments," Messrs. Estey & Greene immediately purchased the land directly opposite the site upon which their former buildings had stood, being compelled to buy of six or eight different parties in order to procure the desired amount, and new edifices were at once erected on the spot where they now stand. After these factories were up Mr. Greene retired from the firm, and from that time on till January, 1864, the demand for the Estey melodeon continued to increase, and at that date between forty-five and fifty workmen were engaged in their manufacture, some seventy-five or eighty instruments being turned out per month. On the 7th day of January, 1864, the destroying element again visited Brattleboro, and again entirely burned to the ground the whole establishment. Jacob Estey continued the business alone, beginning at once, with his accustomed energy, to rebuild his factories. The lumber for the new buildings, at the time of the fire on the 7th day of January, stood in the woods, was cut, sawed, and delivered upon the grounds

ready for use by the 22d day of February, and in twenty-five days' time the buildings now standing were erected, enclosed, plastered, machinery in and men at work—an example of indomitable energy and perseverance rarely equaled, and two of the chief characteristics of the man, Jacob Estey. In January, 1865, Mr. Estey took in two partners, and the firm was known as J. Estey & Co., which continued until April, 1866, when these partners retired, Mr. Estey taking in two others, his son-in-law, Levi K. Fuller, and son, Julius J. Estey, the name of the firm continuing the same. Immediately afterward, the new firm purchased two acres of ground on Flat street, and commenced the erection of new and extensive buildings thereon, the ones already in use being entirely inadequate to the demands of their still rapidly-increasing business. The new building was up and occupied on the 1st day of September, 1866. All of their factories have been, since that time, and are now, in full blast; they employ two hundred hands; turn out over three hundred instruments per month; pay about one hundred and twenty-five thousand dollars per year for help alone; own over ten thousand dollars' worth of real estate, and have invested, in the village of Brattleboro, about two hundred thousand dollars.

Having thus given a brief history of the rise and progress of the important enterprise, let us pass to a more critical examination of the buildings and the details of the business.

The old factory is so called because it was erected prior to the other, not because it is essentially an old structure. Another building is the "dry-house," where the wood used in the manufacture of the celebrated cottage organs is properly seasoned. The heat in this dry-house, which is supplied by a network of large and small steam-pipes, is kept at an average height of one hundred and thirty degrees. The lumber is kept here—after having been cut two years at least—from three to six months, rosewood excepted, it being subjected to at least a ten months' heating and drying process.

A large building is the property known as the "old factory," it being the one so expeditiously erected in 1864. The small "L" between the dry-house and main building contains a thirty-horse power engine which runs the machinery, not only of this establishment, but of another across the street, being connected with the latter by a shaft laid under the road. Upon the first floor of the "old factory" the stuff is sawed out and placed ready for use in the manufacture of the organ cases, which are made on the next floor above and put together upon the third floor. Upon the third floor in the rear, in rooms especially set apart for these purposes, are carried on by experienced workmen two of the most delicate portions of work connected with the manufacture of the celebrated "cottage organ"—the making of the "reeds" and the "reed-boards." The "reeds" manufactured by Estey & Co. have a wide reputation for sweetness and durability. The machinery by which they are made is patented and owned by the firm, and new improvements are being constantly added. Some six or eight tons per year of brass are used in the manufacture of the reeds—which are in reality *the* instrument, for upon their excellence depends the tone and quality of the organ when finished. In the room where the reed-boards are made may be found some of the finest-working and most delicately-arranged machinery in the whole

establishment. To attempt an adequate description of the same without diagrams would be useless, but some little idea of its efficacy may be gathered from the fact that the cutters which scoop out the receptacles for the reeds revolve eight thousand two hundred times per minute. This speed has not been obtained, that we are aware, elsewhere. In a small room upon the top floor of the "old factory" the carving of the legs for the melodeons and cases for the organs is done, mostly by hand. Upon this floor, also, the cases are fitted together, and from thence taken to the new factory, to the top or fourth floor of which they are hoisted, by means of a large elevator. Here they are varnished, polished, and made ready for the reception of the most important portions, the reeds, bellows, etc. Upon the second floor the "actions"—key-boards and their connections with the valves which, together with the reeds, produce the sweet melody for which the cottage organs are so justly celebrated—are made, as also are the bellows, pedals, stops, etc. These being finished, and the cases also having been made ready, both are taken to the third floor, where the actions are put in and the organs put in shape for the hands of the tuners. This portion of the work is performed by experienced musicians, each one having a room set apart for his own use, from off the warerooms, where, day after day, may be heard every note of the gamut from the lowest sub-bass to the highest treble, each note being tested and tried with a thoroughness and exactness which render discords absolutely out of the question. The instruments, thus completed, are placed in the warerooms to await the packing and shipping process, which is constantly going on, Messrs. Estey & Co. being unable to keep any number of their organs on hand, owing to the constantly increasing demand for them from all parts of the country.

Upon the first floor of this building are made the packing boxes; in the "L" part is another drying-house or room, in addition to the one already described as attached to "the old factory;" the low, round-roofed building on the left and rear, made entirely of brick and iron, contains another thirty-horse power engine which drives the machinery. The entire building, as well as the dry-house, is heated by steam-pipes and lighted with gas, and is furnished with fire extinguishers and other necessary appurtenances.

The terrible flood which swept over our land October 4, 1869, did not escape Brattleboro in its work of devastation, nor did the house of J. Estey & Co. go unharmed. The mountain streams came rushing down with much force, swelling as they went, carrying away dams, mills, shops, factories, and houses, till they reached to waves of tremendous height and swept around the shops of Estey & Co., through their lumber yard, and destroying about two thousand dollars' worth of lumber and other property. Since then they have diked and entrenched strongly for future protection. At the time of the flood they were about erecting another large shop to accommodate their rapidly increasing business; but the floods have changed all this, and they have bought a lot of sixty acres of land a few rods west of their present site, and on higher ground, and already are erecting the largest and most extensive organ works in the world.

The manufactories of Messrs. J. Estey & Co. form one of the principal elements of the prosperity of the village of Brattleboro, supporting a large

number of families, who in their turn contribute very largely to the support of the different stores in the place, while much of the material used by Estey & Co. is purchased by them of the merchants, creating a demand which would not, otherwise, be necessary. Aside from their particular business, this firm have always manifested a degree of interest in the welfare of the place, and generally an enterprising disposition which does them much credit, and has added in no small degree to the progress which Brattleboro is steadily making.

This firm are also noted, besides the excellence of their organs, for the amount of their advertising. Every paper in Northern New England bears testimony to the extent and persistency with which they have given publicity to their business, and Mr. George Brown, an extensive music dealer, and one of their agents, has borrowed money at two per cent. a month, and found it to pay, in discharging his advertising bills. The company, of course, have never done this, being possessed of ample means.

ADVERTISING AGENCIES.—Several of our exchanges have favored a convention of newspaper publishers to take steps for securing advertising direct from those desiring the work done, rather than through the medium of the various advertising agencies. They assert that many newspapers are not only swindled by irresponsible concerns of this kind, but are required by responsible agencies to furnish their space at too low prices, and the firm of Geo. P. Rowell & Co. has been mentioned in connection with the latter of these classes. For our part, we had rather deal with responsible agencies, who pay cash, than to trust to the many doubtful and uncertain firms who apply with fair professions and pretentious liberality and flat out before pay-day comes. We think it extremely doubtful whether an advertising association would do the business any more cheaply or satisfactorily than it is now done by the several responsible agencies. Individual and private effort is almost invariably more energetically and economically conducted than by organizations, which are usually officered by men unfit to conduct their own business successfully.—*Delaware Republican*.

ABOUT ADVERTISING.—The proprietor of an extensive establishment in this region, in sending in his order for a new advertisement recently, says: "I have doubled my trade in the last eighteen months through advertising, and shall in 1870 invest double in that line what I have in any previous year."

Here is the unsolicited testimony of a prosperous business man as to the great secret of business success. To sell goods or services, the owner must inform the public where they can be procured.—*Coos Republican, Lancaster, N. H.*

THOMAS HOLLOWAY.

The system of advertising has been carried to a far greater extent in England than here. Single merchants spend forty or fifty thousand pounds annually in increasing their business, and find that it pays, and one drug dealer, Thomas Holloway, far exceeds this. Mr. Holloway is now about sixty-five years of age, having been born in 1804. His business in the line in which he is now known commenced on the 15th of October, 1837. He had little capital, and could not make large ventures, and the medicines had not been offered to the public before he began to advertise them. One hundred pounds were spent in one week in advertising their merits, with the discouraging result of selling only two pots of ointment. No one would then have accepted the medicines as a gift. The most assiduous industry and the most rigid economy were required to enable him to carry on the business, and Mr. Holloway began his day's work at four in the morning and continued it until ten in the evening to do that himself for which otherwise he must have paid. His remedies obtained for a time little or no favor, but this did not daunt him; he went on advertising judiciously and with determination, and in the end succeeded in creating for his preparations a limited reputation throughout the British Isles, which might have satisfied him at one time; but, as desires increase with what they feed upon, he made up his mind to be content with nothing less than girdling the globe with places for the sale of his remedies. To obtain knowledge about foreign countries of which there did not exist full descriptions, some Cathay of the distance, he used to inquire of the captains of vessels sailing to remote parts, and stored up in his mind the information they had given for future use. It was a rule with him from the commencement to use judiciously all the money he could spare in publicity, which went on increasing, and in the year 1842 he spent five thousand pounds in advertising. Time rolled on, and from the hitherto unthought of outlay of five thousand he increased it to ten thousand pounds in 1845. At the time of the Great Exhibition in London in 1851 his expenditure was twenty thousand per annum; in the year 1855 the cost of publicity had risen to the sum of thirty thousand pounds, the American agency now selling and advertising largely, and in 1864 it had reached forty thousand, in advertising his medicines in every available manner throughout the globe. For the proper application of their use he has had most ample directions

translated into nearly every known tongue, such as Chinese, Turkish, Armenian, Arabic, and in most of the vernaculars of India, together with all the languages spoken on the European continent. The American agency does a vast amount of advertising, and there is the most convincing proof to them of its success. Mr. Holloway is still hale and hearty, and it is said that his expenses for publicity last year were about ninety thousand pounds, or about six hundred thousand dollars in our present currency. As a proof that the success is owing to advertising, we may point to the fact that on their introduction into France the inventor was compelled by law to give their formula, and it can consequently be ascertained. No other person, however, had the pluck and faith to advertise it, and no other person, consequently, reaps the golden reward.

COOL!—We notice suspended in conspicuous places here and there in the city large thermometers surrounded by the advertising cards of different business firms. He must be a meteorologist indeed who will in cold winter weather (after taking the registry of the thermometer) stop to read what Tom, Dick, and Harry have to say about their various wares. In dog-days this interesting process would be more exhilarating, if indeed it did not equal a draft of Arctic soda or ice-cold Ottawa beer. Advertise in the *Times*, and your statements will be pondered at the fireside when the mind is in a vastly more receptive state than when its possessor is peering through a frosty atmosphere upon a thermometer indicating a temperature of zero.—*Troy Times*.

ADVERTISING by dribblets scattered over the whole country is a waste of money. It is necessary to put enough in one place to cause notice to be taken of it, for a two-line paragraph in one corner of a newspaper attracts no attention at all. Repeat, and repeat boldly; sow the seed not only in one periodical circulating in a given extent of country, but in all that the commodity will bear. An advertisement may be seen twenty times without buying, but the twenty-first time the attention may be fixed. Do not be slow in saying what you have; more fortunes are lost by modesty than by boldness.

GEORGE W. CHILDS.

The career of Mr. George W. Childs affords one of the most remarkable instances of success through mere individual effort to be met with on the pages of biography. About twenty-five years ago Mr. Childs went from Baltimore, his native city, to Philadelphia to seek his fortune, resolved even at that early day to search for it in a way best calculated to find it, and to leave nothing undone on his part to deserve it. He was an unfriended boy of fifteen years of age, with no one to take him by the hand, yet he did not despair, even in moments of gloom and discouragement. Soon after his arrival he engaged with a bookseller, and for several years was a faithful shop-boy, careful no less of his employers' interests than of his own. While yet a mere boy, he commenced business on his own account; and singularly enough occupied a portion of the building on the south-west corner of Chestnut and Third streets, to which the *Public Ledger*, a newspaper, now the property of Mr. Childs, was afterwards removed. In the year 1849, he being then in the twentieth year of his age, Mr. Childs became associated with the publishing firm of R. E. Peterson & Co., and the new firm, as Childs & Peterson, soon acquired a popularity the old one had not enjoyed. One of the first books issued from the press under this management was "Peterson's Familiar Science," which was very popular, not less by reason of its merit than the means employed to make the reading public acquainted with it. The foundation of Mr. Childs's fortune, it may be safely asserted, was laid in the publication of "Dr. Kane's Arctic Explorations," a book which put money into the pockets of everybody who had anything to do with it. Probably no American book was ever more prominently brought before the people of the country. The circumstances under which Dr. Kane made the voyage, his youth, and the interest he excited in the public mind, together with extended newspaper publications, all tended to give the book an unusually large sale. Great credit was unquestionably due to Dr. Kane as an explorer and an author, but whatever popularity his book attained for its elegant embellishments is due to James Hamilton, the well-known marine painter. The sketches, it is true, were Dr. Kane's own, but it required the eye, the hand, and the skill of genius to make anything out of them, and how well the artist succeeded is known to every one familiar with the book, which in the lapse of time has lost little of its popularity. It may be safely

asserted that without the aid of the newspaper press the work would have been comparatively unknown. Dr. Kane's early death, the notice taken of it by public bodies, the sympathy everywhere expressed, the reception of the remains upon reaching the United States from Havana, and the obsequies at last, the body being followed to its final resting-place at Laurel Hill by all classes and conditions of people, were well calculated to increase the desire to read the work of the lamented author.

The firm of Childs & Peterson continued in existence eleven years, during which time it published a number of useful books, nearly all of which, mainly through Mr. Childs's efforts, had a large sale. In the year 1860 Mr. Childs became associated with the firm of J. B. Lippincott & Co., but he remained in it only a short time, and then commenced book-publishing on his own account. About four years after negotiations were commenced for the purchase of the *Public Ledger*, a newspaper which under Swain, Abel & Simmons had attained a very large circulation, and was regarded as one of the best paying establishments of the kind in the United States. That it had been so was unquestionable, and it was even then regarded as an advertising medium without a superior, but bad management, or more properly, no management at all, had made a material change in its fortunes. Mr. Simmons had been dead some years, Mr. Abel was managing the *Baltimore Sun* and had his hands full, and Mr. Swain was not giving any attention to the Philadelphia interests nor to any other, for the matter of that. As a consequence, while the circulation was kept up, and the business seemed to be good, the receipts were small, and did not meet current expenses. However little Mr. Swain might have been disposed to sell the *Ledger* under other circumstances, or even as it was, his Baltimore partner insisted upon it, and Mr. Swain had to yield, and he did so with the best grace possible. Towards the close of the year, the paper, with all its type, presses, fixtures, the job office, and the weekly paper, all passed into the possession of Mr. Childs. It need not be said that the announcement of the sale was a surprise to the public, though Mr. Swain's failings were well known, but when at the same time it was stated that George W. Childs was the purchaser there was a feeling of general satisfaction. He had no sooner entered upon possession than he commenced needed reforms, and gave to the publication his entire supervision, watching it with the utmost care. Very soon he began to look about for new quarters, and purchasing the block of stores on the south-west corner of Sixth and Chestnut streets and the adjoining buildings on Sixth street, sufficient for his purposes, he had plans and specifications prepared for the new *Ledger* building, which was erected in 1865-66 and taken possession of in June, 1866, the opening being attended by a dinner at the Continental, which drew together a most brilliant assemblage of public men and newspaper people, citizens, statesmen, soldiers, and authors. Mr. Childs has published a beautifully-illustrated volume, containing a full description of the building, the speeches made on the occasion, and the letters received from distinguished men. The affair was wisely managed, and as the effect was to bring the new location into immediate notice the expenditure was judicious. The paper has flourished more than ever since Mr. Childs has had it under his control, but he has dis-

tributed the profits liberally among the people in his employment, and by his course has made every one of them a fast friend, eager and ready to serve him. He is now in the fortieth year of his age; yet time sits so lightly upon him that he seems scarcely more than thirty. With all his wealth, and his income last year reached the handsome sum of one hundred and sixty thousand dollars, Mr. Childs has in no degree changed. In feeling, in the treatment of those under him, and in his intercourse with them he is as he ever has been, nor does he have less faith in the benefit of liberal advertising, now that he is a newspaper publisher, than when he was a patron of the press.

ADVERTISING.—There are yet many slow and old-fashioned business men who think that advertising doesn't pay. For the information of such we give the experience of a few of the most successful business men, expressed in their own language:

"Without advertisements I should be a poor man to-day."—H. T. Helmbold.

"My success is owing to my liberality in advertising."—Bonner.

"Advertising has furnished me with a competence."—Amos Lawrence.

"I advertised my productions and made money."—Nicholas Longworth.

"Constant and persistent advertising is a sure prelude to wealth."—Stephen Girard.

"He who invests one dollar in business should invest one dollar in advertising that business."—A. T. Stewart.

MESSRS. GEO. P. ROWELL & Co. have facilities unsurpassed by any advertising agency in this country. We cannot too strongly recommend them as indefatigable, energetic, prompt, and reliable.—*Publisher and Bookseller, New York.*

THE GOVERNMENT LOAN ADVERTISING.

The readers of newspapers during the latter years of the great rebellion had new experiences of the science of advertising. Long advertisements had been known before; private firms had spent money liberally in putting their wares before the people, but never before had there been as wide-spread, as uniformly extensive, as thoroughly forced upon the attention of the public, an enterprise as the Government Loans. The history of this inauguration of financial advertising upon a large scale is interesting and valuable to all who would learn wisdom by the experience of their predecessors.

During the earlier years of the war Secretary Chase was necessarily largely dependent upon the efforts of bankers to aid him by active co-operation in disposal of the loan of 5-20's authorized by Congress. Among the most energetic and successful of these was the banking firm of Jay Cooke & Co. So pre-eminent did Mr. Cooke become in thus assisting and encouraging the Secretary that he was at length made General Agent for the negotiation of that Government Loan. Recognizing the power of the public press, and the vital importance of securing its co-operation in the work, Mr. Cooke advertised largely, and proved the wisdom of his course, for in eighteen months he had sold five hundred million dollars of the 5-20's at an expense, including commissions to agents, of only about one-half of one per cent., an expenditure which was but trifling in comparison with that of any similar loan ever negotiated in Europe. It was frequently alleged during this employment of Mr. Cooke's services and judgment that he was a relative of the Secretary, and that favoritism had been therefore shown in putting the negotiation of this loan into his hands. This allegation was entirely unjust and untrue. Mr. Chase gave the work and the small proportionate profit to Mr. Cooke simply because he had been the most energetic and successful of all the Government sub-agents, and this success aroused the jealousy which prompted these charges. It was at first intended to do the requisite advertising direct from the Treasury Department, but the Secretary soon found that there was no one connected with the Department who had the familiarity with newspapers—their relative prices for advertising and their comparative circulation and importance—necessary for the work to be done sagaciously and economically. After Secretary Chase had put the system of National Banks in operation (about two hundred having been

established), he determined to entrust the further negotiation of Government loans to them. The 10-40 loan was brought out in March, 1864. Mr. Chase's plan was to authorize the National Banks to expend one-twentieth of one per cent. upon their sales of bonds in advertising. The spring of 1864 was, it will be remembered, the darkest time of the war. The nation had become discouraged at the want of success to our arms, and the rapid accumulation of the public debt (reaching, at the time, an amount of about one billion seven hundred million dollars) led the people to fear it was too large to be ever paid. On the day of opening the 10-40 loan, about four million dollars were taken, mainly through the personal influence of Hon. John J. Cisco, then Assistant Treasurer of the United States at New York, but owing to the cause we have mentioned, and to a want of an active executive head to manage the negotiations, subsequent subscriptions were small, and more disheartening than encouraging. The bad policy of entrusting the advertising to the discretion of local banks soon became manifest in the style of the announcements which appeared in the newspapers. The banks, having just begun business, were more urgent in making *themselves* conspicuous than in pushing the national loan. The First National Bank of Smithville would have an advertisement something like this in the Smithville *Banner of Freedom*:

FIRST NATIONAL BANK OF SMITHVILLE,

JOHN SMITH, President.

JOHN SMITH, JR., Cashier.

Money, Bonds, or other Securities taken upon Deposit. Exchange upon New York or Foreign Cities bought and sold. Loans negotiated, and a general banking business transacted.

Subscriptions received to the 10-40 National Loan.

Mr. Chase soon saw that this would not sell the Bonds. He sent for Mr. W. B. Shattuck, whom he had known in Ohio as the editor of a leading newspaper, who had given much attention to financial subjects, and who afterwards became a partner in the advertising agency firm of Peaslee & Co., New York, and had a consultation with him as to the best method of promoting the success of the loan. By request, Mr. Shattuck then submitted in writing a plan of operations, which was examined and approved by the Secretary and other financial gentlemen. But this plan involved the expenditure of a large amount of money, and Mr. Chase hesitated, fearing that Congress would not justify him in expending such a sum. To this objection Mr. Shattuck replied that it was a more pertinent question whether Congress, having authorized the loan to be made and appropriated a certain sum for expenses, would justify him in *not* spending whatever was necessary to accomplish the object in the shortest practicable time. The Secretary still hesitated, and concluded to make another experiment to sell the bonds solely through the National Banks; but, finding that this attempt was likely to fail, as the other had done, he finally appointed Mr. Shattuck Special Agent to promote the sale of the 10-40 loan, and authorized him to carry out his plan for popularizing it.

A leading part of the plan was to thoroughly inform the public of the amount of our national wealth, and our consequent ability to carry a much

greater debt than had then been incurred or proposed. A series of questions relative to foreign countries, involving the amount of their indebtedness, their development, the proportion which their indebtedness bore to past and present wealth, etc., were submitted to the librarian of the Astor Library, who employed his assistants to search out the facts desired. The result was embodied in a series of articles widely published, tending to restore confidence, and to prove that although our debt might amount to 15 per cent. of our assets, yet so rapid would be our national increase that the ratio would be greatly reduced before the maturity of the liability. Pointed and skillful advertising accompanied these articles, and both were published in nearly all the newspapers of the Northern States, English and German, secular and religious, Republican and Democratic, political, literary, professional, and manufacturing. The press, without distinction of party, aided in the work, the public mind responded to its influence, and the bonds began to be taken rapidly. The advertising was done on a liberal scale, as was needed, when the required results were so important; yet it was conducted so thoroughly and systematically as to be the most truly economical, and the result was satisfactory to the Secretary of the Treasury. It is worthy of note, as showing the conversion of the officers of the Government to the wisdom of employing advertising agencies, that all subsequent loans were put before the public through the same firm as had the above work in charge. It was found that gentlemen who made advertising a study, and the use of newspaper columns a science, alone had the knowledge and tact necessary to secure the greatest effect for any given sum of money.

In the summer of 1864 Secretary Chase resigned, and was succeeded by Mr. Fessenden, much against the personal wishes of the latter, he protesting that he did not feel himself qualified for the exceedingly responsible duties of the position. The two men differed widely. Mr. Chase was a positive man. Having examined the bearings of any question, he quickly decided, and executed his decision with prompt energy. Mr. Fessenden, always distrusting himself, also distrusted the plans of others. He brought out the 7-30 loan in August, 1864, and authorized Mr. Shattuck to spend a certain sum of money in starting it. That expended, he determined to leave the advertising to the National Banks. The experiment failed, as it had failed before. The banks had no concerted plan of action, their efforts were desultory, and the success was small. It became evident that more vigorous efforts must be made to place the bonds, and in February, 1865, Secretary Fessenden made a contract with Mr. Cooke to undertake the negotiation of the loan. The aspect of the war had now wholly changed. Grant and Sherman were closing in upon the hitherto strongholds of the Confederacy and the rebellion was on its last legs. People were hopeful, and at no time during the period when the Government was a borrower was there so good a time for a Government loan to "run itself" as then. But even under these favorable auspices the Secretary found it wise to secure the services of so active and experienced a negotiator as Mr. Cooke, and the latter, in turn, felt the necessity for an advertising agency in placing the features of the loan before the people. He authorized Mr. Shattuck to spend seventy-five thousand dollars in starting the bonds. The arrangement having been

agreed upon in Mr. Cooke's office in Washington, the latter illustrated his uniform kindly feeling toward the newspaper press, by saying to Mr. Shattuck: "Place our advertisement in all, or nearly all the papers of the country. Never refuse an advertisement to any publisher who has energy enough to come to you for it. His paper may be small and weak, and you can expend a large or small amount with him as you think best; but give him something. We may, in doing this, help to support a worthy man, or to keep a struggling publication from failing altogether." This instruction was carried out, and orders for bonds began to increase in multitude and amount, until Mr. Cooke's office was like an eddy in a snow-storm, each flake an order, each order a response to the arguments and appeals made to the patriotism of the people through the newspaper press. A remittance for a fifty dollar bond from a lumberman on the Aroostook might be sandwiched between a one hundred dollar order from Ontonagon and one for half a million from Fisk & Hatch. The readiness to buy grew into eagerness; the eagerness became a *furor*. Millions were sold daily, and in July, 1865, Mr. Cooke had sold seven hundred million dollars and closed out the loan. The advertising account, which was sent in and audited, was probably the largest which had at that time ever been rendered for any single enterprise; but it was money well spent. Nothing was more clearly proved during this series of operations than that any enterprise which depends upon popular favor for success can be best presented and promoted only through the agency of those who, holding intimate and mutually profitable relations with all the newspapers of the country, can set a thousand influences at work at once, while saving time, labor, and money to their principals.

THE following testimony comes from a reliable and trustworthy source. Mr. Durno has for years made advertising a study:

NEW YORK, Dec., 1868.

MESSRS. GEO. P. ROWELL & CO.:

Dear Sir: Some four or five years since, when you first originated your "Select Lists of One Hundred Newspapers," I appreciated your *novelty* and patronized you accordingly.

Since then, seeing the advantages derived through your method by the increase of circulation, reduction of prices, and punctuality in all the departments of your business, I now advocate your system as deserving the highest encomiums. Having advertised my specialty, "*Durno's Catarrh Snuff*," somewhat extensively since 1850, permit me to acknowledge that, had your present plan then been in operation, it would have been a saving to me in the rates of advertising of at least twenty thousand dollars.

I am, dear sir, yours truly,

JAMES DURNO.

CHARLES A. SHAW.

Charles A. Shaw was born in the town of Sanford, York County, Maine, November 5th, 1831, and is now thirty-eight years of age, and the oldest of five children, all living. He is a grandson of General Shaw, formerly a prominent politician and business man in the Eastern States, and is a direct descendant of one of the most distinguished families among the settlers of New England, having come of excellent stock on both sides parentally. His father was a farmer in poor circumstances, and, having a large family to support, was unable to give him any other than the most ordinary education, such as could be picked up in four or five weeks of schooling annually, in a cold and dismal country schoolhouse, to which it was necessary to travel on foot for more than a mile each way in midwinter. He made rapid progress in all departments, but had a peculiar fondness for mathematics, his love of philosophical and mathematical studies amounting to enthusiasm, and all works on these subjects which he could obtain were read with the greatest avidity.

From his earliest boyhood he was put to hard work on the farm, and at thirteen was required to do a man's work. At fourteen he left home and commenced teaching, which he followed for a while with good success, and after attending one or two terms at an academy at Alfred, in his native county, fitted for college under the instruction of the late Hon. Henry Holmes, a distinguished scholar, then residing in that place. Limited pecuniary means, however, obliged him to abandon the idea of finishing his education and studying a profession, and so he turned his attention to mercantile affairs, in which he at once made rapid progress.

We next find him in Boston, managing a newspaper with energy and ability; and here, it is said, it was that he first became impressed with the power of that great prime mover in the business world—advertising—which he has since used to such advantage.

After serving a regular apprenticeship at the watchmaker's and jeweler's trade, he commenced business for himself in the city of Biddeford, where he now resides, as senior partner of the firm of Shaw & Clark, long well known as one of the most enterprising and successful business concerns in the country, and which has but recently been dissolved, after an existence of nearly fifteen years. During this period the radius of his business was con-

tinually extending and widening, so much so that even a brief descriptive outline would far exceed the limits of the present article; in fact, it would be much easier to tell what he has *not* been engaged in than to rehearse the numerous enterprises which have owed their success to his superior management within that time.

As an inventor, Mr. Shaw is well known, having, it is said, taken out more patents for inventions of his own than any other man in the country. Among the more important of these may be mentioned various improvements in cotton machinery, tanning apparatus, agricultural and domestic implements, sewing machines, etc., in all amounting to more than one hundred in number. The well-known Shaw & Clark sewing-machine, the original foundation of all cheap sewing-machines, is of his invention. He is also the inventor of "Shaw's Perpetual Pocket Almanac," of which several millions have been sold, and which is copyrighted in nearly every civilized country of the globe. This little invention, although comparatively unimportant, is recognized in the scientific world as a wonderful mathematical achievement, overcoming obstacles which had previously been considered insurmountable. He has also what is exceedingly rare with inventors—the faculty to make money out of his own inventions.

In addition to his own productions, he is also largely interested as proprietor and manager in many most valuable inventions made by other parties, and, as a natural consequence, has been almost constantly engaged in extensive legal proceedings, which he has usually managed himself with the most distinguished ability and success, either defeating his adversary outright, or organizing victory from his own defeat. The celebrated Woodman card-stripper suits, involving immense interests, afford a good instance of his ability in this respect, having been fought for years under the management of Mr. Shaw against the combined cotton manufacturers of the country, and finally decided in favor of the inventor. The great sewing-machine suit of Howe, Wheeler & Wilson, Grover & Baker, and Singer & Co., against Shaw & Clark, also affords another instance. This suit, which was in the United States Courts for several years, was brought by the combined sewing-machine companies and pressed with the greatest vigor, and all the advantages which unlimited means and the best legal talent afforded only resulted in a license for the Shaw & Clark machine, the invention of Mr. Shaw.

Among his other enterprises may be numbered the show business, in which he was at one time quite extensively engaged, owning several noted exhibitions, some of which he managed personally with great success, although he is now, and has been for several years, almost wholly disconnected with the business. He it was who first suggested to "Artemus Ward" the idea of lecturing, having brought him out in a course of one hundred nights, by which he cleared several thousand dollars, and established that great humorist permanently in the field of popular lecturers. He also supplied Artemus with the funds to provide the necessary paintings and bring out his celebrated Mormon lectures in New York and the principal cities of the country, and afterwards sent him to Europe, being not only an ardent admirer of the genius of the great American humorist, but always a friend in need. Hon. Edward Everett also frequently lectured for him, and remained his intimate

friend until death. P. T. Barnum, the world-renowned showman, also delivered a course of lectures under his auspices, becoming so favorably impressed with his superior abilities as a manager that he immediately offered him ten thousand dollars per year in gold, and all expenses, to take charge of an exhibition he was then about sending to Europe, which is said to be the largest sum which was ever offered for a similar service, and which would have been accepted but for his numerous and pressing engagements at home. Mr. Shaw is also well known among the showmen as the proprietor of "Shaw's Hall," one of the most commodious and elegant theatres and lecture rooms in New England, built by him at an expense of over forty thousand dollars, for the benefit of his own city. The celebrated Panorama of Bunyan's Pilgrim's Progress, the most successful and best known exhibition of the kind which ever traveled, was also for many years owned, though not exhibited, by him personally.

His offer of five thousand dollars for the original manuscript of President Lincoln's Emancipation Proclamation is only one of numerous instances showing his keen foresight and intuitive perception in relation to speculative matters. It will be remembered that Mr. Lincoln presented it to the Sanitary Fair at Chicago, to be sold for the benefit of the soldiers. Immediately on learning this fact, Mr. Shaw telegraphed offering two thousand dollars for it. As soon as this offer was made known the Proclamation was sold to parties connected with the Fair for three thousand dollars, whereupon he telegraphed at once to the Commissioners of the Fair offering five thousand dollars for it, and is confident that if his offer had been accepted at that time that he could have cleared a hundred thousand dollars by the operation. The offer was not accepted, and six months afterward they *wrote him to know how they could make some money out of the thing*. But the golden moment had passed, and his offer was not renewed.

Mr. Shaw's business enterprises and engagements have long been of the most extensive and responsible character, and it is a source of much astonishment, even to those best acquainted with him, that he can transact so much business, with all its complicated relations, without apparent jar or difficulty. The remarkable faculty, however, possessed but by very few, but which he has in such perfection, of abstracting himself from the work immediately in hand, no matter how engrossing, and concentrating his energies upon the details of some entirely different subject, enables him to execute an amount of business entirely beyond the capacity of ordinary men.

He is President of the Shaw & Clark Sewing-Machine Company, with three hundred thousand dollars capital, a corporation employing a large number of hands, and doing a very extensive business; also, President of the Ne Plus Ultra Collar Company, with two hundred thousand dollars capital; also, President of the Everett Sewing-Machine Company, with one hundred thousand dollars capital; also, General Agent for the Chicopee Sewing-Machine Company, with two hundred thousand dollars capital. He also established the Hinkley Knitting-Machine Company, with two hundred thousand dollars capital, and is the manager of the various foreign companies operating under the Hinkley patents, being formerly the exclusive owner of the invention, both here and abroad. In addition to being a Director in several other cor-

porations, in which he is largely interested, he is also managing agent and attorney of the Union Paper-Collar Company, of New York, with a capital of three million dollars, and having under its control all of the legitimate paper-collar manufacturers in the country, consisting of twenty different corporations, ranging in capital from one hundred thousand dollars to five hundred thousand dollars each. Besides all of this, he has under his direction and supervision over one hundred important suits at law and in equity in the United States Courts, enough, of itself, to overwhelm almost any ordinary mind, to say nothing of such minor matters as being proprietor of a patent-medicine business, conducting four large advertising establishments for furnishing agents' supplies, managing a first-class insurance agency, which he established to avail himself of low rates in insuring his own property, and attending to his real estate, with other matters too numerous to mention, which are either directly or indirectly in his charge.

In the fall of 1867, Mr. Shaw purchased the *Maine Democrat* newspaper, which had been published for nearly forty years in the city of Saco, in his State, and removed it to Biddeford, erecting for it probably the most complete country newspaper printing establishment in New England, at an expense of nearly twenty-five thousand dollars. In January, 1868, he also commenced the publication of the *Daily Evening Times*, constructing a telegraph at his own expense to furnish the Associated Press news, but as the advertising patronage for such a sheet was not sufficient to warrant the enterprise discontinued it in the same manner in which it was started—on his own responsibility.

Notwithstanding all of this, however, he finds time to contribute, under a well-known *nom de plume*, to some of the leading magazines and papers of the day, with ample leisure to spare for recreation!

Mr. Shaw has served two terms as Mayor of Biddeford, Me., proving a most efficient officer and very popular with all parties. His inaugural addresses, extracts from which have been extensively copied by the press, exhibit a thorough knowledge of national as well as municipal affairs, and treat in a masterly manner the various subjects discussed. He has also represented his city in the Legislature of the State with marked ability, at once taking the lead of his party, which, although in a minority, by his shrewd management and the liberality of his course in relation to all matters of general interest, enabled him to hold the balance of power and secure the passage of many important measures which would otherwise have been lost. As a speaker, he is above the average, being ready in debate, quick to analyze the subject at issue, logical and convincing in his arguments, and with experience would readily become distinguished as an orator. As a writer of both prose and poetry he early acquired much distinction, but the absorbing cares of business have prevented the exercise of a faculty which he undoubtedly possesses in more than ordinary perfection. His treatises on the various manufactures and arts evince much talent, as do also his political and statistical writings; his paper on our frontier and sea-coast defenses, considered in connection with the strength of the maritime nations of Europe, and their policy towards us, being the most exhaustive and elaborate of any production on the subject, and replete with a vast amount of valuable statistical information, as

well as exhibiting a thorough knowledge of history, political economy, and the fundamental principles of constitutional government.

Mr. Shaw has twice been a candidate for State Treasurer, and at the last Congressional election was the candidate of the Democrats and Conservative Republicans for Member of Congress from Mr. Fessenden's district.

He was Commissioner from Maine to the Paris Exposition, in which he took great interest, having been appointed by the unanimous request of all parties, as peculiarly adapted for the position. He was also appointed, by President Johnson, Consul-General to Russia, one of the most important and lucrative foreign offices under government, but declined to accept the position on account of his numerous and pressing business engagements.

Mr. Shaw is pre-eminently a self-made man, whatever he has acquired or become having been solely by his own unaided exertions, his life presenting one of the most striking illustrations of what can be accomplished by the proper exercise of integrity, energy, and perseverance. His calm, indomitable force of will is, perhaps, the most striking peculiarity of his character. The greatest difficulties neither embarrass nor intimidate him, and his invincible determination and untiring perseverance overcome all obstacles, however great. He has a very large share of that rare attribute, common sense, having sound discretion, a vigorous and rapid power of generalization, keen perception, with rapidity and force of analysis and a clearness of reasoning possessed by but few. These, coupled with his originality, inexhaustible activity, integrity, and firmness in the execution of whatever he undertakes, form the principal constituents of his magnificent business character. He has rare powers of observation, nothing ever escaping his notice, while his perception of human nature is intuitive, reading men at a glance as he would an open book. He is what may be termed a natural leader, strongly impressing his character upon those around him, and swaying and controlling men by sheer force of will. His word is his bond, and punctuality a rule of his life; he is never a moment late, and has no patience with those who are. One of the most noted features of his character, however, is his extreme benevolence, which has become almost proverbial. Possessing ample means, he contributes with a most liberal hand to every good work, especially to the aid of those less favored than himself. In fact, generosity is so thoroughly a part of his nature that he attributes everything else to it, even his success, enjoying nothing which cannot be shared with others.

Mr. Shaw has traveled and seen much, both of his own country and of Europe, and his experiences with the world, its pleasures, cares, troubles, and responsibilities have already far exceeded what usually falls to the lot of most men. His acquaintance is very extensive, and among his intimate friends he probably numbers as many personages of note as any man living.

In stature he is five feet eleven inches in height, of good form, and weighs about one hundred and seventy-five pounds. His hair and complexion are light, eyes gray, his features being what would be called *homely*, but all indicating great strength and force of character. In habits he is strictly temperate, of robust health, with a strong constitution capable of the greatest endurance, his principal danger in this respect lying in overworking both mind and body; but with a proper regard for health, being yet many years below

the prime of manhood, he is capable of attaining the highest position in whatsoever sphere he may devote his energies.

For many years Mr. Shaw has been one of the most extensive and persistent of advertisers, being a firm believer in the value of printer's ink as a fertilizer for business soil. His advertisements frequently appear in over two thousand newspapers and magazines simultaneously, and he has always made it a rule to advertise most extensively in the dullest times—a rule many other business men could profit in by adopting.

NEWSPAPER TESTIMONY.—A good advertising agency is mutually advantageous to advertiser and publisher.—(*Coos Rep.*) The compensation allowed them is not more than a fair equivalent for the labor of procuring and the risk of guaranteeing the pay from the various parties for whom they advertise.—(*Aroostook Pioneer.*) Parties wishing to advertise can contract their business with them as safely as with the publishers themselves.—(*Hampshire Express.*) After many years' experience we are prepared to recognize the system as a good one.—(*Gloucester Telegraph.*) We have very much preferred to pay commissions to such agents than bother ourselves and our patrons in those cities with the details of each individual case. We always regard them as partners in business.—(*Portsmouth Chronicle.*) We consider the agency plan the best, both for advertiser and publisher, where they are strangers to each other, as being the safest, and causing less anxiety and trouble as to whether the parties on either side are good and responsible, and will carry out their contracts in good faith.—(*Dover Gazette.*)

ADVERTISING AGENCIES.—The importance of advertising cannot be over-estimated, nor is it necessary to reiterate arguments in support of its advantages. The success of merchants and business men generally who have done so, systematically and judiciously, are so many evidences in its behalf. Like any other business, however, it requires a study of utility and method to enable one to make the application of means to the end which is desired. It is in itself a science, and one which demands application and practical sense to acquire to advantage. This is thoroughly understood at the North, where advertising agencies have been in successful operation for very many years, and to these the business men of that section resort as the most economical and effectual agents for the extension of their commercial transactions.

Among those we can cordially endorse as thoroughly reliable, prompt, and attentive to the interests of their patrons, we offer the names of Messrs. Geo. P. Rowell & Co., of New York.—(*Charleston Courier.*)

JOSEPH H. SCHENCK.

Adopting the significant Indian term great medicine man for one skilled in the healing art, why should it not be applied to Dr. Joseph H. Schenck, of Philadelphia, inventor of the Mandrake Pills, Sea-Weed Tonic, and Pulmonic Syrup? Dr. Schenck, like the celebrated Dr. Jayne, now deceased, is a native of the State of New Jersey. He served an apprenticeship to the tailoring trade and started in business as such in Trenton, N. J. But he soon became satisfied that his mission was neither to clothe the naked nor to feed the hungry, but to alleviate suffering humanity, and after divers experiments—nothing in the way of the black art, of course—he produced his famous medicines, to the virtues of which he has scores of certificates from all classes and condition of people. Having reached the point that he aimed at, the next thing was to apprise the people generally that there was “balm in Gilead,” and where, and at what price, it could be obtained. This was not so easy a matter, inasmuch as it would necessarily involve a considerable outlay, far beyond the doctor’s limited means. He at first sought a partner with cash enough to aid him in the humane work, but was unable to succeed, and finally he resolved to go ahead, “sink or swim, survive or perish.” Those who have the pleasure of a personal acquaintance with him know that he possesses indomitable pluck and an unflagging energy. With him there is no such word as fail, and the result shows that he did not miscalculate the great advantages of newspaper advertising. Had he been content to buy his molasses by the quart and his ipecac by the half pound, and in his innate modesty have hid himself behind a sign with lettering so small that Mrs. Partington would need her double magnetizing spectacles to make them out, humanity would have been the sufferer, and Dr. Schenck would not to-day be the possessor of a beautiful country seat, and have his carriages and horses, his steam yachts and all that sort of thing.

Looking back over a space of thirty years, to the humble period when the Seaweed Tonic was prepared in a solitary barrel, and now gazing upon the magnificent manufactory, where it and the other articles are made in almost endless quantities, he may well feel proud of the results of perseverance and fair trading.

As the leading tonic of the day, the Seaweed stands without a rival. The large building which, even now, in architectural beauty and attraction

equals anything else in the City of Brotherly Love has become too confined, and the next spring will see erected on the north-east corner of Sixth and Arch streets a marble building for the carrying on of his immense trade, eclipsing in magnificence all other stores.

In his laboratory every improvement known to modern science is employed, and the steam machine, with eccentric drum, for the exclusive manufacture of the Mandrake Pills, is a curiosity of mechanical dexterity for lightening the labor of man.

In giving the history of a fortune thus successfully built up, it will not be out of place to inquire into the manner of using so great an estate; whether the long years of accumulation have dried up the higher qualities of the mind, or whether a liberal employment of the gifts of Fortune show that the blind goddess has for once bestowed it where it will be worthily used. Dr. Schenck has, at Schenck's Station, fifteen miles from Philadelphia, and on the railroad leading from Philadelphia to New York, built himself a country residence, or summer retreat, which he has surrounded and filled with all the luxuries of art and nature which make the chief blessings of life. It is one of the finest residences near the Delaware, erected at a cost of fifty thousand dollars, and surrounded by a farm of some three hundred acres, in a magnificent state of cultivation. The situation is picturesque, the location healthy, and here the successful man of business, in the bosom of an amiable family, enjoys his *otium cum dignitate*, proudly conscious that he owes all to his own energies. The whole place reveals the man of wealth, refined by culture and fine taste. Conservatories, in which are treasured all the rarities of Flora, both of temperate and torrid zones; a garden which Adam, in his innocence, might have coveted; barns, stables, buildings, and agricultural machinery of the most approved style, fine horses, unexceptionable carriages, and stock of the most expensive breeds—the whole superintended by the best gardener, the best coachman, and the best farming steward in the United States. The farm is within a ring fence, and the different lots are separated by the most approved fences. The whole is so beautifully tilled and free from weeds as to lie before the parlor windows a map of beauty and care. On the river hard by rides like a swan a splendid yacht, of which he is himself captain, and can steer to a miracle. On a low portion of the ground he contemplates making a private fish-pond, which will add much to the attractiveness of the place.

That the great success of Dr. Schenck is mainly due to the manner in which he has made his medicines known he is free to admit. Few men in this country have so extensively advertised as he has. From the Atlantic to the Pacific, and from the southern borders of Texas to our new possessions in the extreme north, he and his remedies are known and prized. Long ago he inscribed upon his banner the hope-inspiring words, *Consumption can be cured*, and his certificates, scores of them, well authenticated, seem to leave no room to doubt the truth of the declaration. The doctor makes no pretensions to extraordinary medical knowledge. He is not college-bred, he don't carry a big-headed stick, nor bridge his nose with gold spectacles to give him a wise look, nor does he cough and cry "Hem!" nor make use of Latin phrases, nor affect the Sir Oracle in any manner or form. But he is a man of good com-

mon sense, and has a practical knowledge of what he professes, which is worth much more by tenfold than is to be gleaned from all medical books ever published. While your thoroughbred medicine man has been plodding on year after year, feeling the pulses of patients and writing Latin prescriptions, working hard and receiving but a scanty remuneration, often no doubt as much as they are worth, Dr. Schenck has by his pills and potions acquired both fame and fortune. He is now classed among the rich men of Philadelphia, far up in the scale; yet, with all the notoriety his tonics and his syrups have attained, he advertises as liberally as ever, well-knowing that it is necessary to keep their virtues before a suffering people. The doctor, like all business men, has had his misfortunes. A few years ago when he had a large and handsome depot for the storage and sale of his medicines, at the north-west corner of Sixth and Chestnut streets, a conflagration of a few hours swept away the whole stock and destroyed his elegantly fitted-up office. But he was on his feet in a few days, not in the least disconcerted.

In person, Dr. Schenck is tall, well-formed, and has a handsome intellectual face. It is one calculated to impress favorably all who are brought into contact with him. He married many years ago, and has an interesting family. That he enjoys the pleasures of this life his numerous friends well know. As a giver of liberal entertainments, a friend of struggling enterprise and of suffering humanity, he has a reputation that is worth more than silver and gold or precious stones.

GEO. P. ROWELL & Co., 40 Park Row, New York, are advertising agents with whom we have been doing business for more than a year with great satisfaction to ourselves. It is a model business-house—prompt, prudent, honorable, obliging, liberal, and just. They give more for the money than any other house in the world, and we advise all our friends to deal with them.—*City Item, Philadelphia, Jan. 29, 1870.*

IF YOU haven't business, advertise; if you have business, advertise. People go to places that are advertised, and they go by those that are not. A place that advertises is known to the world; that which does not is only known to a few that may pass it, and pretty much everybody does the latter.

ELIAS HOWE.

Elias Howe, the inventor of the sewing-machine, was born in 1819, at Spencer, in Massachusetts, where his father was a farmer and miller. There was a grist-mill, a saw-mill, and a shingle-machine on the place; but all of them together, with the aid of the farm, yielded but a slender revenue for a man blessed with eight children. It was a custom in that neighborhood, as in New England generally, forty years ago, for families to carry on some kind of manufacture at which children could assist. At six years of age, Elias Howe worked with his brothers and sisters at sticking the wire teeth into strips of leather for "cards," used in the manufacture of cotton. As soon as he was old enough, he assisted upon the farm and in the mills, attending the district school in the winter months. He was of opinion that it was the rude and simple mills belonging to his father which gave his mind its bent towards machinery; but he could not remember that this bent was very decided, nor that he watched the operation of the mills with much attention to the mechanical principles involved. He was a careless, play-loving boy, and the first eleven years of his life passed without an event worth recording. At eleven he went to "live out" with a farmer of the neighborhood, intending to remain until he was twenty-one. A kind of inherited lameness rendered the hard work of a farmer's boy distressing to him, and, after trying it a year, he returned to his father's house, and resumed his place in the mills, where he continued until he was sixteen.

One of his young friends, returning from Lowell about this time, gave him such a pleasing description of that famous town, that he was on fire to go thither. In 1835, with his parents' reluctant consent, he went to Lowell, and obtained a learner's place in a large manufactory of cotton machinery, where he remained until the crash of 1837 closed the mills of Lowell and sent him adrift, a seeker after work. He went to Cambridge, under the shadow of venerable Harvard. He found employment there in a large machine-shop, and was set at work upon the new hemp-carding machinery invented by Prof. Treadwell. His cousin, Nathaniel P. Banks, since Speaker of the House of Representatives and Major-General, worked in the same shop and boarded in the same house with him. After working a few months at Cambridge, Elias Howe found employment more congenial in Boston, at the shop of Ari Davis.

At twenty-one, being still a journeyman, earning nine dollars a week, he

married; and, in time, children came with inconvenient frequency. Nine dollars is a fixed quantity, or, rather, it was *then*; and the addition of three little mouths to be fed from it, and three little backs to be clothed by it, converted the vivacious father into a thoughtful and plodding citizen. His day's labor at this time, when he was upon heavy work, was so fatiguing to him that, on reaching his home, he would sometimes be too exhausted to eat, and he would go to bed, longing, as we have heard him say, "to lie in bed for ever and ever." It was the pressure of poverty and this extreme fatigue that caused him, about the year 1843, to set about the work of inventing the machine, which, he had heard four years before, "would be an independent fortune" to the inventor. Then it was that he caught the inventor's mania, which gives its victims no rest and no peace till they have accomplished the work to which they have abandoned themselves.

He wasted many months on a false scent. When he began to experiment, his only thought was to invent a machine which should do what he saw his wife doing when she sewed. He took it for granted that sewing must be *that*, and his first device was a needle pointed at both ends, with the eye in the middle, that should work up and down through the cloth, and carry the thread though at each thrust. Hundreds of hours, by night and day, he brooded over this conception, and cut many a basket of chips in the endeavor to make something that would work such a needle so as to form the common stitch. He could not do it. One day, in 1844, the thought flashed upon him, Is it necessary that a machine should imitate the performance of the hand? May there not be *another* stitch? This was the crisis of the invention. The idea of using two threads, and forming a stitch by the aid of a shuttle and a curved needle with the eye near the point, soon occurred to him, and he felt that he had invented a sewing-machine. It was in the month of October, 1844, that he was able to convince *himself*, by a rough model of wood and wire, that such a machine as he had projected would sew.

At this time he had ceased to be a journeyman mechanic. His father had removed to Cambridge to establish a machine for cutting palm-leaf into strips for hats—a machine invented by a brother of the elder Howe. Father and son were living in the same house, into the garret of which the son had put a lathe and a few machinist's tools, and was doing a little work on his own account. His ardor in the work of invention robbed him, however, of many hours that might have been employed, his friends thought, to better advantage by the father of a family. He was extremely poor, and his father had lost his palm-leaf machine by a fire. With an invention in his head that has since given him more than two hundred thousand dollars in a single year, and which is now yielding a profit to more than one firm of a thousand dollars a day, he could scarcely provide for his little family the necessities of life. Nor could his invention be tested, except by making a machine of steel and iron, with the exactness and finish of a clock. At the present time, with a machine before him for a model, a good mechanic could not, with his ordinary tools, construct a sewing-machine in less than two months, nor at a less expense than three hundred dollars. Elias Howe had only his model in his head, and he had not money enough to pay for the raw material requisite for the one machine.

There was living at Cambridge a young friend and schoolmate of the inventor, named George Fisher, a coal and wood merchant, who had recently inherited some property, and was not disinclined to speculate with some of it. The two friends had been in the habit of conversing together upon the project of the sewing-machine. When the inventor had reached his final conception, in the fall of 1844, he succeeded in convincing George Fisher of its feasibility, which led to a partnership between them for bringing the invention into use. The terms of the partnership were these: George Fisher was to receive into his house Elias Howe and his family, board them while Elias was making the machine, give up his garret for a workshop, and provide money for material and tools to the extent of five hundred dollars; in return for which he was to become the proprietor of one-half the patent, if the machine proved to be worth patenting. Early in December, 1844, Elias Howe moved into the house of George Fisher, set up his shop in the garret, gathered materials about him, and went to work. It was a very small, low garret, but it sufficed for one zealous brooding workman, who did not wish for gossiping visitors.

All the winter of 1844-45 Mr. Howe worked at his machine. His conception of what he intended to produce was so clear and complete that he was little delayed by failures, but worked on with almost as much certainty and steadiness as though he had a model before him. In April he sewed a seam by his machine. By the middle of May, 1845, he had completed his work. In July he sewed by his machine all the seams of two suits of woolen clothes, one suit for Mr. Fisher and the other for himself, the sewing of both of which outlasted the cloth. This first of all sewing-machines, after crossing the ocean many times, and figuring as a dumb but irrefutable witness in many a court, may still be seen at Mr. Howe's office in Broadway, where, within these few weeks, it has sewed seams in cloth at the rate of three hundred stitches a minute. It is agreed by all disinterested persons (Professor Renwick among others) who have examined this machine that Elias Howe, in making it, carried the invention of the sewing-machine farther on toward its complete and final utility than any other inventor has ever brought a first-rate invention at the first trial. It is a little thing, that first machine, which goes into a box of the capacity of about a cubic foot and a half. Every contrivance in it has since been improved, and new devices have been added; but no successful sewing-machine has ever been made, of all the seven hundred thousand now in existence, which does not contain some of the essential devices of this first attempt.

Toward the close of 1850 we find him in New York, superintending the construction of fourteen sewing-machines at a shop in Gold street, adjoining which he had a small office, furnished with a five-dollar desk and two fifty-cent chairs. One of these machines was exhibited at the fair in Castle Garden in October, 1851, where, for the space of two weeks, it sewed gaiters, pantaloons, and other work. Several of them were sold to a boot-maker in Worcester, who used them for sewing boot-legs with perfect success. Two or three others were daily operated in Broadway, to the satisfaction of the purchasers. We can say, therefore, of Elias Howe, that besides inventing the sewing-machine, and besides making the first machine with his own hands, he brought his invention to the point of its successful employment in manufacture.

While he was thus engaged, events occurred which seriously threatened to rob him of all the benefit of his invention. The infringers of his patent were not men of large means nor of extraordinary energy, and they had no "case" whatever. There was the machine which Elias Howe had made in 1845, there were his letters-patent, and all the sewing-machines then known to be in existence were essentially the same as his. But in August, 1850, Isaac Merritt Singer, a man of vast resources, joined the combination, having discovered a prior inventor to Howe, and gave him a great deal of trouble. Singer's means becoming exhausted, however, he abandoned the contest, although always claiming that his contestant was not the rightful inventor, and consented to pay a royalty.

In the year 1854, after a long trial, Judge Sprague, of Massachusetts, decided that "the plaintiff's patent is valid, and the defendant's machine is an infringement."

This decision was made when nine years had elapsed since the completion of the first machine, and when eight years of the term of the first patent had expired. The patent, however, even then, was so little productive that the inventor, embarrassed as he was, was able upon the death of his partner, Mr. Bliss, to buy his share of it. He thus became, for the first time, the sole proprietor of his patent; and this occurred just when it was about to yield a princely revenue. From a few hundreds a year, his income rapidly increased, until it went beyond two hundred thousand dollars. By the time the extension of the patent expired, September 10, 1867, the amount did not fall far short of the round two millions. It cost him, however, immense sums to defend his rights, and he was then very far from being the richest of the sewing-machine kings. He had the inconvenient reputation of being worth four millions, which was exactly ten times the value of his estate at the time of his death.

The eminent success of this and other noted sewing-machines is largely owing to advertising. Take, for instance, the Howe Sewing-Machine Manufacturing Company, which succeeded Elias Howe as the manufacturers of this combination of steel fingers and tireless muscles. Immense sums have been paid by them and their predecessor to the public press to keep the world informed about their machines. As their means have become larger, their success has been greater, and their expenses larger in periodicals. A large number of ephemeral newspapers have from time to time set forth the advantages of sewing-machines, and it is not too much to say that without the printing press the next greatest marvel of civilization would not be known in one place where it is now in ten.

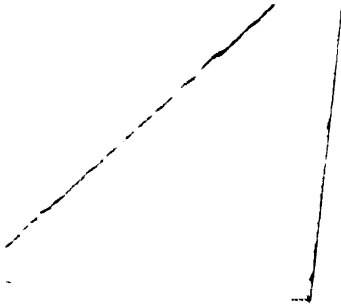
By means of the various improvements and attachments, the sewing-machine now performs nearly all that the needle ever did. It seams, hems, tucks, binds, stitches, quilts, gathers, fells, braids, embroiders, and makes button-holes. It is used in the manufacture of every garment worn by man, woman, or child. Firemen's caps, the engine-hose which firemen use, sole-leather trunks, harness, carriage curtains and linings, buffalo-ropes, horse-blankets, horse-collars, powder-flasks, mail-bags, sails, awnings, whips, saddles, corsets, hats, caps, valises, pocket-books, trusses, suspenders, are among the articles made by its assistance; but it is employed, quite as usefully, in

making kid gloves, parasols, and the most delicate article of ladies' attire. Some of our readers, perhaps, witnessed the show, two years ago in New York, of the shoes, gaiters, and ladies' boots made for the Paris Exhibition. They were of all degrees of delicacy, from the stout Balmoral to the boot of kid, satin, or velvet; and every kind of stitch had been employed in their manufacture. Some of the stitches were so fine that they could not be distinctly seen without a magnifying-glass, and some were as coarse and strong as those of men's boots. The special wonder of this display was that *every* stitch in every one of those beautiful shoes was executed by the machine. Mr. E. C. Burt, who made this splendid contribution to the Exhibition, assured Mr. Parton, and assured the universe in general at Paris, that all this variety of elegant and durable work was performed on the "Howe Sewing-Machine." Upon ordinary boots and shoes, the machine has long been employed; but it is only recently that any one has attempted to apply it to the manufacture of those dainty things which ladies wear upon their feet when they go forth, armed *cap-a-pie*, for conquest. A similar change has occurred in other branches of manufacture. As operators have increased in skill, and as the special capabilities of the different machines have been better understood, finer kinds of work have been done upon them than used to be thought possible. Some young ladies have developed a kind of genius for the sewing-machine. The apparatus has fascinated them; they execute marvels upon it, as Gottschalk does upon the piano. One of the most recent applications of the machine is to the sewing of straw hats and bonnets. A Yankee in Connecticut has invented attachments by which the finest braids are sewn into bonnets of any form.

Elias Howe sold out in 1865, to a company largely composed of those who would naturally be his heirs. The company was then manufacturing ten machines a day, and their present product is now two hundred and fifty, and an addition is putting up that will enable them to furnish four hundred in the same time. Mr. Howe did not long survive the sale of his interest, as he died on the third of October, 1867, less than four weeks after the expiry of his patent. The sales amount to two millions and a half of dollars a year, and out of their machines twenty thousand a year are sold in foreign countries. The factory is at Bridgeport, Conn., and employs over eight hundred persons, and the salesroom is in Broadway, New York.



TO WHOM IT MAY CONCERN.—I hereby certify that by careful and extensive advertising I have, since the spring of 1863, increased my capital and business more than one hundred fold.—H. A. King, of the firm of H. A. King & Co., Publishers and Proprietors of the *Beekeepers' Journal* and *National Agriculturist*, 37 Park Row, New York.



PHINEAS T. BARNUM.

The career of the Connecticut showman has been an extraordinary one. Uniting a happy audacity of design with obstinacy in its execution, he has succeeded in amassing a handsome fortune out of ideas which would be pronounced impracticable by the rest of the world, and has made his name known as far as the language is spoken. Frank in address and courteous in manner, he has deservedly been popular among those who frequent exhibitions, and the curious compound of philanthropic Christianity with the habitual deceit of a caterer to the element of wonder in mankind which Barnum shows is peculiar to himself.

Phineas Taylor Barnum is the son of a typical Connecticut Yankee, who, from the predominance of hope over caution displayed in his organization, never succeeded in amassing a fortune. He was born on the day succeeding the anniversary of independence, in the year 1810. All the education Barnum ever received was obtained in the common schools of Connecticut, and it is recorded of him that at twelve years of age he was counted apt and skillful at figures, although it does not seem that on his first visit to New York he had studied the currency tables, as he offered a woman who kept a stall in the streets ten cents for two oranges which she had demanded fourpence each for. She gravely assented, leaving the young orange eater to suppose that he had made two cents by the bargain, whereas, as the Yankee fourpence was six cents, he lost two. Bargaining was, indeed, one of the delights of youth at that day, and Barnum sold cookies, gingerbread, and cherry rum to his schoolmates and the neighborhood before he was twelve years of age, and would, undoubtedly, have become a small Cræsus if his father had not kindly permitted him to pay for his own clothes.

The first regular business the subject of our sketch was employed in was as clerk in a country store, which taught him the tendency to deceit in the human mind, and led him to keep a sharp look-out for frauds of all kinds. A wagon-load of oats would be found to be four or five bushels short, fleeces of wool would have stones in them, and bundles of rags would be filled in the interior with ashes or gravel. Trials of practical jokes would frequently occur, and the most ordinary expression might contain a sell, so that Phineas had his wits fully employed. After being awhile in this situation, his father died, and he accepted another place in a store a short distance from home,

where he showed his administrative genius by organizing a lottery where most of the prizes should come from glass and defective and old tinware. The scheme spread like wildfire, and the store succeeded in getting rid of all their unsaleable articles. His employer going to Brooklyn, then only a village, he followed him, and at the age of seventeen was the buyer for the house in the New York marts. He received nothing but a salary, and, becoming dissatisfied, left and opened a porter-house, which he soon sold out to good advantage, and then became a clerk to another liquor-dealer—all this, however, without himself drinking.

In February, 1828, he returned home and opened a fruit and confectionery store on a capital of one hundred and twenty dollars. Fifty were used in fitting up the store, and the remaining seventy dollars purchased his stock in trade. He opened on the first Monday in May, general training day. The village was full of people who had been attracted by the doings, and the shop was full all day long. Sixty-three dollars were the day's receipts, and the stock seemed hardly diminished. Additional purchases increased the goods, and in the fall he added stewed oysters to the inducements. Lottery tickets were also sold on a commission of ten per cent., and as large numbers of them were then sold everywhere in New England considerable was made.

Becoming attracted by a fair young tailoress, named Charity Hallett, whom he had escorted home one night, he married her at the age of nineteen, and to keep up his character for enterprise became an editor when scarce twenty-one. The *Herald of Freedom* was a success, so far as influence and circulation were concerned, but the luckless editor was three times sued for libel and once imprisoned for sixty days. Comfortable provision was made for him in jail; the room was papered and carpeted, he lived well, his subscription list rapidly increased, and his leaving was celebrated as a festival by the citizens of the town. His crime had been stating that a prominent church member had "been guilty of taking *usury* from an orphan boy," and, although the substantial truth of the assertion was acknowledged by all, the old law maxim that the greater the truth the greater the libel was held to be good. The court-room in which he was convicted was the scene of the celebration. An ode written for the occasion was sung, an oration delivered, and several hundred gentlemen partook of a sumptuous dinner, followed by appropriate toasts and testimonials. A coach drawn by six horses was preceded by forty horsemen, and was followed by sixty carriages. Cannon were fired and music was played, and it was altogether a great triumph for Barnum.

Although he had carried on quite an extensive business, yet there were so many losses by running away, death, failing, and other similar ways, that when he closed up business in Bethel and removed to New York, which he did in 1834, there was very little for him to live upon, excepting such as might be derived from his agent for collections. In New York he had hoped to secure some position in a mercantile house, but could not. The *Sun*, which was then, as now, a great medium for advertising wants, was eagerly perused every day. There were many chances for going into business, but they were mostly patent life-pills or a self-acting mouse-trap. His wife opened a private boarding-house on Frankfort street, and Mr. Barnum finally bought an interest in a grocery store, and in the summer succeeding made his first entry as a



showman. Joice Heth was the speculation. Mr. Coley Bartram, of Connecticut, informed Barnum that he had owned an interest in a remarkable old negro woman, who was one hundred and sixty years old, and had been the nurse of Gen. Washington. At this time (1835) she was on exhibition in Philadelphia, with papers authenticating her age and her membership in the Baptist Church for one hundred and sixteen years. Satisfactory proof seemed to be offered as to why she had been forgotten so long. The remaining partner in her proprietorship being willing to sell, Barnum became the owner. Joice Heth, to use the words of the exhibitor, was certainly a remarkable curiosity, and she looked as if she might have been far older than her age as advertised. She was apparently in good health and spirits, but from age or disease, or both, was unable to change her position; she could move one arm at will, but her lower limbs could not be straightened; her left arm lay across her breast and she could not remove it; the fingers of her left hand were drawn down so as nearly to close it, and were fixed; the nails on that hand were almost four inches long and extended above her wrist; the nails on her large toes had grown to the thickness of a quarter of an inch; her head was covered with a thick bush of grey hair; but she was toothless and totally blind, and her eyes had sunk so deeply in the sockets as to have disappeared altogether.

The exhibition was successful, as every appliance of the printer's art was used to get people to think, and talk, and become curious and excited over and about the "rare spectacle." Posters, transparencies, advertisements, and newspaper paragraphs were employed regardless of expense, and the rooms were crowded continually, netting much profit to the proprietor, until her death, which occurred in the next February. Post-mortem examinations did not seem to indicate so great an age as had been assumed, but nothing is certainly known about her. His second step in the show line was to exhibit an Italian juggler, and his third to engage as treasurer to a traveling circus. He afterwards continued in the itinerating line, going from one place to another, until the middle of 1841.

Thirty years ago in New York there was, standing at the corner of Broadway and Ann streets, Scudder's American Museum—a collection of curiosities from every quarter of the globe, and having everything from a turtle weighing fourteen hundred pounds to a curious tooth-pick. Halleck had sung its praises when his muse had some poetry to it, and it was altogether one of the institutions of the city. Mr. Scudder was dead, and the property was held in trust for his daughters, being valued at fifteen thousand dollars, and costing probably about fifty thousand. Since his death it had been losing money, and the heirs were desirous of selling it. Barnum conceived the idea of buying it, and asked his friends their opinion. "You buy the American Museum?" said one. "What do you intend buying it with?" "Brass," replied he, "for silver and gold have I none." The Museum building then belonged to Mr. Francis W. Olmsted, a retired merchant, to whom Barnum wrote indicating his desire to buy the collection, and saying that although he had no money, yet industry, combined with tact and experience, would, he thought, enable him to meet every payment in time. He therefore asked Mr. Olmsted to purchase the Museum in his own name; to give him a writing securing it to

Barnum, provided he made the payments punctually, including rent, and to allow twelve and a half dollars a week for the support of his family. There was also a forfeiture clause. In reply to this letter, Mr. Olmsted named an hour when Barnum could call on him, and inquired as to his habits and antecedents. As to references, he had several prominent theatrical and circus men, and Mr. Moses Y. Beach, of the *New York Sun*. Some of these gentlemen called on Mr. Olmsted the next day, and spoke well of the showman, and an agreement was entered into by which the property was to be bought by the owner of the building, an accountant and ticket-taker was to be paid by Barnum, and the whole building was also leased by him at an aggregate rent of \$3,000 a year. On seeing Mr. John Heath, the administrator of the estate, a bargain was struck for \$12,000, payable in seven yearly installments. The day was appointed to draw and sign the writings, and all parties appeared, when Mr. Heath announced that he must decline any further action, as he had sold the collection to Peale's Museum, which had then considerable reputation, for \$15,000, and had received \$1,000 as earnest.

This was quite a blow to Barnum, who had confidently expected to obtain the collection, and he immediately took measures to inform himself as to whom the managers of the Museum were. They proved to be a party of speculators who had bought Peale's collection for a few thousand dollars, expecting to join the American Museum with it, and then to sell stock to a sufficient extent to handsomely reimburse themselves.

Barnum went immediately to several of the editors, including Major M. M. Noah, M. Y. Beach, and to West, Herrick, and Ropes, of the *Atlas*, and others, and stated his grievances. "Now," said he, "if you will give me the use of your columns, I'll blow that speculation sky-high." They all consented, and he wrote a large number of squibs, cautioning the public against buying the Museum stock, ridiculing the idea of a board of broken-down bank directors engaging in the exhibition of stuffed monkey and gander-skins; appealing to the case of the Zoölogical Institute, which had failed by adopting such a plan as the one now proposed; and finally told the public that such a speculation would be infinitely more ridiculous than Dickens's "Grand United Metropolitan Hot Muffin and Crumpet-Baking and Punctual Delivery Company."

The stock was as "dead as a herring!" He then went to Mr. Heath and asked him when the directors were to pay the other fourteen thousand dollars. "On the 26th day of December, or forfeit the one thousand dollars already paid," was the reply. He was assured that they would never pay it, that they could not raise it, and that he would ultimately find himself with the Museum collection on his hands, and if once Barnum started off with an exhibition for the South he would not touch the Museum at *any* price. "Now," said he, "if you will agree with me confidentially, that in case these gentlemen do not pay you on the 26th of December, I may have it on the 27th for twelve thousand dollars, I will run the risk, and wait in this city until that date." He readily agreed to the proposition, but said he was sure they would not forfeit their one thousand dollars.

"Very well," said Barnum; "all I ask of you is that this arrangement shall not be mentioned." He assented. "On the 27th day of December, at

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THE MEN WHO ADVERTISE.

"A. M., I wish you to meet me in Mr. Olmsted's apartments, present the writings, provided this incorporated company do not pay more than fourteen thousand on the 26th." He agreed to this, and by request put it in writing.

To outside parties, then, Barnum remarked that he had lost the Museum. In the meanwhile he continued his newspaper squibs at the company, which could not sell a dollar of its stock. On the appointed day the money was not paid, and Barnum became the proprietor, and his first act was to place the Directors and President of the Company on his free list. They were very angry, but could do nothing, and Barnum bent his energies to the building up and successful conduct of his enterprise, dining in the Museum off bread and cheese, and working night and day. The Museum was, even in Scudder's day, worth the twenty-five cents charged twice over, and it was speedily much increased. In 1842 Peale's Museum was added, and in 1850 another large collection was obtained, and during all Barnum's long connection with it additional curiosities were secured. The result of the frugality and enterprise displayed by the manager was that in a year the entire museum was paid for out of its surplus earnings. The attractions were constantly varying—educated dogs, fat women, dwarfs and giants, industrious fleas, albinos, ventriloquists, automatons, panoramas, singing, dancing, pantomime, and theatrical performances being a few.

While he expended money liberally for attractions for the inside of his Museum, and bought or hired everything curious or rare which was offered or could be found, he was prodigal in his outlays to arrest or arouse public attention. When he became proprietor of the establishment, there were only the words "American Museum," to indicate the character of the concern; there was no bustle or activity about the place; no posters to announce what was to be seen; the whole exterior was as dead as the skeletons and stuffed skins within. His experiences had taught him the advantages of advertising. He printed whole columns in the papers, setting forth the wonders of his establishment. Old "fogies" opened their eyes in amazement at a man who could expend hundreds of dollars in announcing a show of "stuffed monkey skins;" but these same old fogies paid their quarters, nevertheless, and when they saw the curiosities and novelties in the Museum halls, they, like all other visitors, were astonished as well as pleased, and went home and told their friends and neighbors, and thus assisted in advertising his business. He says:

"It will be seen that very much of the success which attended my many years' proprietorship of the American Museum was due to advertising, and especially to my odd methods of advertising. Always claiming that I had curiosities worth showing and worth seeing, and exhibited 'dog cheap' at 'twenty-five cents admission, children half price'—I studied ways to arrest public attention; to startle, to make people talk and wonder; in short, to let the world know that I had a Museum."

One of the happiest hits ever made by Barnum was the engagement of General Tom Thumb, who was found by the showman in Bridgeport, Conn. He was then only five years old, was less than two feet high, and weighed about sixteen pounds. Under the acute management of the manager of the

Museum he was made to appear eleven years of age, and was placarded as the smallest dwarf ever known. The exhibition was very successful in America, and a year or two after Tom was taken to England, where all the arts of advertising were brought into requisition. A brief engagement was made with the Princess's Theatre, the General was invited into the houses of Baron Rothschild and others of the nobility, and the Queen gave a private interview. The money coined in England was very great, and subsequently as profitable tours were taken in France and Germany.

As we descend later in time, we find accounts of the Jenny Lind excitement. Nothing similar to it had ever been known before, and it will probably never happen again. The enthusiasm was tremendous. Seats sold for prices for which a house might be obtained, the pleasure of the people who attended was unbounded, and the golden stream of wealth flowed unceasingly into the treasury of Barnum. Her fame was great before she arrived here, but the impressario had forestalled public opinion; the press was filled for months previous with descriptions of Jenny, her goodness, her benevolence, and the unaffected simplicity of her manners, and the qualities of her voice, one of the most sympathetic and flexible ever known, were expatiated upon by the editors, who seemed to have gone mad. Pictures were to be found in every shop window, and every apprentice and shop-girl knew all the particulars of the career of the Swedish nightingale. Advertisements were inserted everywhere, and nothing was left unattempted to cause a general intoxication of the public mind. For weeks after her arrival in America the excitement was unabated. Her rooms were thronged by visitors, including the magnates of the land in both Church and State. The carriages of the wealthiest citizens could be seen in front of her hotel at nearly all hours of the day, and it was with some difficulty that Barnum prevented the "fashionables" from monopolizing her altogether, and thus, as he believed, sadly marring his interests by cutting her off from the warm sympathies she had awakened among the masses. Presents of all sorts were showered upon her. Milliners, mantua-makers, and shopkeepers vied with each other in calling her attention to their wares, of which they sent her many valuable specimens, delighted if, in return, they could receive her autograph acknowledgment. Songs, quadrilles, and polkas were dedicated to her, and poets sung in her praise. We had Jenny Lind gloves, Jenny Lind bonnets, Jenny Lind riding hats, Jenny Lind shawls, mantillas, robes, chairs, sofas, pianos—in fact, everything was Jenny Lind. Her movements were constantly watched, and the moment her carriage appeared at the door it was surrounded by multitudes, eager to catch a glimpse of the Swedish nightingale.

This was the luckiest hit of Barnum's genius. Three-quarters of a million of dollars were received by the troupe, and the profits were probably not less than a quarter of a million for Barnum, and Jenny's were one hundred and seventy-six thousand. It was all obtained in ninety-five concerts, and shows conclusively the eagerness of the American public to hear the songstress.

Among other undertakings of Barnum were plowing by elephants in Connecticut, the Crystal Palace of New York, Phillips's Annihilator, and the *Illustrated News*. In fact, he was engaged in so many enterprises that it is

difficult to follow them. But among these there was an unlucky connection with the Jerome Clock Company, which succeeded in bankrupting the showman, and compelled him almost to commence anew. In the course of time, however, he built up another fortune, and has succeeded in retaining it, spite of the destruction of his Museum twice by fire, and other accidents by flood and field. During the period of his adversity he exhibited the little General in Europe, among other enterprises, and also lectured on the Art of Money-Getting. This is one of the most instructive and entertaining business discourses ever given to a public audience. It may be summed up in a few condensed sentences: Don't drink; don't be above your business; don't mistake your vocation; select the right location; avoid debt; persevere; whatever you do, do with all your might; depend upon your own personal exertions; use the best tools; don't get above your business; don't scatter your powers; be systematic; read the newspapers; beware of outside operations; don't indorse without good security; advertise your business; be polite and kind to your customers; be charitable; don't tell what you are going to do; and preserve your integrity. In advertising Mr. Barnum gives some weighty advice, which we extract:

"ADVERTISE YOUR BUSINESS.—We all depend, more or less, upon the public for our support. We all trade with the public—lawyers, doctors, shoemakers, artists, blacksmiths, showmen, opera-singers, railroad presidents, and college professors. Those who deal with the public must be careful that their goods are valuable; that they are genuine and will give satisfaction. When you get an article which you know is going to please your customers, and that, when they have tried it, they will feel they have got their money's worth, then let the fact be known that you have got it. Be careful to advertise in some shape or other, because it is evident that if a man has ever so good an article for sale, and nobody knows it, it will bring him no return. In a country like this, where nearly everybody reads, and where newspapers are issued and circulated in editions of five thousand to two hundred thousand, it would be very unwise if this channel was not taken advantage of to reach the public in advertising. A newspaper goes into the family and is read by wife and children, as well as the head of the house; hence hundreds and thousands of people may read your advertisement, while you are attending to your routine business. Many, perhaps, read it while you are asleep. The whole philosophy of life is, first 'sow,' then 'reap.' That is the way the farmer does; he plants his potatoes and corn, and sows his grain, and then goes about something else, and the time comes when he reaps. But he never reaps first and sows afterwards. This principle applies to all kinds of business, and to nothing more eminently than to advertising. If a man has a genuine article, there is no way in which he can reap more advantageously than by 'sowing' to the public in this way. He must, of course, have a really good article, and one which will please his customers; anything spurious will not succeed permanently, because the public is wiser than many imagine. Men and women are selfish, and we all prefer purchasing where we can get the most for our money; and we try to find out where we can most surely do so.

"You may advertise a spurious article, and induce many people to call

and buy it once, but they will denounce you as an impostor and swindler, and your business will gradually die out, and leave you poor. This is right. Few people can safely depend upon chance custom. You all need to have your customers return and purchase again. A man said to me, 'I have tried advertising, and did not succeed; yet I have a good article.'

"I replied, 'My friend, there may be exceptions to a general rule. But how do you advertise?'

"I put it in a weekly newspaper three times, and paid a dollar and a half for it.'

"I replied: 'Sir, advertising is like learning—a little is a dangerous thing.'

"A French writer says that 'the reader of a newspaper does not see the first insertion of an ordinary advertisement; the second insertion he sees, but does not read; the third insertion he reads; the fourth insertion he looks at the price; the fifth insertion he speaks of it to his wife; the sixth insertion he is ready to purchase, and the seventh insertion he purchases.' Your object in advertising is to make the public understand what you have got to sell, and if you have not the pluck to keep advertising, until you have imparted that information, all the money you have spent is lost. You are like the fellow who told the gentlemen if he would give him ten cents it would save him a dollar. 'How can I help you so much with so small a sum?' asked the gentleman in surprise. 'I started out this morning' (hiccapped the fellow) 'with the full determination to get drunk, and I have spent my only dollar to accomplish the object, and it has not quite done it. Ten cents' worth more of whiskey would just do it, and in this manner I should save the dollar already expended.'

"So a man who advertises at all must keep it up until the public know who and what he is, and what his business is, or else the money invested in advertising is lost.

"Some men have a peculiar genius for writing a striking advertisement, one that will arrest the attention of the reader at first sight. This tact, of course, gives the advertiser a great advantage. Sometimes a man makes himself popular by an unique sign or a curious display in his window. Recently I observed a swing sign extending over the sidewalk in front of a store, on which was the inscription,

'DON'T READ THE OTHER SIDE.'

"Of course I did, and so did everybody else, and I learned that the man had made an independence by first attracting the public to his business in that way and then using his customers well afterwards.

"Genin, the hatter, bought the first Jenny Lind ticket at auction for two hundred and twenty-five dollars, because he knew it would be a good advertisement for him. 'Who is the bidder?' said the auctioneer, as he knocked down that ticket at Castle Garden. 'Genin, the hatter,' was the response. Here were thousands of people from the Fifth Avenue, and from distant cities in the highest stations in life. 'Who is Genin, the hatter?' they exclaimed. They had never heard of him before. The next morning the newspapers and telegraph had circulated the facts from Maine to Texas, and from five to ten millions of people had read that the tickets sold at auction for

Jenny Lind's first concert amounted to about twenty thousand dollars, and that a single ticket was sold at two hundred and twenty-five dollars, to 'Genin, the hatter.' Men throughout the country involuntarily took off their hats to see if they had a 'Genin' hat on their heads. At a town in Iowa it was found that in the crowd around the post office there was one man who had a 'Genin' hat, and he showed it in triumph, although it was worn out and not worth two cents. 'Why,' one man exclaimed, 'you have a real 'Genin' hat; what a lucky fellow you are.' Another man said 'Hang on to that hat, it will be a valuable heir-loom in your family.' Still another man in the crowd, who seemed to envy the possessor of this good fortune, said, 'Come, give us all a chance; put it up at auction!' He did so, and it was sold as a keepsake for nine dollars and fifty cents! What was the consequence to Mr. Genin? He sold ten thousand extra hats per annum, the first six years. Nine-tenths of the purchasers bought of him, probably, out of curiosity, and many of them, finding that he gave them an equivalent for their money, became his regular customers. This novel advertisement first struck their attention, and then, as he made a good article, they came again."

The return to prosperity has not been succeeded by any fall. Stout and jovial, Barnum cracks his jokes as freely as of yore, and is as able to conceive and carry out great enterprises as ever. The long succession of dwarfs and giants, albinos and fat women, no longer interest him, for he has retired from the Museum business, and devotes his time mostly to real estate and the care of his property. He has been a strict business man for the last twenty years, kind and generous in his charities, and a pleasant companion. He lives now during the winter season in New York, and has a country residence near Bridgeport. An autobiography written in 1855, and materially revised, with additions, in 1869, is published by J. B. Burr & Co. of Hartford, and is a pleasant and entertaining book.

WITH persistency almost anything can be accomplished. Advertising does not differ from other kinds of business in this. It needs to be done persistently. What would be thought of the farmer who simply put his grain in the ground and did nothing further? He could not expect half what he might if the soil had been assiduously tilled. Just so in publicity. You desire it simply to make additional sales, and you think that if you have sown the good seed at one time that there has been enough done to last for an indefinite series of years. It is no more so than that grain sown one year will be productive next. True, there may be grains shaken down which by accident shall germinate and bring forth fruit; but how little! To obtain a heavy crop, plant every year; to increase your business by advertising, advertise often.

T. B. PETERSON.

The career of T. B. Peterson, bookseller and publisher, may be studied with pleasure and profit. He is a practical printer, and thirty years ago was foreman in the office of George R. Graham, a leading newspaper and magazine publisher of that period. Mr. Graham published the *Casket*, a monthly periodical, which had for its contributors a number of the prominent writers of the day, including C. J. Peterson, a brother of the subject of our sketch. The *Casket* was only published for a year or two under that title, after which Mr. Graham bought *Burton's Gentleman's Magazine*, and, uniting it with the *Casket*, published the monthly under the name of *Graham's Lady's and Gentleman's Magazine*, the first number of which was issued in 1841. In this periodical appeared the first mezzotint engravings executed in this country. Mr. Graham drew around him a host of popular magazine writers, among them Edgar A. Poe, Jesse E. Dow, J. Ross Browne, T. Dunn English, Willis Gaylord Clark and Mrs. Esling, and the periodical soon acquired a very extended circulation. The success which attended Mr. Graham's efforts to furnish a first-class magazine induced him to embark in a new undertaking, and, purchasing three Philadelphia weeklies, the *United States Gazette*, *Saturday Evening Post*, and *Saturday Chronicle*, he united them, and published an attractive sheet called the *Saturday Evening Post and Chronicle*. The weekly, like the magazine, soon worked its way into public favor, and Mr. Graham saw the road open before him to a reasonable amount of fame and fortune. It will be seen how the foreman in his printing office outstripped him in the race. The demand for the magazine, the new weekly, and for other publications, including the *Brother Jonathan*, issued from the press of Wilson & Co., of New York, which then had a deserved popularity, and with it Extras containing long stories, attaining a wide circulation, induced Mr. Peterson to try his hand as a dealer, and with a partner to attend to the selling department the new firm commenced business in a very small way. The field was not then unoccupied. Burgess, a popular New Yorker, had opened a newspaper and magazine depot at Third and Dock streets; Zeiber, a Philadelphian, had a shop within a stone's throw of it, and Peterson and his man Friday, nothing daunted, asked for and received a reasonable share of custom. The business, by close attention, increased, and in a few years Mr. Peterson commenced his career as a book publisher. Meanwhile

he had made himself known by liberally advertising his establishment, and his earliest publications, the works of George Lippard and Caroline Lee Hentz, were extensively read. The Philadelphia publishers at that day were among the most eminent in the country. Lea & Blanchard, Carey & Hart, and J. Gregg were everywhere known. The first-named firm republished the early works of Dickens, and it was not until some years after that Mr. Peterson scattered them broadcast over the land, in both cheap and costly editions, doing more probably for their wide circulation than any other publisher in the United States. Carey & Hart have the credit of having issued the most magnificent edition of Byron's *Childe Harold* that was ever published this side of the Atlantic, and T. B. Peterson may with justice claim the honor of issuing the largest number of editions of all the writings of Charles Dickens of any American bookman. There can be no doubt that much of the success of Mr. Peterson is to be credited to liberal advertising, by which he won the good opinion of newspaper publishers and received favorable notices from time to time. Some one has remarked in a spirit of satire that the best way to reach the heart of such is through their stomachs, meaning that a good dinner will of all things most readily secure his regard, but this is a mistake. It is true that he is not insensible to such influences. Where is the man who can lay his hand upon his heart and declare that he is? A more certain and ready way, however, to make his sympathetic feelings all aglow, and bring a smile to his cheek, is to put money in his purse—to do it in a business way. And they who have used the columns of newspapers to make themselves and their trades and professions known are prepared to certify to the truth of what has been said.

While T. B. Peterson was mounting up the ladder of prosperity, and at each step getting into a purer and more healthy business atmosphere, his employer, Mr. Graham, was gradually but surely going down. His magazine and newspaper both sunk in public estimation, and he finally gave them up, and opened an office as a broker. In this he was not successful. Several unfortunate speculations proved damaging to him, and but for the assistance of well-to-do friends and relatives he would have been completely wrecked. He died about eight or ten years ago. The business of T. B. Peterson & Brothers was never more prosperous than at the present time. Their publications are generally of a popular kind, and embrace the writings of many of the best authors of this country and of England. They are not all the works of romance writers, but among them may be found standard educational and scientific productions. And all is the result of energy and tact, liberal advertising, and good management generally. Mr. Peterson is in the enjoyment of a handsome income, and he lives in a manner which shows a proper appreciation of the rational pleasures of life. He has a mansion on Broad street, commodious and elegant, he is a patron of the drama, is a general attendant at operatic performances, and he spends the summer months at one of the fashionable seaside resorts. He is now a little on the shady side of fifty, yet he looks hale and vigorous, and capable of enjoying the comforts and pleasures of the world for many years to come.

E. C. ALLEN.

Not a score of years ago, in a small town in the State of Maine, was known a hard-working, hard-thinking youngster, whose ambition caused him to be dissatisfied with the small returns made from his father's rocky farm. His chance for schooling was not very good, but by improving every opportunity he managed to get a good education, and at the age of seventeen, against the advice of his friends, resolved to start out in the world for himself. We next hear of him as a common canvasser, peddling books, newspapers, etc., and it is said he never attempted to sell an article but what he made it go. Strict economy he had to observe to make the two ends meet, but where there is a will there is a way, and in the course of a year he had in his possession over one hundred dollars. He now resolved to employ an agent or two to canvass for him. This plan, in his hands, worked very well, and he was soon in a prosperous business, and, had he been content with common things, would have settled down and taken things easily. As it was, he went into the patent right business, and opened what he called a general agency office, and advertised to furnish agents with any book or other article sold by agents at the lowest wholesale price. Business came slowly, and it was found uphill work to pay expenses. Often he was on the point of giving up, but the never-give-up principle predominated, and carried him through. After two years' hard struggle, business began to pay expenses, and then began to come in with a rush, and to-day Mr. Allen has no reason to regret that he did not give up to misfortune. He understood the secret of success at the start, and was hampered only by the lack of capital. Little money, little credit, it was uphill work to do business on a scale large enough to pay anything. The secret of his entire success was in judicious advertising. At the very start, when he was peddling single-handed, he made use of advertising in various ways. His posters were to be seen in the public places. A short reading-matter notice might be observed in the local papers. As business increased he enlarged his advertising, and when success arrived he did not forget from whence it came. In less than six years from the time he first started, he was known as the largest advertiser for agents in America. The old business of furnishing agents with any article in the market is still continued, while various specialties are introduced and thousands of agents are profitably employed in all parts of the country. His advertisements may now be

seen in every publication in the country. His advertising expenses alone are over ten thousand dollars per month. Including postage and circulars, the entire advertising expenses will go hard on to fifteen thousand dollars per month for the winter months. To-day, Messrs. E. C. Allen & Co., of Augusta, Me., are doing the largest business of the kind ever done, and owe their success entirely to liberal advertising. "I will succeed," said Mr. Allen, at the start, and the will and the advertising did it.

This firm gave to Geo. P. Rowell & Co. last fall an extraordinary contract for advertising. The agreement specified that the advertisement should go into every daily, weekly, semi-weekly, monthly or quarterly in the United States, and it has accordingly appeared in over four thousand five hundred periodicals. Ten thousand dollars were paid in hand before the appearance of a single notice.

ADVERTISING.—Publishers of newspapers should unite to fasten the conviction upon the public mind of discountenancing a certain system of professed advertising that is hurtful to them, and of no real service to business men. Let us give instances: A dealer is approached by some oily-gammon person, who descants upon the advantage of having his business card presented, with that of others, upon some sort of sheet, with a frame about it and an *outré* picture in the centre. It is represented that great numbers of people look at these homely sheets attentively and constantly, and straightway go off and purchase of the dealers whose names are on the sheet in question. The latter are often flattered into the belief that their names, thus so conspicuously posted, really attract great attention, and bring marvellous remuneration in the augmentation of their trade. If such a one will take the trouble of going to some leading hotel to ascertain how many persons look at the advertising sheet in question, he will find that scarce a man in a day does so. Yet twenty or thirty or fifty or a hundred dollars are sometimes thrown away yearly in this worthless style of advertising. The same amount paid to established newspapers of the best kind would infallibly bring thousands of dollars in additional sales.

Much more may be said as to wasting money by advertising on bills of fare at hotels, just as if business people who resort to this city idle away valuable time by long sittings at breakfasts and dinners at hotels. So of advertising on theatre or concert bills. People go to such places for pleasure. They, for the time, throw off thoughts of business. Besides, in the dim light between acts, the advertisements cannot be read. There are many other like forms of spurious advertising upon which, in the aggregate, a vast sum is cast to the winds or the waters by the business community yearly.—*National Intelligencer*.

ALEXANDER T. STEWART.

In the year 1819, a European vessel anchored in the harbor of New York, after a long and weary voyage from the old world. She brought many passengers to the young metropolis, the most of whom came with the intention of seeking their fortunes in this land of promise.

Among them was a young Irishman, who had left his humble home in his native county of Tyrone, in Ireland, to seek in America the means of bettering his condition. He was in his twenty-fourth year, having been born in 1795, and was possessed of a good education, backed by sound health and an indomitable determination to succeed. He was poor, however, and when he landed in New York he was without friends.

He had been educated with a view to entering the ministry, and his first effort after reaching New York was to procure a school. He was successful to a certain extent, and for nearly three years taught a small number of pupils at No. 59 Rose street.

School-teaching, however, did not suit him, though he managed to save some money from the proceeds of his labors. A relative in Europe died about this time and left him a small legacy, with which he determined to enter into business for himself, and in 1822, soon after the terrible epidemic of yellow fever that year, he established himself as a retail dry-goods merchant in a frame building on Broadway, just opposite where his present wholesale house stands. His entire cash capital was between twelve and fifteen hundred dollars, and the prospect before him was not inviting. His store was small, being only twenty-two feet wide by twenty deep, and was situated next door to the then famous Bonafanti, who kept the most popular and best-known variety store of the day.

About this time Mr. Stewart married Miss Cornelia Clinch, an estimable lady of New York, who is still living, and who proved a noble help-mate to him in his early struggles. The young couple lived in one small room over the store, and the wife took care of the domestic arrangements while the husband attended to his business below.

Without mercantile experience, and possessing no advantage but his own unaided determination to succeed, Mr. Stewart started boldly on what proved the road to fortune. No young merchant ever worked harder than he. From fourteen to eighteen hours each day were given to his business.

He was his own book-keeper, salesman, and porter. He could not afford to employ any help. Credit was hard to obtain in those days, and young merchants were not favorites with those who had such favors to bestow, and Mr. Stewart was one of the least favored, inasmuch as he was almost a total stranger to the business community in which he lived. He kept a small stock of goods on hand, which he purchased for cash chiefly at the auction sales. He was a regular attendant at these sales, and his purchases were invariably "sample lots"—that is, collections of small quantities of various articles thrown together in confusion, and sold in heaps for what they would bring. He had these purchases conveyed to his store, and after the business of the day was over he and his wife would take these "sample lots," and by carefully assorting them bring order out of the confusion. Every article was patiently gone over. Gloves were redressed and smoothed out, laces pressed free from the creases which careless bidders had twisted into them, and hose made to look as fresh as if they had never been handled. Each article, being good in itself, was thus restored to its original excellence. The goods were then arranged in their proper places on the shelves of the store, and by being offered at a lower price than that charged by retail dealers elsewhere in the city met with a ready sale. Even at this low price the profit was great, since they had been purchased for a mere trifle. For six years Mr. Stewart continued to conduct his business in this way, acquiring every day a larger and more profitable trade.

It is said that when he entered upon his business he knew so little of the details of it that he was sometimes sorely embarrassed by occurrences insignificant in themselves. Upon one occasion he is said to have accosted the late William Beecher (from whom he bought many goods), as follows: "Mr. Beecher, a lady came into my store to-day and asked me to show her some hose. I did not know what the goods were, and told her I did not keep the article. What did she want?" Mr. Beecher quietly held up a pair of stockings before him, and Stewart, bursting into a laugh at his own simplicity, went back to his store a wiser man.

While still engaged in his first struggles in his little store, Mr. Stewart found himself called on to make arrangements to pay a note which would soon become due. It was for a considerable sum, and he had neither the money nor the means of borrowing it. It was a time when the mercantile community of New York regarded a failure to pay a note as a crime, and when such a failure was sure to bring ruin to a new man. Mr. Stewart knew this, and felt that he must act with greater resolution and daring than he had ever before exhibited, if he would save himself from dishonor. To meet the crisis he adopted a bold and skillful manœuvre. He marked down every article in his store far below the wholesale price. This done, he had a number of handbills printed, announcing that he would sell off his entire stock of goods below cost, within a given time. He scattered these bills broadcast through the city, and it was not long before purchasers began to flock to his store to secure the great bargains which his advertisements offered them. His terms were "cash," and he had little difficulty in selling. Purchasers found that they thus secured the best goods in the market at a lower figure than they had ever been offered before in New York, and each one

was prompt to advise relatives and friends to avail themselves of the favorable opportunity. Customers were plentiful, the little Broadway store was thronged all day, and long before the expiration of the period he had fixed for the duration of his sales Mr. Stewart found his shelves empty and his treasury full. He paid his note with a part of the money he had thus received, and with the rest laid in a fresh stock of goods. He was fortunate in his purchases at this time, for, as the market was extremely dull and ready money scarce, he, by paying cash, bought his goods at very low prices.

The energy, industry, patience, and business tact displayed by Mr. Stewart these first years of his commercial life brought him their sure reward, and in 1828, just six years after commencing business, he found his little store too small and humble for the large and fashionable trade which had come to him. Three new stores had just been erected on Broadway, between Chambers and Warren streets, and he leased the smallest of these and moved into it. It was a modest building, only three stories high and thirty feet deep, but it was a great improvement on his original place. He was enabled to fill it with a larger and more attractive stock of goods, and his business was greatly benefited by the change. He remained in this store for four years, and in 1832 removed to a two-story building, located on Broadway between Murray and Warren streets. Soon after occupying it he was compelled by the growth of his business to add twenty feet to the depth of the store and to add a third story to the building. A year or two later a fourth story was added, and in 1837 a fifth story, so rapidly did he prosper.

His trade was now with the wealthy and fashionable class of the city, and he had surmounted all his early difficulties and laid the foundations of that splendid fortune which he has since won. The majority of his customers were ladies, and he now resolved upon an expedient for increasing their number. He had noticed that ladies in "shopping" were much given to the habit of gossiping and even flirting with the clerks, and he adopted the expedient of employing as his salesmen the handsomest men he could procure—a practice which has since become common. The plan was successful from the first. Women came to his store in greater numbers than before, and "Stewart's nice young men" were the talk of the town.

The great crisis of 1837 found Mr. Stewart a prosperous and rising man, and that terrible financial storm which wrecked so many of the best of the city firms did not so much as leave its mark on him. Indeed, while all other men were failing all around him, he was coining money. It had always been his habit to watch the market closely, in order to profit by any sudden change in it, and his keen sagacity enabled him to see the approach of the storm long before it burst, and to prepare for it. He at once marked down all his goods as low as possible, and began to "sell for cost," originating the system which is now so popular. The prices were very low, and the goods of the best quality. Everybody complained of the hard times, and all were glad to save money by availing themselves of "Stewart's bargains." In this way he carried on a retail cash trade of five thousand dollars per day in the midst of the most terrible crisis the country had ever seen. Other merchants were reduced to every possible expedient, and were com-

pelled to send their goods to auction to be sold for what they would bring, so great was their need for ready money. Stewart attended all these auctions regularly, and purchased the goods thus offered. These he sold rapidly, by means of his "cost system," realizing an average of forty per cent. It is said that he purchased fifty thousand dollars' worth of silks in this way, and sold the whole lot in a few days, making a profit of twenty thousand dollars on the transaction. In this way he not only passed through the "crisis," but made a fortune in the midst of it.

From that time to the present day his course has been "onward and upward" to fortune. Nearly a quarter of a century ago he purchased the property which is now the site of his wholesale store, and commenced to erect the splendid marble warehouse which he still occupies. His friends were surprised at his temerity. They told him it was too far up town, and on the wrong side of Broadway; but he quietly informed them that a few years would vindicate his wisdom and see his store the centre of the most flourishing business neighborhood of New York. His predictions have been more than realized.

He moved into his new store in 1848, and continued to expand and enlarge his business every year. Some years ago he purchased the old Ninth Street Dutch Church and the lots adjacent to it, comprising the entire block lying between Ninth and Tenth streets, Broadway and Fourth avenue. When he found the retail trade going up town, and deserting its old haunts below Canal street, he erected a fine iron building at the corner of Broadway and Tenth street, to which he removed the retail department of his business, continuing his wholesale trade at his old store on Chambers street. This new "upper store" has increased with the business. The building will soon cover the entire block upon which it is erected, and is now the largest, most complete, and magnificent establishment of its kind in the world.

Though he took no active part in politics, he was too much interested in public affairs, by reason of his immense wealth, not to watch them closely. He was satisfied, some time before hostilities began during the rebellion, that war must come, and quietly set to work and made contracts with nearly all the manufacturers for all their productions for a considerable period of time. Accordingly, when the war did come, it was found that nearly all the articles of clothing, blankets, etc., needed for the army had been monopolized by him, because the same goods could not be purchased elsewhere. His profits on these transactions amounted to many millions of dollars, though it should be remarked that his dealings with the government were characterized by an unusual degree of liberality. The gains thus realized by him more than counterbalanced his losses by the sudden cessation of his Southern trade.

Fifty years have now passed away since the poor young school teacher landed in New York, and to-day he stands at the head of the mercantile interests of the New World. In the fifty years which have elapsed since then, he has won a fortune which is variously estimated at from twenty-five to forty millions of dollars. He has won all the wealth fairly—not by trickery, deceit, or even by a questionable honesty, but by a series of mercantile transactions, the minutest of which is open to the most rigid scrutiny,

and by a patience, energy, tact, industry, and genius of which few men are possessed. Surely it must be a proud thought to him that he has done all this *himself*, by his own unaided efforts, and that amidst all his wonderful success there does not rest one stain upon his good name as a man or a merchant.

He is one of the hardest workers in his establishment. He has partners to assist him in carrying on his immense business, but they are merely head clerks in the various departments and divide only the profits with him. He assumes the entire responsibility, and manages the entire trade of his firm, his partners acting merely as he directs.

He goes to his business between nine and ten o'clock in the morning, stopping first at his upper store. He makes a brief but thorough inspection of this establishment, ascertaining its wants, and satisfying himself that all is going on properly, and then repairs to his lower store, where he remains until business hours are over, and returns home between five and six o'clock in the afternoon. He works hard, and is never absent from his post, unless detained by sickness.

His time is valuable, and he is not willing to waste it; therefore access to him is difficult. Many persons endeavor to see him merely to gratify their impertinent curiosity, and others wish to intrude upon him for purposes which simply consume his time. To protect himself he has been compelled to resort to the following expedient: A gentleman is kept on guard near the main door of the store, whose duty it is to inquire the business of visitors. If the visitor urges that his business is private, he is told that Mr. Stewart has no private business. If he states his business to the satisfaction of the "sentinel," he is allowed to go up stairs, where he is met by the confidential agent of the great merchant, to whom he must repeat the object of his visit. If this gentleman is satisfied, or cannot get rid of the visitor, he enters the private office of his employer and lays the case before him. If the business of the visitor is urgent he is admitted, otherwise an interview is refused him. If admitted the interview is brief and to the point. There is no time to be lost. Matters are dispatched with a method and promptitude which astonishes strangers. If the visitor attempts to draw the merchant into a friendly conversation, or indulges in useless complimentary phrases, after the business on which he has come is arranged, Mr. Stewart's manner instantly becomes cold and repelling, and troublesome persons are not unfrequently given a hint to leave the room. This is his working-time and it is precious to him. He cannot afford to waste it upon idlers.

Mr. Stewart is now seventy-four years old. He looks much younger, for he is as vigorous and active as a man of half his age. He is of the medium height, is thin, has sandy hair, sharp, well-cut features, a clear, bright eye, and a calm, thoughtful face. His manner is reserved, not to say cold. He dresses with scrupulous neatness, and in the style of the day.

The recent events of his life, in connection with his magnificent bequest to the city of New York for homes for the working classes, and his nomination as Secretary of the Treasury of the United States, are too fresh in the mind of the reader to need repetition here.

D. D. T. MOORE.

Among the newspaper press of to-day agricultural journals hold an important place. They have come to be a recognized influence, widely felt. They reach a large mass of the people, and touch the interests of that mass more nearly than any other literature. The producers are really the backbone of our social system; and it is for these directly that agricultural journals cater.

But recognized and successful as the agricultural press is at present, its history is comparatively brief. Less than twenty-five years ago there was not a weekly journal devoted to agriculture, or making agriculture a specialty, in the world. Now there are scores; and nearly every religious and secular weekly newspaper has its agricultural department, and makes a point of serving up special dishes for its rural readers.

An acknowledged pioneer in the wide field of agricultural (periodical) literature—indeed, the only journal of its class outside New England at the time of its establishment twenty years ago—was *Moore's Rural New-Yorker*; and as a representative of men to whom the country owes much in its development, and as an exponent in person of what tact, good judgment, rare business enterprise, and a liberal use of the best advertising mediums will accomplish, its originator, and present proprietor and conductor, is very properly made the subject of this sketch.

Daniel D. Tompkins Moore was born in Onondaga County, this State, February 2, 1820. Pompey, we believe, was his native town. His father was a Baptist minister, and like ministers in general was not very abundantly endowed with this world's goods. Therefore the future publisher's early opportunities were comparatively meager; a few years at the common school, with possibly a term or two at an academy, comprising his sole educational advantages. But "the art preservative" had fascinations for him, and at the age of twelve or fourteen years he went to Rochester, and was apprenticed to Luther Tucker, then printing the *Rochester Advertiser*. Here he began the acquirement of that practical knowledge of the printing and publishing business, which has stood him in excellent stead, enabling him to attend understandingly to the minutest details of all branches thereof.

Henry O'Reilly was at this time editor of the *Advertiser*, and, being appointed postmaster of Rochester, engaged the youthful typo to enter the

post-office with him as clerk. In this position young Moore continued until the appointment of a new postmaster, when he commenced studying law in the office of John C. Nash, Esq., then a prominent member of the Rochester bar. That Mr. Moore would have made a good lawyer is evident to those who best know his keen insight and ready adaptability; but it was decreed that journalism should not miss his rare vigor and ready pen. The death of his brother, who was publishing the *Jackson Gazette*, a Whig organ in Jackson, Michigan, threw that paper into the young law-student's hands. Putting aside Kent and Blackstone, his law course but partially completed, and going into the wilds of the Peninsular State, he set about making a lively country paper, and succeeded so well, though then only nineteen years old, that the State Legislature became his patron by subscribing for the *Gazette*, and complimented him as "the Ben. Franklin of the West."

Having published the *Gazette* several years, he disposed of it, and commenced publishing the *Michigan Farmer*, the first agricultural paper in Michigan, but passed that over to other parties within a few months, and, returning to Rochester, bought an interest in the *Genesee Farmer*, of which Dr. Daniel Lee was then one-half owner. At this period the *Farmer* was a monthly, and, though published in the heart of one of the richest and most famous fruit and farming regions in the world, was poorly patronized, its subscribers numbering less than two thousand. Mr. Moore's connection with it began in 1847, and in the three years succeeding his indomitable energy so infused it with new life that the circulation increased to upwards of twenty thousand, and it was accounted the best journal of its class then in America. But his young ambition desired something more progressive still. With intuitive foresight, he saw what the people would very soon need—indeed, what they even then needed, what they would very soon demand. Therefore in 1850 he sold out his interest in the *Farmer* to begin the publication of *Moore's Rural New-Yorker*. It was to be an agricultural paper and something more. Its scope, as declared by its venturesome publisher and editor, was broader than that of any journal hitherto issued, and embraced all topics of interest in rural homes. Above all, it was to be a *weekly* issue—fully alive, and abreast of the times. In short, Mr. Moore's aim was to send out such a sheet as should find a warm welcome at every farmer's fireside, from every member of the family circle.

The project was pronounced a wild one, by even his best friends. Few, if any, of those most fitted to judge wisely concerning such a venture believed it could succeed. It was without precedent. It involved great expenditure, and Mr. Moore's capital was small. Less determined men would have faltered. He put his best endeavors into the undertaking and pushed on. The first number of the new quarto appeared January 1, 1851, bearing the laudable motto "Progress and Improvement," and was a fair-looking sheet for those days, with a make-up evincing more care and taste than was then commonly seen, the matter being classified under a variety of heads, and each of the eight pages bearing a graceful border. The edition was only two thousand, and was worked on a Washington hand-press, Mr. Moore himself pulling the first copy, and his foreman, William M. Lewis (who has remained with him up to this time in the same capacity), the second.

From such a modest and uncertain beginning *Moore's Rural New-Yorker* has gone on, until to-day it spreads sixteen finely-illustrated pages, and circulates one hundred thousand copies weekly. Its history and that of its founder cannot be separated. He has given to it the very best energies of these last twenty years of his life. To add to its value and usefulness has been his one grand object, and to this end he has made every attainable means subserve. From the first he has been a liberal advertiser. As circumstances would permit, he has made free use of the columns of other journals to increase the circulation of his own. Few men know more truly the real value of advertising, very few understand so well where to place advertisements, and when.

A quick perception of the popular need has been one of Mr. Moore's striking characteristics. To this, together with good literary and practical taste, and judicious investment in printer's ink, he owes much of his success. There have been purely agricultural journals quite equal to the *Rural*, considered alone as an agricultural journal, but they have never proved particularly successful. Mr. Moore saw that the great want was *not* a purely agricultural paper, but one devoted as well to literature, miscellany, news, and family affairs; and the fact that his paper has long been the favorite in tens of thousands of homes shows how admirably he has supplied that want.

Mr. Moore's careful judgment and trained business habits have not been allowed to pass wholly unimproved by the public. He was twice elected President of the Athenæum and Mechanics' Association, of Rochester, and did much for the welfare of that organization. He served the "Flour City" two years as Alderman, and at the beginning of the second year was unanimously elected President of the Common Council over much older members—an honor as unusual as well bestowed. In 1863 he was nominated for Mayor by the Republicans, much against his inclination, and proved his popularity by a triumphant election where the opposite party had previously won the day. As President of the Monroe County Agricultural Society, he showed himself emphatically "the right man in the right place." Assuming that office when the Society was burdened with debt, he placed it on a sound financial basis, and gave to it much of the character it has since borne as a model institution of the kind.

The labor of the mayoralty, in connection with the constantly-increasing cares of his paper, were over-burdensome, and Mr. Moore went out of that office broken down in health, and compelled to peremptorily refuse a second nomination which was tendered. His health continued so precarious that physicians urged a change of climate, and in consideration of this, and the rapid increase of his business, he was induced to open a branch publication office in New York city in January, 1868, and his paper was issued nominally from both Rochester and New York through that year, though all the editorial and publishing business was carried on as before, in the former place. But finding a residence at the seaboard beneficial to his health, and desiring to command mechanical and other facilities which could be had only in the metropolis, he decided to make New York his headquarters, and in December, 1868, removed the paper hither, bringing most of his old employees along therewith. The removal of its principal office to this city

was signalized by an enlargement of the *Rural* to nearly twice its former size, making it the largest illustrated paper in the world, and by a further increase in circulation and popularity most gratifying indeed.

As a writer, Mr. Moore is plain, forcible, and pointed. Courteous in general tone and style, he can yet be keenly caustic, as he has shown in the few journalistic tilts to which he has been provoked. Happy in his choice of words, painstakingly exact in his method of expression, he impresses the reader as meaning all he says, and as knowing clearly what he means. In personal address he is singularly courteous and affable. Genial, generous, overflowing with kindly humor, he makes friends with all who come in contact with him, and is one of the most popular men in his profession. Liberal to a fault, he is full of warm sympathy for all; and in the every-day associations of business he is as companionable as amid the cheering influences of social life. His recent handsome New-Year's gift of paid-up life insurance policies to twenty of his employees, aggregating nearly twenty thousand dollars, was a happy illustration of his good feeling toward those associated with him, and one of many evidences of that open-heartedness which characterizes him. Although he has accomplished the labor of half a dozen ordinary men, he holds to his youth remarkably, and is pronounced by a contemporary the youngest-looking journalist of his years in New York. Of a nervous, sanguine temperament, he seems to defy the ravages of time and wearing care, and is apparently good for yet twenty-five years more of active journalistic duty. Should he be spared for this, as thousands will pray he may be, to what high standard he may bring a journal now second to none in point of excellence it is impossible even to imagine.

EDITORIAL PUFFING.—The system of puffing has grown to such an extent that it has become offensive to all sensible people. When the people find the editorial columns of a newspaper full of puffs they may safely calculate that the paper is weak in circulation and pocket. If business men desire to make known to the public that they have goods for sale, let them advertise them in a proper way. But this editorial puffing is an imposition upon the public.—*Boston Herald*.

"DULL times," says the Penn Yan *Express*, "are the best for advertisers." Why? Because when money is tight and people are forced to economize, they always read the advertisements to ascertain who sells the cheapest, and where they can trade to the best advantage.

HURD & HOUGHTON.

Among the most skillful of the publishers of the day may be counted Hurd & Houghton of New York. The firm is composed of Mr. Melancthon M. Hurd, formerly of Sheldon, Blakeman & Co., Mr. Henry O. Houghton, the eminent printer of Cambridge, Mass., and Mr. Albert G. Houghton, formerly an active business man in Alabama. Business was commenced by the two former in March, 1865, and on the first of January, 1866, the other member of the firm joined them. Mr. Houghton was for many years the printer of works for other establishments, and on his entering into arrangements with Mr. Hurd a large amount of business was immediately secured. They commenced with a full edition of Dickens's Works and Lord Bacon's, the latter being the best extant, and added such authors as Montaigne, Carlyle, Pascal, and even Madame de Staël to the list. Mr. Hurd is a native of Bridgeport, Conn., where he was born on the 21st of January, 1828. He entered on a thorough course of study, and was nearly prepared to enter at Yale College, when his failing health compelled him to seek another mode of life, and he entered the bookstore of B. Blakeman & Co., in Bridgeport, where his father was then a silent partner. This was in 1844. A year after the firm was dissolved, and Mr. Hurd obtained employment in the railroad business, where he continued for several years, leaving it finally to purchase the same store in Bridgeport where he had formerly been a clerk, and which in the meantime had passed through several hands. Here he continued until 1856, when he was invited to enter the publishing house of Sheldon, Blakeman & Co., of New York, where he continued until February, 1864, and during the remainder of that year made preparations for entering the firm with which he is now connected.

Mr. Henry O. Houghton is a graduate of Harvard, and well known as the conductor of the most artistic and one of the largest printing offices in America. Three hundred workmen are employed, and all the processes of book-making except the production of the raw material are carried on under the roofs of their buildings in Cambridge. The type is chosen with skill, the printers are excellent, and the proof-reading is very exact, so that when a page leaves the compositors it is done as well as can be, and the pressman and binder perform their parts equally well. Forms are imposed only by eights, sixteens, and thirty-twos, so that there is not that bunchy and

irregular appearance of the collected volume which is often seen. When bound, the volume lies flat, and its binding is elastic. An equal care distinguishes the stereotyping and electrotyping departments, so that when the book is turned out it is just as it should be.

When the work is printed, then comes in the peculiar skill of Mr. Hurd. Handsome copies are sent to editors of influential papers, and advertisements are inserted in those periodicals and journals which influence the public mind. His business, he thinks, can be best advertised through the channel of the dailies, weeklies, and monthlies of the great cities, and he selects from them with great care, and relying largely upon the use of advertising agencies. For him some newspapers with four or five thousand circulation are better than others with a hundred thousand, and he chooses accordingly. To no branch of his business is more attention given, and in none are there more gratifying results.

The third member of the firm is a brother of the printer, and brought into his new relations both capital and business sagacity.

Commencing at first with four small pages of titles for their entire trade list, they have very largely added to the number, and now comprise some of the best books in the market. In January, 1865, the firm purchased the entire list of the late J. G. Gregory, including a full edition of Cooper and Bryant's Poems. In January, 1867, the *Riverside Journal for Young People* was commenced, and it has taken well with the children. Eminent writers contribute to its columns, and the editorship has been conducted with marked ability. Three different editions of Dickens's Works were afterwards added, and Dr. Smith's great Bible Dictionary was also republished. Hans Christian Andersen writes for them, and they have many other authors on their lists. Their latest venture is *Old and New*, a new magazine, conducted by Rev. Edward E. Hale, one of the most original magazinists in America, whose editorship promises to give to the world a very entertaining and intrinsically good periodical.

SOME say that it is of no use for them to advertise, that they have been in the place in business all their lives, and everybody knows them. Such people seem to forget to take into consideration that our country is increasing in population nearly forty per cent. every ten years, and no matter how old the place may be there are constant changes taking place; some move to other parts, and strangers fill their places. In this age of the world, unless the name of a business firm is kept constantly before the public, some new firms may start up, and, by liberally advertising, in a very short time take the place of the older ones, and the latter rust out, as it were, and be forgotten. No man ever lost money by judicious advertising.

HENRY E. HUNTER.

It is not alone from city life that we chronicle great results; nor are the grandest fortunes always made, or the noblest ends attained, within the boundaries of paved streets and ponderous walls. It is a fact upon which we need not dwell that the greatest, best, and most successful men, in a majority of cases, breathed, in boyhood, the free country air, and, while the fascinations and allurements of city life draw many to the crowded towns and mercantile centres, others of equal capacity and intellect, with, perhaps, a grain more of wisdom, remain where their lot has been cast, to succeed, if the elements of success be in them, just as well as their more ambitious and anticipating companions, who deem a country town too small for their scope.

Instances of princely fortunes are confined to no locality, while those of men who through perseverance and industry alone have risen to business repute and standing are still more common. There are three points of importance for a business man always to be guided by and act upon: First, whatever be his business, to give himself to it and make his goods or manufactures equally as good, and, if possible, better than those of his neighbors; second, to advertise judiciously and constantly; and third, to see that every inquiry and demand is promptly met. If either of these essentials be neglected a minimum success can alone be obtained, it matters not whether the aspirant be in town or country. Experience has proved, in many instances, that the latter has equal advantages, which men have not been slow to accept.

Every one who reads newspaper advertisements, and none should neglect this, must, at some time, have discovered the names of Messrs. Hunter & Co., of Hinsdale, in the old Granite State. We say must have because the names are always there. It matters not to these enterprising publishers whether the sun has crossed the equinox; be the winter or the summer solstice upon us the results are the same. They believe in advertising the year through, and hence the heat or cold deters them not. Many of our city advertisers, in this respect, would do well to pattern after them.

Henry E. Hunter, the senior member of the firm, as born in Enfield, Mass. While yet a mere boy, a strong passion for newspapers and all the characteristics of Yankee ingenuity was early developed. From following

the plough, he entered a publishing house in Rutland, and in this latter position became associated with matters more congenial to his taste, and soon after a single advertisement in the New York *Clipper* ushered him, for the first time, into the ranks of the advertising public. Ill health caused a temporary change in his pursuits, but again, in 1863, he renewed them more strenuously than ever, and locating himself at Hinsdale, N. H., commenced, in connection with the publishing business, the issue of a paper called the *Star Spangled Banner*. From that time success has been constant and increasing. The little town of Hinsdale numbers among its inhabitants no more industrious or energetic citizen, and his public spirit and enterprise have done much for its welfare. Business always commands his first attention, and he is ever faithful in its execution. The advertising, which he never neglects, brings a daily increase of custom, and the systematic manner in which he executes orders is worthy of note.

The business of the firm consists chiefly in forwarding, by mail, books of all kinds and dates to any applicant. Their catalogue is more varied and has selections more general than that of many of our largest city publishers. They boast of their ability to fill orders for any book, ancient or modern, and we doubt not they can do it. It matters not what is called for, be it "The Wild Woman of Texas, or the Wrecked Heart," or a "Treatise on Consumption;" "The Lunatic Lover," or "Paley's Theology;" the works of Johnson or of Sir Walter Scott; they are ever at hand, ready to be forwarded by the first mail. Martin Chuzzlewit is dispatched in the same bundle with Bancroft's History of the United States. "Works by the very best authors" are sent hand in hand with "Beadle's Dime Novels;" "Count of Monte Christo" is closely bound to the "Trapper's Daughter," and "The Young Housekeeper" finds herself entangled in the same threads that hold "The Year after Marriage." Indeed, the catalogue itself is a curiosity, and is, in short, an *omnium gatherum* of everything that ever was published by anybody. To avoid mistakes in such a complicated business, system is evidently necessary, for they often receive in a single day more than three hundred and fifty letters. Mr. Hunter—adopting the maxim of Franklin, "If you would have a thing well done see to it yourself; if indifferently done see to it by deputy," personally opens every letter and superintends the filling of every order. The *modus operandi* is given in their circular, as follows:

"Some of our customers seem to have the impression that our business is liable to numerous mistakes. We do not claim to make no mistakes, but we do claim that our business is managed as well, and our orders filled as promptly, as by any other dealer. To commence. On the arrival of a mail at the post office it is at once brought to our office in a locked bag, by a messenger specially employed for the purpose. The bag is there opened by a member of the firm in his private office, and the letters examined and opened carefully. Whatever money each letter contains is marked on it, and the orders are then given to the mailing clerk to fill. The books are well wrapped and plainly addressed, and after being stamped with the amount necessary are placed in United State mail bags and forwarded by the first mail leaving. No order is allowed to 'lie over' unless abso-

lutely necessary. Small orders receive the same attention as large ones, each and every order being filled in rotation. All orders are filled up 'square' every day, and, as our regular out mail is from three to six large mail bags full, daily, no mail matter is ever left over. The department of our business relating to the *Banner* is conducted in the same manner, and, with our trusty assistants, we think we can please new as we have done our old customers. After ten years' experience in the business (which we have made a study), and giving all our personal attention to it, we think we know how to suit our customers and give them satisfaction. It seems 'small business' to mail a dime novel and make only one and one-half cents profit, but we can do it, and by doing enough of it we make a living and 'pay our bills.'"

Their own publications are by no means few or of minor consequence, but have attained large sales and considerable notoriety. The firm make a specialty of receiving mutilated currency in payment of orders, and during the past year have forwarded many thousand dollars to the Treasury for redemption.

We believe there is no other house in the country which has carried the specialty, if specialty it can be called, to such a degree of perfection. It matters not what you may desire. If at our Broadway palaces your favorite book cannot be obtained, forward an order for it to Hunter & Co., and it will be forthcoming by return mail. There is no firm more reliable, and no other establishment where an order can be filled with less trouble to the customer. In the catalogue before us they give the following six reasons for claiming patronage:

"1st. Because our establishment is not a humbug concern. We have been in the trade for years and 'know the ropes.' We do business in our own name and can be found 'at home' every day in the week.

"2d. Because we sell books at the regular publishers' prices, and do not charge double as some dealers do.

"3d. Because books will go safer when mailed by us than when they are sent from a large city, where everything is done in a hurry.

"4th. Because our business is done through the mails and expresses exclusively. We do no local business, and have no old or shop-worn books. We buy daily, and our books and goods are all new.

"5th. Because we buy directly from publishers and manufacturers. We buy for cash, and neither trust nor get trusted. We thus have no old debts to pay nor bad ones to lose, and can give our customers the benefits of the cash system. And,

"Lastly. Because every order receives our personal attention, is filled promptly, and sent by return mail. We endeavor to do our business on 'a fair and square' principle, and do not have recourse to 'humbug' recommendations, preferring in the future, as in the past, to stand on our merits. And in soliciting the favor of the public we promise to do our best to merit their approbation."

And here with an ever increasing business we must leave our friends from the Granite State. We knew them when orders of two and three dollars per day were rare, and excited remark, and see them now with a

demand upon their resources taxing the constant attention of both partners, as well as that of a large corps of clerks. And now for the moral: How has such unparalleled success been achieved? If you doubt our solution of the mystery, ask Mr. Hunter, and he will tell you that from first to last every sale he has ever made may be traced, directly or indirectly, to *steady and persistent advertising*.

No greater mistake is made by people who advertise than in the value they set upon editorial puffs in the newspapers. What we mean by that is the style of articles found in the local columns and "leaded" as editorial matter, and generally descriptive of somebody's cigars, candy, cock-tails, or cabbages. Many people suppose these to be the most valuable advertisements, when in fact they are the very poorest. The public generally understand that these paragraphs are paid for either in favors or cash, and estimate them accordingly. Some people ask the editor for a puff and "encourage" him properly too, more for the purpose of reading his extravagant language and witnessing his ingenuity in the use of expletives than for the profit they expect to derive. Some are too indolent to write their own advertisements, and still others resort to a puff in order to get a dead-head notice. This is all wrong. Puffs are the most worthless of advertisements. Some men are willing enough to pay for printing ink, but they imagine that palpable straight-out advertising is not exactly the thing. They want to get it done in the third person, or to have the endorsement of the editorial "we." That business man who soonest educates himself out of this delusion will have the most greenbacks. A business man's advertisement in his own language, over his own signature, and for which he is plainly responsible, is in the nature of an official document, and receives more considerate attention than a puff in the local column, and is both more valuable and respectable. There is an air about the responsible advertisement which says, "I want to trade and will give you a fair bargain." The puff insinuates that there is no responsibility in the matter. When we have occasion to advertise our own business, we rarely make editorial mention of it, but insert an advertisement. This view of the subject is not inconsistent with the common practice of making editorial mention of new advertisements, and the largest papers can never do that, nor of local mention of matters that are constantly occurring in the business community by which any man's business may be called into notice. One is a news item, and the other is an introduction, as it were, of a new customer to the reading or business public.

T. W. EVANS.

In the year 1855, William Hunt and Thomas W. Evans established themselves in Philadelphia in the perfumery business, under the name and style of Hunt & Evans, being a branch of the house already established in London. For five years the business in Philadelphia was carried on at a loss, and distrust and disappointment filled the minds of both partners. At this stage of affairs Mr. Hunt returned to London, quite satisfied that the speculation in Philadelphia was a failure. The business then was conducted by T. W. Evans alone, on a new plan, namely; making specialties in the business and advertising them thoroughly. Still business did not prosper, and a dissolution of partnership took place in 1862. Mr. Hunt became disgusted and retired from the concern. The remaining partner, T. W. Evans, having faith in the merits of his specialties, and unbounded confidence in persistent and steady advertising, redoubled his efforts and increased his advertising expenses, when the tide at length turned, his preparations commenced to sell, orders flocked in daily, and in two years from the dissolution of partnership he recovered all the money previously lost, and his preparations sold from one end of the continent to the other. In fact, advertising made the business what it is, and its enterprising proprietor a snug fortune in the bargain.

T. W. Evans was born in Leicestershire, England; was in business in London eight years, and emigrated to this country to establish a branch of the concern in Philadelphia. He is about forty-five years of age; of genial habits and generous disposition. He lives in an elegant mansion on West Green street, of which he is the owner, and bids fair to rank in wealth and influence with several other enterprising advertisers who have made the Quaker city the scene of their operations.

WM. C. DODGE.

The subject of this sketch, now the senior member of the firm of Dodge & Munn, was born in Central New York, December 9, 1828. He was the only son of a poor farmer, who, having a large family dependent upon his earnings, was unable to give his son anything more than a very limited common school education. At the age of sixteen young Dodge set out to "paddle his own canoe," his entire capital consisting of a solitary dime in his pocket and a suit of cheap clothing tied up in a cotton handkerchief. With this outfit he left home, not knowing where he was to obtain a dinner or a night's lodging. Determined to earn an honest living, he was not long in finding a situation as a farmer at the remunerative sum of ten dollars per month during the summer. He afterwards taught school for a couple of terms, and finally in 1846 migrated to the Territory of Wisconsin, there being at that time no railroads west of Buffalo. His first operation at the West was to engage in the publication of a newspaper, after which he studied law, and in 1849 was among the first to cross the plains to California. During his sojourn in the land of gold he traveled all through the mining regions, during which time he was twice at the point of death from hardship and sickness incident to exposure and privation, at one time laying for weeks delirious on the sand under a tree in the northern mines. During his trip thither he, with his two companions, was compelled for fourteen days to subsist on a single pancake apiece at a meal. He subsequently returned to the States, and in 1859 was comfortably settled with a good business in the West, when by a disastrous fire in midwinter his property and business were both destroyed, thus leaving him with an invalid wife and three small children again at the foot of the ladder.

At this time a member of Congress, much to his surprise, offered to secure him a situation in the Government employment if he would go to Washington. He finally concluded to accept it temporarily, and upon the accession of President Lincoln Secretary Smith, who had incidentally learned of his ability and misfortune, offered him a position in the examining corps of the United States Patent Office. This position he held until the spring of 1864, when he resigned it in consequence of his having made some valuable inventions, the law not permitting any one in the Patent Office to acquire an interest in a patent except by inheritance.

It was while acting as an examiner that he conceived the idea and began the system of advertising that finally resulted in building up his present profitable business. While most of those in Government employment were spending their time and money in billiard saloons and about the hotels he was hard at work studying patent law and preparing for publication a series of articles explaining fully the principles on which our patent system is based, together with a description of the entire routine of business in the Patent Office. These articles were intended, as he stated to a friend at the time, as an advertisement to pave the way for the future business that he intended to build up; and so popular were they that one individual ordered a thousand extra copies of one article, and the whole were subsequently published in the *Scientific and Mining Press* of California for its own benefit.

Soon after leaving the office he established his present business of solicitor and counsellor on patent cases, and at once set vigorously to advertising in the newspapers, a course that was looked upon by many of the old foggy solicitors not only as an innovation upon the established order of things, but almost unprofessional, and therefore undignified! Some of the old heads who had been in the business for a quarter of a century, and who seemed to think they had acquired an exclusive right to it, were astonished at the impudence of this young upstart or interloper, as they considered him; and did not hesitate to predict his speedy failure, as many before him had failed. Paying no attention to them, he attended strictly to his business and kept on advertising. His business grew apace, and soon those who had affected to despise him saw not only that he was "a foeman worthy of their steel," but also that he was outstripping them in the business. He soon had more than he could do, and as his business still continued to increase, he finally associated with him his present partner, H. B. Munn, Esq., a graduate of Princeton and a lawyer of standing and ability, and to-day the firm stands among the very first in the country in their line of business.

With the spread of their business, of course manufacturers and others interested in patents came to know more of Mr. Dodge, and so well has his reputation become established that not only is the firm regularly employed by many of the largest concerns in the country, but Mr. Dodge himself is sought after and employed as an "expert" in patent cases far and near, frequently visiting Pittsburgh, Chicago, New York, Baltimore, and other cities in that capacity.

He is also a prolific inventor himself, having patented some eight inventions of his own, two of which are being used by the Government. A third was bought by the celebrated pistol manufacturers, Smith & Wesson, who will soon have it applied to their pistol, making it by far the most perfect arm in the world, while a fourth, a breech-loading double-barreled shot-gun, is acknowledged by all to be the best thing of its kind at home or abroad, and is about being manufactured by another firm. Thus while attending to the inventions of others he is also himself inventing. He is a most industrious worker, often devoting fifteen to eighteen hours out of the twenty-four to his business. "Whatever he finds for his hands to do he does with all his might," and the motto of the firm is that "whatever is

worth doing at all is worth doing well," whether it be advertising to get business or doing the business when it is obtained. While scores of others have started agencies offering to work for "contingent" fees—"no patent no pay"—at "half price," and on various other lottery plans, did not advertise and failed, this firm *did* advertise and has gone steadily forward, constantly increasing their business and their income. Their idea is that in order to secure the business of the public they must let the public know that they are prepared and competent to serve it; in short, must advertise, and the success which has attended their own application of this rule is the best possible evidence of its soundness and correctness. Not only do they act on this principle themselves, but they advise others to do the same. It not unfrequently happens that after having procured a patent for an inventor he comes to them for advice as to the best plan to realize upon it. Their invariable reply is: "Get it before the public—*advertise it, advertise it!* It is the *only* plan, for unless you get it before the public and get it adopted, it is worth no more than so much waste paper."

With all their business both members of the firm find time occasionally to write for the press, both writing now and then for newspapers, while Mr. Dodge occasionally prepares articles for magazines or periodicals, especially on subjects relating to the mechanic arts.

COST OF ADVERTISING.—In this, as in every thing else, the best papers will command the best prices. It is cheaper to pay 5s. for inserting your advertisement in a journal having a circulation of 5,000, than to pay 2s. for one that has only a circulation of 1,000. Of this you may be sure, that any journal that inserts advertisements cheap is, in fact, a worthless medium. If it were really a good one it would have no need to lower its prices, for its sheet would be filled without the sacrifice. You may lay it down as a rule that every journal knows its value, and that if it adopts low prices it is because it is conscious that it has a low circulation in number or in respectability.—*Wilson's Handbook for Advertisers.*

WHEN people see a man advertise they know he is a business man, and his advertising proclaims that he is not above business, but anxious to do it.

A. J. FULLAM.

This gentleman commenced as a poor farmer's boy when he made his start in life. He made his first set of stencil tools in 1856, without pattern, or without ever having seen any before. This was at the shop of Briggs & Hodgman, blacksmiths, at Saratoga Springs, and the undertaking occupied him six weeks. In the meantime he struck and blew at the anvil and bellows one hour each day in order to pay for the use of blacksmith's tools, not tasting a morsel of anything but common baker's bread during the time, and sleeping under the broad canopy of heaven, with the root of a friendly oak for his pillow.

As soon as his tools were completed he commenced cutting and selling stencil plates. Having made a little money by this, he attired himself fashionably and sent for his mother from Vermont. She took up her abode for awhile in Saratoga, and her son meantime lifted the mortgage from his father's farm, amounting to nearly twelve hundred dollars, bought the property of the Black River Company for three thousand, secured a patent on his tools, and commenced advertising. He then went into real estate matters and bought thirty lots in the village of Springfield, Vermont, including a row of tenement houses.

In 1868 he founded the United States Piano Company, owning all the stock himself, and turned the most prominent building and water-power in the town into a factory for this purpose. At the same time he opened ware-rooms for the sale of pianos in New York, at 650 Broadway. Mr. Fullam does not owe a dollar in the world outside of late contracts for real estate, has a flourishing business, and says that every shilling he is possessed of he owes to advertising.

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WESTERN "OUTSIDES" AND "INSIDES."

One of the most wonderful results of the recent tremendous growth of the newspaper press in America has been the increase of facilities afforded to them in the way of agencies for advertising, and in offices for printing part of a newspaper and transmitting the unfinished sheet to the editor in order to have the journal completed. Such offices as those of Cramer, Aikens & Cramer, of Milwaukee, Kellogg, of Chicago, Kimball & Taylor, of Belleville, Ill., and the Franklin Press Company, of Middletown, New York, can only be successful where transportation is cheap and prompt, and when plenty of advertising can be found in the great cities. The Wisconsin list is the largest of these, has achieved much, and is now preparing to establish an eastern agency.

Mr. A. J. Aikens is the father of this new system of facilitating the labor of country editors. It is true that outsides and insides have long been printed in England, but we believe never with such gratifying results or so cheaply to editors. Mr. Aikens is a graduate of the printing office of the late Charles G. Eastman, at Woodstock, Vermont, and was under the tuition of poor Major E. A. Kimball, who was shot by his commanding general, near Norfolk, during the war of the rebellion. Major Kimball was one of the swiftest of hand-pressmen, and was as well an expert compositor and an excellent reader of manuscript. At this office was printed the *Spirit of the Age*, a weekly newspaper of very considerable influence in the politics of Vermont. From the matter of the *Age* was made up a small quarto campaign paper, the *Coon Hunter*. Perched on a stool behind the press, doing the "rolling," Aikens had ample time for reflection upon the art preservative, except when the Major had hold of the "rounce;" then he thought he shouted "more color" oftener than the complexion of the sheet required. About this time there was a practice introduced by Mr. V. B. Palmer of sending out several columns of "ads." entitled "Boston Business Directory." This Directory was identical in the whole New England country press. It occurred to Aikens after he had been promoted to the advertising case that there was a vast amount of labor thrown away in duplicating the composition of these advertisements in the different offices to which they were sent. He had seen how cheap it was to make a *Coon Hunter* out of the dead forms of the *Spirit of the Age*, and it was a natural result of even very ordinary

reflection that, if the *advertising* could be duplicated, or as a printer would say, *saved*, a paper could be very cheaply produced. This method of using the same reading matter for duplicate papers is as old as newspapers themselves.

After Mr. Aikens had removed to Milwaukee, there was ample time to think up the project, and when the civil war had deprived the hand-presses of the strong right arms which propelled them a golden opportunity occurred. The *State Journal*, of Madison, had been printing several out-sides for various periodicals in that vicinity, but it was not until the *Evening Wisconsin* commenced that it became a distinctive business. Soon after the commencement of the work, Mr. Aikens's Boston Business Directory idea was revived, and he secured about sixty merchants of Milwaukee to order their cards in all the papers in Wisconsin and Minnesota that could be secured to print in the *Wisconsin* office, at a stipulated price per paper per annum. They very soon printed thirty or forty papers on one side, and by means of the duplicate advertising reduced the price of printed papers to that of white paper. Of course the most of the Madison list soon came to them under this novel inducement of paying newspapers for the privilege of doing their printing.

Now, as there is a large class of advertising that goes into all the papers in the United States, just as the Boston Business Directory did into all New England papers, and as the Milwaukee Directory did into all the Wisconsin and Minnesota papers, the proprietors issued a general circular to advertisers and also one to the press for a national edition of insides. Very soon they printed one side of newspapers in several different States. Some changes and modifications have taken place in their system as they have found it convenient or necessary, but the mainspring of the whole machinery is, and has always been, the duplicate advertisements which have been inserted in all the papers. This alone "accounts for the milk in the cocoanut."

At first, S. M. Pettengill, G. P. Rowell & Co., Cook, Coburn, & Co., and other advertising agents, would not listen to the talk of Mr. Aikens about circulation and cheap rates. Helmbold, Dr. Brandreth, Mr. Evans, Mr. Hodge, Mr. Drake and other large advertisers came in reluctantly, but finally they were won by low prices. And as soon as it could be demonstrated that his theory was practicable the advertising agents gave him large contracts from the best advertisers in the country.

Few people understand the process by which these "insides" and "out-sides" are manufactured, and yet the matter is easy to be understood. The seven-column papers, which are neutral in politics, are worked one after another, only the name and folios being changed; then the form is taken off the press, a column or two is taken out and Democratic matter put in. After all the Democratic papers are printed, then the political matter which leans that way is taken out, and Republican put in. A similar course is followed with the six, eight and nine-column journals, until the whole are worked off, and some idea of the amount of work involved may be formed from the fact that it would take twenty-five hand-presses, working the entire week, to get off a like edition. It may readily be imagined what a saving there is on this. For instance, Mr. Bonner sends a four-column story, the

first chapters to go in the two hundred papers of the Northwestern list. They have to set up the matter only twice, at a cost of say sixteen dollars. Now, if he had sent it to the two hundred papers, they would set it up two hundred times, at an expense of eight dollars to each paper, and an aggregate expense of one thousand six hundred dollars. Aikens can insert it for less than one-half the cost of setting the type. Advertisements that require illustration by cuts can be inserted for the cost of the electrotypes. Of course these rates have at length brought the business.

By this co-operative system of advertising, more than two hundred and fifty thousand dollars is annually saved to the advertisers and the papers; about one-half to the advertisers and one-half to the papers. A branch has just been established in New York, to print editions for the East and South, to facilitate their business, and Mr. Aikens, to show his faith in printing, has advertised largely in periodicals of the North and East.



KINZEY lately sold a bill of goods to a country milliner who knew nothing about him except that eight years before, when she resided in New York, he had advertised extensively. It was the first time she had ever been down from the country to purchase, since leaving the city, and Kinzey obtained the business on account of his advertisements eight years before. Who will say that newspapers are forgotten as soon as read?



CUSTOMERS, like sheep, are gregarious, and flock where they see others go. If nobody else were engaged in the same business, it would be important to tradesmen and dealers to advertise in the paper, because people are tempted to buy what they read of. But others are engaged in the same business, and even if they do not advertise it is important for you to do so; if they do advertise it becomes doubly important.

THE PACIFIC RAILROAD ADVERTISING.

In the year 1867, the managers of both the Union Pacific and Central Pacific Railroads determined to put their First Mortgage Bonds upon the market, to supply funds with which to push forward the work of construction. The roads were being built rapidly. The Union Pacific was completed for more than three hundred miles west from Omaha, and the Central Pacific had climbed the rugged western slope of the Sierra Nevadas. But to carry the work on it was necessary to realize upon the securities of the two companies. The sale of railroad bonds had previously been confined to capitalists in the large cities or to the people immediately along the line of the road. In the case of the Union Pacific, there were no people along the line; hence the Committee of the Board of Directors, to which the negotiation of the bonds was entrusted, looked to the financial centres for their purchasers. These gentlemen apparently thought that the simple fact that their road was to run across the continent, and that it was a semi-national work, would be enough to sell the bonds. They, therefore, in the spring of 1867, spent about seven thousand dollars in a month's time in advertising in New York, Boston, and Philadelphia. The result was not so satisfactory as was expected. "Manifest Destiny" helped to secure the desired investments at later periods, but at this time, while the public felt a pride in the Continental Railroad, they were not eager to put their money into it. The Company found that a more vigorous effort must be made to sell the bonds, and in May employed Mr. W. B. Shattuck, whose experience in charge of the promotion of the Government loans rendered his aid more valuable now, to take in hand the advertising. He formed his plan of operations upon the theory that the loan should be *popularized* and not confined to the classes who had usually taken such securities. One main obstacle to popular attention and favor was that the road was a great way off; the country it traversed was a traditional wilderness; a vague knowledge pervaded the public mind that a Pacific Railroad was building, but as to its actual progress, the mode of building it, the probabilities of future business, and the amount of hard work that was being put upon it, the people at large knew next to nothing. They must have light, and accordingly a pamphlet was prepared, with a map and full information concerning the interior Territories; a map of the line with explanatory text appeared in the

columns of the leading daily and weekly papers, and thus was diffused that knowledge of the scene of operations which was necessary before the loan could become popular. Persistent advertising forced the subject upon the attention of the reading public, and, in the course of a month, the bonds began to sell rapidly. The advertising was kept brisk during the summer, and by September the rapid sales deluded the Company into a belief that the bonds would float by themselves upon this high tide of general favor. The advertising expense was cut off, and the sales fell off likewise. Indeed, it was found, all through this railroad advertising, that the amount of skillful and *persistent* advertising was a sure barometrical indication of the amount of bond sales. It was not enough that the public should be told of the character of the work and the security of the bonds; they must be told repeatedly and continuously. The advertisements published during any single month influenced those who had money at their disposal in that month, but with the multitude whose funds became available at subsequent periods the impression made by the advertisements at an earlier date had faded, or become supplanted by other projects more persistently pushed. Every portion of the year brings surplus funds for investment to men engaged in different pursuits. When the farmer is "flush" with money from the sale of his crops, the manufacturer of the implements with which that farmer has earned his profits is employing all his spare capital in preparing for his spring sales. When holders of bank, manufacturing, or other stocks are seeking the best investment for their dividends, the manufacturers themselves, and all those dependent upon or intimately connected with them, are finding money too tight to think of buying any bonds, however good. So, too, the different sections of the country respond liberally to advertising at varying times, according to the governing industrial interests of each. Five thousand dollars in advertising in a certain section of New England may bring large results in January and February, while the same section may not repay the newspaper bills to a like amount in May or June; other sections, meantime, directly reversing this comparative return for the outlay. It is the business of the experienced advertising agent to know how best to utilize this seemingly inconstant, but really logical demand. The Union Pacific Railroad Company found that just in the proportion that they kept the influence of newspaper advertising columns at work in favor of their enterprise, in the same proportion did they make their sales.

After an inactive season in the fall of 1867, the advertising was again begun vigorously, the extension of the road to the foot of the Rocky Mountains ("Five hundred miles of Civilization" added to the productive domain of the country, as the *Tribune* said) being made the occasion for active effort. In November, December, and January, a large amount of money was judiciously used in the newspapers, the editors of which were furnished with a full supply of facts for accompanying editorial notice of the wonderful rapidity with which the road was being built, and so large did the sales of bonds become that on the 31st of January the price was advanced from ninety to ninety-five, and a week later from ninety-five to par. None of the Company could now question the wisdom of wide-spread and diligent

advertising. With the opening of spring came more rapid track-laying, and an opportunity for frequent changes of the advertisements, showing the increased length of road built, and the diminished distance to be overcome before the whole line to the Pacific should be complete. On October 28th,

"FIVE HUNDRED MILES

OF THE

UNION PACIFIC RAILROAD, RUNNING WEST FROM OMAHA, ACROSS THE
CONTINENT, HAVE BEEN COMPLETED,"

headed the Company's advertisements. On November 23d, "five hundred and twenty-five miles" were announced. Then followed, like the successive bulletins of progress of an advancing army, "five hundred and forty miles" on January 8th; "five hundred and fifty miles" on April 10th; "six hundred miles" on May 25th; "six hundred and forty miles" on June 18th; "six hundred and sixty miles" on July 2d; "seven hundred miles" on July 21st; "seven hundred and fifty miles" August 12th; "seven hundred and eighty miles" September 1st; "eight hundred and sixty miles" October 6th; "nine hundred and sixty miles" December 15th; "one thousand miles" January 10th, 1869; and "one thousand and twenty-six miles" February 25th. Meanwhile, so satisfactory were the results of the vigorous advertising that in June, 1868, the demand for the bonds exceeded the supply, and subscribers were given certificates to be redeemed in bonds whenever they could lawfully be issued upon *completed* sections of the road, and upon the 18th of the same month the price was again advanced to one hundred and two. This was a magnificent year's work, a splendid marvel of achievement for the men who managed and who did the work, and an unanswerable argument for the tremendous power of the press when skillfully brought to bear upon the accomplishment of a grand and honorable result.

During this time, the Central Pacific Company had been likewise advertising very liberally, although not as extensively, and had realized similar success. They had stimulated the sales of their bonds (which had the same basis and were of like conditions with those of the Union Pacific) so that they had been doing almost equally rapid construction with the latter. In March, 1869, the roads had met upon the borders of Great Salt Lake, and the advertising accounts were closed, having effected the sale of nearly thirty millions of Union Pacific Bonds and about twenty millions of Central Pacifics. The statement of advertising account rendered to the Union Pacific Company, which embraced the operations of a little more than one year, covered one hundred and sixty-five pages of bill paper.

Until the vigorous financial campaign which we have briefly sketched the prevailing idea was, as we have noted, that railroad bonds must be negotiated, if at all, in the large financial cities, and hence the first advertising, as we have seen, was done in these places alone. But the experience acquired in the placing of the Government loans convinced Mr. Shattuck that *the people*, and not merely bankers and capitalists, had large means to invest in anything that was intrinsically good, if the case was fully presented to them. In support of this opinion, it was found that the advertising in the smaller cities and country towns paid better, relatively, than in the large cities. The loan was *popularized*, like the five-twenties and ten-forties, and

Union Pacific Bonds are to-day held in farmers' chests and country bankers' vaults throughout New England and the Middle States. Since the negotiations of the Pacific Railroad loans, railway bonds have been put upon the market in rapid succession, and it has been found that companies having the energy to advertise largely, and thus personally interest the general public in the management of their roads, have the sagacity to manage them economically, and thus aid in the best development of the country.

ADVERTISING.—Publicity is money. This has come to be recognized as a principle in business. Competition is so keen, and we live in such busy times, that a man's only chance of success lies in proclaiming the merits of his wares far and wide, up and down the market. He must keep a trumpeter, the public attention must be arrested, and he who best succeeds in this has the best chance of making a fortune. In this conviction almost every one of any spirit advertises. It is found not to be sufficient for a tradesman to put up a sign over his door for people to come and look at; he must send out his sign far and wide, and makes people see it and remember it in spite of themselves. To do this effectually requires tact and knowledge. There is an art in advertising. It may be costly and ineffective, or cheap and profitable. All depends on how it is set about. It must be done boldly. It is useless to go into a crowd and raise a feeble wail which is drowned in the general clamor. It will not do to imitate the genteel woman who in crying fish for the first time would not lift her voice for fear any one should hear her. There is another sense in which every advertiser should be bold. He should have confidence in publicity—should be quite certain that if he throws his bread upon the waters he must find it, even if it be "after many days." It is the half-hearted people who fail. You cannot break the Homburg bank by risking half-crowns on "red" or "black." These timid people are the victims of advertising adventurers—people who start papers specially to meet their case. They are known not to be able to resist the bait of a cheap advertisement, and will give an order for "fifty insertions at sixpence apiece" with vast satisfaction, thinking they have driven a hard bargain. So they have for themselves. Low prices mean limited circulation; and that in its turn implies that the advertiser in search of publicity might as well shut his advertisement up in his own iron safe. A guinea a line for three hundred thousand circulation is a better speculation than sixpence for twenty lines to one selling from four to six hundred.—*The Weekly Budget, England.*

S. M. SPENCER & CO.

The art of forming letters by the use of stencil plates appears to be of quite ancient origin. Some one thousand four hundred years ago, as we read, Justin, one of the Eastern Roman Emperors, and Theodoric, a Gothic king, being unable to write their names, used to make their signatures with a stencil. The letters were cut in a thin board to guide the pen, the board being placed on the paper. If we are not misinformed, Quintilian also recommended this method as useful in teaching the art of penmanship. If, therefore, we date the birth of printing from the time of Guttenburg, stenciling is in reality elder brother to the "art preservative."

It was not, however, until within a very few years that stenciling arrived at anything like the dignity of an art; and in no historical work on the mechanical arts which we have been able to consult do we find any notice of it whatever. We therefore hazard nothing in saying that to the taste, mechanical skill, and unyielding perseverance of Messrs. S. M. Spencer & Co., of Brattleboro, is in a large measure due the credit of having reduced the manufacture of stencil dies to a complete system. Owing in a great measure to their improved methods of manufacturing the tools necessary in cutting the plates, greatly reducing their cost, and at the same time greatly adding to the beauty of the work, the amount of stencil work used in this country has increased ten-fold in the last five years, and the uses to which the art is applied have greatly multiplied. From marking the brand upon every barrel of flour to the designing of the finest embroidery pattern stenciling is now successfully practiced.

The business of manufacturing stencil dies and outfits now carried on by Messrs. Spencer & Co. was established by D. L. Milliken about ten years ago. In 1863 one half the concern was purchased by S. M. Spencer, who the following year bought the entire business. April 1, 1866, Mr. Spencer received as equal partner in the concern Mr. O. B. Douglas, formerly a resident of Orwell, Vermont, under the name and style of S. M. Spencer & Co. As an indication of the increase in the amount of business under the present management we state that in 1864 and 1865 the entire business was carried on in all its details by Mr. Spencer in person. Now, besides the use of greatly improved machinery, they have twelve workmen in constant employment, and their tools are sent to all parts of the country, and even foreign lands. In

making their improved dies the celebrated Jessup steel is used, each letter is carefully finished by hand by experienced workmen, and everything sent out by them is of the very best quality and warranted to be such by them. They manufacture twenty different sizes and styles of letters, and the perfection attained in the making of the more difficult parts is truly wonderful.

The "complete outfits," which contain within the limits of a small hand-trunk everything necessary to carry on a successful and very profitable business, are somewhat a specialty with them. Quality, quantity, and price considered, we believe they stand unrivaled. Besides all materials connected with the stencil business Messrs. Spencer & Co. also furnish key check dies, key checks, brass alphabets, canceling stamps, seals, embossing presses, etc.

We are glad to know that certain rival claims having been satisfactorily adjusted, Messrs. Spencer & Co. are now on amicable terms with all other manufacturers of stencil goods. By this arrangement they have the advantages of several patents and a license in all patents which are of service in their business.

Messrs. Spencer and Douglas are both young men of character and influence in the community, with whom the strictest honesty and integrity in business is not so much a matter of policy as of principle, and we wish them that success in future which they so richly deserve.



PERSONS writing to learn prices for advertising should be careful to observe the following directions:

- 1st. To send a copy of their advertisement.
- 2d. To state the space they wish it to occupy. (This should be given in lines, as the size of the square differs almost in every paper.)
- 3d. The length of time they wish the same inserted.

By complying with the above a satisfactory answer will be obtained, while otherwise communications might be disregarded, as newspaper men are continually annoyed by parties who do not seem to know what they want, and to whose requests they are not in the habit of paying any attention.

When such application is made to an advertising agency the name of the papers—or, if not known, the towns or cities should be given; for the country is too large to admit of an inquiry of this sort, given in general terms, receiving a satisfactory answer.



"WITHOUT the aid of advertisements I could have done nothing in my speculations. I have the most complete faith in 'printer's ink.' Advertising is the 'royal road to business.'"—*Barnum*. ✓

SAMUEL R. WELLS.

The subject of this sketch is a good illustration of the general principle that effort, persistent and well directed, is sure to make its mark, and that success is quite as likely to come from good common sense honestly and faithfully employed in a legitimate pursuit, though that pursuit be surrounded by difficulties and obstacles, as it is to be the result of genius, great talent, or some brilliant specific act of heroism or daring. In this broad land of ours, though full of sharp competition and organized selfishness clamoring for triumph, there is room and opportunity for high achievement and permanent success, and these are vouchsafed to honest endeavor, temperate living, consistency, and unwavering directness of labor.

Samuel R. Wells was born in West Hartford, Connecticut, April 4, 1820. While he was but a lad his father moved to northwestern New York and settled on the south shore of Lake Ontario, in the woods. The farm lay directly on the lake, and the beautiful bay, Little Sodus, stretched along the eastern front of it. Here he learned to fell the trees, to till the virgin soil, to hunt and trap the game of the forest, to navigate the beautiful bay, and capture the fish, which were abundant, and not yet timid from the multiplicity of anglers. We may say in passing that this forest farm, then surrounded by long stretches of dense forest, has, with its neighborhood, submitted to the culture of modern times and been made to "bud and blossom as the rose," and that which is pleasant and of infrequent occurrence among prosperous, self-made men, Mr. Wells has purchased the old homestead and has it under good husbandry, though he scarcely sees it once in twelve months. There is something pleasant to contemplate in the son who goes to the great metropolis to seek his fortune, and after securing the smiles of the fickle goddess returning to the home of his youth, purchasing and decorating the old homestead and surrounding the aged parents with all comforts of modern times, and thereby rendering their evening of life cheerful.

While the tall and rather slender youth was toiling on the farm, or rather struggling to clear away the forest that the soil might become a farm, his thoughts were not wholly absorbed by the work of his hands. He often sighed for an education and a profession. But as he saw no way of obtaining the former while working on his father's farm, he resolved to learn a trade and either make his mark in the business world or acquire the means

thereby for an education. He sought and obtained permission of his father to learn the trade of tanner and currier in the neighborhood of his home. He served faithfully and completed the regular apprenticeship, and was considered not only one of the best workmen, but became noted wherever he worked for his temperate habits, his quiet and gentlemanly manners, the excellency of his work, and the very great amount of it which he performed. As an evidence of his capability and faithfulness it may be remarked that he had attained to the position of foreman in a shop in Boston in which were employed forty hands, nearly all of whom were older than himself.

Having acquired by industry and frugality a considerable sum of money, considering the opportunity and comparatively small wages of the time, he commenced the study of medicine, and had already made arrangements to enter the medical department of Yale College when, meeting with the brothers O. S. and L. N. Fowler, the phrenologists, who were visiting Boston professionally, he took lessons from them and read with eager interest all the works then extant on the subject, and, traveling from Boston with them through the Eastern States, he became so deeply interested in phrenology that he adjourned the professional study of medicine, which he afterward found time to resume. In the year 1843 he formed a copartnership with the Messrs. Fowler under the firm name of Fowlers & Wells, and entered the office of the Fowlers, already established at 131 Nassau street, New York. Mr. Wells now took charge of the office, and while the Fowlers were abroad on their lecturing tours he made phrenological examinations, conducted the publication of the *Phrenological Journal*, then five years old, and commenced the systematic publication of books on phrenology, physiology, and kindred subjects.

Previous to the union of Mr. Wells with the Fowlers their affairs had been managed without system or the rules of usages of business, their time and thoughts having been mainly devoted to the professional department of the subject. Mr. Wells commenced a systematic course of advertising, and thus brought the subject into a shape to challenge the public attention and respect. Phrenology being then an unpopular subject, some viewing it with wonder, some with doubt and fear, some with skepticism and ridicule, and others with contempt or earnest opposition, he found it not a pathway of roses or a bed of down to establish it as a business and push it successfully as an enterprise.

The store, which answered the purposes of a show-room for the cabinet and examination room, in a few years became too straightened for the use of the publishing department, and accordingly the adjoining store was procured and an archway made to connect the two.

As the business increased more helpers were required, till some twenty persons were engaged in conducting the different parts of the business, besides printers, binders, and stereotypers in other establishments.

In 1844 Mr. Wells married Miss Charlotte Fowler, one of the sisters of his business partners. From the beginning she had been zealously working with her brothers to found phrenology and give it a prominent position before the public. She at once seconded the efforts of her husband; they worked together in the office, and for twenty-five years has this been con-

tinued with unremitting industry. Having no children, this co-operative effort in the same cause has been at once agreeable and harmonious. No farmer and his wife have ever worked with more directness and co-ordination to clear up and pay for a farm than has this couple to disseminate phrenology through the land and give it a permanency of institution.

Besides the publication of the *Phrenological Journal* the firm has a large number of books of standard character and value on phrenology, physiology, and physiognomy, and these have been read throughout the length and breadth of the land. The miner in his loneliness among the Sierra Nevada, or the pioneer in the forests or prairies of the great West, has thumbed their works on mental science and learned thereby to know himself, and to respect and revere the names of those who have ministered to his mental enjoyments and opened to his aspirations a higher and better life.

In 1854 Mr. O. S. Fowler, having for a few years previous spent most of his time on a farm in the country, sold his entire interest in the establishment and retired from the firm, leaving with his former partners, L. N. Fowler and Mr. Wells, the cabinet, stereotype plates, and all that belonged to the old firm, and they continued the business under the firm name of Fowler & Wells, the plural being dropped on the retirement of the elder Fowler. By this time the establishment had so grown as to require assistants who were competent to conduct the business, and thereby permit the principals to be absent. Mr. Wells, with his associate, traveled throughout the United States and the North American British Provinces, lecturing in all the large cities, thus forming an extended acquaintance with the people and with the country. In 1860 they embarked for Europe, and for years traveled through England, Scotland, and Ireland, lecturing on their favorite themes, meeting everywhere with the most flattering success, and placing the science they teach on a higher basis in Europe than it had hitherto been supposed to occupy. During their combined labors in the old country the nature of their profession brought them in contact with the leading minds in all the spheres, professions, and pursuits of life; statesmen, poets, preachers, authors, artists, inventors, distinguished agriculturists, etc. They visited asylums for the insane, prisons, and wherever business called or professional inquiry invited.

Mr. Wells returned to New York (leaving his associate in England, where he still remains) and engaged with renewed energy to give to the public the fruit of his enlarged experience, and, in addition to his labors on the *Phrenological Journal* from month to month, his works entitled *New Physiognomy*, *How to Read Characters*, and *Wedlock, or The Right Relations of the Sexes*, which have since appeared, are evidences of his research, industry, and the scientific spirit with which he is imbued.

The Phrenological Cabinet or Museum, on Broadway, which the Messrs. Fowler & Wells have collected from all parts of the world, in conjunction with the book establishment, constitutes one of the marked points on that great thoroughfare, Broadway, and there is scarcely a boy ten years old in New York, who, being inquired of where the phrenological establishment is, would not promptly respond: "The great skull store is on Broadway, near Canal street."

The special contribution which Mr. Wells brought to the chosen field of his labor was a practical intellect, an eye for business, and urbanity of manners, which readily gave him ability to form new acquaintances, especially with business men and the editorial world, and for several years he devoted his attention mainly to the business department of the establishment, and from a very small beginning he has contributed largely to the building up of an establishment which is known throughout the civilized world. His associates had spent their time chiefly in the lecture field. With Mr. Wells's accession the business took form and gave the proprietors a rank in the business world, and thereby contributed to give permanency and stability to the subject which they were laboring to promulgate. Mr. Wells is remarkable for industry, and indeed inclined to overwork; takes too little recreation, and but for his temperate habits and his correct mode of living would have been broken down and laid away long ago. When remonstrated with for overworking he replies that he who would teach others how to live must wear himself out or break down in the service, for the teacher must be so incessant in his labor that he can hardly carry out his own theories, especially in reference to rest and recreation.

For the last seven years Mr. Wells has divided his time between editing the *Phrenological Journal*, writing books for publication, lecturing, and delineating character. The *Phrenological Journal* is circulated wherever the English language is spoken, and is exerting an immense influence on the life, mental training, and education of mankind.

Notwithstanding the pressure of his professional duties and business engagements Mr. Wells finds time to devote to educational interests and public affairs, to temperance, and to movements calculated to ameliorate the condition of prisoners, the insane, and the poor. He takes a lively interest in mechanical inventions and all modern improvements and scientific discoveries; nor does he forget that he started life as a farmer, and has a taste for fine stock and improvements in agriculture, as his own well-stocked and highly-cultivated farm on the shore of Lake Ontario bears evidence.

Mr. Wells stands six feet high, is straight and well built, has rather a large head, a profusion of black hair, which lies in handsome waves, though we observe of late slight traces of "the frost that never melts" creeping into his locks. His mind is of a practical turn, giving him a relish for facts and an anxious desire to see all that can add to his stock of knowledge or contribute to his enjoyment. He has naturally a strong religious tendency, his veneration and benevolence being inherent. He is highly social, and well calculated to adorn society. Possessed of a natural diffidence, from moderate self-esteem, he never wounds the pride or self-love of others by elbowing his way to the front rank uninvited, and he bears the honors which are accorded to him without giving offence to those who would be glad to occupy his place.

NEW YORK SUN.

The history of low-priced journalism in America begins only from the third of September, 1833. On that day first rose the New York *Sun* "to shine for all." It was a very small shine—only the size of a window-pane, dyspeptic in appearance, and without many persons to judge of the brilliancy of its appearance. It did not resemble the sun of Austerlitz. It was of nearly the size that the *Evening Post*, now the most venerable of our dailies, and the one with broadest phylacteries, was at birth, and it probably contained as much news. Horace Greeley was then a journeyman printer, James Gordon Bennett was the laboring man on the old *Courier and Enquirer*, and Henry J. Raymond was going to school. Slow and sure the dailies of that time were, full of ponderous disquisitions on the Bank and the tariff, and sleepy in the extreme. There were no correspondents abroad, and not commonly one in Washington; telegraphs did not flash intelligence from one place to another in less than a second, and railroad and steamboat expresses were unknown. The mails from Europe were condensed for the columns of the New York newspapers of that day, and from Albany intelligence was given a week after the events had happened. New York was then a little smaller than Baltimore is now, and somewhat larger than Pittsburgh and its suburbs; but no such gazette was issued from Manhattan Island as to-day graces the press of America in the pages of the *Commercial* of Pittsburgh. Recriminations and invectives were alarmingly prevalent, and the picture drawn by Charles Dickens in Martin Chuzzlewit was none too exaggerated for the day. Happily, such times are now past.

It was amid such scenes that the New York *Sun* was ushered into existence. It was not a model sheet; no paper could be that whose means did not allow more than an editor and three or four compositors, and its tone, we are sorry to say, was no better than that of the rest. Its first publisher was Benjamin H. Day, but the originator of the idea was named Sheppard. The man, however, to whom the paper owed most of its success until a few years back was Moses Y. Beach. Pony expresses were of his founding, and carrier pigeons were his messengers. Opposed to him were soon found a multitude of cheap-priced dailies, out of which only two have survived. The *Herald* was founded three years after, and the *Tribune* eight, but after a brief time they raised their price to two cents a copy, at which they remained

till during the war. The weekly *Sun* was regarded as an excellent hebdomadal for many years, but the influence of the paper on the public mind ceased about the time of the Mexican war, although its advertising patronage was excellent and its circulation was large. After this, until the recent change in its proprietorship, no one thought of attaching any importance to its remarks on public events, or of disputing anything it said. It was not worth while.

In 1867, some capitalists and newspaper men were looking around New York city for a newspaper to buy. It was essential that it should contain the news published by the Associated Press. As this body would admit no more partners, the choice was between the *Express* and the *Sun*. Of these the latter was by far the most valuable, had the greatest clientage, and was a morning paper. So it was purchased at a very high figure, and the Company, of which Mr. Charles A. Dana was the chief man, set to work to reorganize the paper.

This was no easy task. The *Sun* needed a new building and new editors; it needed a change in everything. The old Tammany Hall building, where so many meetings had been held for Jackson, Van Buren, Polk, Cass, Pierce, Buchanan, Douglas, and McClellan, was purchased in anticipation of the change, and carpenters, masons, and bricklayers quickly changed it to an imposing edifice crowned with a Mansard roof. The *Sun* was ready for its new quarters, and in them it moved on the first of January, 1868, with a new force of editors and printers throughout. Mr. Dana controlled the editorial columns, assisted by Isaac W. England as managing editor.

Charles Anderson Dana is a member of that New England family of which the poet and the author of "Two Years before the Mast" are also a part—a family which has had probably as many Harvard graduates from within itself as any other in the East. Mr. Dana was also at Harvard, but did not graduate, as the condition of his eyes prevented. He stood high in his class, however, and his attainments after being two years in college were probably more than those of most of the graduating students. After leaving he joined the Brook Farm Community, a dream of Arcadia. Brook Farm yet lives as the synonyme of unselfishness and as the embodiment of an attempt to form a society founded not on accidents of wealth and birth, but on the inherent goodness and truth of humanity. The sketches given by Emerson, by Hawthorne, and by Curtis, have all the interest of an event of the present week, with a poetry such as attaches to Sir Thomas More's Utopia or Marco Polo's travels in the East. They seem to be of us, yet divided by the absence of egotism and of self-interest from all that perplexes and moves the actual world. Of this phalanx, Mr. Dana was one of the youngest, and after its breaking up he became one of the soonest restored to the daily toil of life. Elizur Wright, now the great insurance actuary of America, was then publisher of a paper in Boston called the *Chronotype*, and employed the late horticulturist as an assistant at five dollars a week. In February, 1847, he came to New York, and engaged as city editor on the *Tribune*, at ten dollars, succeeding Mr. George G. Foster, one of the best local sketch writers ever in America, and the year after went to Europe as correspondent. This was at the time of the third French

Revolution, and also at a time of general upheaving throughout the whole continent of Europe. It required for this post a man of good acquaintance with the politics of Europe, and with the principal languages spoken there. This Mr. Dana possessed; French, German, Italian, and Spanish flow from his tongue as fluently as English, and he possesses a wide acquaintance with the literature which they preserve.

On his return from Europe, Dana was made Mr. Greeley's principal assistant, at a salary of twenty dollars a week, which was afterwards gradually increased until it reached twenty-five hundred a year. It is noticeable that this salary, which is now equaled by that received by some one on more than a hundred of American newspapers, was then the highest paid by the press. Men of twenty years' experience, apt writers and cogent reasoners, were then only paid from twenty to thirty dollars a week, and it was impossible to go higher. The *Times* lately paid Mr. Bigelow nearly a thousand dollars a month. During Mr. Dana's labors on the *Tribune* he found time to compile a volume of poetry from the works of eminent authors, and in 1858 he and Mr. George Ripley commenced the American Cyclopædia. This voluminous work needed immense labor, and occupied a great portion of the time of the editors for several years, and was not concluded until after the withdrawal of Mr. Dana from the *Tribune*, which happened in April, 1862. It was occasioned by difference of political views, and his withdrawal was a subject of regret to nearly all the readers of the *Tribune*, which owed much of its force to his pungent pen.

After leaving the *Tribune* he was appointed to several positions in the War Department, and finally he became Assistant Secretary of War, and rendered very material service to the Government by his excellent executive abilities. He had the confidence of his chief, and no imputation was ever uttered on his integrity. At the close of the war he went to Chicago, where he was editor of the *Republican*, a daily of which much was hoped. After a year he sold out his interest and returned to New York, where, by his personal exertions, the company was formed which now conducts the *Sun*.

It was foreseen by the managers of this paper that it would be impossible to retain all the readers if any change was made in its course, yet they boldly made the experiment, advertising both at home and abroad. At the time they took it the *Sun* had a circulation of about forty-eight thousand copies daily; this diminished until it went down nearly to thirty-five thousand, when the onward wave led it up to forty, fifty, sixty, seventy, and even eighty thousand per day. At this last figure it stood on the first of January last.

Such success has rarely been attained by newspapers. A thousand make the experiment where one attains such a result. The indomitable energy of the proprietors led them to continue their efforts, even when they seemed to be unproductive; they have not been relaxed since. When the change took place in the ownership it was largely advertised, and everybody knew of it. The *Sun* was printed on new type and good paper, every one could read it, and it had "all the news." Another secret of its success was that its reporters were picked men, not chosen on account of their relationship to the proprietors, but for their intrinsic merit. Mr. Dana's wide

acquaintance with newspaper men gave him excellent opportunities for making a choice of assistants, and he has improved it. No men work harder or give more productive return for their labor than the two principal assistants on the *Sun*, and the paper shows the result. Its paragraphs are read, its correspondence is full of matter, and it always is up to, if not ahead of, other journals in local news.

The business management of the *Sun* is under the charge of Isaac W. England, once city editor of the New York *Tribune*, and lately managing editor of the *Sun*. Under his supervision as editor the *Sun* achieved great results, and financially, matters have equally succeeded since. Mr. England is tall, and at present a little inclined to stoutness, of fair complexion and light hair. In business he is prompt and active, keeping a sharp oversight on all the business of the paper, and pleasant and courteous in manner. He has succeeded in making a profit of one hundred and sixty thousand dollars last year on a capital of three hundred and fifty thousand. Surely that is glory enough for one man.

THE New York *Journal of Commerce* says the story related of a merchant who made the choice of a husband for his daughters depend on which of the two suitors should write the best advertisement serves to illustrate the importance business men attach to judicious advertising. Steady, uniform, and persistent advertising unquestionably benefits every man in business. Classes of men sometimes object to advertising. It is a remarkable fact that in New York lawyers think it rather unprofessional to advertise, except in cases of removal, change of firm, or other special occurrences. They make a great error in this. There is not a day in the year when there are not many persons in and out of New York seeking legal advice, especially among the merchants and business men, without any clerk to assist them even in making inquiries. Merchants in regular business learn by experience the importance of using the columns of a commercial paper for the systematic announcement of their business.

ACCORDING to the character or extent of your business, set aside a liberal percentage for advertising, and do not hesitate. Keep yourself unceasingly before the public; and it matters not what business of utility you may be engaged in, for, if intelligently and industriously pursued, a fortune will be the result.—*Hunt's Merchant's Magazine*

WHAT IS WORTH DOING AT ALL IS WORTH DOING WELL.

The following reasonable hints to business men, in relation to the "art of advertising," are just as true in one place as elsewhere:

Advertising is an art, and that it is one that pays let the thousands in this country who have grown rich by it answer. We do not say that no man who has not properly advertised has prospered in business, but we do say that it is a rare case where any business might not have been greatly augmented by a judicious use of "printer's ink."

What is advertising? The art of making your wares known; giving publicity to your business. You have your wares, others have wants. It is your interest to fill the wants with the wares—to bring producer and consumer, tradesmen and purchaser, together. This is what signs are for, tastefully arranged store windows and the like. They are to captivate the eye. The eye is the sentinel of the will. Capture the sentinel and you carry the will. Impress the senses and you move the choice. The feet follow the eyes. See how they pause at the shop window, and how they covet what is in it. Some of them step in and inquire the price; others step in and buy, not because they need the article, but because they had the money about them, and because the winning window won it away from them.

This is what an advertiser assaults, first and last of all, the eyes. It is in vain to reason with your customers. Customers do not reason, do not arrive at a purchase by the slow method of military "approaches," impelled by an elaborate ratiocination, but carry the coveted commodity by a sudden assault, pricked up to it by the indomitable bayonets of the artists in advertising.

It is this untiring, unremitting, everlasting, never-take-no-for-an-answer appeal to the eyes of the people who want their hair to grow, by the people who have something for sale which they say will make the hair grow, that carries the day, splatters the hair tonics over innumerable scalps, and puts fortunes in the bank to the credit of the—advertiser.

This is the way to do it. Have a good article, an article that will do good, and then stick it at them. Hit them in the face with it, slash them over the eyes with it. This is the art of advertising. Say you have a hat—a good hat—a hat that is worth having on anybody's head. Well, put it on everybody's head. You can do it by advertising it. Other hatters may

make a living, you shall make a fortune—by advertising! In all New York there is only one hatter. In Philadelphia there are imposing piles of brown stone owned by Dr. Jayne. They are built out of advertising. In New York there is a huge pile on Broadway, worth its weight in gold, and an acre of ground of fabulous costliness, the property of Dr. Brandreth. All of it goes to the credit of advertising. Brandreth's pills are household words—because Brandreth was an adept in advertising—only this and nothing more. There is proof on every hand, then, that there is money in advertising. But it can only be got out by “pegging away.” The first and chief, and almost the only, qualification for a successful advertiser is pertinacity. To be the only hatter in town you have only to say you are, somewhere where people see you say it. To have the only hair tonic, or pill, or bitters that the people need, you have only to poke their eyes with the assertion that you have.

There is only here and there one in any branch of money-making that looms up and fills the public eye, and monopolizes the public purse. These are they who understand the art of advertising, and appreciate the indisputable fact that the way to make money out of advertising is to stick to it.

To make advertising pay, it must be stuck to with all the pertinacity that is indispensable to success in the prosecution of every other art. There are some men in this country who spend fifty thousand, and others who spend one hundred and fifty thousand dollars per annum for advertising. And every one of them is getting rich out of it.

To obtain the full value of printer's ink, advertise. Do it in your own language, or if you cannot do that to suit you get some one better versed in the matter to help you, or come to the office with your ideas written down and it will be easy to put them into shape. But by all means advertise. Change often, and when your business admits of it make different features of it prominent in their turn; to-day one thing, to-morrow or next week another, and then something else. Let your advertisements have something of the dash in them, without great exaggeration. Hundreds of fortunes have been made by advertising, and yet as an art it is but imperfectly understood.

THERE is no instance on record of a well-sustained system of judicious advertising failing of success.

S. S. SCRANTON.

Of all those who have contributed by their enterprise, energy, and business tact to extend the publication and sale of books by subscription, probably no man has done more than S. S. Scranton, of the firm of S. S. Scranton & Co., publishers, of Hartford, Conn.

He was born in Connecticut about the year 1822, and is consequently about forty-seven years old at present, though few would take him to be more than forty, so carefully has he preserved himself from the ravages of time. His figure is as firm and full, his step as elastic, and his eye as bright and cheerful as in the first flush of his young manhood. The march of years has left few marks upon him, and he seems to be one of those favored ones who are reminded of the flight of time only by the memories that crowd thickly upon them when looking back over the record of their lives.

Perhaps this excellent physical constitution is due to the fact that the early life of Mr. Scranton was passed on a small farm. The healthful labor which devolved upon him in this position built up his splendid *physique*, and nurtured instead of wasting the energies of mind and body which have made the success of his maturer life. It is an interesting fact that the majority of our self-made men have been country lads. Coming fresh and vigorous from their purer districts, they are more than a match for their half-developed and too frequently rum-poisoned rivals of the city.

Mr. Scranton's opportunity for acquiring an education was limited. A country school, a fair sample of the rural schools of thirty years ago, provided him with all the knowledge he was able to gain until the more pressing wants of his manhood forced him to make up by patient and persistent efforts the deficiencies of his youth.

He remained on the farm until he reached the age of twenty-two years. He then began to look about him for a more promising as well as a permanent employment. The city of New Haven was at this time one of the chief centres of this business, and some of its houses were very largely engaged in it. One of these firms, appreciating the native energy of Mr. Scranton, as well as his local reputation for industry, proposed to him to become a canvasser for the sale of their books. The offer was accepted after due consideration, and Mr. Scranton at once entered upon the discharge of his duties. His operations were confined to New England, and he set to work

with a will, canvassing on foot. He saw at a glance that the business in which he was engaged afforded him not only an opportunity of earning money by the sale of books, but also of studying the people with whom he mingled, of learning their wants and their peculiar views with regard to books. He went everywhere, his pleasant, genial ways making him a favorite with all classes, and his determined industry and shrewd business tact drawing upon him the favorable attention of the older men with whom he was thrown. When he stopped over night at a farm house, he was sure to win his way into the friendship of its inmates, and leave behind him such a favorable impression that he never failed to find a hearty welcome awaiting him on his return. Besides this, he sold only works of merit, and his customers learned to depend on his simple word as the best guarantee they could have.

Ten years of such experience made him the best canvasser in New England, a reputation which brought him to the favorable notice of Mr. L. Stebbins, an energetic publisher of Hartford, who offered him an important position in his house. Mr. Scranton accepted the place, and from this beginning rose in a short time to be a partner of Mr. Stebbins. He proved himself a valuable man in every position filled by him. Mr. Stebbins soon found that he was perfectly safe in entrusting his interests in his partner's hands, and Mr. Scranton thus became the life of the business. Many important changes were effected in the mode of conducting the subscription trade, Mr. Scranton's vast experience with the public as a canvasser having acquainted him with the necessities of the business, and with the best and most expeditious way of bringing his books to the notice of purchasers.

Some years later, the interest of Mr. Stebbins was purchased by other parties, and a joint stock association was formed under the title of the American Publishing Company of Hartford. Mr. Scranton became the chief manager. The business of the Company was left almost entirely in his own hands, the Board of Directors finding that the best they could do at their regular meetings was to endorse his course and authorize him to act according to his best judgment in the future. The operations of the Company grew larger every day until they became the first in importance of any similar firm in the land. That this is no exaggerated statement will be seen from the following authoritative returns of the sales of a few of the books issued by them. Headley's History of the Rebellion reached a sale of about three hundred thousand volumes, being in itself a fortune for both author and publisher, and the Secret Service, by Albert D. Richardson, the popular *Tribune* correspondent, met with a sale of over eighty thousand volumes in a single year. Such results as these are the very best evidence of the skillful and enterprising management of Mr. Scranton that could be given.

About the close of the year 1865 Mr. Scranton withdrew from the management of the American Publishing Company and formed a new partnership with Mr. W. N. Matson. The new firm assumed the style of S. S. Scranton & Co., and began their operations under the most favorable auspices.

The first book issued by Messrs. Scranton & Co. was the *Women of the War*, which in a few months reached a sale of more than fifty thousand copies. Subsequently they brought out a *History of American Methodism*, by Rev. M. L. Scudder, D. D., of which many thousand volumes were sold in the course of twelve months. A *Life of Grant*, by Hon. Henry C. Deming, proved a handsome success, in spite of the numerous rivals against which it had to contend in both the regular and subscription trades. Messrs. Scranton & Co. were also the first to issue the popular edition of Dr. Wm. Smith's *Dictionary of the Bible*. Other houses predicted a failure for this work, but the wisdom of the course of Messrs. Scranton & Co. and the popularity of their edition is attested by the fact that, though nearly seventy thousand copies have been disposed of, the book is still selling rapidly. Lately they are employing their extensive resources and business capacities in publishing the *Unabridged People's Edition of the Life and Epistles of St. Paul*, which bids fair to exceed in its sale any of their former publications. A *Practical Family Bible*, adapted to the wants of all classes, has also met with an extensive sale in their hands.

The system of selling books by subscription, though liable, like everything else, to abuse, is undoubtedly of great public benefit. In no other way can works adapted to popular use be so successfully and economically brought before the whole people. This is well understood by the leading publishers, who, in spite of its tendency to bring down the price of books, are rapidly adopting it. The Harpers, the Appletons, Charles Scribner & Co., and the leading houses of Boston, are all provided with a subscription-department to their business, which they use to great advantage and with great profit. There can be no doubt that a very few years will find the subscription system in general practice throughout the country. One feature alone would make it indispensable—its facilities for circulating books in remote rural districts in which the publications of the regular trade are never seen. As the country develops and our population increases, this branch of the book trade must grow proportionately larger and important.

No business is so thoroughly dependent upon advertising as the subscription book trade. In order to conduct it successfully, it is necessary to keep the public constantly informed of the fact that such publications as it has in hand are offered to them at moderate prices. Of course the first requisite is to have some work worthy of the public patronage. Having this to start with, a judicious system of announcing the book is sure to create a demand for it. Seeing such announcements of books in their family newspapers day after day, or week after week, has never yet failed to awaken a deep interest in them on the part of the public and to pave the way for a ready sale. We are aware that there are those who will receive these assertions with a considerable amount of doubt, if not with a total unbelief; but two facts are significant, the most successful book houses, regular or subscription, in the country, are those whose advertising bills are the heaviest, and no really meritorious work well advertised in the subscription-trade has ever failed of success.

An incident which occurred many years ago may perhaps lie at the bottom of Mr. Scranton's faith in the benefits of advertising. One of his

former partners, about to depart on a long business journey, arranged with him the details of such operations as were to be conducted during his (the partner's) absence. His last words were to caution Mr. Scranton not to throw away his money in advertising. For some time Mr. Scranton regarded this advice, and refused all offers to advertise his publications in the newspapers. Business was dull and almost disheartening, and after reflecting on the matter for some time he determined to risk forty dollars in advertising one of his books. He did so, and carefully watched the result. He has since declared that this small sum led to a profit of over one thousand dollars on the books sold by means of these advertisements. This settled the question with him, and since then he has been one of the most liberal, but still one of the most cautious advertisers in the country. Caution is a great safeguard, no doubt, but in Mr. Scranton's case a little less would be beneficial. Had he been a bolder, a more daring man, there can be hardly a doubt that with his unusual business qualities he would have been the possessor of a fortune twice as large as that which to-day would enable him to lay aside the cares of business, should he see fit to do so. The probability is, however, that he will die in harness. Like Stewart and Vanderbilt, he finds a positive happiness in hard work. Idleness is hateful to him.

He is now in the prime of life and is the possessor of most robust health. His disposition is remarkably cheerful and evenly balanced. He is a happy husband and father, possessing an unusually interesting family and a happy home, where courtesy and hospitality engage the visitor's warmest regard, and make him loath to depart. He is one of the happy, as well as one of the fortunate men of our day, and his life affords a striking example of the success and honors which, under our wise and beneficent institutions, are the sure rewards of honesty, industry, and conscientious energy in business.

Take courage, young man, striving to make your way in the world. The life of this man shows you what you can accomplish if you will work as he has done.

READER, if you have a good live advertisement running through our own or any other good list, you have a hundred thousand servants out at work for you, whether you wake or sleep, whether you be sick or well. No monarch's slaves ever scattered at his bidding so fleetly or faithfully, or in such bewildering numbers, as the literary messengers that bear your individual word to the people of this great nation.—*Inside Track.*

QUITTING advertising in dull times is like tearing out a dam because the water is low. Either plan will prevent good times from ever coming.

STEINWAY & SONS.

Go through one of the fashionable streets of any of our great cities and listen to the tinkle-tinkle of the piano. Go into another street and hear it repeated; try the experiment in another city and you will still find it the same. The piano is everywhere, from the cottages of the poor to the palaces of the rich, in city and country, and in native and foreign homes. Three hundred manufacturers in our land are engaged in this branch of business, employing fifty thousand men, and turning out twenty-five thousand instruments per year. Every hotel has from one to a dozen, every boarding school from six to thirty, and there are thousands of places besides where two or three may be found. The sound of the piano in the United States never ceases. Before the last music-hall in San Francisco closes for the evening the pupils in boarding schools in Maine have caught up the melody and repeat it until midnight. A business that is large enough to supply all these various instruments cannot be small. Large capital is employed, long experience, and the greatest skill.

Among these great houses Steinway & Sons are unsurpassed. Two thousand instruments are yearly furnished to the trade, and the clear and brilliant tones of their pianos are known in every concert room in the United States. Their success has been owing to a careful management of their business, and a uniform goodness of the article manufactured, together with continuous advertising.

The head of the firm, Henry Steinway, is a German, and with his sons emigrated to the United States in the year 1850. The youngest son was but fourteen years old at the time when the family reached New York. Mr. Steinway was for over three years employed as a journeyman after his arrival in this country, being desirous of learning the American methods of manufacture. His capital was small, being at that time only equivalent to the value of fifty pianos at manufacturer's prices, and it was not until after carefully examining the market and studying its capabilities that the first instrument was made. It was well done; pianists found that its soft, elastic touch was followed by the fullest and most harmonious tones, and they had no difficulty in selling it. A few journeymen were employed, and with the combined exertions of the family succeeded in making for the next two years one piano a week. They advertised their business, and when the

Crystal Palace in New York opened they placed one of their best instruments there. It attracted universal attention, and brought the Steinways into communication with the great public outside of New York. Their sales have increased, their methods of manufacture have improved, and their capital has enlarged, so that they not only now make as good a piano as any in the world, but sell more. The merits of their handiwork were amply noticed in the Paris Exposition of two years ago—a year in which their house advertised more than fifty thousand dollars' worth, with proportionate results. They have a magnificent hall up-town connected with their store, and the members of the firm are still as industrious and pains-taking as they were when in the Vaterland.

ADVERTISING APHORISMS.—If you don't mean to mind your business, it will not pay to advertise.

Bread is the staff of human life, and advertising is the staff of life in trade.

Don't attempt to advertise unless you have a good stock of a meritorious article.

Newspapers advertisements are good of their kind, but they cannot take the place of circulars and handbills.

Handbills and circulars are good of their kind, but they cannot take the place of newspaper advertisements.

No bell can ring so loudly as a good advertisement. People will believe what they see rather than what they hear.

Bonner, for several successive years, invested in advertising all the profits of the preceding year. Now see where he is!

The wise man of Scripture evidently did not refer to advertising when he said, "Cast thy bread upon the waters and after many days thou shalt see it again," or he would have added, "with interest."

THE ADVERTISER'S GAZETTE, published by Geo. P. Rowell & Co., 40 Park Row, is not only a useful and almost indispensable publication, but a very interesting one as well. Those who want to advertise—and every business man of good sense does want to do so largely—will be able to find out more with regard to the newspapers of the country from this periodical than from any other.

J. B. BURR.

Among those standing pre-eminent, and holding a deservedly high rank in the subscription-book publishing business of the country, is Mr. J. B. Burr, of Hartford, Conn., whose career has been no less eventful and marked than his success is complete and deserved. Though still a young man, he has won for himself a reputation for business tact and ability in every degree commendable, and of which he and his friends may well be proud.

Mr. Burr was born in Middlesex county, Connecticut, in the year 1835, and is consequently now thirty-five years of age. But few men have compressed so much hard labor, successful adventure, and world-wide travel into so few years. He remained with his father, who was an extensive farmer, working hard and zealously until his twentieth year, acquiring in the meantime the substantial common-school education which New England knows so well how to give, and which our hero so completely mastered.

Being urged to solicit for subscription books, and his ambition panting for a wider field of struggle than the farmer's life could offer, he bade adieu to the scenes of his boyhood, and entered upon that career which was eventually to bear him with attending success to the very "ends of the earth." He went first to Canada, where several months were very successfully employed, and after his return from this trip to Connecticut, having found the business so lucrative and congenial to his tastes, he engaged again in its pursuit, going to Chicago and Middle Illinois, where he spent four or five months with satisfactory results, and from thence pressed on to New Orleans. At this point he diverged for a time from the more legitimate path of his vocation, and proceeded on a pleasure trip to Cuba, "keeping an eye" to business at the same time (as all such men will and must), so that his voyage eventually resulted in a business success.

After a second visit to Connecticut, and a few months passed with friends there, he decided to try his fortune in the far West, beyond the Mississippi. Starting for Texas by the way of New Orleans, he spent six months in disposing of his literary wares to the people of that State. Returning again to Connecticut, he varied the point of his compass and pushed off for Nova Scotia and Newfoundland, spending five months in these places. From Newfoundland he returned to Hartford, and proposed to the publishing house for which he was operating to take a trip

to the British West Indies and South America, but the house ridiculed the project, and it was only after great persistency that Mr. Burr gained his point. Despite all their apprehensions, and justifying his sagacity and self-resource, the result was pre-eminently a profitable one to the Company, and largely increased their respect for and confidence in the judgment and enterprise of Mr. Burr. Six months in that country, hitherto unexplored by book canvassers, enabled him to retire for a time from the soliciting business and engage in other pursuits. But after a while "he returned to his old love," the book business, and made a trip to the far-off land of Australia. This was in the spring of 1861. There he was successful, every day reaping golden harvests. He passed nearly a year in that country, returning to Connecticut by the way of Europe, and in 1862 set out for California with the intention of taking a steamer to Australia. Not finding one ready to sail, he concluded to make California the field of his operations for the time being. Combining business with pleasure, he visited the gold diggings, the Yo Semite Valley, and the larger cities of the State. From California he went to New Zealand, spending, however, but a few weeks there, and then starting for Australia a second time, and for Van Diemen's Land. Repeating his old success in Australia, and equally fortunate in Van Diemen's Land, he left the former country for England in 1863. There he remained nearly a year, making an acquaintanceship which has proved advantageous in his subsequent business. In 1864 he returned to America, and soon entered as partner the publishing house in Hartford which eventually became the American Publishing Company. Whether Mr. Burr's modesty would permit or forbid him to accept any of the credit therefor, it is a fact that during his connection with the Company the house was unusually successful. He finally disposed of his interest there, and started, with Mr. B. E. Buck, of Hartford, the combined book-publishing and real estate business, he managing exclusively the book department and Mr. Buck taking charge of the real estate division. Here Mr. Burr's clear business judgment again manifested itself, in his choice of Mr. Buck as partner, their business having been signally successful.

The first book which J. B. Burr & Co. published was Elliott's Holy Land, of which, through the means in part of judicious advertising, they sold a large number of copies, the work having still a lucrative sale.

Among other works they afterwards published Smith's Dictionary of the Bible, although other houses were selling large numbers of books under the same name. But Mr. Burr, acquainting himself with the facts, saw that an edition of the work which should embrace many improvements and advantages must sell in spite of an already well-occupied field, and the result was that over fifty thousand copies of their edition were rapidly disposed of, and the book as a standard work is still and constantly called for by the public.

Another of their works is Howland's Grant as a Soldier and a Statesman. A year or two ago the market was stocked with no less than fifteen Lives of Grant, most of them proving disastrous failures to their respective publishers; but Burr & Co. "did well" with their book, which, in the face of the fearful competition that existed, is high praise.

Passing for brevity's sake over other matters, we next note Mr. Burr's chief financial venture in the book business. Conceiving that a book which would give the world a knowledge of life in the great metropolis as it is would be acceptable to the public, Mr. Burr went to New York and laid his project before a gentleman well known in the literary world, who, foreseeing its success, entered into an engagement upon it, but becoming ill and unable to perform his contract, recommended to Mr. Burr the Rev. Matthew Hale Smith, whom he sought out and found at the Astor House. As an instance of his frequently rapid business operations, it may properly be remarked here that he laid his plans before Mr. Smith in sufficient detail, secured his services, entered into a written agreement with him, and was on his way home to Hartford in less than two hours. Thus rapidly were the outlines drawn, and the project completed of one of the greatest successes of the times in the publishing business. The book, "Sunshine and Shadow in New York," captivated the public; and though its price varied, according to bindings, etc., from three to five dollars, nearly one hundred thousand copies of it were sold in less than one year. Other books under similar titles, and some of them largely fashioned after theirs, were issued in hot haste as soon as the success of *Sunshine and Shadow* became certain, and were pushed into vigorous competition with the latter—flattering compliments to Mr. Burr's sagacity in projecting this work, although we suspect he would have preferred a clear field and its substantial results to all the "empty sound of such flattery.

Mr. Burr has been the most liberal advertiser of all the Hartford publishers. His bills for advertising *Sunshine and Shadow* could not have fallen short of ten thousand dollars, and it was as much by the means of his more extensive advertising as by the superiority of his book that he was enabled to distance all competitors so completely. He adopted the system of doing his own business from his own office, and paying for advertising with that portion of his profits which is usually devoted to commissions to general agents.

Mr. Burr is very non-committal in his business transactions and scrupulous to carry out all promises. Promises from him are hard to obtain. He is of medium size, well knit together, lithe, rapid in action, of the nervobilious temperament, with good breadth of shoulder and ample lungs—a well-made man, with dark, almost black hair, beard and eyes, the latter securely defended beneath unusually projecting brows. That Mr. Burr has all the suavity and address necessary for the successful business man is too apparent in what we have given above of his history to need further assertion. In his dealings with others he is scrupulously accurate in detail, winning respect for his unswerving honesty and endearing himself to his employees. So young a man as he must have, if he lives, a remarkable business future before him, and we are sure that he who shall in after years add to this our meagre biography of Mr. Burr will have many interesting facts to chronicle of the career of one of America's enterprising and successful business men.



ADVERTISING.

Business men of all classes have long admitted the advantages to be derived from a well-regulated system of advertising. To succeed in any undertaking one must make himself and his cause known to the public whose patronage he solicits and upon whose favor he depends. Failing in this, he fails in everything; business seeks other channels, whither it is directed by the agencies now in operation for that purpose; his coffers remain empty; his customers are few, and his sales unremunerative. Experience teaches us that such a man rarely succeeds. However brilliant his prospects may appear, however zealous he may be in his work, and however eager for advancement, if he neglects the elementary step of introducing himself by some method to the people whose wants he would supply, they will ever remain in ignorance of his attainments or his merchandise, and their trade and custom will flow to other marts already established by the means he disdains to avail himself of. So true has this become at the present day that advertising and success are almost synonymous terms when applied to labor or industry.

Some writer on this subject has ventured to remark that there is not a single instance of the failure of a well-regulated system of advertising. We believe this to be true. Common sense teaches it, and every day's experience confirms it, while the observation of each one who has ever examined the subject, or who will now take the trouble to do so, must lead him to the same conclusion. The rule holds good in all departments, and in every place. It is as essential in the town as in the country, nor is the latter in any way excluded by the former. Show us your village paper, and without further knowledge we will tell you from a glance at its local columns who are its active, energetic business men. The man that advertises shows not only a business talent above his neighbors, but he may be at once reckoned among the independent, generous, and public-spirited of the community. He who hides his light under a bushel, when such advantages as those at present afforded are so freely offered him, does not deserve to succeed. He is and always will be deservedly ranked among those who make a failure of life. 'Twill do no good for such an one to mourn over the results, or murmur at fickle Dame Fortune; it is himself, and himself only, that is in fault. No man occupies so low a spoke in fortune's wheel but that he may with persistency and effort raise himself, if not to an eminent, at least to a

desirable position in the business community, and prove a living example of the success sure to attend upon him who helps himself. Fortune is not so fickle as we are inclined to believe. Our own faults are too often laid to her charge.

Admitting, then, the necessity to business men of an extensive business acquaintance and wide reputation, we are next to consider the best means of attaining so desirable an end. The custom of many years, which we know makes the law, as well as the experience and example of all practical and thorough-going communities, furnishes the same road thereto—a systematic and energetic course of advertising. It will not fail, it will be successful, for we know from facts and figures established beyond dispute that he who casts his bread upon these waters is sure in return to reap a rich and an abundant harvest.

There are different methods of reaching the same end, yet we do not consider them all equally judicious or profitable; money can be thrown away in this as in other undertakings, and so it behooves the advertiser not only to place himself in the best but also in the most judicious light before the public upon whom he is dependent. Many, as every one who passes through our streets, sojourns in the country, or travels our railroads well know, seek to do this by posters, handbills, the paint-pot and the brush; yet we doubt if one ever stops to peruse the poster, or more than cast his eye over the letters imprinted by the brush. The former is among the things that were, after the first rain-storm, and the latter are obliterated or rendered illegible by a thousand different causes constantly at work. A circular through the post-office meets with a still less number of readers; a single glance at its contents, coupled with the fact that it is only a circular, prevents a further examination of its merits and condemns it on the spot to a place among the rubbish. The only source left is the newspaper, and this is the sufficient and the generally adopted medium. It is read by all, and its influence and importance in this and kindred matters is now so well established as to render any extended remarks thereon entirely superfluous. Above all others the local paper takes the lead in importance as an advertising medium. It finds its way, free of postage, to every village in its county, and is read in nearly every house. It circulates throughout the entire State and in most cases far beyond its confines. There is no trouble to the advertiser in thus proclaiming his business or occupation, yet through its pages he introduces himself as he could not by any other method. And then, too, the advertising columns of a country paper are read with as much interest as any other part, and the whole is perused by many an eager eye. It is estimated that five persons on an average read every number issued from the country press; and when we say read we mean advertisements and all. Unlike the city, where there is a single hasty glance for the news or the markets, the country paper is carefully scanned as the reflex of the outside bustling world and it thus becomes the cheapest and the most valuable advertising medium for every one who desires to reach the people and make himself known to all classes. It matters not what the business may be nor how remote from the office of publication. Equal attention will in all cases be drawn thereto, and beneficial results will surely follow a notice in its columns.

S. N. BROWN & CO.

This firm are well-known manufacturers of wheels and wheel material in Dayton, Ohio, who were among the few who were lucky in making money out of the velocipede mania. This rage for riding on two wheels seems to have sprung up as suddenly as a new song, and to have disappeared as quickly, leaving nearly all who had anything to do with their manufacture to suffer severe losses. Brown & Co. commenced business in 1847, with two men to do all the work, and having but one room. They now employ from fifty to sixty men constantly at work, and their business requires two large buildings, one three and the other five stories high, both being kept in constant use. Their trade extends from Portland, Maine, to San Francisco, and from St. Paul to Memphis, with sales also in England and Prussia. A premium was taken by them at the World's Fair in London, in 1862, and space was applied for at the Exposition in Paris, in 1867, but when the time came to send, they were so busy with orders that it was impossible to spare the goods and do their customers justice. This was in bicycle times. As this branch of industry was just then springing up, it occurred to this enterprising firm that it would be a good idea to manufacture the wheels. They did so, and advertised the fact broadcast in over a thousand newspapers, and the result showed the value. In two months they sold of this one article alone over sixteen thousand dollars' worth, and this act also brought them a great deal of indirect work from persons who had noticed their advertisements. They had the good sense also to see when the excitement was about to die out, and withdrew without loss. One very prominent feature in the management of this firm has been that they have always produced good articles, so that an order is likely to be repeated, and their good treatment of workmen has been proverbial.

JAMES VICK.

The progress and refinement of a people are made evident by their home surroundings as much as by their dress, scientific and social accomplishments, and religious regard for the Creator. The man, therefore, who honestly disseminates the seeds of flowers and plants with which to adorn the homes of the land is one of God's own ministers of good to man. Such a man is James Vick of Rochester, New York. Born in the suburbs of Portsmouth, England, in 1818, he came to this country with his father's family in 1833. His early ambition was to become an author, but the necessity of labor for daily support gave him little opportunity to apply himself thereto; and although he occasionally got an article inserted it was not remunerative, and he therefore abandoned literature as a life profession, although writing has been and still is a propensity which will crop out whenever he has any new item of value worth giving to the world. He also had a fancy for the printing business, and in early life connected the two together as inseparable, a fallacy he soon discovered when, soon after arriving in New York, he entered a printing office for the purpose of learning the art, at which he worked for several years. Finally, his inborn love of flowers caused him to seek a position and location where, in near connection with his daily labors at the case, he could employ his leisure hours in the care and study of flowers and flowering plants. Hence he removed to Rochester, in 1835, and engaged as a printer in setting type for the *Genesee Farmer*, then published by Luther Tucker, now the publisher of the *Country Gentleman*, Albany. Here in a small garden he commenced anew the practice of his childhood by raising flowers yearly from seed; and although his success was such, and the demand for seeds from his seedlings so great as to compel him, as it were, after a time, to enter the seed business proper, yet he says that he "has never produced so good pinks, carnations, and picotees as he did when only ten or twelve years old." Here, occupied in setting type a certain number of hours daily for the *Genesee Farmer*, and spending the balance of his time in growing, studying, and writing about flowers, plants, and horticulture generally, he saw the *Farmer* passed from Mr. Tucker's to D. D. T. Moore's hands; and soon after Mr. Moore commenced the publication of the *Rural New-Yorker* Mr. Vick assumed the publication of the *Farmer*, and continued it until January, 1853.

It will be remembered that in January, 1852, Andrew J. Downing, the then editor of the *Horticulturist*, was drowned near Yonkers, while on a passage from Newburgh to New York; and soon after the publisher of that journal, trembling and fearful, with little conception of the wants and impulses of the American people, gave notice of a wish to sell. Mr. Vick, with an intuitive perception, hesitated not a moment in becoming its proprietor; and in January, 1853, removed the publication office of the *Horticulturist* to Rochester, and there, with Mr. P. Barry, a well-known and competent horticulturist, as its editor, continued its publication until, as we have before said, the demand on him for rare and choice flower seeds induced him to dispose of all publication matters and devote his whole time to an interest that seemed to suit especially his talents and knowledge—a course advised by his friends.

In January, 1857, he commenced editing the horticultural department of the *Rural New-Yorker*, which position he held until 1862, when his seed business demanded so much of his time that he was obliged, greatly to the regret of thousands who hold those volumes, and weekly read his practical contributions thereto, to discontinue it. He was for several years Secretary of the American Pomological Society, which office, with pleasant sarcasm, he tells, "was next to being President of the United States." He was for a time Secretary of the Genesee Valley Horticultural Society; also Secretary of the Western New York Horticultural Society, of which he is now the President.

Like everything else in this country where energy, industry, and intelligence combine in its direction and management, the garden of James Vick has grown from less than a quarter of an acre to seventy-five acres, and the product and rarity of flowers from seeds grown by his own hands or under his directions have come to number so much that they are astonishing. Commencing as early as 1850 to import seeds and bulbs from England, France, and other parts of the world, according as he read of a new or beautiful production, he now has standing orders to send him, without regard to cost, each, all, and every new and rare seed or bulb; and this he does surely knowing and relying upon an intelligent and appreciative public for his recompense.

Mr. Vick's town office and warehouse for distribution is about eighty by one hundred and twenty feet, four stories high, and thoroughly fitted and arranged, floor by floor, for the perfect labors that belong to a careful putting up of and filling orders for seeds. In the busy season some seventy-five young ladies are employed in the discharge of duties or labor that can readily be performed by woman without overtaxing her strength. About thirty men are employed for the more laborious and rude portions of the work, such as the receiving and delivering of boxes, hoisting, storing, etc. The amount of sales, yearly, foots up hundreds of thousands of dollars; the number of letters received is from one thousand to eighteen hundred a day, or about one-quarter of all received at the Rochester post-office; and it takes four to six persons steadily employed in opening and filling orders, and as many more in answering correspondence under Mr. Vick's personal direction.

Mr. Vick is known as one of our most enterprising and skillful advertisers, and his great increase in business is largely to be attributed to his use of that great and powerful lever of modern civilization, the press. His notices are not long, but they attract attention and invite correspondence, and the beauty of the floral productions of his gardens are sufficient to induce any one to wish to purchase when they shall have arrived to inspect his stock. Mr. Vick is distinguished for his kindly disposition and for that love of the weak and the unfortunate characteristic of the heart of a good man, showing that the favors of Providence have not been unworthily bestowed nor are likely to be badly used.

WE consider the agency plan the best both for advertiser and publisher, where they are strangers to each other, as being the safest, and causing less anxiety and trouble as to whether the parties on either side are good and responsible, and will carry out their contracts in good faith.—*Dover, N. H., Gazette.*

RULE FOR ADVERTISING.—Don't advertise unless you have something worth buying. A great many persons suppose advertising alone is sufficient. This is nearly as bad an error as to suppose that having the goods is sufficient alone. You must do both—have the goods, and let people know you have them.

A DOUBLE column once a year is not so good as a square fifty-two times a year. A furious shower does not soak in so well as a steady rain. The highest praise Artemus Ward had for George Washington was that he "never slopped over."

SETH W. FOWLE & SON.

This well-known house was founded by the late Seth W. Fowle, who was born in the town of Mason, N. H., July 25, 1812, where he lived but a short time, as his parents soon afterwards removed to Cambridge, Mass. When he was ten years of age his father died, and he was sent to live with some friends of the family in Sudbury, Mass., where he remained attending school until he was nearly fourteen, when he went to Boston, and was apprenticed to his brother James, who was doing a good business as an apothecary on the corner of Green and Leverett streets. It was here that the character which he bore through life was formed. Obligated to work early and late, and called up at all hours of the night to prepare prescriptions, he found little or no time for amusement or for association with others of his age. He gave his whole mind to his business, and, being always at his post endeavoring faithfully to do his duty by forwarding his brother's interests, he became accustomed to habits of industry which clung to him as long as his health was spared. By close attention to business, neglecting no opportunity of acquiring knowledge relative to it, he soon became thoroughly acquainted with the nature and uses of the various drugs, and became very expert in the difficult and responsible duty of compounding them. He remained with his brother until he was nearly twenty-one, when, with his assistance, he purchased the stand on the corner of Prince and Salem streets, one of the oldest drug establishments in Boston, which for many years had been occupied by the celebrated Dr. Fennelly, and whose once elegant sign of the golden statue of *Æsculapius* still remains on the corner. Here he remained about ten years, during which time, by his industry and economy, his thorough knowledge of his business, and the fact that he always made friends of those who were brought into contact with him, he was quite successful. But he was too ambitious to remain here always. Being accustomed to purchase his drugs of wholesale dealers, he soon began to inquire of himself why he could not make his purchases of the same parties of whom the druggists bought, and thus make a double profit, and in 1842 he sold out to his youngest brother Henry D. Fowle, who had learned the business with him and who still continues at the place, and connected himself with Joseph M. Smith, who for some years had been established as a wholesale and retail druggist on Washington street, opposite

School street, where they continued two years under the firm name of Smith & Fowle. It was during this period that Dr. Wistar's Balsam of Wild Cherry was introduced into New England. This well-known remedy for throat and lung complaints was first prepared about 1830, by the celebrated Dr. Henry Wistar, and for a number of years had been put up by Williams & Co., of Philadelphia, during which time it had quite a large sale in the Middle and Southern States. In 1843, Williams & Co. sold their interest to Isaac Butts, who had been one of their traveling agents, who established himself in New York, and by extensive advertising more than doubled the sale of the Balsam. Mr. Butts appointed Smith & Fowle his general agents for New England, and a large demand was soon produced in that section. In 1844 Mr. Fowle purchased the interest of his partner in the drug business, and for eleven years carried it on in his own name. Although Mr. Butts was making money rapidly, his health became somewhat impaired, and, wishing to go West, he disposed of his entire interest in Wistar's Balsam to Mr. Fowle for thirty thousand dollars, and invested the greater part of the amount in telegraph stock, which at that time was selling at very low prices. The stock, however, soon rose above par on his hands, and with the large dividends which were regularly paid he soon became a rich man. Mr. Butts made his home in Rochester, New York, and for several years edited and with others published the *Daily Union*, of that city, in which he also made money, so that he was able to retire a few years since with about a million and a half. Rows of stores and acres of land owned by him in Rochester attest the truth of what we write.

Mr. Fowle now advertised Wistar's Balsam more extensively than ever, placing long advertisements in nearly every newspaper in the Eastern, Middle, and Southern States, and Canada, and as a consequence the sale of it became larger than that of any other medicine at that time in the market. It was with difficulty that the immense demand thus created was supplied, and at one time the Balsam was packed and shipped in barrels, the supply of boxes having failed. Mr. Fowle also increased his regular drug business and began to import largely, and soon became one of the leading merchants in his line in Boston. He devoted himself closely to business, and kept all the details of his extensive establishment under his immediate control.

But, though doing a large and profitable business, misfortunes soon came upon him. Like many others who have made money rapidly, he soon began to lose it quite as fast. After several years of remarkable success, he met with serious reverses in California, through his various investments and by endeavoring to assist others who had been less fortunate than himself. Having established a large sale for the Balsam, and knowing it to be an article of great real worth, he thought it would continue to sell upon its own merits, and consequently withdrew all his advertising. This, however, proved a great mistake, for it is a well-established fact that, however useful or valuable a medicine may be, the sale of it can only be kept up by constant advertising. When Mr. Fowle withdrew his advertising the sale of the Balsam fell off, as new medicines were introduced, and they being extensively advertised the sale for these articles soon in a great measure supplanted that of Wistar's Balsam.

After several years of declining sales, Mr. Fowle recommenced advertising, but he found it no easy task to rebuild the business which had been so long allowed to run down. He, however, persisted, and the sales soon began to increase, and, though slowly at first, by means of constant advertising they have continued to augment ever since. Mr. Fowle, however, continued to make heavy losses, and in 1855 disposed of his drug business and devoted himself more closely to the Balsam. At this time he also obtained the sole agency for the Oxygenated Bitters, and took as a partner Mr. George W. Safford, who had long been his most valued and trusted assistant, continuing under the firm name of Seth W. Fowle & Co. Both medicines were then put out on consignment to four thousand agents, and, being extensively advertised, continued to have a very large and increasing sale. In 1858, Mr. Safford, having a good opportunity, disposed of his interest and began the manufacture and sale of toilet and fancy soaps, which business he still carries on under the name of the Boston Indexical Soap Company. Mr. Fowle continued to advertise and sell Wistar's Balsam until his death, which occurred in October, 1867, though at the time of the breaking out of the rebellion, through repeated misfortunes, he lost all his property. His long-continued losses seemed to have completely broken him down and hastened his death, as during the last five years of his life he was no longer the smart, active, ambitious person that he had been before. He, however, left a spotless character. For years after he began to make heavy losses he struggled on in hopes of recovering the lost ground, when most men in similar circumstances would have given up in despair. He placed his honor and his character above everything else, his chief desire being to fulfil his promises to the letter. He was esteemed by all for his steadfast integrity and for his earnest endeavors to do what he thought right. One great cause of his success in business was the confidence felt by his customers in the quality and purity of every article kept in his store. No one can accuse him of adulterating his drugs or of using anything but the purest and best of materials in the various preparations compounded at his establishment. He was never known to misrepresent the quality of his wares unless he himself had been deceived, which was not often. He was a kind friend to young men starting in business, and many a successful merchant will always remember with gratitude the encouragement and pecuniary assistance he received from Mr. Fowle in his early career. It was through his willingness to assist others that some of his largest losses were made, though he has often remarked that he never lost a dollar through the assistance he rendered to young men who had been brought up in his store.

In 1865 Mr. Fowle took into business his eldest son, Seth A. Fowle, who had been with him as clerk from 1856, and the style of the firm became Seth W. Fowle & Son. The business is still carried on by the younger Mr. Fowle, under the same name, and is constantly increasing, as the son, like his father, believes in the liberal use of printer's ink, and does not fail to apply it to his business.

WRITING ADVERTISEMENTS.

We have read somewhere the remark of a celebrated writer that "Liberal trade is good scholarship popularized, and commerce is literature on a signboard." By giving to the "sign-board" a liberal construction we arrive at the principle actuating men at the present day in all their transactions with one another, and by which fortunes are so often realized and enjoyed. To succeed, one must place himself before the public, make known his wares, and where he may be found, and this he must do through a sign-board. The sign-board, literally considered, is essential, and a matter of course, but there is still another, full as efficacious, and almost as generally adopted—the columns of the newspaper. This is the sign-board of which we would speak, recommend, and endeavor to persuade our readers to avail themselves of. The advantages of such a system we have already presented in previous articles, and do not propose to enlarge upon here, but to confine ourselves to narrower limits and discuss a subject of perhaps equal importance and closely connected therewith. However necessary it may be to advertise, and however impossible it may be to succeed without doing so, it is nevertheless an everyday fact that many lose the result of their efforts in this direction, wholly or in part from the fatal error of paying so little attention to their manuscript compilations. A notice of any kind, to be read, must be readable; to be readable, it must have been properly compiled, and to be properly compiled requires no little skill and labor. Many of our largest advertisers are beginning to understand this and govern themselves accordingly, and we hope soon to chronicle the time when the advertising columns of our newspapers shall be of far more interest than at present, if not the most so of any. Within the past few years great improvements have been made in this direction, and we could easily fill a dozen pages with clippings from different publications in all sections of the country, whose advertisements have a truly rhythmical and rhetorical ring, such as people like, and by which they are mostly influenced. It is an unmistakable fact that novelty attracts attention, and this is one great secret of the success of so many of our largest advertisers. Take, for instance, the notices of the celebrated Plantation Bitters, now so universally published, and they alone substantiate our hypothesis. They are written with great care, and by a person who understands his business; the consequence is

they are generally read, produce a pleasing effect upon the reader, and, his own supposition to the contrary, he is influenced thereby, at any rate to such a degree that he would be more likely than ever before to purchase the article. In one of these, for example, we are told,

"They made her a grave too cold and damp
For a soul so honest and true."

and then informed that "If they had been wise the dire necessity of opening the grave for one so lovely might have been averted, since 'Plantation Bitters,' if timely used, are sure to rescue the young and lovely, the middle-aged, and the ailing from confirmed sickness." The first two lines insure the reading of the whole article, and the following paragraph is more certainly remembered from its connection with what precedes.

The same principle holds true in every case, whatever may be the subject. We have been not a little amused in perusing the real estate cards of the late George Robbins, as they formerly appeared in the English papers. He was justly celebrated for his compositions in this line, and had a most remarkable faculty for making the wilderness to smile, and the desert to abound in verdure and fertility. He once described the beauties and luxurious convenience of a "hanging wood" upon an estate offered for sale, which so worked upon the mind of a reader thereof that he bought the property without delay, and is said to have been somewhat disgusted when he found his "hanging wood," from the enjoyment of which so much was anticipated, to be nothing more nor less than a common gallows. In another case his description was so much beyond a perfect Eden that a fault or two was deemed necessary, consequently purchasers were informed that there were two drawbacks to the property, "the litter of the rose leaves and the noise of the nightingales!"

A true disciple of the doctrine laid down in the *Tatler*, that "the great skill in an advertiser is chiefly seen in the style which he makes use of. He is to mention the 'universal esteem' or 'general reputation' of things that were never heard of," was one Packwood, a barber, who, by a strict adherence to this principle, impressed his razor-strop indelibly upon the mind of every bearded person within the royal domains. He even went so far as to boast of having in his employ a favorite of the muse, and once made answer to an inquiry concerning his advertisements, "La, sir, we keeps a poet." It is doubtful if every firm can afford such an extravagant luxury now-a-days, but we are often reminded by such notices as the following that his services are still in demand:

"Heigh ho! To Boston we'll go, And buy all our teas of the East India Co.

"Their prices are cheap. Their wares can't be beat, their praises are heard in every street. Then, heigh ho! to Boston we'll go, and buy our teas of the East India Co."

The same paper from which we clip the above contains another, which, if not equally rhythmical, is certainly poetical in sentiment, and addressing itself to what the Rev. Mr. Stiggins, with a groan and sip of hot pine-apple

rum and water, would call the "carnal" as well as the "spiritual," is certainly a specimen of a "peculiar style," and as such we publish it:

ON CLEANSING OURSELVES.

By the grace of God, let us cleanse ourselves;
If we do not we shall go to hell,
We would say we keep cleansing powders for humors, fevers, and colds,
And many other diseases, as of old.

Now for the cleansing of the spirit;
It must be done by God's merit.
Sinners, come to repentance, one and all,
Unless you into hell would fall.

Reader, the devil will shut us out of heaven if he can,
For that is his plan.
By throwing out a bait of intemperance and pride;
If we catch at them into destruction we shall slide.

DR. GEORGE HOWE,
Mechanic Street, —, —.

The natural conclusion would be that allowing the premises to be correct, "cleansing" was on the whole decidedly necessary, but whether it be "the grace of God" or Dr. Howe's "cleansing powders" that will most effectually accomplish such a desirable end, or whether the two are supposed to work in harmony, we find ourselves unable to decide, and are consequently left in a terrible suspense, from which we hope to be relieved by a future publication.

The afflicted widow, the disconsolate family, the lamented Mr. Edward Jones, and the beaver hat trade are somewhat "mixed" in the following extract from the columns of an English paper, and after vain endeavors on our part we must leave our readers to class it either as an "obituary," a "token of affection," or a "puff extraordinary."

"Died on the 11th ultimo, at his shop in Fleet street, Mr. Edward Jones, much respected by all who knew and dealt with him. As a man, he was amiable, as a hatter he was upright and moderate. His virtues were beyond all price, and his beaver hats were only £1 4s. each. He has left a widow to deplore his loss, and a large stock to be sold cheap for the benefit of his family. He was snatched to the other world in the prime of his life, and just as he had concluded an extensive purchase of felt, which he got so cheap that the widow can supply hats at a more moderate charge than any other house in London. His disconsolate family will carry on the business with punctuality."

We would not by any means be understood as recommending the extracts hereinbefore given as specimens for our readers to follow. They are more especially intended as curiosities, and as indicative of the eccentricities to which the human mind is so often subject. The idea we would convey is simply that more attention should be paid by the advertiser to the preliminary steps, that success may more surely crown his efforts.

NEW YORK INDEPENDENT.

Towards the close of the last century the New England churches sent out their missionaries into the new States. Men were sent, not only into New York, but into the West and the South. The Presbyterians were in the field, and a plan of union was formed between the Congregationalists and Presbyterians, by which the ministers of each should occupy the same field and the same churches. The Presbyterians were very tenacious of their form of government, and this tenacity increased till it nearly swallowed up all there was of Congregationalism. About forty years ago the pressure made by the Presbyterians on the Congregationalists induced them to withdraw from the union and form small Congregational churches and associations of the same form of government. The Old School Presbyterians cut off the New School and the Congregationalists from their presbyteries. This led to the formation of Congregational churches throughout the West. A company of young men went into Iowa, and were known as the Andover Band, from the theological seminary which they had left. They were able men, and through their labors new congregations were founded and new associations reared in most of the Western States.

The Congregationalists had no organ out of New England. The *Evangelist*, till 1837, was a Congregational paper. It then became Presbyterian. A new glory was dawning on the Congregational Church. Rev. Joseph P. Thompson and Dr. Cheever were in New York. Rev. R. S. Storrs and Henry Ward Beecher were in Brooklyn. They were men of talent and power. Their churches were large, wealthy, and influential. A newspaper through which these men could speak to the world seemed a necessity. Rev. Dr. Joshua Leavitt became the nucleus around which earnest and talented men gathered, who proposed to start a religious paper that should be second to none in the land.

There were in New York several young Christian merchants of wealth, who proposed to found a paper upon a financial basis that should secure its publication for five years, whether the paper was a success or not, whether it had a subscriber or not. It was to be a catholic, liberal, Christian sheet, which should not only discuss religious topics, and be the organ of Congregationalism, but also be the champion of freedom, and a decided opponent of slavery. Three clerical gentlemen were selected as editors—Rev. Drs.

Bacon, of New Haven, Thompson, of New York, and Storrs, of Brooklyn. After much discussion, the name *Independent* was adopted, as every way fitting to indicate the position the paper was to assume on matters religious, political, and educational. An agreement in writing was drawn, defining the duties of all parties connected with the paper—editors, proprietors, and assistants.

The present editor-in-chief, Theodore Tilton, became connected with the *Independent* rather incidentally. He graduated from the Free Academy of New York, and connected himself with the *Observer*. He possessed a brilliant imagination, wrote acceptable poetry, was ready with his pen and tongue, and manifested a decided ambition to make his mark. A disagreement on the matter of slavery led to his dismissal from the *Observer*. He was afloat in the world, with a young wife on his hands, and without means of support. He was about twenty-one years of age, a member of Plymouth Church, and in his welfare the pastor and people took a decided interest. Through Mr. Beecher's influence, Mr. Tilton was put on the *Independent* in 1856, to do anything that might be found for him to do.

Unknown at the start, he first attracted general attention by a controversy in Plymouth Church between himself and Mr. Beecher. Mr. Tilton took the ground that as a consistent anti-slavery man Mr. Beecher could not support the American Board. Mr. Beecher defended his position, and Tilton assailed it, before crowded audiences, who were attracted by the discussion. Mr. Beecher was tender and conciliatory. Mr. Tilton was fierce, vindictive, and denunciatory. One of Mr. Tilton's speeches was reported and printed in the *Independent*. It put him to the front rank as an anti-slavery speaker, and he became a favorite orator at public meetings. It brought him out as a lecturer, and he is probably now as popular and successful as any man who makes lecturing a business. When Mr. Beecher went to Europe, Mr. Tilton was left in charge of the *Independent*. On the withdrawal of Mr. Beecher, without any formal introduction, he continued in the position which he now holds. He is sole editor of the paper. He is left perfectly free to conduct it as he will. While the drift is unchanged, he is untrammelled. The leaders, double-leaded, are from his pen.

Dr. Leavitt is associate editor. He was one of the original founders of the paper, and has held an important place in its management from the start. Trained a lawyer, he is a preacher of marked ability, a writer of pith, sharpness, culture. With extensive knowledge, he was able to assume any place, and fill any vacancy. Forty years ago he came to the city, and was editor of the *Sailor's Magazine*. A decided Congregationalist, he edited the *Evangélist* when that paper was in the interest of that body. Under the control of Dr. Leavitt the *Evangélist* took the side of reform, defended Congregationalism, assailing slavery, and vindicating revivals. In 1842 he became editor of the *Emancipator*, which was removed to Boston. He closed his connection with that paper in 1847, and was called into the original council, in 1848, by which the *Independent* was started. Many years before, Dr. Leavitt commenced the system of reporting sermons as they were delivered from the pulpit. The celebrated lectures of Mr. Finney, in Chatham Theatre, reported by Dr. Leavitt, attracted so much attention that professional

reporters were brought from Washington to do the same thing for other papers.

Henry C. Bowen, who, twenty years ago, united with other young merchants in establishing the *Independent*, is now the sole proprietor. His executive ability is very marked. He is liberal, generous, and considerate. The editors are untrammelled, their pay is large, and they are allowed to call in any aid needful to give the paper a position among the best in the land. Large sums are paid to writers—not any great sum to any individual, but a fair compensation to a large number. The proprietor intends to secure the best talent in the country, and pay that talent a handsome remuneration. Correspondence is not as much sought for, either foreign or at home, as formerly. Articles of merit, essays on important subjects and themes, take the place of gossiping letters. The new feature of the paper is the advocacy of female suffrage, to which it is as fully committed as to religion, anti-slavery, or temperance. Mr. Bowen is a genial, companionable, agreeable man, with great business talents. He has made the paper a paying success, It is, without doubt, the most profitable religious journal in the world.

In cutting itself loose from Congregationalism, as a partisan organ, the *Independent* has changed none of its principles. It is still an unflinching advocate of freedom in church and state. It advocates the reforms and humanities of the age with surpassing ability. Its editor-in-chief, scarcely thirty-five years of age, is a very marked man in appearance. He is tall, with a decided stoop, a face in which the energy of youth and the maturity of age seem to struggle for the mastery. His hair, lightish brown, is long, flowing, and prematurely gray. He walks the streets with his head inclined, his eyes on the pavement, taking no notice of even his friends. He is genial, warm-hearted, and sociable, and has strong, warm friends, to whom he attaches himself as with hooks of steel.

For twelve years the *Independent* was conducted on a sectarian basis; but it never was a financial success. The original owners fell off, one by one, till Mr. Bowen became principally responsible for the publication of the paper. It never paid its expenses. The editors were allowed to draw on him for any funds necessary to make the paper what it ought to be. He never questioned their expenditures, and paid all the bills cheerfully. While he was making money, a few thousands one way or the other amounted to but little. At the opening of the war the *Independent* was indebted to Mr. Bowen in the sum of forty thousand dollars. This, with the heavy losses resulting from the war, obliged the house of which he was a partner to suspend. During the long years of its existence the proprietors had received no income in any way from the paper. He entered the office, rolled up his sleeves, and resolved to try the experiment whether or not the *Independent* could be made a paying paper. Twenty thousand dollars in cash have been paid for advertising since Mr. Bowen became the publisher. The indebtedness of forty thousand dollars has been paid from the profits. Two hundred thousand dollars was paid to extinguish the interest of parties in the paper. One half million of dollars has been refused for the paper. The salaries are liberal. The editor went on the paper at a salary of eight hundred dollars a year, and is now paid six hundred dollars a month, or, in

round numbers, seven thousand five hundred dollars a year. Dr. Leavitt, who started with the paper, has his salary increased with his infirmities, and will be supported when he is too enfeebled to labor. The ablest men of the different evangelical denominations are secured to swell the editorial force. The *Independent* is claimed to be the best paying paper in America, except the *Herald*. And this has been the fruit of cutting loose from party, local, and sectarian issues, and launching out on the broad ocean of Christian union, and giving its energies to the whole church. A splendid marble building has been secured on Park Place, and is fitted up elegantly as a banking-house for the accommodation of the increasing business of this enterprising concern.

L. S. METCALF, one of the largest and best-established houses in the stencil business in America, who has had large experience in advertising, speaks as follows: "My experience has left no doubt of the value of newspaper advertising, generally speaking. Of the manner of doing business practiced by Messrs. Geo. P. Rowell & Co. I have the best possible opinion. Promptness, accuracy, and reasonable charges have characterized all their dealings with me."

THE easiest way in the world to throw away money is to advertise injudiciously.

THE easiest way in the world to accumulate a fortune is to advertise judiciously.

SMALL advertisements, and plenty of them, is a good rule. We were all babies once, yet we made considerable noise.

HORACE WATERS.

Among the best known men on Broadway is Horace Waters. He has so long sold music there to the world that his name sounds like that of a familiar acquaintance, even when you do not know him. And on getting introduced you find that he has none of that stiffness and reserve which some business men put on as an armor to defend them from the attacks of the impertinent. He greets you with a friendly smile and a cordial grip of the hand, and his manners put you perfectly at your ease. He has had a more checkered life than many of our merchants, and the roses of expectation have sometimes turned into thorns before he could grasp them. Yet he has kept on in a straightforward path, full of hope for the future and courage for the present.

Mr. Waters came to this city about twenty years ago, as agent for a Boston firm of piano-makers. The instruments were good, and attracted much attention, and Mr. Waters was solicited to establish himself permanently here, which he did, and received a large measure of success. Large sales of pianos followed, and Mr. Waters finally went into the manufacture of the instruments himself. Becoming embarrassed about fifteen years ago, he finally was compelled to make an assignment, and, we mention it with pleasure, Mr. Waters, on again reaching his feet, set aside a certain portion of his income to pay his old debts, and has now paid all or nearly all of them, living for this purpose with economy, and exercising sagacity in the management of the business. His pianos have a very large and extensive sale, and are well esteemed everywhere. Mr. Waters has been a most extensive advertiser, scattering his notices all through the land, and is probably the most widely known in this respect of any music man in the United States. A couple of years ago he disposed of his sheet music and small instrument business, and now attends exclusively to his pianos, having the large store at No. 481 Broadway fitted up for this purpose, where he keeps his instruments by the dozens, and where at any hour of the day ambitious musicians may be heard trying them.

J. B. LIPPINCOTT & CO.

This great firm ranks at the head of the book-jobbing houses of the world.

Robert Chambers, of the well-known Edinburgh and London houses, is intimately acquainted with all the great firms in Great Britain and on the continent of Europe, and when he was in Philadelphia some eight or nine years ago he was filled with surprise when he saw the scale on which business was done by this house. His wonder would increase did he now visit that city and look at the enlarged premises, the additional swarms of busy clerks, the piles of huge boxes awaiting transport to the different railroads, and all the signs that he might witness of the increasing activity and prosperity of this old establishment.

It may be considered old, at least, in this country; for the house dates from the last century, and its history has been one of growth all the time, even in the midst of great political and national changes, showing the wisdom with which its affairs have been managed. Like many of our great commercial houses, its business with the Southern and Western States had grown apace, and when the war broke out the indebtedness of Southern merchants to this firm was so great that no business could have borne such a strain as was made by the suspension of payments from this cause on this house, had not the capital in hand been almost unlimited. And yet the trade of the firm went on as before, even growing under the difficulty; and, while strong houses and admirable men bent and fell before the storm, this house rose higher and higher and became stronger as war raged on.

Some houses are confined to the business of publishing alone, others are bookselling establishments, and others again are devoted to stationery. The house of J. B. Lippincott & Co. includes all these departments, and then again everything will be found in it, in each of these departments, of the most varied character, in connection with erudition or business, that even fancy could suggest. Almost all houses that rise get hold of an idea, and they use it vigorously. Thus has it been with Bonner and his New York *Ledger*, and so also has it been with this firm. Long since the managers bethought themselves of the waste of time and the trouble that Southern and Western purchasers had to incur, by going from one publishing house to another, from street to street in that city, from there to New York, and

thence to range about through the publishing houses in Boston. The remedy, and the profitable one, too, was obvious. A quick intelligence soon ascertained what new books were taking in the market, by whomsoever they were published; and accordingly every book in plentiful abundance that would sell was soon found on the shelves of this wise and wealthy firm. Hence it soon became known that the dealer from Lexington, from Pittsburgh, from Mobile or Savannah, had no occasion to waste his time in toiling about from city to city, and from house to house. Here in one place were all the "selling books," and he had only to make his selection, and give his order at his ease. Did his stock run out, he knew where to send for more. and thus this firm speedily became one of the largest, and it is now beyond doubt by far the most extensive jobbing house in the world.

Advertising has always been largely practiced by the Lippincotts. When a new book is out, they have not hesitated to advertise it freely, and have found their reward in so doing. This has been the uniform practice of the firm for a quarter of a century, and among the books advertised by them have been some of the best in America. A uniform result has followed their expenditure of capital thus far; it has been very productive.

Eighteen or twenty years ago it was a subject of wonder to see the piles of vast boxes of books on the sidewalks that this house was despatching, while other establishments were comparatively idle. So far back as 1834, the freight shipments reached the number of one thousand nine hundred and sixty-eight large boxes, while in 1868 they amounted to nineteen thousand two hundred and sixty-one boxes, an increase of eight hundred and seventy-six over the previous year, and 1869 records an advance far beyond the former experience of other years. That there is no exaggeration in this description will be evident by the fact that these large shipments reach over twenty States of the Union every day.

Of course these enormous sales include all that is disposed of in the publishing department, the ordinary bookselling, home and foreign, as well as stationery. In the matter of publishing this firm has issued nearly two hundred new volumes during the year, while the business of the greatest works goes steadily on. Of these larger works there can be formed some idea if Chambers' Encyclopædia, in ten royal octavo volumes, with atlas, be mentioned, the production of which involved an outlay of over one hundred thousand dollars. Lippincott's Pronouncing Gazetteer alone cost over fifty thousand dollars, while Prescott's works are in fifteen volumes, octavo; and besides these are Irving's works, several editions of the Waverley novels, two of Bulwer, forty-four and twenty-two volumes each; Thackeray's works, twenty-two volumes, together with Imperial Bibles, Bagster's Bibles, and Bibles of the most gorgeous size and beauty of type and paper for the pulpit.

A new work now on hand, on Universal Biography, by Dr. J. I. Thomas, will absorb at least fifty thousand dollars, and the two concluding volumes of Allibone's Dictionary of Authors will require some twenty thousand dollars to bring them out. Indeed a walk through the cellars of this house among the stereotype plates is one of the most interesting exhibitions in connection with modern literature.

The work of the firm is divided between two places. The establishment for production, including printing, binding, and other processes of preparation is in North Fifth street, and it alone is a first-class commercial emporium, almost as large as the more prominent house, Nos. 715 and 717 Market street, five stories above ground and two underneath, where packing and other work can be done for despatch of business.

Interesting as it is to walk over large farms in our great West and to examine our huge clothing stores, our rolling mills, and mammoth grain elevators in our extending cities, it is more pleasing still to wander over these gigantic places devoted to literature, because they afford such decided evidence that, rapid as our growth is in all that is material, we are advancing more rapidly in mental culture and in all that tends to adorn society, to civilize and to render life delightful.

"WE don't employ an advertising agency," say some. Does it pay for them to say so? Let us see. The merchant does not pay out money himself; he does it by a check on a bank. Why? Because the bank has the machinery for receiving and collecting money better than an individual, and the latter has less trouble. An advertising agency has this same advantage. You are sure of the execution of all contracts which you give through them. "I can make better bargains myself." Try it, make your best contract, and Geo. P. Rowell & Co. will give you a discount on even that. "I know better in what to put my notices." Do you? How much time a day do you devote to advertising? An hour, perhaps. In this time you can become acquainted with six thousand periodicals and newspapers, possibly. Editors continually write letters to you giving their circulation and that of their cotemporaries; you hold levees all day with them, and you employ thirty or more assistants to help you. At least you should do this, if you expect to cope with an agency. All this knowledge and information is rendered available like an index in a book to the agent; where is your corresponding knowledge? Do you think that, unassisted, you can in an hour a day know as much as all these glean in a business in which their life has been passed?

Don't take down your sign in dull times. People read newspapers all times of the year.

ORANGE JUDD.

We are indebted to the kindness of a friend for the use of a copy of "Travels of a Woman in America," by Olympe Amedée, an interesting book descriptive of American manners and customs, lately published in Paris by a lady. We had intended to insert a sketch from our own pen, in which Mr. Judd would have kindly assisted us, but have found the following so well written that we have no desire to improve it. It will be observed that her judgments on American life are somewhat inaccurate, but we have thought better to print them thus than to attempt to correct them:

As we journey through the western part of the State of New York we are surprised at the rapid progress of the agricultural art, which has in a few years changed the wooded fields to smiling farms and handsome villages. The beautiful lakes of Seneca and Cayuga wash with their waters lands which remind me of my own home, and the repose and quiet of these places have in them something of the primeval, when the red man wandered through the glades and slaked his thirst in the cool brooks. Grapes, which the foggy air of England seems to destroy, are found here in abundance, especially in the neighborhood of Ithaca, where a new University has been founded, which, although it may probably never equal those of Paris, Göttingen, or Berlin, is yet an institution destined to afford much instruction to the people of America. There are professorships similar to those in the agricultural schools of our own land, whose object is to teach the elements of the art of tilling the soil. Besides this, there are several journals published in the interest of farmers in the vicinity, at Rochester, one of which has recently, however, been removed to New York. I was indebted to the editor of this, who had once been the Mayor of his city, for several attentions and kindnesses, and he also cordially invited me to visit him in New York.

This periodical has a rival in that city, known as the *American Agriculturist*, situate on that overpraised street which is the principal thoroughfare, called Broadway. Long as this street is, and decorated with so many fine buildings, it is yet disgraced by much which cannot be excelled in Naples itself during the wet season. Just opposite the Hôtel de Ville there is to be seen a five-story building occupied by the proprietors of this great newspaper for the use of their business and the sale of books on agriculture. Having had my attention attracted by the enormous signs upon the edifice, I felt some

curiosity to see what manner of man this might be who had from poverty conquered prosperity, even as Fabius turned discouraging reverses into bright successes. Accompanied by a young lady of the city, to whom I had been introduced by the kindness of a common friend, I sallied forth one morning down the great avenue. My companion was unmarried, but possessed of a coolness and dignity of manner that I saw would render her material service under circumstances such as might easily happen in this metropolis of the new world. The American girls have a liberty given them which is very surprising to us French, educated under a different system, but they rarely degenerate into immodesty. My companion was pretty and vivacious, spoke French neatly, and wrote social essays for the newspapers and sketches for the magazines.

Arrived at the door, my friend inquired for M. Judd, the principal proprietor, who presently came forward through the magasin to greet us. After introduction, during which he shook my hand quite warmly, as is the habit with these Americans at every occasion, he entered into conversation with my friend, and I had an opportunity to notice this truly great man, who is adding so much to the knowledge and virtue of the country by his admirable teachings. Mr. Judd is somewhere near fifty years of age, decidedly *laid*, in figure tall and somewhat stooping, and bears in his countenance the mark of early toil and industry. After casting this rapid glance at his exterior, I attempted to enter into conversation with him, but found it impossible, for, like the other great Americans, he does not speak our language. It is not necessary for great Americans to know it, as some poor devil of a foreigner can always be found who will do the labor of transferring from one language to another. I consequently was obliged to do all my talking through Miss G., who handled her own and our language in a very deft way. This worthy man is one of those whom his countrymen delight to call self-made, and his early aspirations, like those of Arago or Newton, were for philosophical investigations. Unfortunately, the results of these patient inquiries into the truths of nature have not been preserved, and we are thereby deprived of much which we might otherwise have known. As Napoleon fought his way up from the humble position of a sub-lieutenant, so has the worthy M. Judd risen from his home in a plain cabin near the Niagara River, through one of those little gymnasia which are grotesquely termed colleges in America, to great eminence, and like our own Emperor he has endured great privations in his early life. One of his biographers (for in America every great man numbers them by the dozen) says that he supported himself once by digging in a garden at eight cents an hour, which shows the high pitch to which prices for agricultural labor have come in the United States.

His great work, though, was remodeling the newspaper which so ably instructs the people of the United States on the matters of the farm. A hundred able men write for it, although the more immediate members of the staff number only about six or eight. Each of these has his department, and the whole vast business is presided over by the master mind of M. Judd, who keeps an active eye on everything. At the rear of his magasin there is an immense room where are stored the articles intended for gifts to

the subscriber, as even with this excellent paper it is necessary to bribe people to take it. Such is the general practice in America, I believe, and it is as requisite for them to do so as it is for us to coax children with bonbons. In this rear room there are to be found gold watches; the great dictionaries of Webster and Worcester, whose productions almost rival that of M. Littré; sewing-machines, which every needlewoman in America thinks she must have; pianos; clothes-wringers, table furniture, and other things in great variety, and on his farm in Flushing it is said he keeps bulls and sheep of improved breed, although it can hardly be conceived how this can be the case, as the place has less than one hectare of surface. Still, they do these things wonderfully in America. All this immense assemblage of trinkets and gifts is kept up by this journal as rewards to its subscribers, or as bonuses for obtaining others. The American is always industrious, but he is never more happy than when connected with a newspaper. Even if he receive no more than a pot of jam, he is invariably pleased, and if he should obtain a pump and sprinkler, although his house was amply supplied with water from the city works, he is overjoyed. M. Judd contributes to this innocent amusement, and is deserving no doubt of high praise.

A marked feature which characterizes the gazette of M. Judd is its denunciation of fraudulent attempts to procure money, known in that country as swindles (the word being derived from the German). It is understood that when this worthy gentleman came to town, like d'Artagnan to Paris, he was deluded and preyed upon by several of these chevaliers d'industrie. Naturally this worked a change of feeling in his mind, and he has since devoted regularly a portion of his columns to the purpose of exposing the designs of these rogues. This is very praiseworthy, and does honor to him. Many would have been glad to conceal the facts within their own bosom, but M. Judd has nothing of this ignoble pride. To render the world a service he heroically strikes at all roguery and injustice everywhere.

Around the rooms we noticed many long-haired Puritans of the Cromwellian type, at least in appearance, diligently reading the various books to be found there. His partners also in the conduct of business were introduced to us, and seemed likewise to be of a very high stamp of intelligence. They attend chiefly to the business, at which a fortune is made every year, and are thought to be very keen. The trio together have all the virtues, and are like that celebrated coalition of the statesmen of England who together possessed all the talents, although no one united them.

This distinguished farmer, M. Judd, is a member of the Methodist Church, a schismatic organization which has obtained great headway in both England and America, and has recently given fifty thousand dollars to one of those New England universities which possess as many professors on all topics as in an European one discuss the classics. It is no doubt a worthy institution, and will reap large advantages from his services. The gift has acted as a very handsome way of drawing attention to his journal, to which he is by no means averse, as he has frequently aimed to do so by other means. The attention of Americans to the *annonces* is indeed wonderful; no one neglects it, and no one does not advertise.

JOHN W. PITTOCK.

Alexander Hamilton commenced his career as a leader of men when only seventeen years of age, and Pitt, the great Commoner, was Prime Minister when only a little over the period of his majority. So Fortune disposes her gifts, and does not allow graybeards to take all the honors. John W. Pittock, the editor of the *Sunday Leader* in Pittsburgh, is a notable instance of success in youth, and of industry attaining its sure rewards. He is the youngest of those we chronicle in these pages, having been born in March, 1844, and is consequently twenty-six years of age. His parents were in moderate circumstances, but he early became bitten with the business mania—with the desire to do something of importance in the world. It is true his first venture was in a very small way, but it gave him a quickness of apprehension and a knowledge of the world which delicately bred young fellows know nothing of. In 1854 or 1855, being then only ten or eleven years of age, he began selling newspapers in the streets of the Smoky City. He was successful at this, and naturally desired to add to his profits, which he did by opening a small store in 1856, where, in addition to newspapers, he sold stationery, badges, flags, and so on. This was during the inspiring Fremont campaign, when the air was surcharged with political electricity. Party spirit ran high, and the friends of Buchanan and Fremont rushed in and out after the tokens of their respective faiths, to flaunt them in the streets. Plenty of money flowed into his till, but with the usual unwisdom of youth he deposited his money in the hands of a banker who failed. This stopped the store, and Pittock began again to sell newspapers in the streets. Bonner had just then commenced that system of advertising which will render him more famous than all the fast horses or wealth which he possesses, and the Gunmaker of Moscow was the reigning sensation of the day. America wept and laughed over this as it has never done over Dickens or George Eliot, and newsboys reaped golden harvests by selling it. With the *Ledger*, he began delivering the New York dailies, which even then had a very considerable circulation in Pittsburgh. In the management of this he instituted a new system. He did not wait for customers to come to him as he lazily sauntered through the streets, but entered the offices and sold the *Tribune* or *Herald*, as the case might be. Every merchant and lawyer knew him, and this acquaintance was of great value to him in his future life.

About this time, too, he entered the newspaper field as a publisher. The theatre occupied his attention, and the journal was called the *World*. This was not very long lived, and a newspaper and periodical store was opened again. It was on the wholesale plan, and his credits proved to have been extended to many persons who never should have had them, and he failed again. He was then in debt two thousand dollars. For these sums he gave notes, and spent his earnings in the future in paying them off. After this misfortune the New York dailies rose into their former importance with him, and he again sold them in the street. Owing to the solicitations of some friends he opened a store in Wheeling, but did not attend to it himself, and as a consequence soon withdrew.

All this that we have narrated happened before he was twenty years of age, and his misfortunes were largely owing to the inexperience of youth. Trained, however, in the school of hard knocks, he now had learned the theory of success, and from that time on has had it. In 1864 he took a store again in the best location of the city, although the room was very small, and sold at retail the various periodicals of the day and the ordinary books that had their brief sensation of an hour. As the current of trade became larger, he gradually increased his accommodations until the space which he now requires was all taken—a large three-story building, situated on the corner of Smithfield street and Fifth avenue. At this time he began advertising, which he has ever since used with eminent effect. A large portion of his subsequent success he attributes to the agency of advertisements.

In December, 1864, when the war was at its height, when paper was at an almost fabulous price, and when all the expenses that could attend a newspaper were at their greatest, Mr. Pittock established the *Sunday Leader*. It was a bold venture, and although carefully conducted gave no pecuniary return, but on the contrary the proprietor lost steadily for three years. Eight thousand dollars had been sunk when the tide began to turn and money to pour in. After paying out this, three thousand dollars more was expended, largely in advertising, and with the most beneficial results. The letter list was transferred to him, and advertisers followed the guidance of the Postoffice Department. The first numbers had been published under many discouraging circumstances; the work was done in a job office, and the presswork was given out. But as Mr. Pittock became more prosperous type was bought and a press was procured, and all the labor was done on his own premises, thus lessening the expense materially. Telegraphic news was used freely, advertising aided to float the craft, and the *Sunday Leader* now pays a magnificent profit.

A striking feature in the career of this enterprising publisher and bookseller is his annual dinner to the newsboys. Beginning when his means were small, he has annually repeated his first experiment, and many a newsboy will in future bless John W. Pittock for the aid and encouragement he has received from him. Every one who is acquainted with him knows that his benefactions spring from his natural wish to do good, and not from a desire to obtain the applause of the world. Long may he continue, as now, to publish the *Leader* and to aid actively in the good works of humanity.

ADVANTAGES OF AN ADVERTISING AGENCY.

Comfort, happiness, and prosperity, terms resembling each other in many respects so much as almost to be synonymous, are what we all desire, and any means that will tend to the gratification of this desire is anxiously sought for and eagerly employed. Industry is at the foundation of all things, yet to be beneficial it must be productive; this product offers the means of satisfying the desires, and when increased the satisfaction is equally heightened. Suppose a man by the same amount of labor to do twice the business this year he did last. He will in consequence satisfy the desire that business gratifies twice as abundantly; not only this, he will have more to exchange with others, and thereby they will be able to gratify their desires more abundantly. He, therefore, not only adds to his own happiness, but contributes to that of his neighbor. From this reasoning we arrive at the conclusion that it is a benefit to a whole neighborhood for a single member of it to become rich. This being so, the next inquiry is as to how the desired end can best be reached. The influence of the press in increasing the demand for the product by bringing it before the consumers in the most favorable light is admitted daily by the practical example of the producers. Industry has no more valuable medium for both parties, nor can she ever adopt a better, and it is growing in importance constantly. Yet in employing this medium, as in all things, there is a best method, the use of which must necessarily be for the benefit of all parties interested, and it is of this we propose now to speak.

We have already shown that the productiveness of human industry may be greatly increased by the discovery of new qualities, and in their practical application, but this is not all. The result of human effort may be still further greatly augmented, by the application of the laws of political economy in the division of labor. Time is recognized by every civilized nation, and it is only the savage who combines in his own person all the departments of industry, while in the most advanced periods of civilization we find division of labor carried to its ultimate limits. This division, so far as the newspaper and the advertiser are concerned, is attained in its most advanced state in the advertising agent.

The employment of an agent saves time and expense to the advertiser. The supposition is a correct one that a man's time is of most value in his

own business, and whatever tends to withdraw that time and employ it upon other matters is not only so much loss to the man, but also lessens to that amount industrial productions generally. Hence a universal injury arises therefrom, and all in a degree suffer. An advertiser to contract personally with a hundred newspapers must write at least two hundred letters; to do the same through an agent would require at the outside but two. Supposing it to require but fifteen minutes to write each of these letters and read the answers, this would consume fifty hours, or allowing ten hours a day, five working days, while through an agent this could all be accomplished in thirty minutes—a saving of forty-nine and one-half hours, or more than four and one-half days. The time thus economized will go towards increasing the general revenue, and there will be so much to add to the gross amount, while the expense is lessened in a relative proportion. Reckoning the time at five dollars per day only, together with postage and paper, there is a net saving here alone of nearly thirty dollars.

The same result can be accomplished much quicker and better through an agent. It is his business. He knows just what to do and how to do it better than any one else; he has a system and a method of reaching the paper which no advertiser can expect. All care to the patron is removed. He but sends in a single order which meets with immediate execution, and in due time, without further trouble, his name is read by thousands, his business noted by all interested, a copy of each paper is forwarded to him, and an immediate demand from new customers more than satisfies his most sanguine expectations. The effect of habit is known to every one. It renders any operation, frequently repeated, easy. The mind becomes adapted to that particular form, and can best pursue it, for by constantly engaging in the same occupation a degree of skill and dexterity is acquired which greatly increases production. Hence the advantages enjoyed by the agent alone, in this respect. It being his business, he devotes himself to it, and is constantly adopting new plans for the more successful prosecution of the work. The more completely any process is analyzed the simpler must become the individual operations of which it is composed. Adam Smith informs us that in the first steam-engines boys were constantly employed to open a communication between the boiler and cylinder, according as the piston ascended or descended. One of these boys observed that by uniting the handle of the valve which opened this communication with another part of the machine, the valve would open and shut without his assistance, and leave him at liberty to play with his fellows. One of the most important improvements of this machine was thus, by division of labor, brought within the capacity of a playful boy.

It is not his time and the extra expense alone, then, that is saved to the advertiser by the method before enumerated, for his work is done better, more expeditiously and in a more satisfactory manner than he could possibly have done it himself. The labor is divided and all are benefited.

To the patron, therefore, there are many reasons for adopting our system. He saves time, which is more valuable than money, as well as money itself; he deals with one party instead of many; he is subject to no trouble or annoyance, for his orders meet with prompt attention, and an

immediate fulfilment thereof follows in every case, while the papers can at any time be examined and a copy of each be sent him. The rates are as low, and in some cases lower than he could contract for personally with the publishers, and the work being all arranged beforehand cannot fail of meeting with approbation.

To the newspaper also the advantages of dealing with an agent are apparent. It contracts with one instead of many. One account only need be opened for a vast number of advertisers. The publisher looks to the agent alone, and being assured of his responsibility feels perfectly safe. Thus correspondence, time, money and trouble are all saved by this admirable arrangement. It carries the division of labor to perfection, and establishes the entire system upon a firm basis, and if upon this basis producers were to form their plans and establish their business, they would in truth join in promoting each other's welfare, and might well rejoice in each other's prosperity.

It is a fact that all those persons doing a business which requires extensive advertising, and who from the mode of conducting it are enabled to arrive at a close approximation of the results produced by each separate investment in this way, are universal in the opinion that better contracts can be secured through a well-established advertising agency like that of Geo. P. Rowell & Co., 40 Park Row, New York, than can be obtained from publishers direct, no matter how familiar with rates and papers the advertiser may be. It stands to reason that an agency controlling patronage to the extent of from fifty to one hundred thousand dollars per month should be able to secure favors which would not be accorded to any mere individual, even if we omit entirely the benefits which they must derive from their extensive experience.

If business admits of it, several small advertisements, with your name repeated, every time, will avail more than the same collected, with your name in only once.

MADAME DEMOREST.

This well-known and distinguished lady was born at Saratoga Springs, New York, in 1825. She was the second child and oldest daughter of a family of eight brothers and sisters, and early gave promise of that taste and aptness which afterwards rendered her so renowned. Her parents were intelligent, well-to-do people, and she received the advantages of a good education.

The mind and body of the young *artiste*, however, were too active to permit her to be satisfied with the limited opportunities and dull routine which village life afforded her. Physically, she was blessed with a splendid constitution and a fine personal appearance. It was often said of her that her eyes alone were sufficient to constitute a handsome woman. She exercised her embryotic talents in criticising and improving upon the efforts of village milliners and dressmakers, became the oracle of her circle in all matters relating to dress and style, but secretly chafed at the seclusion and obscurity in which her lot was cast, and pined for the larger life and the greater opportunities which cities afforded.

When she was eighteen years old her parents reluctantly yielded to her often repeated desire to begin life for herself; but rather than have her leave home gave her a few hundred dollars with which to commence business, at the same time securing the services of a professional lady from a neighboring city to superintend the small establishment, and instruct Miss E. Louise Curtis (Mme. Demorest's maiden name) in those technical details of her art which she had not yet mastered. In one year Miss Curtis thought she had learned all of the business that village opportunities afforded, and she received the offer of an engagement in Troy, which she gladly accepted, eager to acquire experience on a larger scale.

From that time she never returned to her home to live. She made frequent visits of a few weeks' duration, always crowned with new honors, and also with increased responsibilities; but the old home, the village street, the tea party, the sewing circle, knew the light-hearted, ambitious young girl no more.

The next engagement she made was as the superintendent of a department in a large establishment, and from that time she never took a step

back, never held any subordinate position, but always had entire charge of either a business or a department. The circumstances of her life were evidently shaping themselves to enable her to complete the destiny which awaited her.

Her first visit to New York was made in company with the Troy lady whose assistant she had first become, and after a brief sojourn at the West, and passing through various vicissitudes, she finally returned to New York city, where she became acquainted with Mr. Demorest, a circumstance that was to exercise so important an influence on her whole future life.

Their marriage took place after an acquaintance which revealed to each other the high qualities of both parties. Mr. Demorest was singularly appreciative of all that strength and energy of character in his wife which many men are afraid of and try so hard to repress. He aided her to the utmost by his business skill, tact, and enterprise, to carry out the plan of a great American Fashion Emporium which should popularize the best styles and carry them to the remotest sections of the country. Of course this required the employment of a large amount of capital, as well as ceaseless effort and perseverance.

Mme. Demorest was fully aware of the great advantage of thorough and wide-spread advertising at a time when its influence was not at all recognized as it is to-day, when so many have reaped abundant profit from it. Her natural shrewdness and clear judgment enabled her to see that an impression once produced is never eradicated, and that the reputation of a representative house could be established only by being widely known.

In conjunction with her husband she opened, in connection with the New York house, a system of branches capable of unlimited extension, and in a very few years had increased it from its small and feeble beginning until they had penetrated almost every city, town, village, State, and territory in the country, and many of the important cities in the British possessions.

The immediate cause of this rapid and long-continued popularity was the fact that this system not only established direct connection with a known metropolitan house, and therefore served as a guarantee of superiority in taste and correctness of style, but supplied from the fountain head a most welcome addition to the income of dressmakers throughout the country, who, previous to that time, and when sewing-machines were hardly thought of, had only the very limited returns of the work of their own hands to depend upon.

This system created a revolution in the old-fashioned method of dressing children. Mme. Demorest made fashions for children a *specialite*, and supplied designs for the entire wardrobe of girls, boys, and infants, for the first time in this, or probably any other country; thus improving the methods and greatly facilitating the labors of mothers and seamstresses. She has also obtained several patents which have proved very useful and valuable, and these more fully attest her inventive genius.

In her writings, Mme. Demorest is always eminently practical. She uses no profuse words; her fine perceptions and large personal experience give to her arguments a point and pungency that carries conviction. This

was illustrated in the results of a series of articles which she furnished to the press a few years since, on the question of woman's wages and labor, which occupied so much attention. She gave a very sensible and practical solution of the whole problem, which settled the controversy.

In 1860 Mme. Demorest issued the first number of the *Quarterly Mirror of Fashions*, a journal which in an incredibly short time achieved a circulation of sixty thousand copies. Its great popularity, and the fact that Mr. Demorest had, in the interim, become editor and proprietor of the *New York Illustrated News*, induced them after four years of uninterrupted success, to consolidate the two publications into *Demorest's Illustrated Monthly and Mme. Demorest's Mirror of Fashions*. The new publication at once took the lead as the best parlor magazine of the day, a position which it has steadily maintained.

Mme. Demorest is emphatically a woman of business, yet she is not a mere business woman. She has always been foremost in all the progressive movements of the day, and endorses heartily and warmly whatever tends to the elevation and improvement of her sex. She has several children, all handsome and promising, and is not only the head of a great establishment, but the inspiration of her home, and the centre of a large circle of warm personal friends.



WHY do you advertise? Is it to give a gratuity to the printer? If so, you had better give it to him at once, and you will thereby probably reap as much advantage to yourself. Be assured that no man ever advertised largely without being convinced that it was for his good, and if you advertise without faith you will never reap anything from it, because, as in all gifts, you simply bestow that which you can afford to lose—a small sum. Small sums in advertising bring nothing like the productive answers that larger ones do, as they fail to make an impression. A single man shouting at you as you are going into town on a stage-coach will be forgotten in a week; not so if a hundred raise up their voices. You do not remember the railroad disaster that occurred a year ago by which one man was killed, but you can never forget the accident at Avondale, in which, by the burning of the woodwork around the mouth of the mine, hundreds were destroyed. The impression was then intense on your mind; you will only forget it when life ceases. So with advertising. A notice which is not pungent enough of itself to be recollected must be continually repeated, but every effort should be made to have it remembered. Make your notices apt, beautiful, cogent, determined, earnest, frank, good, hearty, insisting, jovial, knowing, laconic, musical, neat, original, pat, quippish, regular, sarcastic, truculent, unique, various, witty, yowling, and zealous, and you will undoubtedly attract custom.

HARPER & BROTHERS.

The firm of Harper & Brothers has been, for over half a century, one of the most eminent of American book-publishing houses. Its catalogue is the fullest and completest, and the intrinsic merit of the books published by it has been so high that it could dispose of a greater number of volumes, with less trouble, than any other house in America. The firm has been, until recently, composed of four brothers, all alike bred to the business, and all starting with no other advantages than that of a common school education, sound moral principles, and indomitable industry. James Harper was the oldest brother, and was born in the town of Newtown, Long Island, on the 13th of April, 1795. The town is now one of the populous suburbs of the city, but at that time it was still a secluded country village; and James, with his younger brothers, remained quietly at home, going to the district school and working upon his father's farm. The influence of his home confirmed his naturally sturdy and honest character; and at the age of sixteen he and his brother John were apprenticed to different printers in New York—two boys beginning active life with no capital but sound principle and honest purpose. James was a lad of great personal strength, which was confirmed by his regular and correct habits. Thurlow Weed was a fellow-workman, and frequently worked at the same press with him, changing hour and hour. The friendship then begun lasted through life, and a full-length photograph of his old companion in trade hung over the mantle in the dining-room of Mr. Harper's house when he left it for the last time. James was soon the most noted pressman in the city, and it is a tradition that if he disliked a fellow-pressman, and wished to be rid of him, he outworked him, and so compelled him to retire.

The habits of his rural home followed him to the city. In an age when everybody drank ardent spirits freely he was strictly temperate, and the cold-water disciple justified his faith by his works. With the cheerful constancy of the fathers of his church, he quietly resisted the temptations of the city, and opened a prayer-meeting in the house of an old colored woman in Ann street, and joined the John Street Methodist Church. Meanwhile to their simple and thrifty method of life James and his brother added work out of hours, so that when their apprenticeship was ended they had a little money saved. Their capital now was sound principle, honest purpose, a trade of

which they were masters, and some hundreds of dollars, increased from their father's means; and with this capital, in a small printing office in Dover street, they began the business which has expanded through half a century into that of Harper & Brothers.

At first the young men printed books to order, doing a part of the composing and press-work with their own hands. In August, 1817, they delivered two thousand copies of Seneca's *Morals*—the first book they printed—to Evert Duyckinck, a noted bookseller of that day; in December twenty-five hundred copies of Mair's *Introduction to Latin*, and in April, 1818, five hundred copies of Locke's *Essay upon the Human Understanding*, upon which the imprint of J. & J. Harper, as publishers, first appeared. They proceeded with characteristic care. When contemplating the publication of a book, especially if a reprint, they sent to the leading houses in the trade to ascertain the number of copies each would take; and so, slowly and steadily feeling their way, intent only upon good work well done, improving every opportunity with prompt sagacity, their business rapidly extended, and the firm of J. & J. Harper was soon the most eminent publishing house in the country. Perhaps the most famous work that bears the imprint of J. & J. Harper is the series known as "Harper's Family Library"—a collection familiar to every American reader during the last thirty years. The volumes were of convenient form, and the Library included standard and attractive works of every kind—such as Milman's *History of the Jews*, Southey's *Life of Nelson*, Galt's *Life of Byron*, Scott's *Demonology and Witchcraft*, Cunningham's *Lives of the Painters*, Brewster's *Life of Sir Isaac Newton*, Mrs. Jameson's *Female Sovereigns*, Lander's *African Travels*, and many more.

Two younger brothers, Joseph Wesley and Fletcher, were apprenticed to the firm, and when admitted as partners the style was changed to Harper & Brothers; and, in 1825, the house was established at Nos. 81 and 82 Cliff street, upon a part of the site which their buildings now occupy. It was then the largest printing house in the city, employing fifty persons and ten hand-presses. Cliff street was a narrow street just back of Pearl, in what is called the Swamp, the seat of the leather trade; but it was familiar to almost all American authors. When they went there and stopped at the Harpers' they found a small and very plain office, in which there was little room for idlers, and a brisk and incessant industry was everywhere apparent. They met a frank courtesy, clearness of statement and decision. It was strictly a place of business.

In 1844, the eldest of the brothers was elected Mayor of New York, a position which he worthily filled; and, about 1850 or 1851, the firm commenced the publication of the *Magazine*, of which it is not too much to say that it has completely changed the current of magazines in the country. Before its date the old *Whig Review*, the *Knickerbocker*, and *Graham's Magazine* were the best that had been produced. The new periodical immediately surpassed them, and was a source of great pecuniary profit to its proprietors.

The business had so increased that on the 10th of December, 1853, it occupied nine large contiguous buildings full of costly machinery of every kind, with stores of plates and books—buildings alive with workmen,

humming with industry, the monument of the skill and integrity and constant devotion to their business and to each other of the four brothers, when a workman threw a piece of lighted paper into what appeared to be a trough of water, but which was really camphene, and in a few hours the buildings were a mass of smoking rubbish, and almost without insurance.

The loss was a million of dollars; but the Brothers were immediately quartered at Sheffield's paper warehouse, at the corner of Beekman and Gold streets, and were actively engaged in renewing their business. Presses were employed in New York, Philadelphia, and Boston. Nothing was forgotten. The next monthly issue of the *Magazine* had been made ready, and it was reproduced at the earliest moment. One regular contributor, then in Chicago, received the first news of the fire by a brief telegram: "Copy destroyed. Send fresh copy immediately." Before the ruins were cleared away the plans of the new buildings were ready, and the buildings themselves were rapidly finished, covering half an acre of ground. They are all of iron and brick and cement, seven stories high, towering into the air upon Franklin Square, not far from the East River, as if hoping to look across to the quiet old country homestead at Newtown.

Other enterprises followed. In 1856 the *Weekly* was established, and in 1869 the *Bazar*, both achieving a merited success. But last year a great calamity fell upon them. James Harper, the eldest brother, died from the effects of being thrown from his carriage. He was a man of kindly heart, tender and considerate to all around him, and an upright and consistent Christian. This blow was repeated by a second death—that of Wesley Harper—in less than a year. After the first of these deaths the firm was enlarged by the admission of several of the sons of the original partners, so that the second generation, who have grown up in the business, are transacting nearly all the labor.

Their book publishing has always been conducted on the sure and safe plan. Nothing being accepted unless it has intrinsic merit, and then sold at a moderate rate, there is a certainty of success, especially when to these merits is added that of extensive advertising. They have been consistent in this, and have spent largely for fifty years in this direction. Much more than a million of dollars has been paid out by them for this purpose, and they are not now discontinuing the practice, which proves a full belief in its efficacy. They now publish two thousand volumes, sufficient to enable any man to gather a library from them alone.

With Harper & Brothers one of the most prominent features has been the kindly consideration with which they have treated their employees. Many of their workmen and clerks have been with them for twenty years, some for thirty, some forty, and some for half a century. It presents in this respect a wide difference from that of many American firms, and affords an example worthy of imitation.

CHARLES K. LANDIS.

Some eight or ten years ago the town of Vineland, in New Jersey, was comparatively a wilderness. An occasional cottage nestling among the labyrinth of trees, with its busy occupants toiling under the disadvantages and sharing the hardships of a settler's life, showed the only sign of civilization, and the acres upon acres of rich, mellow ground, now producing the most luxuriant crops and abundant harvests, were tenanted only by the beasts of the forests. The land was considered worthless, and nobody lived there, because it was thought impossible to cultivate the soil. Reasoning thus in a circle, by assuming as correct what everybody said to be true, it is probable that the country to this day might have remained in its normal state, had not a clear head detected the fallacy, and an industrious brain, by correct reasoning, arrived at an entirely different conclusion. To clear up this vast area, to cover the thousands of acres with cottages, crops, and herds, seemed indeed a Herculean task, but fortunately there was one man with will to undertake it, and, having undertaken, with energy sufficient to prosecute it to the desired end. The town is no longer either a wilderness or a forest, but a growing, energetic, and thriving place of ten thousand inhabitants, who have in their midst five churches, fifteen schoolhouses, mills, manufactories, railroads, and all the conveniences found in the oldest settlements of New England. These changes have been brought about by the intervention and direct agency of Mr. Charles K. Landis, and to him alone it is all due. Understanding the natural facilities of the location, he "bought the place," as New York was bought in early days, for a comparatively small sum, and immediately set himself at work to form a colony. This he did almost by advertising. Certainly there is no reader of the New England papers, and but very few familiar with the Western, who has not heard, seen and read of "Vineland." It was advertised extensively, and hence attracted general attention; it was advertised continuously, and hence not forgotten as soon as heard of; it was advertised in a truthful, fair and generous manner, hence people believed what they read, and then, being influenced thereby, went to see for themselves. Once there, they were more than satisfied. They found, contrary to custom, the half had not been told, and instead of coming away in disgust became immediate "squatters," bought for twenty-five dollars an acre what at present would sell for many times that, and

set themselves at work to clear up the ground and hasten cultivation. Thus has been built up the most prosperous and thriving town in New Jersey, and it is this judicious system of advertising that has been instrumental, in a great degree, in bringing about the many happy results which one must see to appreciate.

"Vineland" is about two hours' ride from the city of Philadelphia, and the roads wind through a delightful section, thickly dotted with settlements. A ride in a buggy for an hour will show the results of cultivation and care. The wheat fields are innumerable, the potato patches countless, and the acres upon acres of fruit-bearing vines and trees most thoroughly amazing in so new a country. To gaze upon the numberless fields, stretching out in every direction, red with the ripe and luscious berries, equaled the most wonderful chronicles of the Arabian Nights, and made one almost think himself in fairy land. Fences are unknown and unnecessary, for cattle never run at large, and every one takes care of his own stock. The money saved by economizing in this way is put into houses, barns, and improvements upon the land, and there are to be seen snug, cozy, comfortable places, bearing unmistakable evidence that a large majority of the inhabitants came from the New England States.

"Vineland" is a wonderful place; and for a man who is willing to work a better cannot be found. Its rise and progress has been remarkable, and again we say that had it not been for the agency and influence of advertising no such town would to-day be in existence. This is an example which cannot be thrown aside, disputed, or disbelieved. The facts are open to all, and if any one doubts them he cannot pass the day more pleasantly than by visiting the locality in question.

THAT judicious advertising pays is no more a disputed question. A dealer now-a-days can open a new business, and in ten days enjoy as large a patronage as any other establishment, by advertising liberally and discreetly. Handbills and circulars are good in their way, but ten times more expensive than a conspicuous advertisement in the columns of a largely-circulated journal. Ben. Franklin said "if a man can do business he should let it be known." Prompt and frequent announcements of new goods or staple articles are read, and when the reader's eye glances over a notice of something that he or she wants it is natural to suppose that the advertiser will receive the first call or benefit. An advertisement may be perused by a dozen persons, six of whom will buy on the strength of it, and yet the dealer will be ignorant of the fact. Dealers have only to keep good stocks and offer excellent inducements to purchasers, by advertising, to increase their trade vastly. A thorough trial will convince them that no other agency pays so well as the right kind of advertising.—*Troy Times*.

THE PATENT MEDICINE BUSINESS.

The profit of "patent medicines" is illustrated by some statements made in a recent report upon the manufacturing resources of Buffalo. It first mentions the success of Mr. Loveridge, the inventor of the "Wahoo Bitters." Another instance is that of a Mr. Swain, a poor Philadelphia book-binder. He had a kind of sore on his leg which troubled him very much. One day, as he was running over the pages of a book he was binding, his eye came across a recipe for making a syrup which it was said would cure scrofula, king's evil, and other diseases of the blood. He copied it, got some of the materials at the drug shop, took the medicines, and in time was cured. He then made some for his friends and acquaintances, and finally left his binder's counter and entered upon the manufacture of "Swain's Panacea." It began to sell, and finally its fame spread wherever civilization had gone, and in some parts where the people do not enjoy that blessing to this day. He paid enormously for advertising, and after many years he built blocks of stores and splendid mansions in Philadelphia, where they appear in all their magnificent proportions, the pride of the city and a monument to the memory of a patent medicine man. He died and left his heirs a million or more.

It may be thirty-five years ago that Dr. Benjamin Brandreth made his debut in New York as a vender of pills. It was alleged, at the time, that he procured his recipe from an old man that either came over with him in the ship from England, or that he became acquainted with it in New York. It makes no matter which. When he first started in Hudson street, he was too poor to advertise, and for some time sold his pills by the single box until he acquired a sufficient sum to put a short advertisement in the *Sun*. As the pills began to sell he increased the manufacture and established agencies, in all cases leaving them with booksellers, never allowing druggists to sell them as his agents. After a while he found the druggists were selling more than he was manufacturing. An investigation showed that they were an imitation article. This gave him a good chance to caution the public against counterfeits. In time he opened a central office in Broadway, above Warren street, which for a long time remained his principal office. At length he made terms with the druggists, and the pills became a regular article on the price-list of wholesale houses. After wards a sitewas purchased at Yonkers,

where a factory was built which supplied the demand. A sloop carried a load of hogshheads of pill-boxes up, and brought a load of pills in boxes back. The Doctor, probably, owns a steamboat to do his carrying business now. We have no means of estimating his riches. The Brandreth House, corner of Broadway and Canal street, is owned by him, and we presume he owns whole squares of other real estate in the city.

Doctor Ayer, of Lowell, came very near ruining all his relatives after he started his pills, sarsaparilla, and cherry pectoral. It was a tedious time he had in fighting, advertising bills and other expenses. He spent what little he had, borrowed all his relatives had, till finally his medicines began to make returns, and from that time, some twenty years, he has been making money. He owns a paper mill, where he makes a peculiar paper which he claims is not easily counterfeited, in which he wraps his various preparations. People who estimate his wealth run him into millions. At one time he was, if he is not still, a heavy stockholder in the New-York *Tribune* Association. Such men are apt to leave their imprint, even if they make their money in the manufacture of patent medicines.

William B. Moffat was a silk merchant in New York. Besides being a bankrupt, his health had become very much impaired from overwork and trouble of one kind or another. In his extremity he conceived the idea of making a pill and bitters. They cured his infirmities and made a millionaire of him in less than twenty years. Persons familiar with New York can tell the number of magnificent stores he owns on Broadway and other parts of the city. He died some years ago, but the pills and bitters didn't. The heirs carry on the business as usual.

Perry Davis, the pain-killer man; Donald Kennedy, proprietor of the great medical discovery—who has refused one hundred thousand dollars for his right; Seth W. Fowle, who bought Wistar's balsam of wild cherry from Isaac Butts, of Rochester; Demas Barnes, of New York, the largest patent medicine depot in America; Hostetter, Helmbold, the Mexican mustang liniment man, and a thousand others in the United States whom we have not time to mention, can count their hundreds of thousands, all made in the patent medicine trade. Isaac Butts, of Rochester, sold the right to manufacture Wistar's balsam of wild cherry in the Eastern States to Seth W. Fowle, of Boston, for twenty-five thousand dollars, and put the greater part of the money in telegraph stock, which stock accumulated so fast that, with its dividends and what he had made in the Rochester *Union*, he has retired with about a million and a half, a richer if not a happier man. Rows of stores and blocks of land owned by him in Rochester attest the truth of what we write. Isaac commenced by selling Sherman's lozenges and Peters's pills on commission. Patent medicines have made him a princely fortune.

Doctor Wolcott, the great pain-paint man, who was formerly a farmer, and who made no very remarkable sums of money at it, was compelled to follow some other business. Pain-paint has been sung by him through the newspapers to a remarkable extent, and the Doctor is fast accumulating a fortune. His office is crowded by the poor and the afflicted, and, although contrary to all the rules of philosophy, the Doctor cures them without charge. What could he have sold without advertising?

HARTFORD PUBLISHING COMPANY.

Among all the branches of business introduced into the notice of the American public within the last twenty years few equal, and none surpass in the prodigious quickness of its growth, the subscription book trade. Throughout all the extent of our country the indefatigable agents of the publishers are to be found, soliciting subscriptions and delivering books, thus enabling families to be supplied with the mental nutriment they require without imposing upon them the necessity of visiting some remote city or village. Among the companies now flourishing in Hartford, the great centre of this business, whose enterprise and means offer a striking illustration of the advantages of liberal advertising, none are more conspicuous than the Hartford Publishing Company. Its extensive reputation, its high position, its rich connections, available for the realizing of immense returns, may be traced to a judicious use of the means employed in the business from which others have derived such large profits.

The moving spirit in this Company is Mr. S. D. Hurlburt. He has been very successful in all his efforts in advancing the cause of public instruction through cheap books, and has aided wonderfully in the development of the trade. His first appearance in Hartford, as a publisher, was in connection with the firm of Hurlburt & Kellogg. It succeeded Mr. L. Stebbins, and continued to publish the books which had been brought out by its predecessor. This continued for about a year and a half, when Mr. Kellogg left. After this Mr. Hurlburt sold out two-fifths of his interest, and the firm was then named Hurlburt, Williams & Co. The first decided strike in the publishing way by this house was by issuing Headley's History of the War. Of this one hundred and twenty-five thousand sets were published, and the work created a decided impression in all literary circles. A still further change in the partnership occasioned the formation of the American Publishing Company. This house has had a deserved popularity and its sales have been very great. The Nurse and Spy was one of the books published about this time. It took excellently; edition after edition was printed, and the work was translated into German. This has been followed by many other noteworthy productions from the pen of the most gifted writers of America.

Mr. Hurlburt owes his success to his peculiar tact and knowledge of men. A hundred other men would have failed in circumstances under which

he has made money. The agents he has chosen have been particularly good men, and their success has been proportionate.

The aim of the Company has been to publish exclusively standard works by eminent authors, avoiding books of the merely sensational or catchpenny order, such as may take the attention of illiterate readers. Productions of that kind have been invariably declined, however flashy; the object of the Company being to sustain a high standing, and to elevate the taste of readers while supplying them with books both attractive and useful. To furnish every facility for this they have shown unsurpassed liberality to agents, reserving their sales exclusively for them, and refusing to fill the numerous orders from book-sellers which they continually receive. This scrupulous observance of good faith to agents secures them the entire control of the field of labor assigned to each, and is found in the end more profitable than a compliance with solicitations from "the trade" in large cities would be. The business of the Company has steadily increased, and never was so flourishing as at present. The stock has doubled on the hands of the stockholders, and now cannot be obtained for purchase, being held only by a few individuals—all of them men of standing and position, who do not care to part with it, and who are more than satisfied with the handsome dividends realized from time to time. The advertising bills of the Company have always been very large, and much of their success is thought by them to be owing to this fact.

AN experienced tradesman, who had made a fortune from advertising, while his competitors in business were quietly doing a careful, snug, old foggy business, says: "When you pay more for rent of your store than for advertising your business, you are pursuing a false policy." It is important to dealers and manufacturers that they should consider carefully the immense advantages to be secured from a judicious and liberal system of advertising. Prices can be lowered and profits increased. A larger and finer stock can be kept on hand and a safer trade conducted. Let some dealer who has never tried advertising to any extent set aside two hundred dollars, and with it advertise largely in the columns of the *Times* for three months. His trade will double—provided he offers inducements for customers to buy of him—and he will have gained a valuable secret and can proceed to make a fortune.—*Troy Times*.

A PROMINENT advertisement once or twice will be effective, if followed up by a steady card giving your business and address.

OBJECTIONS ANSWERED.

Success in any undertaking is measured by the patronage bestowed upon it, and by its popularity with that part of the business community interested therein. When prominence or reputation is sought for by selfish and unfair means failure is the inevitable consequence, and the natural result of such a course. It is, indeed, true, that honesty is the best policy; a close scrutiny into the affairs of this world will show this, and the personal experience of every man in the end demonstrates the same fact. To secure patronage for any length of time, a confidence between the parties must exist, and this confidence can only be established by a constant exercise of strict honesty and integrity of purpose. In no business is this truth more patent than in advertising agencies, and in no other occupation is dishonesty more generally despised and held up to public indignation.

It is a lamentable fact that every business has its Judas, who for a present gain will betray the best interests of those around him, and expose to scorn and censure, not only his own fair name and reputation, but even the business itself he so basely prostitutes, in pandering to the low and vicious desires of personal aggrandizement.

So many people have been swindled, and so much deceit has been practiced both upon the press and the public, by men calling themselves authorized agents, that many object for this reason to recognize any agency or transact business through one.

Were every trade or profession to be judged by individual cases, we should be far more careful with whom we dealt, be it with the priest before the altar clothed in his ritualistic robes, or the man of secular business in his counting-house or office. This principle holds good in all cases and in every occupation. Hence we say the objection of dishonesty, as applied to our business, rests on no substantial foundation. Well-established agencies now exist in all parts of the country. Their beneficial effects are generally recognized, and they have already attained an enviable reputation and standing in the business community. They are as fully essential to the true idea of the division of labor and perfection of system as agencies of any other kind. The principal ones now in operation have been built up and are continued by men of undoubted reputation, property, and standing, which

alone insures the careful execution of any orders committed to them in a faithful and satisfactory manner.

Another objection frequently urged is that the agent, if left to select the papers, will do so from a poor class, of limited influence and circulation, since from such publications he is supposed to receive larger commissions than from any others. Such reasoning is unsound; the premises are fallacious, and hence the conclusion necessarily falls to the ground. We have already endeavored to show that an agent best serves his own interests by carefully observing those of his patrons. This he could not do by using the class of papers referred to above, and therefore would himself be the loser in the end from such a course. Another argument fatal to this last objection raised is the fact that as a general rule the agent's commission from one class of papers is no larger than it is from any other. Commissions are not like marketable commodities, varying with quality or demand, but fixed amounts, agreed upon all over the country. There is no depreciation of value among first-class papers—nor is there ever any inflation among the poorest.

Having, as we trust, fully answered this objection, we are prepared to go still farther and assert that, in a mere matter of dollars and cents, it is more for the personal interest of the agent to pursue a course exactly opposite to that of which he is accused, and that the only danger lies in this latter extreme. Suppose, for instance, a man desires to expend five hundred dollars in advertising any given article a certain length of time. Now, this can be done in say ten of our best city papers, or in fifty of a poorer class. Since from either the commission is the same, and since by patronizing the ten the labor of writing at least forty letters, examining forty additional papers, and paying forty additional bills is saved, we can arrive at no other conclusion than that stated above, namely, it is no object to the agent to recommend an undesirable lot of papers, but on the contrary against his own interest.

We do not complain that the newspapers are wary with whom they deal, for they have good reason to be, but still insist that a reliable agency is the best possible safeguard against fraud or deception from any outside quarter, and this is fast being recognized by publishers in all parts of the country, since they solicit business from us, to assure us of their confidence, and advise the public to patronize us. The fact that every one who once tries our system expresses perfect confidence therewith is of itself significant, and needs no corroborating evidence of its value. Every month increases public confidence, and every advertiser is a public acquisition. We look for the time not far distant when agencies shall be more generally recognized and appreciated.

DON'T fear to have a small advertisement by the side of a larger competing one. The big one can't eat it up.

GREAT AMERICAN TEA COMPANY.

The results of the energetic and progressive characteristics of our people are often not only favorable to the private interests of their projectors, but also highly beneficial to the general public. Among the popular enterprises of the day which fairly demonstrate this conclusion is that favorite establishment known as The Great American Tea Company, of New York city, whose transactions have now become so extensive as to have, in this market, a controlling influence in regulating the prices of those necessary beverages of civilized life—tea and coffee. By the heretofore prevailing custom, no other articles of daily consumption were ever subjected to like enormous acquisitions in passing between producer and consumer. This is more especially the case in regard to tea, almost solely an Asiatic product, which, by the manipulations of the foreign merchant, the broker, the importer, the speculator, the wholesaler, the retailer, etc., undergoes some eight or ten separate and distinct increases in profit, finally making the cost to the consumer from four to seven times greater than the price received by the native factor.

Some nine years since a number of persons who were thoroughly familiar with all the intricacies of this trade were shrewd enough to observe the advantages which could be derived from founding a plan for the more direct and economical importation and sale of tea and coffee. Readily foreseeing such a scheme required a large capital and extensive business connections (together with a judicious system of advertising), they determined to form an association, and thus The Great American Tea Company was ushered into existence. Its business, which, from the first, has been a perfect success, includes the purchase of all the favorite chops direct from the Chinese factors, thus avoiding from five to eight profits to middlemen, and giving consumers all the advantages secured by furnishing them the most desirable goods at a single and reasonable profit. From the first the Company have advertised largely—very largely; indeed, very few men have ever equaled them in the extent to which they have carried this, and as a consequence they have become known in every nook and corner of the country. Again, in order to give the most liberal interpretation to the golden rule of “the greatest good for the greatest number,” the Company resolved to meet the wishes of all by disposing of their goods in packages of all dimensions, from a pound up-

wards. How beneficial to the public at large this course has proved can be appreciated from the fact that during the fluctuations of the currency for the last six or eight years, when at times all other articles of food have often been twice or thrice their former prices, the best tea and coffee could be procured at merely nominal advances from The Great American Tea Company. That it has been remunerative to the projectors and their associates is abundantly evident by the unprecedented extension of their business, which now demands, besides their great central depot in the spacious buildings 31, 33, 35, and 37 Vesey street, some half a dozen other warehouses in different sections of New York and Brooklyn. A still further proof of their success was furnished not many years since, when they announced that they would devote a day's profits on sales to the Southern Relief Fund, from which that truly deserving charity realized the handsome sum of more than one thousand dollars. The business of this Company not only gives universal satisfaction to its patrons, but it has also been almost unanimously indorsed by the leading newspaper press, religious as well as secular. Its operations are not confined to New York and its immediate vicinity, but have extended throughout the whole country, an important branch of its trade being to supply clubs, whose orders are received in great numbers on the arrival of every mail. The course adopted here is about as follows: A price list is issued at stated periods and mailed to those desiring them, as well as published in the principal newspapers. From this each member of a club, formed for the purpose, can select the variety of tea or coffee, and the quantity required. This is entered on a general order, which is forwarded by mail, directed to "The Great American Tea Company, 31, 33, 35, and 37 Vesey street, New York City." (A safe plan is to mark on the envelope "Box 5,643 P. O.") On the reception of this missive the goods are carefully put up, each package plainly marked with the name of the purchaser, the price, quality, and quantity. The whole invoice is then forwarded, as directed, thus avoiding all possible confusion in distribution, and giving each individual his share of the advantages derived from a division of the cost of transportation. Customers usually effect a saving of from one-third to one-half by adopting this plan. Of course the remarkable prosperity of the Company has been the cause of exciting the cupidity of imitators. Persons of ordinary intellect have usually sagacity enough to follow in the lead of those who can successfully carve out their own roads to fame and fortune. But in a great adventure, such as the one we have here described, even if all other features were equal, it takes at least three or four years of practical experience to secure the popular facilities which have proven so valuable to The Great American Tea Company, which is certainly alone and invincible as a specialty

AN advertisement is not always valuable in proportion to the space it occupies.

ADVERTISING AND ITS RESULTS.

From every section of the country come testimonials of the advantages derived from a well-regulated system of advertising. A surer or safer investment for business men cannot well be imagined. It puts them before the public in a beneficial light, they become "known and read of all men," and reap an abundant harvest from the seed thus sown. There can be no doubt of the fact; patrons declare it; newspapers assert it, and experience conclusively proves it. Here are a few cases gathered from various sources illustrating this point:

The Adams (N. Y.) *Visitor* speaks of an eminent Bostonian who regarded an advertisement in a newspaper as a personal invitation to call, and said: "While I sometimes hesitate about entering a store the proprietors of which have not thus sent their cards to my residence, I always feel certain of a cordial welcome from the members of an advertising firm."

The same paper adds: "There is in this remark an assurance of one of the many results of advertising. The trader and his calling become identified, and the name of a man is inseparably connected in the mind of the public with his merchandise. It may not be the very day an advertisement appears that it bears its fruit; weeks or months may elapse, and then, when the want arises, the article to be obtained immediately suggests the advertiser. This is the effect of general advertising when persistently followed. A special class of advertising where some novelty is announced is more immediate.

"A shrewd business man once advertised a trifling article in a manner which could scarcely prove remunerative. His neighbors expressed their regret at his folly, but he appeared contented. Though his gross sales of the article did not cover the cost of his advertising, he attracted a new class of people to his store, and his shrewdness paid him in a very short time, for new eyes saw what he had to offer in addition to the specialty advertised, and new purses came under contribution to him."

The Indianola (Ind.) *Visitor* relates this incident: "In 1861, a young man was employed in this place as a clerk in a house, at the moderate sum of four dollars per week. In the fall of 1862 he went into a small business on his own hook. In 1863 he formed a copartnership with his brother. When the senior of this firm threw his little bark on the sea of public trade, we suggested to him how to advertise. He took our advice—followed it strictly to the letter—using more printer's ink than all the business firms of

Indianola combined. The result of our advice, together with the honesty, integrity, and go-aheadativeness of this firm, has given them a competency and foothold among the people of Warren that will tell 'big' in after years."

A Western cotemporary says: "Advertising is to the trader what ploughing is to the farmer. There would be some natural production if the sod of the earth was never broken, and it would hold about the same relation to the production of a cultivated garden that the profits of unadvertised trade do to the advertised."

Another declares that, "Now-a-days nobody but the slowest dried-up old fossils ever question the advantage of advertising. One might with as much propriety doubt the evidence of his own eyes and ears. The style and extent of a business man's advertising is a sure test of his energy and capacity, the quantity and quality of his stock, and the amount of business he transacts."

Prentice, of the *Louisville Journal*, tenders his advice to the public, "Never buy goods of those who don't advertise. They sell so little that they have to sell dear."

The *Brandon (Wis.) Times*, grows facetious on the subject and vents itself as follows: "Does it pay to advertise? Our experience teaches us that it does. A week ago we advertised for a boy to learn the printer's trade. Imagine our surprise (!) on Monday morning on finding at our domicile an applicant weighing just eight pounds and a half. We would not guarantee to all such returns by patronizing the printer, but this is one instance where it was a success."

Says the *Delaware Republican*: "We believe it is a rule, with scarcely an exception, that in every community the merchants who advertise are most successful, and deservedly so. They are the men who keep the best stocks of goods and sell cheapest."

The following comes from a New York paper: "The changes going on in society make it necessary for a business man to keep before the people. If he expects to succeed in trade, a fair statement of what he is doing, and will do, is necessary for himself and those dealing with him. He must make this statement, and does do it in some way if he sells anything.

"People are quite apt to go where their attention is called, and if they find things as represented they will purchase there in preference to spending their time seeking elsewhere. Those whose patronage and influence are of the greatest value never spend too much time in looking up a thing. They have learned that time is money, and that without time in this world money is worthless. It is conclusive that there is merit as well as profit in advertising honestly and fairly, in telling people what and how you will do, and then doing it. Those who are willing to trade strictly upon principle can circulate an advertisement throughout an entire community, and it will have just as much force as though they spoke to each individual by word, or each visited their establishment and examined for himself. This advertising only amounts to the same as telling your patron when he calls on you how you will sell to him.

"It is just to all concerned to advertise conscientiously, and those who do it will find advertising of the utmost importance."

HOSTETTER & SMITH.

Of the many men who have acquired fame and fortune by judicious advertising, none will be more readily and familiarly recognized than Hostetter & Smith, manufacturers of Stomach Bitters, at Pittsburg, Pa. Since the sale of the first bottle of bitters by this firm they have, by a strict regard to the manufacture of the articles furnished, and a keen foresight into the means of making it celebrated, drifted into that channel that leads to fortune.

In November, 1853, these gentlemen embarked in the business with a capital of ten thousand dollars. They occupied dingy quarters in a remote street of the city, but, meeting with such encouragement the first year, they soon after removed to a more popular thoroughfare, and took possession of a much larger establishment. The lapse of a few years again necessitated another removal to still more commodious quarters, fronting on Water street, running through to First avenue, covering about an acre of ground, which they occupy to this day. The sales of bitters during the first year the firm were engaged in the business amounted to thirty thousand dollars, and the increase has been so great that the sales for the year 1869 reached one million and twelve thousand dollars, while the returns of the present year are expected to exceed this sum by half a million dollars.

The amount of money invested directly in the manufacture of bitters is estimated at three hundred thousand dollars, of which sum fifty thousand was incurred in fitting up a printing department. Thrice the before-mentioned amount has been expended in the purchase of business houses at San Francisco, New Orleans, and other large cities where the firm have established agencies.

The printing department embraces a portion of the main building, and consists of three departments over two hundred feet in length, used exclusively for the publication of almanacs. The first story contains ten presses, which are in operation the year round, three of which work entirely on almanacs of the English language, the others printing these little volumes in the German, French, Spanish, Norwegian, Welsh, Swedish, Dutch, and Bohemian languages. The second is filled with machinery for binding, backing, and pressing books, while the third department has eight folding machines. Industrious little workers they are, from morning until night. One hundred persons find constant employment in these departments, and the result of

their labor last year was in turning out six and a half million almanacs, while the number for next year will be ten millions.

The department for the manufacturing of bitters is three stories in height, and provided with improved facilities for the accomplishment of the work of reducing the ingredients composing the tonic in as short a time as they will permit. About eighty-five persons are engaged in this department, who, on an average, fill and arrange for shipping six thousand bottles of bitters each day. The manner of filling, sealing, labeling, and packing is quite ingenious, and performed with astonishing rapidity. It has long been a rule of this establishment to sell no order less than fifty dozen bottles, and it is not an uncommon occurrence for a steamboat to leave the port of Pittsburgh with a cargo consisting entirely of Hostetter's Bitters, destined for the South and West. The article is also exported to South and Central America; to the East India Islands, Australia, Cuba, and the Canadas, in immense quantities.

In the printing department of Hostetter & Smith, at Pittsburg, over fifteen thousand reams of white paper are consumed annually in the publication of almanacs alone, these little books costing the present year one hundred and fifty-seven thousand dollars. These are distributed very judiciously, not one being allowed to leave the establishment unless by an order from those engaged in selling the bitters.

In newspaper advertising the firm expended during the year 1869 the sum of one hundred and twenty thousand dollars, which is increased proportionately year by year. Handsomely-framed cards, gold lettered, in the Chinese and Japanese languages, are made for distribution in those countries, and thousands and thousands of elegantly-lettered and highly-embellished cards, costing a deal of money, are gratuitously sent to druggists in the different parts of America.

"In the early years of our business," says Dr. Hostetter, "we kept ourselves in the keenest of poverty in order to use our money in advertising an article we felt sanguine would one day acquire us reputation and fortune. At that time we had no standard price for our bitters, preferring rather to allow the seller to reap the profit, while we were satisfied to know that the article was bought, and that good remuneration did in nowise lessen the energy of the seller. As years passed by we more and more extensively commended our bitters through the newspaper channel and by means of almanacs, thereby creating an incessant demand, actually compelling druggists and others to keep the article at the risk of losing customers. Thus we progressed, until to-day Hostetter's Bitters can be obtained in almost any part of the globe."

A SHORT advertisement four times is better than a very long one once.
"Brag is a good dog, but Holdfast is better."

LIPPINCOTT & BAKEWELL.

This firm are engaged in the manufacture of axes, saws, and shovels, at Pittsburg, Pa., and their works are accounted the largest of the kind in the United States. The notoriety acquired by this firm has been of slow growth, and, until the last few years, was confined to a limited territory, but to-day, by the adoption of judicious means, their wares are known and purchased in almost every city, town, and hamlet in America.

The works of this firm are situated on either side of Lippincott's lane, in the Eighth Ward, and occupy almost three acres of ground. In the year 1847, when first established, facilities for the manufacture of the articles engaged in by the firm were astonishingly meagre in comparison with those of the present day, an opportunity for judging of this fact having been left standing in the shape of the original building wherein the first axe was made. The growth of the works has been steady and uninterrupted, to-day employing upwards of two hundred and twenty-five men, and consuming thousands of tons of Swedish iron annually. Suspension of operations is unknown here. Possibly no works of a similar character in the country are run more steadily.

In the manufacture of axes Lippincott & Bakewell stand without a rival, and their extensive sale and fast-increasing demand tell the story of their universal popularity. All styles of chopping axes are made but the brand old in excess of all others is the "Red Jacket," an instrument that has found its way into the hands of almost every lumberman from Maine to Texas. On every working day one thousand axes are made, though there are instances where the number reaches seven thousand in a week. The brand already alluded to is the most carefully manipulated and closely scrutinized of all, though no instrument is allowed to leave the works until the owners are assured that it is perfect in every respect. In the manufacture of shovels and saws an immense trade is done, employment in the latter-named branch of the business being given to about seventy-five skillful mechanics. The saws made are principally of the circular pattern, very large, and sufficiently powerful to pierce the most formidable stick of timber ever grown. The departments for making axes, saws, and shovels are separate from each other, and each under the control of a manager.

It is but a few years since Lippincott & Bakewell commenced adver-



tising extensively their business through the newspapers, and they have found, by a sudden and an astonishing increase in sales, that the step was wisely taken, inasmuch as it has augmented their trade to an extent they had no idea it would ever reach, and served also to dispose, in a great measure, of quite a quantity of that unlimited credit system of sale so prevalent in most business of the kind. There are few men that have more admiring shrewdness, more consummate business tact, and a keener foresight than the members of this firm. Young, progressive and generous, they are sure to stand one day in the rank of the millionaires.

ADVERTISERS frequently forget one very important point. Strike often in the same place. Don't waste your energies on a hundred undertakings and dissipate your money in twice as many places as you have means to fill. The woodcutter, when he desires to fell a tree, endeavors to have every blow follow the former, and to repeat its impression. If he does not do this, he may be an hour in cutting down a pine no larger than a stove-pipe, while if he repeats, with well-trained accuracy, the blows of the axe for five minutes, the tree is down. Notices inserted in newspapers must be placed there on some such rule. Only continual iteration will catch the public eye, and it must be done on a well-digested plan. Every line should be considered beforehand, every phrase measured, every idea weighed. Then strike, continually and with all your might. So are the golden sands of wealth gathered, not by idleness and lack of forethought.

"A DULL tool wastes time, and is never used except by a dull fellow." True as preaching. Doing business, or attempting to do it in this age without advertising, is like using a dull tool, and the merchant who tries it is, generally speaking, a dull fellow. Not one man in a thousand who advertises liberally and judiciously, fails of success, while there are hundreds who never succeed at all, merely because they have not the pluck to spend a portion of their profits in making known to purchasers their whereabouts, and what they have to sell. Attempting to do business without advertising, is like using a dull tool, when a keen, sharp one, lies within reach.—*Philadelphia Item*.

GEO. P. ROWELL & CO.

AN INSIDE VIEW OF AN ADVERTISING AGENCY.

From the Boston Commercial Bulletin.

A French traveler, in journeying through the East, met in Persia a sage versed in all the wisdom of the Orient. He had acquired some knowledge of the French tongue, and the reading of a newspaper from Paris excited in him the most lively delight. Of all, however, which he found in its columns the fourth page, which commonly is filled with advertisements, occasioned his wonder the most. "The fourth page," said he, "cannot be thoroughly understood except by a sage. He who invented it was a benefactor of humanity. In a singularly narrow space he has contrived to collect the most valuable information—the honorable marriages which have taken place in the best circumstances of fortune, the houses on sale or to be let, the best works, and above all the most venerable and precious medicines." Such seem to the East the notices which give life and vitality to our newspapers, and without which they would afford each day only the scantiest measure of news. Nearly all men who do business believe in advertising, but of these few know how it can well be done, and still fewer have any conception of the magnitude of the sums of money paid yearly for publicity. To some extent we propose to shed light on this by giving an account of an advertising agency.

There was little advertising done either in New York or in America when Thomas wrote his History of Printing, in the year 1810. The press was weak, the circulation of newspapers was small, and but few business announcements then appeared compared with the multitude which now crowd the columns of the metropolitan and country press. Two thousand was then a large circulation for a daily in New York or Philadelphia, and the value of a large newspaper establishment in this city twenty years later was estimated at about thirty thousand dollars, which was also the sum of its annual receipts. There are now in the United States five hundred periodicals valued at a higher figure than this, and the circulation of a single daily in New York is now greater than that of the entire press of our country sixty years ago. The men who now conduct papers here are not the same as the Colemans and the Langs of former years. The most successful newspaper we have was founded by a Scotch adventurer, inured to hardship and toil, and the next two most successful dailies were established by journey-men printers without capital. Hard, practical sense all these men had; they

reformed the business, purged away old abuses, infused new life into every channel, and made the American press the most important of the world. Not England herself, with the gigantic *Times*, flanked by a multitude of lesser sheets, has such a newspaper press as we, that daily, through six hundred voices, and weekly through five thousand, discusses empires, and makes and unmakes reputations. The time has gone by when the editor should be addressed as Mr. Printer; his functions have grown and are still growing to an importance unequaled by the pulpit or the bar. The character of our newspapers increases as the wealth and talent required becomes greater. Our manners have at least grown better, if our disposition is the same.

James Gordon Bennett, with many other things, did one act which should entitle him to the gratitude of all newspaper publishers everywhere. He introduced the system of paying cash for advertising, now common enough, but unknown in 1833, and concurrently with Mr. Beach of the *Sun* encouraged the insertion of two, three, or four line notices. Before, those ponderous sheets which gave light to the New Yorkers at eight or nine in the morning afforded no opportunity for wants to be made known. A square was taken by the merchant for a year, and he filled it, and no more, with advertisements of his own business. If a China tea merchant had found that unexpected facilities would give him the command of the tea market for a while, and that he should be able to undersell his competitors, he did not think it worth while to announce it for a month or two in extra space, nor did the editor and proprietor of the journal, who at that time were nearly always one and the same, deem it of any advantage to try to accommodate him. It was reasoned that if they let people have a square for a month or two they would not occupy it for the rest of the year, and that it was better to have one man for a whole year than three or four for a short indefinite time, with a possibility that others might succeed them in their places. As we look upon it now, with the light of experience, it seems great nonsense, for there are always wants occurring and sales happening.

Not so did the vivacious *Herald* or the wide-awake *Sun* commence their great business. Put in your advertisement to-day and to-morrow take it out, if you like, and pay fifteen, twenty, twenty-five cents a notice. It pays handsomely if a column can be filled with them, and the penny press was not long in finding it out. With the increased circulation which they attained there soon came to be a marked difference between the respective values of different dailies. Before, an advertisement was inserted at random, or in accordance with the politics of the advertiser; now, for the first time, did circulation and worth enter into the calculation. Inquiries were made among those who best should know, and journals employed solicitors to procure business for them by representing their superior advantages. In this they followed the custom of all mercantile establishments, in highly civilized communities. An advertising agent is nothing but a broker, who deals in advertisements as other brokers deal in teas or gold, and his success depends chiefly upon his ability as a buyer and his connections in selling.

The earliest of the advertising agents who became known as controlling much custom was V. B. Palmer of Boston. For many years he was the most noted man in the business, but became supplanted by others. He was

succeeded by many well-known men, who by their enterprise and skill did much towards building up the business. Some agents made contracts for space, and paid for it in New York correspondence, and many both then and after tried to induce the publisher to take "cats and dogs" in return for advertising. Such days are happily gone by; and advertising agents of reputation now pay only in cash, and have nothing to do with the system of barter.

Every legitimate business depends for success upon its power to secure the confidence and approval of the public. If it has no real value, the mercantile community will soon make the discovery and withdraw patronage from it. An agency for advertising is founded upon a real, practical want, and the future or the present cannot dispense with it more than it can with banks or insurance companies. Advertising is founded upon the great, fundamental truth that he who desires to sell the most must have the widest acquaintance and be the best known. When society is aggregated in a Robinson Crusoe or in the cabin of a Mayflower it is practicable for any man to know everybody, but when civilization advances into complexity it can no longer be done. In our own country this is especially true. There is no common centre. Twenty cities dispute the supremacy of the future, and four millions of square miles of territory forbid any one except specialists from knowing the country even approximatively. Ask a wholesale grocer in Providence or Albany if he knows any one in his own line in Louisville or Wheeling, and he will be obliged to confess that he does not. If he sells a bill of goods to either city he makes an inquiry at a mercantile agency, who are specialists in this line. It will be found so in every branch of commerce, and it is becoming increasingly more difficult to obtain this knowledge at first hand. In 1810 a man with a moderately good memory could tell the names of all journals printed in the United States; what Magliabecchia or Watts could do it now?

Among the well known advertising agencies that of Geo. P. Rowell & Co. is prominently before the public at this time. They began business in 1865, and now occupy spacious rooms in the New York Times building—that great beehive of typographical and editorial industry. With the adjacent building, which joins it so closely, and matches it in magnitude so well, it is the greatest workshop of brains and type in the world. At the two ends are the New York Times and the World; Moore's Rural New-Yorker sends forth its mammoth sheet from here, as does also the Scientific American, the Examiner, the Albion, Hearth and Home, the Observer, the Turf, Field and Farm, and a score of lesser periodicals. Half the advertising agents in the United States are located here, and from their offices emanate fully nine-tenths of the business orders which the press of the country receives through agencies. Many correspondents and writers of the daily press have here rooms, besides a celebrated firm of short-hand writers, and lawyers and patent-agents in numbers. Two hundred writers for the press find employment as well as double that number of printers; the amount of money invested in newspaper property will not fall short of two millions, and the sheets turned forth from the press yearly would carpet the equator on land and throw a floating bridge over the Atlantic and Pacific seas. With all the immense

wealth employed in newspaper publishing, however, it is the advertising business which is the principal within the four walls bounded by Beekman and Nassau streets, Park Row and Printing House Square. Nearly five millions of dollars' worth of advertisements annually pass through the hands of the enterprising business men of this block.

In preparing to make known to the world the commodity in which he deals, the advertiser is often governed by chance, although sometimes he has had an opportunity to serve an apprenticeship to the art in the business of some skillful man. In this case, his way is made easy, and he does at once what the novice will only be able to do after years of trial, but to which he must certainly attain if he continues in the business. Experience is a hard master, but it does finally teach us something. An advertiser frequently goes into an agency without knowing really what he wants, and it is in this case the duty of the agent to give him light. After entering the office of George P. Rowell & Co., and stating his business, the first point to be considered is to know whether the dealer really has an idea as to what he wants. If he has, the path of the agent is made much easier, and he takes the size, the time of the advertisement, and the papers it is to appear in, and makes an estimate. The estimate is arrived at by the use of a long row of tall books, ranging from A to Z, to be found in the business office, and which contain the rates of all the newspapers in the country, with the exceptions and variations allowed in certain cases. Some newspapers adhere to their prices under all circumstances, and these are very pleasant for the agent to deal with; but, unhappily, their numbers are few, probably not exceeding ten or fifteen in the whole Union. Another large class have prices presumed to be invariable, but from which they bend at particular times and under particular circumstances, as for instance in summer, when business is light. These facts must be considered, and allowance made by the agent, or some acute rival will underbid him. A third class of newspapers have a professed price, from which they give deductions to any one who comes along, if they think that otherwise they will lose a few squares. These comprise a majority of those in the United States, and they are extremely perplexing to deal with. To one agent they will allow thirty per cent. commission; to another only twenty. The second will presume that he receives the bottom figures while he does not, and another man may carry away the prize. This class of journals also frequently takes pianos, sewing-machines, life insurance policies, washing-machines, soap, and so on, in exchange for their columns. It requires vast experience and careful judgment to know at what price to estimate, and an agent may frequently err and receive from the proprietor a letter inquiring with Hazael, "Is thy servant a dog that he should do this thing?" A fourth class is of those gazettes which have no regular scale of prices, but seek to make the best bargain they can. They are not particular as to what they get, so long as they get something. Then, after having made up his list, the agent hands it to the visitor, who considers it, and, after examining the estimates of other agencies supposed to be responsible, decides between them. For instance, a computation may vary from ten hundred to twelve hundred dollars on the same papers, by different men. Every house in the business

is invited to figure on the list, and the lowest bidder, all other things being equal, takes the order. It frequently happens that a low bid will be made by an irresponsible man, or a man in bad odor among the press. In this case it may be safely supposed that he intends to cheat; either the advertiser by making contracts for less time, or in less valuable place than agreed upon, trusting that there will be no examination, or the newspapers, by swindling some with whom he never intends to deal again. Few newspaper men will sue an irresponsible agent, as in that case they not only lose their original money, but their time and costs.

Supposing, however, that the advertiser simply says that he has one or two thousand dollars which he wishes to use to the best advantage in advertisements. In this case, all the skill of the agency comes in play. A dollar will go twice as far in one place as another, and, although the advertiser may not know it, one periodical has eight times as much influence as another. An advertiser recently stated to us that of an advertisement inserted by him in five hundred newspapers in the Union, one journal with a circulation less than five thousand proved to be of more value than the same inserted in another with two hundred thousand. All these shades of importance must be considered and allowed for; the circulation, the politics, the clearness of printing, the time the newspaper has been established, the ability with which it is edited, and its worth for other purposes. It is of little value for the *New York Weekly* to advertise in the *Journal of Commerce*; it will pay twice as well to insert a notice in the *Lyons Republican*, with half the circulation and one quarter the price. If the advertiser applies at first hand to the newspapers themselves to learn their circulation and influence, he will be surprised to find that they *all* have the largest circulation and all reach the best class of readers in that section. He cannot investigate, but an advertising agency can. By constant inspection of the papers, letters from the editors, inquiries, and occasional personal interviews, they are able pretty well to place the true position of the sheet, although they may not be within one or two hundred of their circulation. Newspaper proprietors give truer answers to agents than to the public; if they should state anything widely differing from the facts they know it would not be believed by the agents, who are in possession of ample information the public has not. Another consideration is position. An advertiser frequently desires to have the widest extent possible for his orders, and so a good paper in the East may be sacrificed for one not so good in the West.

The advertiser having selected his papers or approved a list submitted to him, the inquiry naturally arises, Where does the profit of the agency come from? From the newspaper, and from the newspaper only. No reputable agency will charge for labor not done, and the firm of which we write keep their business in such order that every evidence can be submitted that the business is accomplished. Most newspapers in the United States allow a commission of twenty-five per cent.; some give thirty or thirty-three, while others give only twenty or fifteen. The latter is the customary rate of discount on the New York dailies of importance, and also of the same class in other great cities, while the smaller give twenty and twenty-five. This commission would be considered enormous in almost any

other department of trade, but when the insignificance of the single orders is considered, and the immense amount of detail required to keep the run of a business so complicated, the remuneration is not found to be more than adequate. Agents doing business in a small way find their actual cash expenses of rent, clerk hire, postage, etc., amount to fully fifteen per cent. of their gross business, and from the amount which they receive above this must come the losses from bad debts, and their own profits. Few advertising agents have been successful in a pecuniary point of view, and those only have made fortunes who by their strict business habits and close attention through long years of labor would have conquered prosperity in whatever calling they might have adopted. Many newspapers have special contracts with agents, by which a column, for instance, is bought for a year by the agents at a fixed price, while he lets them out in small advertisements at double that rate, taking the contingency of filling them. It is only the strongest establishments that can do this, as it is necessary to be able to fill the space with something. Many of the agents have lists of fifty and one hundred papers, where you can only insert an advertisement in one by putting it in all. On this, if they can keep the column full, they will make a large percentage, but, as it can only be kept so with the greatest exertion, it may be doubted whether all advertising agencies who do this make money. In the hands of George P. Rowell & Co., who originated the list system, however, and with their facilities, this has been very productive, especially as it has afforded an opportunity for advertising themselves very largely. Without losing money on their contracts, they have been enabled to advertise their agency in this way to the extent of more than one hundred thousand dollars since commencing business. This has given them a wide reputation, and has likewise been productive of money. Thousands of new advertisers start up every year, desiring to extend their business, and of these half who do any business at all transact it with this firm. They receive the new business by paying out money themselves for advertising, and as a reward for their enterprise they are at this time better known and control a larger patronage than any similar establishment.

The contract made with an advertiser, the firm goes to work to execute its part of the agreement. As to determine the length of the advertisement and its general appearance it is necessary to set it up in type, this is done before completing the arrangement. An acute advertiser, who wishes to have his announcement produce its full force, desires to control the arrangement of the lines, and the display, so far as possible, and in manuscript this cannot be done. Errors are more easily seen in print than elsewhere, and many egregious blunders have thus been corrected. With these considerations of carefulness and neatness, that of economy was also powerful in inducing the firm to establish the printing office which they have connected with their establishment. To send out a ten-line advertisement to a job office, and get ten copies, costs not less than a dollar, while it can be done for forty cents at their own place. When it is considered that twenty or thirty such jobs are afforded a day, it can be conceived without trouble how much money is saved. A printing office of their own also affords a much quicker and more expeditious manner of doing the thing, for while an advertiser is debating

as to the price and the space his notice will require it can be set up and shown. This is the only agency in the United States which is supplied with this convenience, and perhaps the only one the magnitude of whose business requires it. With skilled men whose whole business it is to set up advertisements, they are enabled to please their patrons, and by judicious selections of type and a careful study of the effect to be produced, it often happens that an advertisement may be reduced in space and at the same time rendered more conspicuous, thus serving its purpose better and costing less money in the high-priced journals for which it is intended, sometimes constituting a saving of hundreds of dollars on a single order. In this office they have all the styles of type which are used in newspaper establishments. Two presses are kept constantly going on the job work of the place, and six compositors are fully employed. One of the fonts of type in this office is truly remarkable, as it is the largest ever cut of this style and size. It is of nonpareil full-face, and is used in the Newspaper Directory for the names of newspapers and places, and to a very large extent in miscellaneous job work. The font of nonpareil Roman has three thousand pounds, and there is a font of long primer of over one thousand, besides smaller ones of pica, brevier, and agate. Everything here is kept neatly and in order; every bit of copy is preserved, and a duplicate of the printing entered in a huge folio. Type is not to be seen on the floor, but in the cases, and it is altogether a model printing office. In one part are stacks of stationery ready for the use of the establishment—a course highly necessary when it is recollected that near half a million of envelopes are used yearly, and that four hundred dollars has been paid out for postage in a single day. No work is done for others here, as there is enough for the office to be kept fully employed on the work of the firm alone.

When the printing of the order has been done, the original copy (with its printed duplicate attached), after being charged upon the books, is stamped with the date and endorsed with the initial of the person who makes the contract, after which it is transferred to the clerk who holds the order book, and he enters it with all its directions. This is the copy which is referred to in cases of dispute, and is therefore preserved with great care. Letters are addressed to the journals in which it is designed the advertisement shall appear, with full and explicit printed directions, and the clerk so sending them out affixes his initials to each order, so that the person through whom the business is transacted may be always known. No letter is directed personally to the editor or proprietor of a paper, but to the newspaper itself. This is of value, because letters addressed personally are frequently held back on account of absence.

In some cases advertisements are sent out for inquiry. A proof is furnished, and the question is asked, Will you insert this for so much? or, How much will you put this in for? An advertiser frequently wishes to insert a given advertisement, say three months, for a certain sum, say one thousand dollars, in as many country newspapers as he can. That sum might insert twenty lines in two hundred papers for that time, and it might in two hundred and fifty. Having fixed a very low price, probably three dollars, the

advertisement is dispatched to five hundred periodicals. Some refuse, some pay no attention; but enough will usually insert to make up the required number. If otherwise, the offers are accepted which seem lowest from among those which reply. Publishers who read this will do well to bear in mind that when refusing an offer made they should always name a price at which they will accept. Much surprise is sometimes felt and expressed by conventions of country editors, on account of the low prices offered to them. They should bear in mind that to receive an offer does no harm, and if the job is not worth doing at the price, they cannot be compelled to accept it. Those papers which are known to adhere strictly to their rates are never included on lists of this kind except by mistake.

Geo. P. Rowell & Co. have many customers who expend with them from five to twenty-five thousand dollars a year each, and some who go up to forty and fifty thousand dollars. None of these are novices in the business, and they go to this firm simply because they can through them get their work done cheaper than elsewhere. They made a contract last year to insert an advertisement in every newspaper in the United States, daily, semi-weekly, tri-weekly, weekly, semi-monthly, monthly, and quarterly, on which they received as first payment ten thousand dollars in cash before a single copy was sent out. Immense sums of money are thus paid out by acute business men. Dr. Brandreth has spent two millions and a half of dollars on his medicines in making them known; Holloway expended six hundred thousand dollars last year for the same purpose. The largest advertiser within the last two or three years has been Helmbold, but the most money ever expended for this purpose in this country in a short time was for the Government bonds and to hasten the completion of the Pacific Railroad. It is believed that Geo. P. Rowell & Co. advertise their own business to a greater extent than any other firm in the country, and yet their net profits for last year were as large as ever before—a proof that advertising pays. Having completed the sending forth of the advertising orders, the return of the newspapers is anxiously looked for.

Let us walk into the newspaper room and watch the system which is so elaborately contrived to meet the possible wants of the advertiser that it may be said to meet all requirements. All the rooms in the New York *Times* building are high and well lighted, and this is consequently no exception. Three lofty windows give ample illumination, affording every facility to examine newspapers with care. To this room come all the periodicals received at the establishment. At a quarter past eight in the morning the first newspaper mail arrives—a huge plethoric bag, filled to repletion with newspapers and the periodical literature of the day. In the afternoon others come, as full as the preceding, and on Mondays twice this quantity is received. The mail bags are unloosened and the contents taken out; the wrappers are torn off and the papers partially unfolded, so that they may lie with the date and name uppermost, and then begins the sorting. As the contents of the bags come from every State in the Union, and from the British Provinces also, it is necessary to separate them into different heaps. This one is New England; that one New York; the next Pennsylvania, Maryland, New Jersey, Delaware, and the District of Columbia.

Here is the South; that is Canada and the other British Provinces; the Pacific States have one pile, and the other Western States are divided into two—Ohio, Indiana, and Illinois forming one, and the remainder another. This is only the rough approximation; each of these little hillocks are again divided into States, and then each State is arranged alphabetically, so that there may be no lost time turning over the leaves of the entry book. Then the clerk in charge of this sits down with his book, a huge folio, before him, and receipts every newspaper which comes into the place. If a receipt is not to be found on the book, it is a proof that the newspaper has not arrived, and the file is consequently faulty. If it is desirable to have the paper, it being one which advertisers frequently use, a polite note is sent in printed form, saying that the *Banner of Freedom* is not received regularly, and trusting that the error may be remedied. If it is a deficiency in a particular date, another form is sent out, specifying the time. There are frequent omissions, and letters of this tenor have consequently to be much used, and caution has to be exercised in another respect. Mails are frequently delayed, and the daily which should be due this morning may not arrive until to-morrow. The quantity of mail matter received at this office is much larger than at any other establishment in the United States. The Monday mail is the largest, as more weeklies are published on Thursday, Friday, and Saturday than on other days of the week, and it takes about that length of time to get to New York.

In calling off the different dailies and weeklies to the checking clerk the reader separates out those which belong to different departments. Two men manage one special list, two others another, one has New York city, and the others are divided around. Each of these men opens out the paper before him, and looks after the advertisement which should be there. A black crayon is drawn at the top and bottom of the notice, and an entry is made of the fact in another book. A single mark indicates the insertion of the advertisement; a second shows that it is in correctly, and in cases where position has been specified to denote that it is actually where it should be. This done, the papers are folded up to one uniform size, and each is inserted in its appropriate pigeon-hole. Here it is for future reference for three months, and is then withdrawn for new papers to come. It is kept nine months after this, properly arranged and labeled, so that it may be known, and is finally sold for old paper. There are enough pigeon-holes around the room for every newspaper in the United States, and they are classified alphabetically by States, so that no one need have a moment's hesitation in laying his hand on any paper. If the paper is not received, the box is left vacant; if publication has stopped, a large card is put in marked "suspended." All the pigeon-holes are labeled, so that a novice can find a paper as well as an experienced man, and everything throughout this room, as in all the others in the suite, testifies to the abundant use of printing which characterizes the firm. The labels are printed; the tags are printed; the blank books have printed headings, and the letters are printed, and only require to be filled up in the address and date. With this plan a most perfect system is attained; nothing is trusted to chance, and when the advertiser desires personally to find out whether his work has been well per-

formed he is afforded every facility. There is no concealment; no evasion.

In dealing with publishers they have but one rule, and that is to make their agreement as explicit as possible. Nothing is left for memory or for chance. They pay precisely what they agree to, and do not desire to pay less. Their books are so kept that any account can be very quickly verified, and no claim which is just is presented to them which is not instantly paid. They send out their copy in printed form, and their agreement with the publisher is also printed, and no man can claim that his contract was ambiguous. Still, while executing their part with exactness and stipulating for the same from others, they do not snap up every technical objection to save themselves from paying out money. They have, in this respect, among the trade, a very high reputation, and a mere informality will not vitiate an account. All moneys are paid out in checks, excepting the salaries of those in the office, of whom there are some thirty, or more, and the number of checks drawn by this house on the Broadway Bank, one of the largest in the city, and where the city accounts are kept, is greater than that of any other depositor. It has been found necessary in practice to pay by checks, for many publishers will not forward receipts, and by sending a check this difficulty is obviated. *It must be endorsed before the money can be obtained.*

What becomes of all the papers? We are sorry to say that they go to the paper manufacturer at last. It is only in this or in similar establishments that anything like a full representation of the press of the United States can be found. Every little while a cart is backed up to the pavement and filled with paper for the mill. The sales for this purpose afford just about enough money to pay for their postage—some fifteen hundred dollars a year.

One of the ideas originated by this firm was that of lists of newspapers. It commenced with the New England newspapers, with whom a contract was made for a definite space yearly, they taking the risk of filling up the columns. They were enabled to offer them so low to the merchants of Boston and New York that they succeeded immediately in their design, and they extended the idea, and now control space, by means of these special contracts, with twenty-five hundred newspapers, being fully one-half of all which are published in the Union. Although this comprises but a small portion of their business, yet it is the part by which they have been most widely known, and about which most has been talked. The country editor receives pay for those columns which he could not otherwise sell, and the advertiser secures insertion at extremely low rates.

Besides their advertising agency, they transact a large amount of business in printers' materials, types, presses, inks, and so on, and own several patents relating to the art—among others, one for printing two, three, or more colors from one form without raising the type by underlays. A stereotype can be used, and the work can be done on any ordinary press. In connection with their business they have published the *Advertiser's Gazette*, a periodical full of information to advertisers and the newspaper trade. It is a lively, sparkling journal, and is the only one of its kind in America, and has only one rival in the world. The newspaper press in this country has here a trade organ, and has well availed itself of it. Yearly, too, the firm publishes the Newspaper Directory, the most

perfect and elaborate work of the kind ever issued. It has been formed by actual correspondence with nearly six thousand periodicals. Every newspaper is registered, with its size, price, form, and politics; the date of its establishment is given, as also the name of its editor and proprietor, and its circulation. A gazetteer of all the towns in the United States where a newspaper is published accompanies this. No one can estimate the value which such a Directory as this is to the great world of advertisers and newspapers.

Finally, in concluding the account of this establishment, we need only refer to the uniform success of George P. Rowell & Co. Understanding their occupation, and paying attention to it and it only, they have built up a large business in a comparatively short space of time, exceeding the progress of any previous agency, and destined to grow in the future still more rapidly than in the past. This is the fruit of care, of uniform courtesy, and of a willingness to oblige which retains them business, while their unequaled facilities enable them to offer the very best terms that can be given to advertisers.

AMONG the agricultural dealers of the country few are better known than R. H. Allen & Co., who have, by long experience, thoroughly mastered their business. In reply to an interrogatory addressed to them a few days ago, they remarked: "We can only say in reply that though we are perhaps unable to specify from which particular medium we have derived most benefit, we *know* that when we discontinue advertising our business diminishes, and can be brought up again only by a renewal of liberal advertising."

PROF. ALONZO FLACK, of the Claverack Institute, thus gives his ideas as to the value of advertising: "I have for twenty years advertised my school for from one thousand to fifteen hundred dollars per year, and have always found it to pay. My school is a pecuniary success, while most schools that do not charge over \$300 per year, including all extras, have not succeeded pecuniarily. I attribute it to my uniformly keeping full school by advertising largely."

HOW TO SUCCEED IN BUSINESS.

The man who refuses to patronize the newspaper is the man of morbid disposition, of small ideas and no business talent. His light, if he has any, is so completely concealed beneath the bushel of self that it will never burn to any practical purpose, and may be extinguished without a single sigh from the world around. Such a person is known by his works. A spirit of liberality and benevolence never animates him, but he lives on, wondering at the success of others and bewailing his own hard lot.

The newspaper is to the individual what hearing is to the blind. It teaches him better than anything else what is going on around, puts him in communication with neighboring countries and nations, gives the earliest details of commercial and political news, and tends in the greatest degree to true intellectual development. It has a spirit of universality found nowhere else; self is forgotten in the more important events daily chronicled, and we are shortly led to consider ourselves only as parts of the great whole which go to make up the grand result.

Take from us the press, and we should immediately fall back to a level with those who lived in the ages of ignorance and despotism. 'Tis only through this agency that we are better than they and enjoy liberties and privileges of which they never dreamed. Books have their value and merits, both of the first order and of undeniable importance, yet, as a power, the newspaper surpasses them all. It goes everywhere, is read by everyone, and makes up the public opinion of the day. Without it we should be lost. Business would come to a stand-still, markets be unsteady; stocks unobtainable at any fixed value, and everything else uncertain and fluctuating. To say nothing of its importance in instituting and sustaining a correct literary taste and healthful sentiment, commerce is dependent in a great measure entirely upon these daily publications. They give impetus to trade, steadiness to the markets, and an increased activity to all business transactions. We daily examine the columns of the morning paper for the prices current if we have anything to buy or sell, carefully peruse the various commercial reports, and act upon the facts thus obtained. Nor is this all, we look here for something more. We expect to find, besides all the matter above enumerated, intelligence which shall direct us where to make our purchases and whom to buy of. Indeed, at the present day, this last idea has been reduced to such

a system that no man, be he ever so shrewd and intelligent, can hope to succeed in any avocation without thoroughly and energetically advertising his business through the newspaper. Only thus can he place himself and his firm before the public in a right light; and only thus can he be sure of even moderate success. By such a course an acquaintance is formed and a name established, customers are found, and business made on the surest and safest foundation possible to build upon.

The importance of advertising is undisputed and universally admitted. The extent to which it is carried proves, beyond doubt, its usefulness and advantages. The man who advertises once is sure to do so again, and from each outlay in this direction he reaps more and greater advantages. It opens the most direct road to success and offers equal inducements to all parties. A glance at any of our papers will show at once the fact that those who avail themselves most of this system are from the highest rank in business life, whose position and standing is obtained only through merit and experience; and this position they owe in a great measure to a steady exercise of the course we have pointed out.

One to be known must keep his name before the people. He must let them know where he is, what he is, and what he is doing. If not, the people will never take the trouble to hunt him up, since they can always find plenty of others who willingly and cheerfully advertise them of their movements and operations, and who consequently receive the custom thus diverted from other channels. One might as well establish himself in the very depths of an African desert and expect to enter immediately upon a profitable business as to start in New York, Philadelphia, Boston, or any other city with the same idea, unless he resort to some means of advertising. It is true, all do advertise in a certain degree, but if the sign and show-card are successful in attracting patrons, so much the more so would be an attractive notice in the columns of the newspaper. It is then not only the passers-by who read, but thousands beside, who never would think of gazing into a shop window for what they desire. The paper reaches a class that can be reached in no other way, and produces results to be arrived at by no other medium.

What then can a business man do more advantageously than to freely avail himself of the door thus thrown open to all, and place before the world his goods and his merchandise. The world will then see it, read of it, and govern itself accordingly; a fair trial will be awarded by the public; a generous share of patronage will follow, and unless he be a humbug or an impostor his goods will sell, his merchandise will find customers, and a steady increase of profits follow as the certain result. The unbelieving may doubt this. It is only because he has never tried the experiment; let him once do that, and all his doubts will vanish and he become a firm believer in this method. The man who invests his money, saved from trade, in Government bonds, bank stocks, or other securities, thinks the per cent. realized therefrom yields a handsome revenue, and so it does; but the same money devoted to advertising his goods or merchandise, his business or profession, would yield a per cent infinitely in advance of that attainable in any other way. The revenue derived from expending a few dollars in putting one's

self before the people in a correct light cannot be set down at any market value, but may be regarded as infinite. This we know to be a fact, and it is proved beyond dispute by the example of all live, energetic business men of the day. The importance of adopting this measure cannot be over estimated. In fact it is almost synonymous with success, and in nearly every instance it will prove a forerunner thereof.

Our readers, if they never have tried the experiment, can do no better than to try it now; adopt this course at once and you never will regret the step thus taken. No matter what your business is—no matter what your calling. If you want to secure customers, patrons, patients, or clients, the quickest, surest, safest, and most satisfactory way is to advertise.



THE ART OF ADVERTISING.—An advertiser who knows his business expends his money freely but judiciously. He knows that he must catch the eye and secure the attention of purchasers if he would make the investment pay. To do this he must keep conspicuously and persistently before the public, and must make his advertisements fresh, attractive, and conveying information. The readers must be taught to look at the advertising columns for fresh and interesting matter. Then, again, the judicious advertiser knows his best time. When business is brisk he advertises steadily, but when it becomes dull he seeks, by conspicuous display of special inducements to purchasers, to stimulate it into activity. He reduces prices, and he enforces the fact upon the purchaser's attention by conspicuous announcements. When the timid advertiser withdraws he has the field to himself, and he diligently cultivates it. The most successful dry goods houses proceed on this system, and "dull times" only serve to make them set forth their inducements more distinctly. They have their reward, for to them "dull times" only means a little less activity, if anything.

ADRIANCE, PLATT & CO.

The improvements in the art of farming since the time of Adam have been numberless. Man is continually trying to evade that curse which foretold that by the sweat of his brow should he earn his bread, and all the forces of nature have been turned to account to lessen the burden. Winds drive mills; the quick running streams of the civilized world turn water-wheels, and even the tides have been subjugated, so that their flux and reflux answers the same purpose as the steady currents of broad rivers. Agriculture felt these improvements last. It is within the memory of many men still living when Jethro Wood improved the plow by giving it a more shapely form and increasing its material strength by forming its blades and frames of solid iron. The sickle has hardly gone out of use; the corn-sheller was twenty years ago a novelty, and the rude machinery of the Henrys and the Jameses was that used by Washington and Daniel Webster in their great farms at Mount Vernon and Marshfield.

Farmers commonly will, if their opinion be taken, say that the reaping and mowing machines now commonly in use are perhaps the greatest aid they have received, especially in the late and present scarcity of help in the harvest field. A farm which during four months of the year will require but two men, and seven months four men, would have required for the remainder of the season ten or twelve additional hands. Labor is scarce and high at this time, and the farmer is obliged to take anything that may offer. So, when the reaper was invented, and it was found that steel and iron would perform the labor in the fields which had before only been possible for men to do, it seemed a godsend. The business of supplying these machines immediately assumed gigantic proportions, and machinists at once began making improvements on the first crude attempts of the inventors.

Among these machines the Buckeye has now a very high reputation. It was first brought prominently before the public at the Great National Field Trial of the United States Agricultural Society, held at Syracuse in 1857. The novel principles introduced in it were so great an advance on all previous inventions that it at once commanded the attention and admiration of those interested in agricultural progress. Its success at this trial was complete. It distanced all competitors, and was awarded the first prize grand gold medal. Twenty-five Buckeye Mowers only were built in 1857, but the notoriety obtained at the Syracuse trial encouraged the manufacturers to build fifteen hundred for the next harvest.

Despite the combined opposition of manufacturers of the old pattern, one-wheel, rigid-bar machines, who foresaw that the introduction of the Buckeye must drive them from the field, its fame spread rapidly throughout the country, and the manufacturers were able to fill but a small part of the orders which poured in upon them from all sections. Manufactories of the Buckeye were established in different parts of the country, and machines turned out in greatly increased quantities, but the demand still kept constantly in advance of the supply.

Rival manufacturers, finding it impossible to sell their rigid-bar machines in competition with the Buckeye, were obliged to seek a foreign market for their old stock, and to get up new machines bearing some resemblance to the Buckeye, in order to make any sales at home. A few years completely revolutionized the mowing and reaping machine manufacture of the United States; the Buckeye was accepted as the standard, and the measure of success which other machines met with was proportioned according to their resemblance to the Buckeye model.

In 1857 or 1858 the firm whose name heads our article commenced the manufacture and sale of the Buckeye at Poughkeepsie, with salesroom in New York. The business has increased and enlarged in their hands materially, and they have attained such excellence in the manufacture of their machines that a rival manufacturer, who exhibited at Syracuse a couple of years ago, says that there is a large variety of Buckeyes built in this country, differing materially in quality and construction, and that "the award in Class I was made to the 'Buckeye' of Adriance, Platt & Co., who build much the best machine of that name."

At this trial, which was held at Syracuse in 1866, and at which fifty-nine machines competed, the judges said: "For several years past every new mowing contrivance has gravitated more and more toward the Buckeye principle, until, as will be seen by an examination of the tables of dimensions, and the descriptions given in this report, all the machines are grouped around this central type, only differing from each other by the introduction of different mechanical equivalents for accomplishing the same purpose."

This trial occupied about three weeks; the tests were the severest and most comprehensive, and the trial was the most thorough and important ever held in any country. The first prize grand gold medal was awarded to the Buckeye machine for superiority in all the points selected by the judges as the essentials of a perfect harvester.

Many improvements have been added, and the works of the firm at Poughkeepsie have been constructed especially with reference to the better manufacture of the reapers. Twelve years have sufficed to extend the sale of the Buckeye from twenty-five machines to thirty thousand in a single season, and the number now in the United States is not less than one hundred and fifty thousand, while the demand has been so great that thousands of farmers who desire to obtain Buckeyes have been unable to do so. There is no prospect that this demand will cease in the future. The firm take all needful means of obtaining publicity, issuing circulars and advertisements in profusion, and doing work so thoroughly that the future will but repeat the past.

FAHNESTOCK, HASLETT & SCHWARTZ.

In the year 1829 Mr. B. A. Fahnestock, then quite a young man, located at Pittsburg, and embarked in the wholesale and retail drug business, which in a few years, owing to industry, enterprise, and thorough tact in conducting business, assumed the position of the leading drug establishment of the city. In these days men's ideas of advertising were not developed to any considerable extent, but in so restless and ambitious a man as Fahnestock they were not destined to lie dormant, and, with plans well prepared, he commenced to use his resources in making known his wares to such an extraordinary extent that older and more modest houses readily predicted his ruin.

The receipt for the manufacture of Fahnestock's Vermifuge was purchased shortly after the gentleman commenced business for an insignificant sum, it of course having no sale at that time worth speaking about; but once in his possession, by persistent effort, and by an expenditure in advertising that threatened to swamp him, he caused a brisk demand that has year by year rapidly increased and extended to every part of the globe. To-day this article is known and used throughout Europe, in the countries of South America, Cuba, Australia, and in every part of the United States and Canada. Annually over five thousand gross of vermifuge is forwarded to the empire of Brazil alone. This preparation, we are led to believe, has been of infinite service to mankind, for everywhere it is acknowledged a perfect specific for removing internal parasites.

One of the specialties of this house is white lead, which has stood ground against all competition for upwards of forty years. This lead was originally branded B. A. Fahnestock & Co., under which title it enjoyed a lengthened popularity, which has increased under the recent brand of Fahnestock, Haslett & Schwartz. The purity of this article has given it a demand in the West that severely taxes the utmost capacity of supply. The present year will see the manufactory enlarged and improved to one of the finest in America.

Before the melancholy death of Mr. B. A. Fahnestock, which occurred upwards of a year ago, by the explosion of a steamboat on the Ohio river, branch houses had been established in New York, Philadelphia, Chicago, and

in many of the fast-growing towns of the West, whose united sales run into the millions.

This house is a living example of the reward offered to a mercantile career, judiciously conducted from the outset, a land-mark of Pittsburg, and a fair sample of the enormous business and prosperity which has grown up in that city of extensive establishments and solid wealth. The firm have ever looked to advertising as the great agent in success. They have have in the past had it illustrated over and over again. The profits that accrue from it are immense, and to it in the future they are most willing to trust.

A STRIKING instance of the success of advertising is seen in Booth & Ries-ter, of Buffalo. Five years ago they started their works, while they were unknown outside of their city. By judicious advertising they have established their business on as good a footing as any in their line in this country. They employ from fifteen to twenty men, and have and are furnishing windows for churches in almost every State in the Union.

T. R. ABBOTT, one of the persistent advertisers of the day, says : " During the past year I expended over twenty thousand dollars advertising Dr. Burton's Antidote for Tobacco, that great remedy for smoking and chewing, and it has paid me handsomely. Parties having anything they want to sell speedily and to advantage, or who want to give publicity to their business, can do so by advertising freely."

AN enterprising firm gives the following testimony to the benefit of advertising : " Our experience is that advertising pays. We are constantly reminded of this by our patrons in all parts of the United States and Canadas where we have advertised.

BATCHELDER & Co.,

" Seed and Agricultural Dealers, Springfield, Mass."

AUXILIARY PRINTING.

Within a few years past there has sprung up a fashion among country newspaper publishers of purchasing their sheets, with one side ready printed, to which the terms *Insides*, *Outsides*, *Exteriors*, *Interiors*, *Auxiliary Sheets*, etc., are variously applied. Those who first printed on these sheets suffered the same martyrdom as the man who first carried an umbrella. Their contemporaries accused them of hostility to local interests, of injuring the journeymen printers' trade, of degrading the editorial profession, of inability to edit their own paper without assistance, and of a spirit of small economy. Yet the plan grew in favor so that in less than nine years since the first "insides" were used, there are at this writing not less than five hundred country offices procuring one-half of their printing done by some wholesale auxiliary publishing house. Though comparatively few who use them have cared to publicly declare that fact, their very general use is the most convincing of all arguments as to their utility. It may be briefly stated, however, that by their use a saving is effected of about three fourths of the composition; one-half of the presswork, ink, and wear of type; and a very large share of the editorial labor, thus enabling the home publisher to devote more time to local matters, politics, and finances.

As early as 1850, this auxiliary printing was in vogue in England; and Cassell, the London publisher, in 1857, printed for about one hundred and fifty newspapers. There was also a solitary instance in this country in 1851 in the case of the *Staten Islander*, whose proprietors, Messrs. Hagandorn Bros., ordered their supplies of Moses Y. Beach, changing the name of their paper to the *Staten Island Sun*, to make the same "insides" available as were used on the *New York Sun*. Neither of these facts, however, seem to have produced any effect upon American country journalism. The particular circumstance that gave birth to the current plan of *Insides* and *Outsides* is as follows: In July, 1861, Mr. A. N. Kellogg, the publisher of the *Baraboo* (Wis.) *Republic*, finding that in consequence of the enlistment of his patriotic "journs" he would be unable to issue a full sheet on the regular day, ordered of the *Daily Journal* office at Madison, the State Capital, half-sheet supplements printed on both sides with "war news" to fold with his own half-sheets. While mailing his edition it occurred to him that if the awkward fact of his paper being in two pieces could be obviated an excel-

lent paper could be regularly issued, and with a decided saving of labor and expense. His next supply of two printed pages was accordingly ordered to be struck off on one side of a *full* sheet, instead of *both* sides of a *half* sheet, and on July 12, 1861, he issued the first sheet of the style which has since become so justly popular, and which Mr. Kellogg, with a pardonable partiality, regards as the greatest of all modern improvements in country newspaper printing. Mr. Kellogg, we may here remark, graduated at Columbia College, New York city, in 1852, with distinction, but afterwards, as he says, finished his education in a country printing office, where his improvements on the Newbury Card Press were also invented.

In a few months the *Brodhead (Wis.) Reporter*, published by L. W. Powell, Esq. (now managing editor of the *Daily Republican* at Chicago), followed suit, and at short intervals afterwards the *Mauston Star*, published by John Turner, Esq., *Columbus Journal*, *Richland Observer*, and others. The insertion of State advertisements was a minor feature of this plan, but one well appreciated at the time. In January or February, 1862, T. L. Terry, Esq., editor of the *Berlin Courant*, conceived the idea of forming a publishers' association for the purpose of printing Inside sheets, and where a part or all of the matter could be set up expressly to meet the common wants of all the various offices. To carry out this plan a convention was called at Beaver Dam in March, 1862, but in consequence of a snow-blockade only four publishers were present, and the plan was abandoned.

The proprietors of the *Madison Journal*, Messrs. Atwood & Rublee, continued to receive further orders until they printed for about thirty offices. The *Milwaukee Wisconsin*, entering the business in 1864, drew off a large share of their orders, owing to their superior transportation facilities and the low prices effected by the practical carrying out of Mr. Terry's plan of advertising. They have steadily increased in the number of their orders, and at this time claim to supply about two hundred offices.

In August, 1865, Mr. Kellogg, regarding himself as the real inventor of the system, took the field at Chicago, and soon found "room in the front row," setting up all the type expressly for the papers, and determined to furnish the best sheets that money and skill could produce. The result has proved the correctness of his conception of the wants of country publishers. He now supplies over two hundred offices, numbering among them many of the leading Western weeklies, attracting by his superior and abundant reading matter the patronage of the best offices. Particular even to fastidiousness regarding everything that goes into his side of these papers, he now issues over thirty different styles of auxiliary sheets, embracing almost every conceivable variety of size, politics, and style, and claims to print over half the number of sheets now used by the patrons of this system.

In the fall of 1866, Mr. G. F. Kimball, of the Belleville (Ill.) *Advocate*, commenced the printing of Insides, and was a few months after the first to print Outsides also. In 1869, Mr. I. F. Guiwits, of the Franklin Printing Company, commenced the business at Middletown, New York, and now supplies a considerable number of Eastern papers. Various efforts to establish themselves in this business have been made at different times by other

parties without success. Eastern publishers, whose editions are large, and whose columns are already well filled with advertisements, look with less favor on the plan than the Western fraternity, but the philosophy of the plan of co-operative publication is so broadly based that it must in time prevail in all parts of the country.

As fully one-half, on an average, of the matter furnished by local papers is of a general nature, and such as would be available for publication in other papers, it will be seen that an immense saving of composition, as well as a large increase in the average amount of reading given by the papers, would be the effect of the "auxiliary" plan, under healthy management. But this is not all. The distracting duties of the country editor are apt to prevent as thorough work in any department as he would himself desire. It is easy to see, however, that the employment of an editorial force to select and compile the general matter expressly for a set of papers could hardly fail to produce a marked improvement in the character and arrangement of the department undertaken by them—that is, the general selections and compilations.

At a cost in money equivalent to only one or two hours of editorial labor weekly, and for an almost nominal charge for composition, the local publisher is by this plan furnished regularly and promptly with a large amount of well-printed general matter, far beyond his power to afford to his readers in any other way.

The latest novelty in the business is that introduced by Mr. Kellogg, of supplying country papers with a set of sheets, containing, as a special feature, the successive parts of a serial story, and designed to increase their circulation *a la Ledger*. The first issues are of course scattered broadcast.

The above article has been submitted to us for examination, and we can attest the substantial correctness of the statements therein made regarding the history of auxiliary printing.

Hon. DAVID ATWOOD, M. C.,

Pub. Madison (Wis.) *Daily Journal*.

L. W. POWELL,

Managing Editor Chicago *Daily Republican*.

H. A. REID,

Assistant Editor Nebraska City *Daily Press*,
formerly of Beaver Dam (Wis.) *Citizen*.

T. L. TERRY,

Editor Berlin (Wis.) *Courant*.

JOHN TURNER,

Editor Mauston (Wis.) *Star*.

