

otherwise do in as many years. If every house were a Guild member at heart, as well as in fact, we could help you as you have never been helped before.

Just as you have some retail merchants unwilling to co-operate with you, we have wholesalers taking the same attitude. **We believe that present day evils are due to a lack of proper conception of the value and necessity of getting together.**

The Wholesale Grocers' Guild is the only organization on record as supporting and backing up the work you are doing. Then why not use your influence in this direction, because if you did you could more quickly eliminate the unfair conditions that prevail and more easily combat the evils that are growing—in an effort to put you out of business.

There is a tendency on the part of some manufacturers to secretly sell some favored few; on a basis that puts you at a great disadvantage. Such conduct is unfair and dishonest. It can only have one ultimate result, viz., driving out of business many honorable merchants.

For my part, I say to the manufacturers, "If you sell a few on a favored basis, for heaven's sake sell all on the same basis. Don't drive ninety-five per cent. of the trade out of business by making it impossible for them to compete!

This is not the time or place to be personal—but I know manufacturers are not playing the game fair. **I know** of manufacturers who are throwing you down—**why do you stand for it?** Such a situation is absolutely indefensible; but still it is being done and you stand for it. If any manufacturer or producer thinks he can do business at less expense than doing it through the wholesaler, I always advise him to cut out the wholesaler and do his business direct—but the most successful and largest manufacturers in the grocery trade do their business through the wholesaler because they get the biggest distribution at least expense.