

COOPERATIVE MARKETING

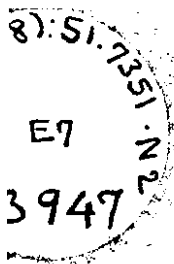
ITS ADVANTAGES AS EXEMPLIFIED IN
THE CALIFORNIA FRUIT GROWERS
EXCHANGE

A DISSERTATION

PRESENTED TO THE
FACULTY OF PRINCETON UNIVERSITY
IN CANDIDACY FOR THE DEGREE
OF DOCTOR OF PHILOSOPHY

BY

W. W. CUMBERLAND



PRINCETON UNIVERSITY PRESS
PRINCETON, N. J.

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1917

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PREFACE

The purpose of this book is to point the way toward a better system of food distribution. The history of the cooperative movement in the citrus industry of California demonstrates by achievement the possibility of improvement over the ordinary plan for getting farm products to market. In the cooperative organizations of the citrus industry marketing machinery has been developed to a degree not even approximated in other agricultural industries. Organization is, in fact, the characteristic feature of the citrus industry, while in other industries it is usually only an insignificant factor.

Without, therefore, attempting to trace the history of the movement, the text analyzes the structure of the cooperative associations of the citrus industry. The ordinary problems that face the cooperative association are reviewed, problems of organization, problems of internal management, problems of relationship to other similar associations. It is hoped that an accurate picture has been drawn of the actual operation of the series of organizations that form the distributing system as a whole. It is also hoped that persons who contemplate organizing a cooperative marketing association can gain from the present analysis a satisfactorily comprehensive view of the difficulties likely to arise, and the manner in which a successful enterprise has met them.

Citrus literature is voluminous, but on the marketing arrangements there are no connected accounts. So the composition of this treatise was attended by all the difficulties

of breaking a new trail, and the results are subject to the deficiencies almost certain to appear in the first treatment of any problem. The only work that even remotely resembles the present undertaking is Powell's excellent book, "Cooperation in Agriculture." But the field covered by this book is, as its name implies, far wider, and the treatment is general rather than intensive. However, as Mr. Powell is General Manager of the California Fruit Growers Exchange, he bases many of his generalizations on the conditions found in the citrus industry and takes many of his illustrations from it. Marketing and cooperation receive but scant consideration in Coit's "Citrus Fruits," which is, however, by far the best account that has been published of the industry as a whole.

Though printed accounts of cooperative efforts in the citrus industry are almost lacking, there is a considerable mass of lore connected with the exchange system. This I have tried to absorb by conversation and by observation. For many of the statements made no printed authority can be cited, but many of the assertions in the text are based upon papers, pamphlets and reports prepared by organizations in the citrus industry for their own information and made available on the condition that no direct reference be made to the source from which the information came.

As there is much misunderstanding about the exchange organization, it should be borne in mind that where the word "Exchange" occurs the California Fruit Growers Exchange, a corporation, is signified; where "exchange" is used, reference is to the whole distributing system, composed of local associations, district exchanges and the California Fruit Growers Exchange.

The author's thanks are due to Professor H. R. Mussey of Columbia University, who suggested the work and supervised a preliminary draft; to Professors F. A. Fetter and

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E. W. Kemmerer of Princeton University, both of whom read the manuscript and were during its preparation constant sources of advice; and to the following gentlemen engaged in the citrus industry: Mr. F. O. Wallschlaeger, Secretary of the Citrus Protective League, who answered queries innumerable and placed the library of the League at the writer's disposal; Mr. P. J. Dreher, Manager of the San Antonio Fruit Exchange, and Mr. D. G. Arbuthnot, Manager of the La Verne Orange Growers Association, for constant courtesy and much necessary information, and particularly to Mr. G. Harold Powell, General Manager of the California Fruit Growers Exchange, whose criticism of the manuscript was invaluable. Finally, to my father, Mr. J. F. Cumberland, whose profound knowledge of the citrus industry has been freely drawn upon, my thanks are rendered. For efficient aid in reading the proof and preparing the index thankful acknowledgments are made to my wife.

W. W. C.

January 2, 1917.

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