

The success of an organization cannot depend on the work of one man, and the manager, in addition to being highly efficient himself, must possess the ability of picking able associates.

### POOLING.

When agricultural produce is handled co-operatively the question of pooling soon arises. If prices received by shippers were always true reflections of quality, there would be little need for pooling, but under the existing system of marketing, prices received are largely a reflection of distribution. A grower may produce excellent fruit, for example, but unless it is sold on a market which is not over-supplied, he cannot be sure of getting a good return for it.

At the present time various citrus co-operative societies are constructing packing houses and are seriously considering the problem of pooling the fruit of the members. When the production of citrus fruits in this country reaches several million cases, as will occur in the near future, the marketing problem, as such, will be more serious than at present. The overseas dealers will look more and more for certain standardized brands. An individual cannot turn out sufficient fruit to create much of a demand in all markets but where the individual cannot accomplish this, numerous individuals can do so through combining their output. If a local association of fruit growers ships the fruit of its members as separate lots, it will have just about as many types of fruit as there are members. On the other hand, if all the fruit is mingled in the house, a degree of uniformity is obtained and certain brands can be established. Obviously, only fruit of like variety and grade should be pooled. Definite provisions must be made whereby growers of a superior article are enabled to obtain adequate financial returns for the superiority.

As the Fruitgrowers' Exchange grows in power it is only logical to expect that it will control the distribution of its fruit in the overseas markets. Under such a condition pooling

will be essential because control of the fruit no longer remains with the individual. If each grower's fruit were to be shipped as a complete lot, arbitrary distribution of the fruit in the markets, by the Exchange, would be totally impossible. In addition, certain market risks are unavoidable and good fruit sells at certain times at a low price. Poor fruit occasionally brings a good return. Pooling is a form of insurance protecting individual growers from unavoidable price fluctuations and insuring a financial return in direct proportion to the quality of the product pooled.

The question of pooling is too long to be dealt with in detail in this article. A brief summary will suffice to give the outstanding points. It is essential for the building up of a uniform brand which can be supplied in considerable volume. It is an insurance against unavoidable price fluctuations. It enables the association management to distribute one product uniformly; in certain cases it is necessary to sell fruit at a low price in order that a definite sales policy may be carried out and through pooling, the individual grower is protected against such a condition.

Operating costs of a co-operative packing house are reduced because fruit can be run through continuously, it not being necessary to "clean up" after each grower's fruit has been run through. Bookkeeping is considerably reduced, as well. Fruit of like variety and quality should be pooled. As fruit from different areas of the country varies in quality and characteristics, the pooling should be purely local in nature. Thus it would be totally unsound to pool the fruit of several local associations; all pooling should be within a local association and should not be practiced between different locals.

### MEMBERSHIP RELATIONS.

One of the most important problems which the management of a co-operative organization must face is that of securing and maintaining the full support of its members. The larger the