

*Russell*



THE LEADING TRADE JOURNAL OF THE WORLD IN THE PRINTING AND ALLIED INDUSTRIES.

VOL. XXXIX. No. 4.

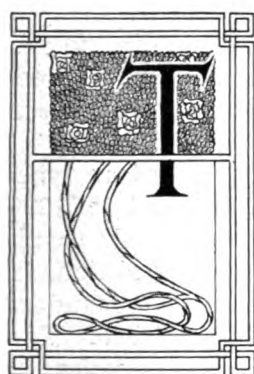
JULY, 1907.

TERMS { \$3.00 per year, in advance.  
Foreign: \$3.85 per year.  
Canada: \$3.60 per year.

DISCURSIONS OF A RETIRED PRINTER.

NO. XII.— BY QUADRAT.

THE AMERICAN TYPE FOUNDERS COMPANY — THE CAUSES LEADING TO ITS FORMATION — ITS INITIAL DIFFICULTIES AND FINAL SUCCESS — ROBERT W. NELSON — FOUNDERS OF THE AMERICAN PRESS ASSOCIATION — PRESENT HARMONIOUS RELATIONS AMONG COMPETING LETTER-FOUNDERS — PROGRESSIVENESS OF AMERICAN TYPEFOUNDERS.



THIS is the last of these articles which will relate to letter-foundries. With the exception of the foundry established in New York in 1810 by Elihu White, and now known as the A. D. Farmer & Son Type Founding Company, all the typefoundries established prior to 1869, and in existence in 1892, as well as several started after

1869, were purchased by the stock company known as the American Type Founders Company. My chief object in writing these discursions was to assist in preserving the memory of these old-time typefoundries; and it may now be interesting to observe the results of a consolidation which fifteen years ago was a subject of great misconception and much controversy.

On February 8, 1892, the American Type Founders Company was incorporated, with a capital of \$4,000,000 preferred and \$5,000,000 common stock, and purchased a majority of the typefoundries in the United States, thus becoming the successor of the eminent houses of MacKellar, Smiths & Jordan (established 1796), Cincinnati Type Foundry (1817), Boston Type Foundry (1817), James Conner's Sons (1827), Dickinson Type Foundry (1839), Marder, Luse & Co., (1855), Benton, Waldo & Co. (about 1860), Central Type Foundry (1870), Palmer & Rey (1875), Cleveland Type Foundry (1881), and, at a later period, George Bruce's Son & Co. (1813). In

addition it became the owner of eleven minor type-foundries. With the exception of the Boston, Central and Bruce foundries, which were purchased for all cash, the various owners disposed of all their interests in their individual foundries for part cash and part common stock in the new company.

A formidable competitive opposition was composed of the stock company of Barnhart Brothers & Spindler, established in 1869, members of which held controlling interests in four subsidiary stock companies known as the Great Western Type Foundry, Kansas City; St. Louis Printers' Supply Company, St. Louis; Great Western Type Foundry, Omaha; Minnesota Type Foundry, St. Paul. Prior to the incorporation of the American Type Founders Company this combination of stock companies, ably and cohesively managed, was the greatest single factor in the United States for merchandizing type and printing materials. The other competitors were: A. D. Farmer & Son Type Founding Company (1810), Keystone Type Foundry (1883), and H. C. Hansen (1872). The majority interest in the Farmer Foundry, Messrs. Andrew Little and John Bentley, had entered into negotiations to sell that foundry to the new company when they were stopped by an injunction taken out by Aaron D. Farmer and his son, William W. Farmer, and, as the result of further negotiations, the Messrs. Farmer purchased the interests of Messrs. Little and Bentley. In 1894 the Inland Type Foundry entered the field, strengthening an opposition which has remained intact until the present time. A few small short-

lived typefoundries have since, from time to time, been started; but the conditions of the trade, the gradual lessening of the need for local typefoundries to supply quick demands for sorts or to strengthen fonts, which existed before the Linotype and other machines made publishers less dependent on letter-founders, make it improbable that any further serious competition will arise.

The American Type Founders Company was the outcome of a competitive price war between two Chicago typefounders, which finally involved all, resulting in the disintegration of the Type Founders' Association, which, from its first meeting on June 23, 1854, until its last, in 1888, had regulated the prices of types and, incidentally, of printing materials. It would be an easy task to show that the prices of types have really been largely regulated by the prices of metals and of labor, but an association was necessary to establish standard prices which, by their fairness and stability, would benefit equally manufacturer and consumer. The fluctuations of prices in 1864, as the Civil War was closing, necessitated three meetings of the association, and three changes in prices, in January, May and September. The conflicting interests and rivalries of competing members of such an association were guarantees to the printers that an equitable price-list would be adopted. There were in that association men of differing degrees of probity, and it was well known to the majority that the adoption of prices which would afford a too liberal profit would be a sufficient temptation for secret price-cutting; so that, if equity was not a sufficient reason for fair prices, it could be found in self-interest. These associations have existed from the earliest periods which industrial history records. Unregulated competition lowers quality, reduces wages and degrades commerce to individual bargaining, in which distrust, untruthfulness and trickery too often secure to those least entitled to them, lower prices and better terms than could be secured by those who can not descend to such base arguments. The secret violations of trade agreements, openly entered upon by unprincipled typefounders who doubted their own ability to secure a satisfactory share of the trade at equal prices with their competitors, brought on the price war of 1889, and for years thereafter the printers did not know what prices their competitors were paying for materials. In one building in a small city, occupied by four competing printers, four different discounts were given by one typefounder. A comparison of prices by these four men would have convinced them of the advantages of equitable fixed prices. With fixed prices competition is shifted to quality and service; at equal prices those who give best value secure the most orders. This kind of competition, being one of quality and service, is bene-

ficial. Typefounders' associations for regulating prices have existed from the eighteenth century, and so have printers' associations, but not so consecutively. The first association of printers in America for the purpose was the Faustus Association, Boston, 1802, since which time they never have been uncommon. The earliest complete and systematic price combination among printers is recorded in a twenty-four-page price-list issued and signed by 134 printing houses in New York city, February 11, 1864. Theodore L. De Vinne was secretary, and probably was the compiler of the price-list now before me. It doubtless was the incentive to the publication of Mr. De Vinne's *Printer's Price List*, published in 1871 (pp. 459), which was one of his first important services to the printing trade. The New York printers above referred to signed their names under this declaration: "The undersigned, employing printers in this city, . . . believe the foregoing scale of prices to be fair and equitable, both to the trade and the public, and they therefore agree in good faith to use all honorable means to make said scale the uniform prices for all work executed in this city." It was not those who did the best work, or merited the most respect, or who have in the end succeeded most who violated the voluntary agreement to "play fair" and treat every customer alike.

The plan of consolidating the American typefoundries into one company originated in 1890 with an English syndicate, which proposed to capitalize them at \$20,000,000. The bad conditions in the trade in that year induced many typefounders to favor the offers, but the project failed. The prospects of stable prices, with economies in manufacture and administration and selling, set forth in the prospectus, proved attractive to A. T. H. Brower of the Union Type Foundry, Chicago, and John Marder, of Marder, Luse & Co., Chicago, and their combined efforts resulted in the formation of the present company. The management of the new company remained with a board of directors composed largely of the previous owners of the foundries, most of whom were retained as managers of the foundries of which they had been proprietors.

The first officers were Robert Allison (Franklin Type Foundry, Cincinnati), president; William B. MacKellar, vice-president; George R. Turnbull, treasurer; A. T. H. Brower, secretary; John Marder, western general manager, and George Frederick Jordan, eastern general manager. The directors were, in addition to the above officers, Joseph W. Phinney, Linn Boyd Benton, Henry Barth, John J. Palmer, E. F. C. Young, Andrew Hickenlooper, and Cortlandt Parker, Jr. Nine were successful typefounders, and four represented financial institutions which had recom-

mended the stock to their investing clients. Although the printers had to deal with the same establishments and with the same men in charge of them, the sentiment of the press and the printers was generally adverse to the new company. There was at the time a strong political feeling against "trusts," and dire calamities were predicted as the result of their formation. Now the truth is that the gentlemen who were trying to manage the new company had been the most popular men in the trade when they did business under their own signs, and no one who knew them would believe that they intended to oppress any one; nevertheless, they were badly advised to make a contract to buy the entire product of printers' brass for making rules, and thus prevent their competitors from getting any, with the result that the printers who bought the inferior substitutes their competitors were compelled to use were injured. This brass contract was the sole attempt to create a monopoly, and it turned out to be a great burden to the company, which could not dispose of the product, and was ultimately glad to let its competitors have all the printers' brass they would buy. The fierce criticism of the brass contract and the clamor raised by the competitors rattled the management, and in an attempt to allay the furore it issued a reduced price-list of body types which effectively gave away all the profits on two-thirds of its output. This reduction, instead of steadying prices, increased the demoralization, and for three years longer the printers were, on the average, buying types and printing materials at cost and sometimes below cost.

Never did a company need good management more and never was a company less ably managed than the American Type Founders Company during its first two years. It was put on the defensive; its foundries ceased to progress; it had no policy and no head; there was a disposition to cultivate the local interests of each foundry rather than the general interest of the whole company. The progressive spirit which had animated the individual foundries was inert, and little was done to bring out new type-faces or specimen books. Add to these incapacities a lack of free capital and of borrowing capacity and the business depression following the panic of 1893, and it is not surprising that many saw no solution other than the appointment of a receiver. In the second year John Marder succeeded A. T. H. Brower as secretary, an office which at that time was in its power almost equal to that of a general manager, and he adopted a conservative policy. For months the chief resource of the company was the credit of a few of its directors, whose indorsement gave currency to its notes, Messrs. Marder, Benton, Barth, Phinney and Allison being the directors who thus lent their personal credit or funds. These per-

sonal indorsements and loans alone saved the company from insolvency. The failure to pay dividends, contrasted with the too glowing promises of the prospectus, created dissatisfaction among the general investors, and an opposition was organized during the summer of 1894 whose object was to oust the management and to make James A. St. John, a non-stockholder, general manager. When affairs were at their seemingly most hopeless juncture Robert W. Nelson, one of the founders of the American Press Association and principal owner of the Thorne Typesetting Machine Company, having sold his Thorne interests to the type company and being its largest creditor, studied the situation and having confidence in the type industry, properly managed, purchased an important interest, was elected a member of the board of directors, and became the largest endorser of its notes. Although an unsalaried director, Mr. Nelson gave his time for months preceding the stockholders' meeting of 1894 to save the company. He knew that the directors were hardworking, conscientious men, anxious to do their duty to the stockholders, but that an ability different from typefounding ability was needed to successfully operate so large a concern. The chief danger of so-called "trusts" or large companies is the scarcity of men competent to manage them. Boards of directors, composed of men each competent to successfully manage a smaller business, generally prove collectively incompetent to successfully manage businesses which cover a continent. The American Type Founders Company was a headless corporation. Mr. Nelson succeeded in forming a coalition with the leading men of the opposition. This was done so adroitly that the newspapers on the morning after the annual meeting of 1894 reported that the old management had been ousted; but the new directors, acting with the old directors who held over, elected John E. Searles president, as Mr. Nelson had planned, and Mr. Nelson general manager with extensive powers. The directors holding over or elected in October, 1894, were John E. Searles, president; Robert M. Janney, vice-president; Robert W. Nelson, general manager; Benjamin Kimball, general counsel; George Frederick Jordan, Henry Barth, Linn Boyd Benton, A. T. H. Brower, Joseph W. Phinney, Edward F. C. Young, Edward D. Candee, Charles S. Conner, William B. MacKellar, John Gill, and Monroe Smith. Of these eight represented the acquired typefoundries and seven the general investors.

Under Mr. Nelson's administration the anti-trust clamor, shrewdly instigated and cleverly maintained by interested competitors, was ignored, and he proceeded to reassume the leadership in typemaking and merchandizing which belonged to the new company as the successor of the oldest

and most famous American letter-foundries. The various managers of these foundries, who had previously owned them, were, however, slow to appreciate the changes in their status from proprietors to employees. The public was to a great extent justified by this attitude, and the persistent subordination of the new company's name to the old-time local designations, in believing that the former owners were still in control of the local properties. This belief fostered the idea that the company was in reality a trust, administering individual properties for joint benefit, and that a reversion of the various foundries to their original owners might be effected if the objects of the alleged trust were not attained. The fact is that every original owner had parted absolutely with ownership and was no more a proprietor than any of the numerous investors in the company's stock who had never seen a piece of type. As a company owning twenty-two branches under one act of incorporation, with one board of directors and about thirteen hundred shareholders, it was no more a fair subject for criticism than a combination of five incorporated companies owned by about a score of stockholders and governed by the members of the parent corporation, which manufactured all the type sold by the five companies. It was one of the humors of the trade fifteen years ago that the first absolute irrevocable combination of type merchants formed in America should so fiercely assail another combination. If there was any culpability in combining several businesses under one management one was as blamable as the other. If either was a monopoly, that was truly a democratic monopoly in which, before the incorporation, the net profits of these twenty-two businesses purchased by the American Type Founders Company were divided among less than a hundred proprietors, while after incorporation the profits were distributed among several hundred. Nevertheless, the misconception prevailed and to some extent injured the new company. Two years after it started, the American Type Founders Company was practically created, and its component parts subordinated to it when Mr. Nelson, a few weeks after becoming its general manager, ordered the old local sign boards to be removed and the name of the new company to be put up instead.

It is a pleasing duty to record that for the past seven years the trade animosities of 1892-98 have been forgotten. Harmony in personal relations now prevails, and this good feeling among American typefounders is a guarantee that the methods and manners of the so-called "anti-trust" period will never again be descended to.

Mr. Nelson's administration took control at a time when the company, after two years of unprofitable business, was heavily in debt, and in a period of great financial depression. Notwith-

standing these unfavorable conditions he started an advertising campaign of a vigor and extent unprecedented in typemaking annals, with the purpose of familiarizing the printers with the name of the new company. He kept printing-presses at work night and day producing carloads of specimen books and catalogues. A less courageous manager would have curtailed expenditures under the circumstances, but it was necessary to success to make the company a leader and to regain the lost prestige. The company owned several patents for labor-saving inventions for typemaking, but few of these machines were in use, the various foundries being equipped with less effective machinery. It was decided to reëquip the foundries as speedily as new machines could be made in the company's machine shops in Cincinnati and Philadelphia. These improvements not only involved large expenditures but seriously depreciated the value of the equipment which the company had started with. It was the policy of substituting expensive new labor-saving equipments for dearly purchased assets in the face of a financial situation that compelled heavy borrowing that made the American Type Founders Company the successful and valuable property it is to-day.

Foresight, a definite policy energetically carried out, liberal expenditures to secure permanent economies, extensive and effective advertising, an insistence on everything done conforming to the highest standard of quality, were the characteristics discovered in Mr. Nelson's administration, and these earned for him the confidence of the stockholders, and induced them almost unanimously to agree to a readjustment of the capital stock, which was effected in 1896 by retiring the preferred stock and reducing the capital stock from \$9,000,000 to \$4,000,000, and the issuance of bonds for \$1,000,000, which were sold to provide working capital and were largely taken by the stockholders.

In 1898 the first earned dividend was declared at the rate of four per cent per annum, and at that rate dividends have since been regularly paid on the common stock. In 1901 there was a further issue of \$2,000,000 of seven per cent preferred stock to provide further capital for the rapidly growing business. That issue was a success, all the stock selling at par, and the quarterly dividends of 1¾ per cent have been regularly paid. These financial operations were managed by Mr. Nelson who, in 1901, had been elected president as well as general manager. At the time of the Baltimore fire credits of over \$300,000 were immediately given to the burned-out printers, and within a few months after the San Francisco disaster the credits to printers whose plants had been destroyed exceeded \$600,000. Many printing

firms in both cities would have been unable to resume if this prompt assistance had not been offered. The promises of the original properties have been ultimately realized, with the exception that the profits have been much less than predicted.

In 1903 Mr. Nelson's manufacturing policy was completed by the erection in Jersey City of a central typefoundry, by far the largest in the world, equipped with the latest improved machines and appliances, in which nearly all the general type-faces of the company are made. Although typefoundries are still operated in Boston, Philadelphia, Cincinnati, Chicago, St. Louis and San Francisco, the Jersey City foundry has in 1907 exceeded its estimated maximum output by twenty per cent, and an extension is now being built which will enable the company to increase the present output fifty per cent.

In 1907 the officers of the American Type Founders Company are: Robert W. Nelson, president and general manager; Robert M. Janney, vice-president; Joseph W. Phinney, assistant general manager; Morris H. Smith, treasurer; John T. Murphy, secretary, a well-earned promotion given in 1896 to an able young man who entered the company's service in the capacity of stenographer; and Benjamin Kimball, general counsel. The directors are Joseph W. Phinney, Linn Boyd Benton, Walter S. Marder, H. O. Barth (recently succeeding his late lamented father, Henry Barth), Charles S. Conner, and A. T. H. Brower, all typefounders; and Benjamin Kimball, Robert W. Nelson, Robert M. Janney, George Cleveland, Charles B. Whiting, W. W. Witmer, E. R. Hoyt, and Charles R. Forrest, representing the numerous general investors. The Typographic Department, which is responsible for the issue of specimen books, catalogues and other advertising matter, is in charge of Frank B. Berry, formerly one of the owners of the Cleveland Type Foundry and afterward manager of the Cleveland and Cincinnati branches; and the typographic style of the company's printing, done in a perfectly appointed printing-office in the Jersey City factory, is supervised by Wadsworth A. Parker, a one-time Illinois printer, whose typographical art has influenced the work of thousands of American printers. L. B. Benton is in charge of the general manufacturing, Morris Benton of the type-designing department, Walter S. Marder of the business between branches, and William F. Capitain is superintendent of the typefoundry department in Jersey City.

The company has branches in Boston, New York, Philadelphia, Baltimore, Richmond, Buffalo, Pittsburgh, Cleveland, Cincinnati, Detroit, Chicago, St. Louis, Minneapolis, Kansas City, Dallas, Denver, Portland, Seattle, Spokane, Vancouver,

Los Angeles and San Francisco. The foreign business extends to every country in the world. The products of the company are marketed in Mexico, Cuba and Central and South America by the National Paper and Type Company, in which the company is a large stockholder and of which Mr. Nelson is president.

In 1907 the foundries competing with the American Type Founders Company are the same as in 1894, and all have progressed in extent of business and merit of product. The companies and branches subsidiary to Barnhart Brothers & Spindler have increased from four to eight, known as Great Western Type Foundry, Kansas City; St. Louis Printers' Supply Company, St. Louis; Minnesota Type Foundry, St. Paul; Great Western Type Foundry, Omaha; Barnhart Type Company, New York; Barnhart Type Foundry Company, Dallas; Southern Printers' Supply Company, Washington, D. C.; Pacific Printers' Supply Company, Seattle. The Keystone Type Foundry of Philadelphia has branch houses in New York, Atlanta, Chicago, Detroit, and San Francisco. The Inland Type Foundry of St. Louis has branch houses in New York, Chicago, and Philadelphia. H. C. Hansen Type Foundry of Boston has a branch house in New York. A. D. Farmer Type Founding Company has a branch house in Chicago. The American Type Founders Company operates seven letter-foundries, and Barnhart Brothers & Spindler, Inland Type Foundry, Keystone Type Foundry, A. D. Farmer & Son Type Founding Company and H. C. Hansen one each. The Western Type Foundry of St. Louis has just entered the field.

Robert Wickham Nelson was born in Granville, Washington county, New York, September 20, 1851. His parents were of old American lineage and British descent, his ancestors settling in Norwich, Connecticut, at the end of the seventeenth century. His father had learned the jeweler's trade, but became a clergyman and farmer. After receiving a public-school education, with a little final polish in the Union School of Schenectady, the subject of this sketch became a druggist's assistant, until at the age of twenty he went to Chicago, where he engaged in merchandizing. When he was twenty-six he purchased a second-hand printing outfit which he set up in Braidwood, Will county, Illinois, and started the Braidwood *Phoenix*. Since that time (1877) he has been constantly engaged in business related to printing. That the beginning in Braidwood was small is shown by the following copy of the original bill of sale, which is inserted here to point the moral that a successful career may be started with very little cash or material as a stepping-stone, provided the proper kind of man is behind it.

Robert W. Nelson, of Braidwood, Ill. Bought of Lewis Kenyon, of Dwight, Ill.: The following described goods and chattels, to wit: One Washington Hoe hand press, one Gordon job press, three pairs cases bourgeois type, one pair cases brevier type, one pair cases nonpareil type, twenty-four fonts metal type, six fonts wood type, two imposing-stones, one office desk, and all the type and materials pertaining to the printing business (being the same as bought by me at the sale on chattel mortgage executed by Jacob H. Warner on the twenty-third day of May, 1872).

Received payment in full, as follows: Cash in hand \$50, one note payable in six months, one note payable in nine months, one payable in twelve months, and one payable January 1, 1879. The three first-mentioned notes being each for the sum of \$100 and the last note, due January 1, 1879, for the sum of \$200, all bearing interest at the rate of ten per cent per annum.—LEWIS KENYON.

There were four *Phoenixes* in Will county and one in Cook county, eight-page weeklies, seven pages being uniform in all of them, and those were printed at Joliet by James H. Ferriss. George F. Seeley printed one page at Lockport; Frank H. Hall, now manager of the Dayton (Ohio) *Journal*, printed another at Wilmington, and other pages were printed in Plainfield and Lamont, Cook county. None of these now exist, but out of this association the firm of Nelson, Ferriss & Co. was developed, which started the Joliet *Daily News*, which still continues to prosper under the ownership of James H. Ferriss, H. E. Baldwin and George F. Seeley. In 1881 Mr. Nelson returned to Chicago and started Nelson's Ready Print. While so engaged he made the valuable acquaintance of Major O. J. Smith, then proprietor of the Chicago *Express*, and with him and G. W. Cummings founded the well-known American Press Association in 1882. Major Smith was the president and managed the business and editorial departments; R. W. Nelson was vice-president and started and had the general management of the various branches; G. W. Cummings was secretary and treasurer, and W. S. Cappelar, now owner of the Mansfield (Ohio) *Daily News*, was one of the original directors. This company was immediately successful. Mr. Nelson opened branches in Cincinnati, St. Louis, New York, Boston, Buffalo, St. Paul and Des Moines. In most of these he personally superintended the installation of plant and made the first plates and contracted with most of its first customers for a daily news service. The whole method was novel and operators had to be instructed. He invented and patented the base and plateholder used by the company, and with characteristic enterprise and energy contributed his full share to a remarkable success, visiting nearly every newspaper office in the wide territory covered by the branches named above. Major Smith still remains at the head of the American Press Association, which is capitalized at \$1,600,000, and has extended its operations all over the United States. Major Smith is a man of great

executive ability, and from him Mr. Nelson received his first lessons in that rare quality. In 1885 Mr. Nelson made a three months' visit to England in the interests of the American Press Association. In 1886 he became interested in the Thorne Typesetting Machine, withdrew from his connection with the American Press Association, started the Thorne Typesetting Machine Company, and commenced to manufacture in Hartford, Connecticut. From a monetary point of view this was a mistake, but, nevertheless, the Thorne (and its successor, the Simplex) is the only machine ever successfully put on the market for composing foundry types, over one thousand being now in use. The introduction of the Linotype in 1889 prevented the Thorne machine from realizing the sanguine expectations of Mr. Nelson, as in 1886 the Linotype was unknown and therefore could not enter into his calculations. In 1887 Mr. Nelson exhibited the Thorne machine in London and sold a number to influential publications, among them being the Manchester *Guardian* and Dublin *Freeman's Journal*.

Success, we see, had followed every undertaking with which Mr. Nelson has been connected in connection with the printing trades. In 1896 when the Thorne Typesetting Machine Company was at the height of its success the American Type Founders Company was in its worst estate. Several gentlemen who were alarmed at the prospect saw the necessity of a change of management, and induced Mr. Nelson to purchase an interest and become a director. The Thorne Typesetting Machine Company, which was one of the largest purchasers of type, formed an alliance with the American Type Founders Company and later on united with the Cox Typesetting Machine Company, in which members of the company of Barnhart Brothers & Spindler owned a controlling interest, under the title of The Unitype Company. Some changes were made in the machine, and it was renamed the Simplex. I have related some of the labors of Mr. Nelson by which the American Type Founders Company was rescued from financial disaster. He has given his entire time and great labor to develop that company and to make it worthy of the support of the printers. The printers have benefited by his enterprise and liberal and able management as a manufacturer; the stockholders of his company have benefited by his successful financial management.

R. W. Nelson is an executive genius, born to lead and to instill energy and successful enthusiasm in his associates and subordinates. His business policy is broad and far-seeing. In all the social and political movements with which he has from time to time identified himself he has invariably been a leader, because he insists upon progress and is never deterred by hard work. Modest

and democratic in his manners, his leadership has always been one of harmony. Avoiding the labors of detail he has, with the assistance of the secretary, John T. Murphy, perfected a system of statistics and accounts which gives him and the directors knowledge at a minute's notice of every important transaction in every branch of the company. His broad spirit, good humor and absolute truthfulness and square dealing have given him an influence with competitors which has been invariably used to maintain clean, fair and impartial dealings with the printers. He has proved that strenuous competition is not incompatible with harmonious personal relations among competitors.

In concluding the comments on typefounding which have appeared during the past year, I wish to do justice to the efficient progressiveness and enterprise with which the typefounders of America have served the printers. The types and materials now made are greatly superior to those of twenty years ago, in every respect, in design and in mechanical detail. The types and material are more efficient and economical, because more labor-saving. The reforms in typemaking, the point system of bodies, the unit system of widths, the standardization of line, have unquestionably resulted in great economies to the users of the types, but entirely at the expense of the makers. The adoption of the point system involved remelting hundreds of thousands of dollars' worth of old body type, causing the loss of all the labor cost, loss of interest and depreciation of the metal value, without increasing the profit on the new type made to take the place of the old. Similar losses were incurred in introducing the standard lining system. Before the corporations organized respectively by the Barnharts, the American, Keystone, and Inland companies established their numerous branches the printers had to buy their materials in a few of the larger cities; now every section of the country has equal facilities of supply from well-located branches, and the printer of Dallas, Seattle, Los Angeles and a score or more of lesser centers of population is as well catered to as the printer in New York or Chicago. The big companies have benefited the lesser centers and the small towns even more than the greater cities. The most perfect printing is that issued by the typefounders in their specimen books and specimen sheets. This excellence is a real benefit to the printers, and elevates the standard of typography. The earnings of the companies engaged in letterfounding (and all are incorporated companies, except H. C. Hansen's) are matters of record, which prove conclusively that the net profits are moderate and affords the best evidence that prices are fair. Typemaking is a business of infinite detail, requiring highly skilled and experienced

workmen and expert overseers; the erratic requirements of the printing-offices necessitates carrying a large stock, much of which moves slowly; the expenses of cataloguing and advertising are unavoidably heavy; the line of credit required by the printers is enormous; the business is distinctly retail in character, made up of a multiplicity of small orders, with few large ones — all these causes explain why the ultimate profit in letter-founding has never been great.

(To be continued.)

Written for THE INLAND PRINTER.

### DISCIPLINE IN THE PROOFROOM.

BY F. HORACE TEALL.



IN almost any kind of work the beginner is almost sure to find words that he has never seen before, and as he goes on from one kind to another he will find this difficulty increasing rather than diminishing in quantity. It can make no real difference to the proofreader whether the words are pronounced correctly or not, if they are pronounced in some way so that he can not fail to know what they are. If he is possessed of a sensitive ear that is offended by mispronunciation, and is not such a crank as to frighten the youngster by growling at him — as only too many are — he will correct them in a helpful way. A beginner, or any copy-reader, will do well to make the most of such help, for all such learning will add to his equipment for the work he has undertaken, and be a great aid toward advancement. Almost every proofreader has some peculiarities in his way of working, and this fact shows plainly in connection with pronunciation and enunciation. The best thing a copyholder can do for his own interest is to catch these peculiarities as quickly and effectually as possible and conform to them, whether they involve what seems positively erroneous or not; for that is the surest way to get the work done right and to secure the friendship of the proofreader. Friendly feeling between the proofreader and his assistant is valuable to both of them.

A good illustration occurs in the remembrance of an occurrence. A young lady was reading copy to the writer, and came to the name Penelope. She read it in three syllables — Pen-e-lope, and was told that it should be Pe-nel-o-pe, four syllables; but, instead of merely listening and learning, she insisted that her way was right, because it was what her high-school teacher taught her, and that teacher knew all such things perfectly. She was told that she must be mistaken about her teacher telling her that, and had a good cry over it. But the next day she said she had met the teacher and told her of it, and had been well