



Production alone is not enough . . . skilful marketing makes for profits.

Together they tend toward prosperity every time—for the farmer and for the nation. But most farmers are too busy producing to develop a more profitable marketing system themselves. **Co-operation** is their hope. Together they may organize a selling business which will do it for them. They may then hire a competent manager and secure efficient selling equipment. With careful organization and the application of sound business principles they will bring home the profits. It is worth a trial.

Co-operation is democratic, practicable and profitable.

Organizing for Solid Success

Capital is the first requirement. It is always unwise to venture in any business without sufficient funds. Many of the difficulties are promptly overcome when an adequate supply of capital is available. You can get abundant funds by capitalizing your credit on the joint note plan. Write for particulars.

A RESERVE FUND. No successful business is run without some losses—buildings deteriorate, accidents in shipping occur, unexpected expenses are encountered. Without a reserve fund these demands are difficult to meet, and discouragement and dissatisfaction are liable to ensue. **A reserve fund safeguards any co-operative enterprise.**



Mobilize for Marketing



DIVIDING THE PROFITS must receive careful attention. Profits consist of surplus earnings after overhead charges, running expenses and the reserve is met—in any business. This should be divided among the members according to the business done by them, and each one should share expenses on the same basis. The important point, then, for the member to consider is the difference between the selling price of his produce and the expense involved—his profits—not the price the association can pay him when it receives his goods.

Control by Members

is the distinct feature of the co-operative association

Each member must have but one vote—under any circumstances one vote only. Capital invested must receive a good interest, never any profits. This democratic control and these methods of dividing profits are the only points of difference between the co-operative association and the joint stock company. Otherwise the business must be conducted in exactly the same way if it is to be a permanently successful association.

Bed Rock Business Principles

AN AMPLE MARGIN between prices paid and prices received should be retained to ensure the covering of all costs. The usual margin allowed by successful business in the same line should be retained until the co-operative association proves itself by practical experience to be efficient enough to do the business on a smaller margin.

For general information upon the subject write the Office of the Commissioner of Agriculture for bulletin No. 234—Co-operative Marketing Associations.

The Ontario Department of Agriculture

Parliament Buildings
TORONTO

SIR WM. H. HEARST
Minister of Agriculture

Dr. G. C. CREELMAN
Commissioner of Agriculture



KEEP ACCURATE ACCOUNTS which will show exactly the condition of the business at all times. Careful and accurate book-keeping is of vital importance.

QUALITY OF PRODUCE should be the slogan, and if adhered to will bring success. High-class products sold on their merits make satisfied customers, increase trade and produce profits.

ADVERTISING PAYS in any business. Choose a trade name, give it a reputation for quality, and place it before the public in good advertising mediums. This will increase the demand and widen markets.

THE MANAGER and other servants of the farmer are worthy of their hire. Pay them well and insist upon efficient service. It will ensure their loyalty and best work, and will make the business grow.

GENERAL PRINCIPLES as proper grading, suitable packing, continuous supply, knowledge of markets, etc., must be thoroughly mastered by the manager and fully appreciated by the members.

CO-OPERATION—SOUND IN PRINCIPLE, FEASIBLE IN PRACTICE, should be more generally studied and more widely applied than ever before. The crops this year—and in every year—should be marketed at a reasonable profit to every efficient producer. The interests of the most important class in Ontario, and of the nation, demand it. For full information regarding any of the above or for direct assistance in organizing a co-operative association of any nature in your own community, write the Office of the Commissioner of Agriculture, Parliament Buildings, Toronto.

