

the manufacturer and not up to the jobbers in the markets.

I expect to take the matter up again with the Florida Citrus Commission at the close of the present shipping season and hope the Commission will arrange for a conference between representatives of the four grapefruit-producing States which will bring about a merchandising and ad-

vertising campaign on grapefruit, regardless of where it is produced, and which will create a consumer demand,—a demand which would take at profitable prices all grapefruit that it is possible for all of the States to produce with present bearing acreage as well as with the additional acreage which will continue to begin producing grapefruit from year to year.

THE GROWER ORGANIZATION AND THE CITRUS INDUSTRY

L. H. KRAMER

**President, Florida Citrus Growers, Inc.
Lake Wales, Florida**

In all this array of state and internationally famous scientists, an ordinary business man like myself might feel somewhat out of place. The business man has been projected into this picture because a very large part of the scientific work of the Horticultural Society is devoted to the task of making the practice of horticulture more productive and more profitable.

Florida Citrus Growers, Inc., came upon the scene half a century behind the Florida State Horticultural Society, but in our particular field, which is the economic field, our aims are exactly the aims of the Horticultural Society.

We are the same in purpose,—to make citrus growing more profitable. We are the same in method, which is the educational method,—that of discovering, compiling, analyzing and spreading information.

Like you, we are a free institution. Quoting from Dr. H. Harold Hume's address before your body at its golden jubilee meeting two years ago, our organization is " * * a free-lance institution; it preserves its freedom of action and speech; it has no political alliances; nobody has any control over it except the people who actually make it up." We believe that these principles are sound since we see that your institution has been able to render great service to all branches of horticulture within the State of Florida over a period

exceeding half a century. We sincerely hope that our grower organization can approach such a record of usefulness so long as the industry needs its services.

The Florida Citrus Growers, Inc., was organized about one year ago. It consists of twenty-one affiliated county units in the citrus belt and its approximately 6,000 members own between 60 per cent and 70 per cent of the citrus fruit tonnage of the state. Each county unit elects one senior state director, one junior state director, and one alternate state director. These representatives from the county organizations make up the board of directors of the State organization. The State directors meet regularly once each month and also have special called meetings where current issues are discussed and passed upon. All matters of consequence, however, are referred to the county organization where the grower himself has the final decision. The individual grower can bring any suggestion or grievance to his county meeting or to the State meeting or to any State official. The organization is entirely democratic and each grower votes without reference to acreage or tonnage.

The organization came into being at a time when the citrus industry was in the most chaotic and demoralized condition it has ever seen. Unregulated movement, inadequate insurance

against bad fruit reaching customers, large surpluses, and other serious problems had caused returns to growers to fall far below cost of production. It was recognized that this was no temporary condition, but unless intelligence was applied to the situation, increasing surpluses and increasing problems would vex the future.

It was recognized in the beginning that in order to accomplish anything worthwhile growers of all shades of opinion must be brought within the ranks of our organization. Our policy has been steered in such a way that the so-called independent grower and the so-called co-operative grower are fighting side by side in the ranks of our organization, combining their brains and effort to solve our common problems.

For the first time an effective majority of the producers of Florida citrus fruits are banded together in an organization to protect and promote their interests. We believe the interests of the growers are identical with the interests of all other wholesome and straight-forward elements in the entire industry. It is our purpose to use our organized power in solving, insofar as it is humanly possible to do so, all the serious ills that have beset the citrus industry for these many years.

To the other branches of the industry and to all interested constructive organizations and forces working for the solution of our problems, we offer hearty and sincere cooperation.

Through careful and patient discussion between members of our own group, and jointly with other individuals and organizations, we have been able in the short time we have been in existence to go a long ways toward making issues and objectives clear, toward common decisions on what should be done and toward reaching substantial and workable agreements for the good of all concerned. Such agreement and cooperation, we feel is the longest step toward removing those conditions which have been disastrous to the grower.

We must emphasize that Florida Citrus Growers, Inc., is not undertaking an easy task nor one that we can hope to complete in one season, possibly not in several seasons. We are not concentrating our efforts on any single industry problem, except as each problem presents itself in

point of urgency and timeliness of solution. At the moment we are immersed in an effort to secure passage of a well rounded program of citrus legislation.

Briefly stated, our general objectives are as follows:

First, to give the citrus grower control of his industry. When we reflect upon the truth that handlers of citrus fruit from tree to market are able to make reasonable and sometimes handsome profits under the disastrous conditions prevailing last year and this, we immediately recognize that the grower must look to himself only as having a bread-and-butter urge to organize and regulate the industry in such a way that the price the consumer pays for fruit will cover not only handling charges but leave something above cost of production for the grower. When we look at it in this light, we see the necessity of grower control.

Our second objective is, to regulate the quality and quantity of citrus fruit moved in all commercial channels. Regulation through marketing agreements and in other ways has received such wide publicity we need not go into it here.

Our third objective is, to reduce the cost of production, of processing and of distribution. The grower will keep a very critical eye upon every cent that is spent in the various steps of carrying the fruit from the tree to the breakfast table. The grower intends to reduce these costs as low as possible without sacrificing quality.

Our fourth objective is, to permit only quality fruit to reach our consumers. Better grove practices, effective and enforceable maturity laws, competent inspection and improved processing are some of the routes through which we expect to reach this objective.

Our fifth objective is, to organize our selling to compete effectively with organized buying.

These are the objectives approved by our membership for the 1939-1940 season. It goes without saying, however, that they constitute a well-rounded program and it will probably take several years to reach them.

As great and intricate as are the tasks before us, we enter upon them with the greatest hope of finding satisfactory solutions. We have been

carried forward and encouraged by the unselfish devotion of each member to the collective benefit of all of the members of the organization and of the growers outside.

If I were asked what is the greatest accomplishment of our grower group in this our first year of collective effort, I would not hesitate to state it is the discovery and development of the many men who have contributed to its success. Their loyalty and devotion to our organization has been almost unbelievable.

Springing from this devotion has been a spirit of cooperation, of tolerance for the views and even pet prejudices of others, of patience in research and discussion to arrive at just and proper conclusions, of willingness to go along with the majority in order that the full force of our

group may be applied to a given point at a given time. To direct this devotion outstanding leaders have arisen in our midst.

Florida Citrus Growers, Inc., has been recognized as that force which will bring order out of the present chaos. We have justified the confidence of and received the cooperation of the remainder of the industry.

A year ago the organization of growers was regarded as an impossible task. Today it is a living, vigorous reality. A year ago the confusion among the growers was the main stumbling block in the way toward better things. Today grower unity is the means offered best to achieve these objectives.

This is the relationship of the grower organization to the citrus industry.

THE MERCHANDISING OF FRUITS

JOHN HALL

**Pacific Northwest Fruits
Chicago, Illinois**

It is an honor to be invited back to my home State to talk to you on a subject of such intense interest to growers and shippers all over the United States. I had planned to make a talk to you on merchandising, but since arriving in Florida, I find so much confusion, so much discord, so much uncertainty, I have talked to a great many of the men here and I have concluded to, instead of making a speech, try to talk to you about a subject that you have got money invested in and you should be getting results from. You should expect those results.

To discuss the subject of merchandising you have first to determine what it is. It is a department of advertising and there is nothing mysterious or unusual about advertising; it is a cold-blooded business proposition. It is designed to make profits for men who pay the freight. There is nothing mystifying about it, no magic attached to it; just a routine business operation. The subject of advertising, or advertising itself,

is divided into two large classifications; these classifications must work together, because one operating alone while it may produce some results won't get full results like the two combined should give. The two divisions are purchase advertising and sales promotion. Purchase advertising assumes that the consumer does not know the product and that type of advertising is called educational. Sales promotion assumes that the consumer knows the product, knows all about it, and has been buying it; hence, the attempt to move the product towards the consumer by the application of a carefully planned merchandising program.

Now, there is such a general misconception of advertising, I think it timely to discuss various phases of sales promotion, because then we can apply it directly upon the subject of merchandising, of which I want to discuss with you as fully as time will permit. I could talk for weeks, so close to my heart is this subject. I know it. I