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The picture is from a photograph and shows you the pieces as they appear set out on the table, but in the small space here we cannot begin to do justice to these beautiful dishes. To appreciate them you must see and handle them. They are of the finest English Semi-Porcelsin, made in a distinctive shape and decorated in delisate shades of blue and pink, with fine gold border. The set consists of: of Dinner Pistes, 6 thread Butter Pfales, 6 Tea Pistes, 6 Soup Plates, 6 Fruit Saucers, 6 Cups, 6 Saucers, 1 Gravy Boal, 1 Salad Bowl, 1 Large Meat Platter, 1 Covered Vegetable Dish. A total of 47 pieces.

OUR OFFER The Guide will give this set free and express charges prepaid to any woman who will collect twelve yearly subseriptions (new or remewal) to The Guide at \$1.50 and send the money col-lected and the names and addreases of the subscribers to The Guide office. This is not one of the ordinary cheap dinner sets that are generally offered as prizes. The price of dishes has increased considerably since the commence-ment of the way, but by making a special purchase The Guide is able to put this set within your reach for only a few hours work. We have only a finited number of these sets left, and if you want one you had better act at once. You take no chance because if you do not secure the full number of subscriptious required, we will pay you a liberal cash commission or will give you some other orise. Fill out the coupon with your

prize. Fill out the coupon with your name and address, send it to The Guide office and we will send you full supplies and instructions for supplies cting sub collecting subscriptions. With assistance you will have no diffic in winning this beautiful set. With our coupon today your

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Grain Growers' Guide WINNIPEG

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THE GRAIN GROWERS' GUIDE,

COUPON Jan. 24, 1917

Co-operative Fruit Growers' Exchange Continued from Page 7.

Exchange, and acts as a medium thru which the business affairs between the Exchange and the local associations are handled.

The district exchange usually reprents the associations in marketing the fruit; it co-operates with them in bring ing about better handling, better pack ing, and a desirable merchantable pro-The district exchange informs itself thru the California Fruit Growers Exchange and in other ways of all phases of the citrus marketing business, places the information before the asso ciations, receives the returns fof the fruit direct from the agents, and pays the proceeds to the associations after deducting the cost of operation.

The Central Exchange

The California Fruit Growers' Exchange furnishes facilities for the distribution and marketing of the fruit by the district exchanges. It places its own exclusive, bonded agents in the principal markets of the United States and Canada. These agents, in addition to the duties already outlined, co-operate with the jobbers and with their travelling salesmen in developing a wider distribution. They encourage the sale of the fruit to the retailer at a reasonable margin of profit. The Ex change agents co-operate with the re-tail dealers in developing attractive displays to attract the consumer. They encourage the jobbers and retailers to advertise locally, and they are working in other ways with leading jobbers and retailers to develop better methods of selling. selling.

The growers and shippers, thru their associations and district exchanges, regulate and control their shipments. They determine the conditions, under which the fruit shall be sold outside of auction markets, ship at the time and in the amount they desire, determine to what markets the fruit shall be consigned and where it shall be sold, and, signed and where it shall be sold, and, outside of the auction markets, desig-nate the price they are willing to ac-cept. The central exchange has no power, it could not legally under the federal statutes fix the price at which the fruit is to be sold in California or in the markets of the country, or arbi-trarily handle the diversions of destina-tions whereby prices are fixed, trade retrarily handle the diversions of destina-tions whereby prices are fixed, trade re-strained, territories divided, output limited, or unfair methods of any kind practiced. Every car of fruit which the Exchange member handles thru the facilities furnished by the Exchange, alls on its own merits at the price at sells on its own merits at the price at which the shipper and the buyer are mutually agreed

Losses in Thirteen Years

In a period of thirteen years the California Fruit Growers' Exchange has returned #192,500,000 to the growers California.) It has lost thru uncollected bills, the failure of jobbers, losses in mishandling of funds, or in the mails and in all other ways, two-fifths of one one thousandth of one per cent. of the money returned to California, or less than \$8,000. The total cost of the Ex change system, including the agents, the central exchange, advertising, the collection of claims, and all expenses of every kind, including the district exchange, is approximately one and three-quarters per cent. on the gross car lot prices. This is the lowest marketing cost of any agricultural crop, so far as

known, in any part of the world. There are few American industries that have been benefitted more by the application of systematic, organized business methods to their problems than the California citrus industry. Until recently its investigations ceased with the production of the fruit and with its distribution to the jobbers of the coun-But as the prosperity of the in trv. dustry always waits upon the increase in consumption of the fruit at prices profitable to the producer, the industry has undertaken an investigation of the distribution after the fruit reaches the market in ofder to see how the handling of its own problems can be improved, its co-operation with the jobber, the re-tailer and the consumer be made more effective, its advertising more direct?" and the wastes of distribution elimin-

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ated. The distribution of the nation's food supply is far more complex than the problems of production, because of the intricate, interwoven relationships of transportation, finance, the assemb-ling and distribution to the consumers after a product reaches the market. The standard of living of Americans has changed radically in the last gener-ation, and the demands of the consumer ation, and the demands of the consumer impose a series of conditions upon the distributing agencies that are increas-ingly complex.

Cost of Distribution

The investigation of the distribution of the citrus fruit crop has been made in the principal cities of the United States and Canada thru the co-operation of the jobbers and retailers with agents of the industry located in these places. It has not yet been extended to the rural districts.

Taking the thirty representative mar-kets as a whole, including something like 10,000 reports extending over the years 1914 and 1915, the factors enter-ing into the consumer's dollar are as follows:

Packing cost Cost of picking and hauling to packing house 6.0

1.9 Proportion returned for fruit on

the tree 40.3 100

Handled by Jobbers

The Exchange does not sell the fruit to the retail dealer, because it would cost the grower more to perform the function of the jobber if a wholesale distributing system were to be built on a single perishable crop that is variable in supply and condition and subject 26 climatic disaster, than it now costs thru the jobbing system already established. The jobber performs a distinct for The jobber performs a distinct function that must be performed by someone in assembling the fruit in the towns and cities, in developing trade with the countless retail dealers in the rural districts and cities, and in blanketing the credit and other distributing risks for the producer. The Exchange fruit is handled by 2,500 carlot jobbers, who employ at least 7,500 travelling sales-men in pushing and developing trade in the small towns and rural districts. The expense of an average travelling sales expense of an average travelling sales-man is approximately \$3,000 per year. man is approximately \$3,000 per year. The fixed charge of the jobber includes store rent, carting, interest on capital invested, insurance, taxes, salaries, wages, cartage of fruit, repacking and losses from decay, credits, bad debts, travelling salesmen, and other over-head expenses. These charges must be incurred by an organization that assembles the fruit in the cities, distributes it to the retailers and develops a country trade. The jobber also acts as banker for the retail dealer, and sup plies a large proportion of the capital which the retail dealer uses.

To operate economically, the fruit jobber has to distribute the overhead charge over a number of perishable products, including citrus and deciduous fruits, bananas, pineapples, small fruits, potatoes, vegetables and other commodi-ties, because a wholesale distributing business or a retail business cannot suc-ceed when the entire overhead is charged against a single perishable crop. A disaster, like the freeze in 1913, would have bankrupted the citrus indus try had the growers been liable for rents, salaries, and the fixed charges necessary to a wholesale distributing organization. The Exchange is endeav oring, thru co-operation with the job bers, to reduce the unnecessary cost of distribution. The jobbers' gross mar-gin, including all overhead charges and profit, represents approximately 8 per cent. of the consumer's dollar, or an average mark-up of approximately 14 per cent. on the purchase price. The jobbing cost varies in different sections of the country, just as the Exchanger cost varies. The jobbing cost depends en local business arrangements and con-ditions, the size of the business, the size of the city and outside territory covered, and largely on the grade and soundness of the fruit which is hought. Uneven distribution by the producer.