

The fact that the independent Canadian evolution of co-operation does not differ materially in methods from co-operation as practiced in the older lands, should inspire confidence in Canadians to accept more readily the teachings of pioneers in this system of conducting trade. Everyone who aspires to be useful in a co-operative way should acquaint himself with the history of co-operation in the older lands. Particularly valuable is the history of co-operation in Germany and Denmark, but scarcely less so are the recent developments in agricultural co-operation in Ireland under the leadership of Sir Horace Plunkett. For general principles nothing can be better than the history of distributive co-operation in Great Britain.

I emphasize the importance of reading co-operative history for the reason that not all the Canadian apple selling associations have been successful. A careful study of the causes of their failure will show that in every case there has been a violation of some of the principles that are now regarded by those who have studied the subject, as fundamental to co-operation.

Perhaps the greatest mistake which Canadian fruit growers have made in reference to co-operation is to regard it as an isolated movement for the purpose of securing them a few dollars more than they would otherwise obtain. In its broader outlook co-operation is a friendly society or a benefit association. European co-operators have recognized this and have taken for their motto, 'Each for all, and all for each.' Taking this view, co-operation implies not only getting something that you did not have before, but also giving something or helping some one whom you could not otherwise help, and the giving or helping end is quite as important as the receiving end.

COMPETITION VERSUS CO-OPERATION.

Few Canadian co-operators recognize that co-operation is an entirely new method of doing business. It is not merely a modification of an older method but something founded upon a different if not antagonistic principle. The prevailing system of marketing is founded upon competition, the practical motto of which is, 'Every man for himself.' The natural result of this is that a few individuals receive most of the prizes. C. R. Fay in *Co-operation at Home and Abroad* defines a co-operative society as 'an association for the purpose of joint trading originating among the weak and conducted always in an unselfish spirit, on such terms that all who are prepared to assume the duties of membership may share in its rewards in proportion to the degree in which they make use of their association.'

It will be necessary, in the course of what follows, to point out some of the evils of the ordinary competitive system in connection with the apple industry, and in doing so it must be definitely understood that individual growers and buyers cannot be held altogether responsible for the disabilities under which the apple industry undoubtedly labours. It is the system under which they are working that is most at fault. It offers at every turn incentives to untruthfulness and misrepresentation. It places in the hands of unscrupulous growers and unscrupulous buyers an effective instrument of fraud and renders it more difficult for honest men to conduct a legitimate business. Indeed this fraud in the apple business became so serious in Canada that it necessitated the passing of the Fruit Marks Act, now merged in the Inspection and Sale Act, which has done much to correct some of the grosser evils.

Waste.—Even if there were no misrepresentation between the buyer and the grower, yet from the conditions under which the buyer works he is obliged to pick and pack the fruit and bring it to market at a much greater expense than that incurred by co-operative methods. Under the present wasteful competitive system it is not too much to say that from 50 to 75 cents is added, on the average, to the cost