

MARKETING FACILITIES OF NOTTOWAY COUNTY

A

THESIS

SUBMITTED BY

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Marketing Facilities in Nottoway County

A discussion of marketing facilities of any county or section of country necessitates a study of agricultural products produced in the area as well as how and to whom they are sold.

It is the purpose of this thesis to show as clearly and accurately as possible the leading products raised on the farms of Nottoway County, and the intrinsic value of these, whether put on the market or consumed at home by the producer; to show the domestic needs of the people whether in towns or country, which constitute our home market for farm supplies; to give a fair detailed account of present marketing facilities based upon a study of the best information procurable; to make whatever criticisms seem justifiable after having studied the problem as a whole, which criticisms will be in the form of recommendations which the writer believes will be of the most benefit to the producer and the consumer of the county.

Nottoway County lies in what is commonly called Southside Virginia. To be more specific, it is in the southern part of that great area of land lying between the Tidewater and Piedmont sections of Virginia, known as the Middle section. The character of the soil is sandy loam with red sub-soil. The topography is almost ideal. It is rolling enough to drain well but not enough to prevent the use of farm machinery. There is practically no wet land in the county. The land is well watered with creeks and springs. Pine, oak and most other forest trees of Virginia are found in this section. As one would infer from the County's geographical location and the nature of the soil, the county lends itself to a variety of crops.

The number of crops that can be grown successfully are almost limitless. The nature of soil is excellent for trucking, fruit growing, tobacco and corn raising. Wheat, oats, rye, clover, grasses and practically all crops grown in Virginia do well in Nottoway. Nottoway, however, like most other counties of Virginia has a large area of poor land. It is all capable of improvement, and will yield splendid crops when given a fair chance. Out of a total acreage of 198,400 only 37,000 are improved farm land. This is due largely to the lack of proper crop rotation. The tendency has been too much towards a one-crop system, though the county is fairly representative now of diversified farming.

The following table gives a fairly accurate agricultural status of Nottoway County. It gives a conservative estimate of the needs of the people, and shows whether or not the County has a surplus or shortage of the several crops and kinds of livestock raised.

Table

Crop	Acreage	Production	Value	Domestic Needs of County	Surplus	Shortage
Corn	11612	194739 ?	\$200,000	24633		51999
Wheat	3112	35406	\$ 53,109	84966		49560
Oats	1500	45000	\$ 27,000	120,000		75,000
Hay	11106	11187	\$268,448	13,202 Tons		2,180
Irish potatoes	500	20000 ?	\$20000	280,000		8,000
Sweet potatoes	200	8000	\$10,000	12,000		4,000
Tobacco	5000	4,000,000	\$441,000	----	4,000,000	----

Crops, Acreage, Production gotten from State Statistician Crop Report for 1921. The tobacco data was secured through Tobacco Growers Association.

Domestic Needs of County is calculated data from Chemistry of Foods Nutrition by Sherman, Henry C., Page 388, and Macklin in Marketing, pages 195, 199, 201.

Kind	Number	Production	Value of Products	Domestic Need of County	Surplus	Shortage
Cows Dairy	3,060		\$150,000	\$77,000	\$73,000	
Beef	1,377	550,800	\$ 55,000	994,800 lbs.		440,000
Hogs	4,860	729,000	\$109,350	1,416,100 lbs.	-----	687,100
Poultry	75,000	-----	\$117,124	\$95,124	\$22,000	-----

An analysis of this table shows that the county produces seventy-eight per cent of the corn used in the county; forty-two per cent of the wheat; eighty-four per cent of the hay; seventy-one per cent of the Irish potatoes; sixty per cent of the sweet potatoes; twenty-six per cent of the oats needed, but seventy-five per cent of the oats fed.

In dairy and poultry products the county is more than self-supporting, having a surplus of seventy-three thousand dollars and twenty-two thousand dollars respectively from these products. In the case of hog meat, the county produces fifty-one per cent of the amount used. It produces fifty per cent of the beef used.

Tobacco is shown to be the leading crop. There are one thousand tobacco growers in the county, cultivating five thousand acres of land, producing four million pounds of tobacco. The average crop last year brought four hundred and ten dollars gross. With weather conditions favorable and markets fair, the average farmer receives approximately eight hundred dollars for his crop. This includes the negro farmer and the small white tenant whose crop is usually poor.

Number of animals was secured from the Commissioner of Revenue's book. Value of products taken from current prices of farm commodities.

Needs of County, calculated data from Sherman's Chemistry and Macklin's Marketing.

The table shows further the total value of crops and livestock mentioned in it in the county have a value of \$1,009,931 while the domestic needs of the people for these same products amount to \$1,132,580. Or, in other words, a deficit of \$122,580 in the value of staple farm products, which should be raised on our farms. Add to this deficit the value of the county's average tobacco crop and the books balance in favor of the farmers \$677,421, or putting it on the basis of the individual it would be approximately \$600 for each farmer gross.

One would further infer from this analysis of the county's production and its domestic needs that it is not self-supporting in staple foods for the people and the animals found on these farms. Many of the farmers are growing tobacco alone and buying the corn, hay, and meat used at home instead of growing these products. This is one of the reasons why Nottoway has poor farms and poor farmers. Marketing is excellent in the county, but the products are largely bought by the farmer instead of being sold by him. He depends too much on tobacco. A one-crop system will never make a wealthy and prosperous people. It should be added here that there are some good farmers who have learned the lesson and are producing enough of all crops for home use and some to sell. Tobacco for such farmers means a bank account, since it does not have to go for food.

In addition to the general crops appearing in Table I, which have been discussed, it should be mentioned that the county produces practically all of its vegetables and most of its fruits consumed. This means quite a saving to the people since the average American family spends fifteen per

cent of its income in these commodities.

The principal marketing agency of Nottoway county, as in every other section of the country, is the retail store. The farmer who has eggs, chickens, butter and other edibles for sale trades or sells these to the retailer, who in turn supplies the needs of his town customers. The retail merchant is indispensable to both farmer and consumer. He takes the farmers produce and gives him his needed groceries in turn for it. The farmer can return to his home and his work, thereby saving time and the trouble of selling his produce in peddling quantities to the consumer. For the consumer, the retailer collects foods from a widely scattered area and delivers them to him in quantity and quality to suit his pocket-book.

There is much that can be said as regards the efficiency and inefficiency of the retail merchants of the county. An investigation has just been completed which shows the relative amount of business done by the retail stores of the county. There are one hundred and four general merchandise stores, selling foods principally. For the past three years they did the following amount of business: 1919, \$669,018; 1920, \$1,007,169; 1921, \$1,178,844. The average for the three years is approximately \$1,000,000 for foods. The average profit for this class of business is 20%.

There are forty-three other stores in the county, classified as drug stores, hardware, garages, furniture, and dry goods. The total business for these stores in 1919 amounted to \$950,172; 1920, \$1,960,966; 1921, \$758,632. The figures show an increase made by the food dealers from 1919 through 1921, even though the county suffered from the greatest financial reversal in the history of our nation. They show an increase in business other than foodstuff from 1919 through 1920, but a sharp decline in 1921.

In addition to the retail stores in the county there are three whole-sale establishments and six warehouses doing about one million dollars worth of business annually.

Table 1 shows the county's retail stores grouped and classified according to business done in 1921.

Group classified according to sales	Number in Group	Per cent of Whole in Group	Average of Annual Sales in Group
From \$ 200 to \$ 1,000	33	.33 ?	\$ 787
" \$ 1,000 " \$ 3,000	14	.134	\$ 2,005
" \$ 3,000 " \$ 5,000	13	.125	\$ 3,961
" \$ 5,000 " \$ 7,500	7	.066	\$ 6,124
" \$ 7,500 " \$ 10,000	6	.057	\$ 8,947
" \$10,000 " \$ 12,500	4	.038	\$ 11,689
" \$12,500 " \$ 15,000	4	.038	\$ 14,058
" \$15,000 " \$ 25,000	14	.13	\$ 21,764
" \$25,000 " \$ 40,000	4	.038	\$ 31,110
" \$40,000 " \$ 75,000	4	.038	\$ 53,512
" \$75,000 " \$125,000	1	.013	\$ 124,214

The most noticeable thing about the classification is the large number of merchants doing a very small business. It is the general consensus of opinion that the more merchants a town or county has the greater the competition and hence lower prices to the purchaser. It is, however, a well established economic fact that too many middlemen cause needless expense, and that in many instances they cause the consumer to pay dearly for their inefficiency. Macklin in his book on Efficient Marketing says: "To make possible the rendering of marketing services at minimum expense to the

public requires that there be neither too few nor too many marketing enterprises of each necessary kind. There should be as many retailers for a city as will provide the consumer with desired services efficiently, but not so many that duplication in effort makes excessive margins unavoidable."

Too many middlemen result in too little business for each to operate at what should be a fair marginal profit for a merchant doing a good business. For example, there are 14,161 people in Nettoway county, or in terms of the family unit 2,832. There are 104 grocery stores; or in other words each store, if we average the business, has a patronage of 27.33 families. It is claimed by some of our leading economists that no store can operate with a patronage of less than fifty families, and double this number must be had before any large amount of profit can be made.

Each black bar in figure 1, page 8, is plotted to show in a graphic way the amount of business done by one store in 1921. The shortest bar represents a store selling less than \$600 worth of goods. The longest bar represents a store selling \$124,214 worth of goods. Thirty-three of these stores or nearly one-third did less than a thousand-dollar business; eighty-six or over four-fifths did less than \$20,000 business; twenty or less than one-fifth did a sufficiently large business to make a decent profit and render efficient service to the people.

Figure two, page 9, shows the number of stores and their relation to the volume of sales; or, in other words, the average business of the group to which they belong. The first group of smallest retailers, numbering 33 or 31% of the whole, did only .026% aggregate amount of business; block two, numbering 14 stores did .028% business; thirteen stores or block 3 did .051% business; seven stores or .066% of the whole did .042%; four stores

or .046% of the whole did .056% business; fourteen stores did .30%; four stores, .124%; four stores, .213%; one store did .124% of the business.

The conclusion that one reaches after having analyzed the retail store business of the county points unquestionably to the fact that there are too many stores. There is a great duplication of effort under our system of unlimited competition. The county's business is divided among too many. The result is a large number of small, weak stores unable to credit their customers or carry a stock of goods sufficiently large or good enough to meet the needs of the people. Such stores cannot purchase goods in quantities sufficiently large to save on freight or to get good wholesale prices. They cannot sell economically because they are unable to purchase economically. Therefore, they are forced to sell at maximum prices in order to exist. Such stores are to be found at every fork of the road, and our streets are lined with them, professing to carry everything from a paper of pins to a Fordson tractor. When the purchaser arrives, however, they are invariably just out of the article he wants. They are always glad to take his order; but he has become quite expert himself at ordering, since his needs are not met locally.

But, not all of Nottoway's marketing is done through the medium of stores. The Norfolk and Western and Southern Railroads are live factors in the marketing system of the county. There are eighteen passenger trains daily that carry express and four local freight trains that move between the largest cities of the state, which are great conveniences to the farmer who has truck, poultry, dairy products and livestock for sale. There are some

All information of size and business done by stores in Nottoway was secured through the Commissioner's book, years of 1919-1920-1921.

splendid dairies located at Burkeville, Nottoway, and Blackstone that ship their milk daily to Richmond, Norfolk, and Lynchburg. Several commercial orchards have been planted near Burkeville, and from the interest shown many others will be planted in the near future. The time is not far distant when Nottoway will be supplying many thousands of dollars worth of small fruits and vegetables, and much more poultry and dairy products than now, because of good shipping accommodations.

The efficiency of both retail stores and railroads in handling the farmers' produce of any section of the country, depends largely on the public road system of the county. The benefits of good roads to agriculture and marketing are of great importance. They are largely financial (from our standpoint), but the social benefits are hardly second to the financial.

Good roads have a decided influence on marketing in that a greater variety of crops may be grown and marketed from some central point from which good roads radiate. This tends to increase the acreage of certain crops near cities and towns, such as fruits and truck. Dairying, too, may prove profitable at some distance from a city provided the dairyman has access to good roads. Good roads, too, will permit the marketing of produce when prices are best. Often at such times, the roads are impassable, and the farmer loses on his sales. The writer distinctly remembers before the roads in this county were improved when tobacco was selling at its best that it was almost impossible to get to town much less take a load of tobacco. Then, too, good roads will tend to equalize the merchandise business throughout the year. If roads are bad, farm products in town become scarce. When they can be brought in, the market is quickly glutted

and prices go down. Good roads aid the railroads in giving the farmer better uniform service by equalizing the county's shipping business. At all times and to all places they will permit of produce being moved evenly, quickly, and cheaply.

At the present time, Nottoway has a mileage of 306.5 miles. One hundred and twenty-five and one-half miles, or 44% of these roads have been improved. According to an investigation made by the Office of Public Roads, it costs about 25 cents per ton mile, that is, the cost of hauling one ton one mile, on the average unimproved road. On the improved road of the type Nottoway has (top soil) it costs 12.5 to 15 cents per ton mile to haul any commodity. Thus it can be seen, what a boon good roads are to the producers of the county. Yet it would not be practical for the county to improve all of its roads because some of its mileage is so little used. It is the opinion of the writer that it would not be wise for the county to improve, at present, more than 60% to 65% of its roads. Comparing this estimate with the improved mileage, the inference is that the county is 70% efficient so far as good roads are concerned, which is above the average efficiency of the counties of the state.

Briefly, we have reviewed the agricultural status of the county, the domestic needs of the people and the present marketing facilities of the county with its adjuncts. The scope of this paper will come to its conclusion with a few recommendations, which the writer believes will greatly facilitate the marketing system of the county and consequently will be a benefit to the producer and consumer.

Road mileage obtained from map recently made by County Surveyor at request of Board of Supervisors.

It has already been shown that the county spends for Western hay, corn, oats, wheat, potatoes, and meat, which should be grown on the farms of the county, \$122,000 annually. This does not take into account the grocery bill of the county, which amounts to over \$1,000,000 annually. Neither does it take into consideration clothing, hardware, furniture, automobiles, and drugs, which amount to \$750,000 per year. The reason for shortage for feed for animals and food for people is clearly a lack of attention given to general farming. Statistics show that Nottoway county produces as much foodstuff per acre and as cheaply as the Western states from which she buys. The consumer is paying the Western producer to produce in part his staple commodities on higher priced land and labor, and with less favorable climatic conditions than in Nottoway. He pays for assembling these products in the west, a 50% to 100% freight rate of their value, a 10% broker's or wholesaler's profit, and a 20% retailer's profit. Then, why should one wonder at the high prices of corn, hay, wheat and meat, The wonder is that prices are not higher than they are. There is but one redemption for the county agriculturally; that is, diversified farming.

We must emphasize the necessity of abandoning the one-crop system and the necessity of producing home supplies in quantity sufficiently great to meet the needs of the people. This practice and this alone can make us a prosperous and progressive people.

Diversified farming with a proper rotation of crops and intelligent use of fertilizers and lime enriches the soil thereby enabling the farmer to grow better crops year by year. A one-crop system impoverishes the soil year by year, till finally the farmer has to abandon the land--a corpse for some future generation to resurrect.

Diversified farming distributes the income throughout the year making it unnecessary for the farmer to borrow money from banks or from money brokers to cultivate and house his crops. It also distributes the labor throughout the year. The one-crop man is worked very hard through part of the year and is idle through part. If he hires labor, he only wants it while his crop is being cultivated and housed. The labor is then turned off to wait till the following spring. Efficient labor cannot exist under such treatment and will not stand for it. There is no more reason why a farmer should work part of the year and rest part than any other business or working-man. A farmer can profitably put in every day on the farm if he grows a variety of crops, and should do it.

Perhaps one of the best reasons for diversified farming is that it lessens the chance of crop failure. The farmer is dependent on weather conditions, pest, and market fluctuations. His chances of failure are greatly lessened by planting several crops. By this practice he gets a natural insurance that cannot be had in the cultivation of one or two crops. The old saying "do not put all of your eggs in one basket" is a truism that the farmer cannot afford to overlook. Weather conditions may be bad, pests may attack some crops, and markets may go to pieces, but the farmer who has planted some of all of the staple crops for himself and animals will succeed in some and will be able to exist by his own efforts; whereas the one-crop farmer will be an object of charity or a victim of money sharks. The writer knows personally of farmers belonging to both classes at present.

The farmers of Coffee County, Alabama, have recently erected a costly monument to the Boll Weevil, declaring that the boll weevil has been a blessing in disguise, in that it had brought about diversification of crops, thereby establishing a new era of prosperity. The inscription on the monument

reads: "In profound appreciation of the boll weevil and what it has done as the herald of prosperity, this monument is erected by the citizens of Enterprise, Coffee County, Alabama." We hope that it will not be necessary for a pest or calamity of any kind to awaken the farmers of Nottoway to a realization of the importance of diversified farming. We do know and will predict that when Nottoway farmers learn to produce crops at home to meet their own needs and the needs of the county, one will see better farms, better homes, better roads, better schools, better churches, larger and better banks and a wiser, more prosperous and happier people.

In order that the retail business of the county may be done on a safer, sounder, more economic and fair basis to consumer and merchant, the writer would recommend the following changes:

First, the majority of little stores should be consolidated or eliminated. They can neither buy nor sell economically. Neither do they serve the trade. For example, in one little town there are four meat shops and two meat peddlers. It is impossible to get meat every day in this town, because the trade does not justify four shops. It would justify one and should have only one. Large stores with capital could lay in a stock of goods that will meet the ordinary needs of the people. They can afford to employ expert managers. Expenses will be greatly lessened because of volume of business. Consolidated stores rendering efficient service would discourage the common practice of ordering from mail order houses.

Second, merchants in small towns should not attempt to deliver goods individually, but should deliver cooperatively. Customers are not considerate of the merchants. If several merchants in a small town would jointly employ a transfer man to make their deliveries, with a definite time for

each delivery, and charge the customer a fixed rate for each package, on the same order that the parcel post operates, they would save a great deal. It would mean that many would make a profit whereas now they do not. Certainly, whether this is done or not, the countryman and the man in town who carries his own bundles should be given credit for whatever it costs to deliver these goods.

Third, a difference should be made in cash purchases and time purchase. If merchants would do this, there are numbers of thrifty people who would take advantage of it, and merchants could handle their business more economically on a cash basis. The cash and carry store is on a sounder and more economic basis for the consumer than any other store.

Fourth, retail merchants would find it a paying proposition to advertise more. Local newspaper advertisements help, but good neat show cases and show windows, with goods attractively arranged in them, would work marvels in the sales department. Circular letters, naming articles and attractive prices, mailed directly to all customers and prospective customers, would pay for themselves many times over. The consumer must be made to know that what he wants is in his home town store and that he can get it as cheaply there as anywhere else.

When one considers the cost of a county agent, it is safe to say that a county gets more aid in the promotion of agriculture and efficient marketing facilities from the services of an agent than from any other source. If the agent is a man of ability and is progressive, he will become the dominant spirit in every community. His duties are educational and social as well as economic. He must get his farmers and boys together and teach them. To make these gatherings interesting and instructive, the agent can put on varied programs, keeping in mind the sequence of the seasons and their ap-

plication at all times. He can get specialists from the Agricultural College or from any source from which he deems wise to draw, provided he gets the right man for the meeting in hand. He should lose no time in making a survey of the county to find out what the farmers have for sale and what they buy. His quickest way of approach to the farmers is by way of making or saving them money. The agent can do a great deal towards selling the produce of the county. He can also be of great service to his people in purchasing farm supplies especially lime and fertilizer just by showing them their needs and then by placing their orders from the various locals with manufacturers who will give best prices.

This kind of service to which I have briefly alluded approaches that which might be expected of a county manager of agriculture. To do this work successfully would require a man of exceptional ability, yet such men can be had. They cost high, but their salaries are insignificant as compared with the benefits to be had. The amount that such a man would save the farmers annually on their fertilizers alone would be greater than his salary, to say nothing of the many other lines of service he would render. The writer is not disparaging the present work that is being done. It is a physical impossibility for one man to cover the field and give anything like adequate service. In view of this, we would recommend that the agent be given an able assistant. The assistant should take charge of such secondary activities as corn and pig club work, spraying and pruning demonstrations, etc., leaving the agent free for the work that requires most skill and experience, such as purchasing and selling organizations, county fairs, livestock and crop improvement, production of new crop and a more intelligent use of lime fertilizers; or for that service which is of greatest immediate need to the farmers.

In order that these agents may reach and help the people, we must have more farmer organizations. The county is sadly in need of such organizations. They have proven their worth wherever a fair trial has been given them. There is only one small club in the county attempting to do any kind of cooperative marketing. There are two clubs buying fertilizer this year. The members of these clubs are saving nearly \$4.00 per ton on their tobacco fertilizer, which is sufficient proof within itself to show the advantage of organizations.

It appears, on the face of it, that some agency like the producers' exchange would be a means of disposing of a great deal of produce that goes to waste. It could be used as an effective agency in keeping the farmers posted on just what to produce and how and when to sell. Many thousands of dollars worth of vegetables, fruits, dairy products, veals, etc. go to waste every year or are sold for less than the cost of production, because the home markets of the county cannot consume the amount produced. None of the producers of these products produce in sufficiently large quantities to ship. If the producers' exchange were in operation, it would serve as a collecting station for all surplus commodities. The quantity would be large enough to make shipments to big markets. The exchange would soon do a business that would justify one or more selling agents in some of our best cities. As soon as the farmer could be assured that his side line products could be sold he would pay more attention to these crops. More such crops would be produced and in this way a new source of revenue would be opened to the county.

This proposed exchange would have to have at its head a good business man with experience in selling produce. He would have to be able to grade

produce. As soon as the business would justify it, he would need warehouse and storage facilities in order to handle the produce to good advantage and on good markets.

The exchange could be used as a purchasing agency for the union members of various farmer organizations. Fertilizer, lime, livestock, building materials and farm machinery could be handled to a good advantage and a large amount saved to the farmers. We would not advocate the purchase of groceries, clothing, etc. through such an agency, because we believe in patronizing so far as practicable the local merchants.

Again, it seems that the exchange could render a great service in putting farmers in a community in touch with each other. If a farmer has purebred animals or seed or anything for sale, let him list it with the manager of the exchange. The manager would get out a weekly service bulletin. A farmer wishing to purchase such stock or seed would learn from his service bulletin who has what he wants--the purchaser and seller often living in the same neighborhood. In such a case a great deal could be saved on freight. The Norfolk and Western Railroad gets out such a bulletin now. Its object is, however, primarily to stimulate its freight business with no idea of saving money for the farmers. The fact that the Railroad sees that it is to its advantage to advertise our commodities in order to get freight ought to teach us that it is to our advantage to buy from our neighbor and save the freight bill.

As to just how workable the exchange would be and what it would mean to the county one cannot say, as it is wholly untried. It would depend largely on management.

As tobacco is the leading money crop of Nottoway County, it seems at present that the organization that bids fair to revolutionize Nottoway's marketing conditions is the Tobacco Growers' Cooperative Marketing Association. The writer, after a careful study for many months, recommends most unreservedly Cooperative Marketing wherever the production of staple crops justifies the effort. So far, only one of these agencies has been established in Nottoway county--namely, the Tobacco Growers' Cooperative Marketing Association. The association was effected too late to handle the 1921 crop. It will begin with the 1922 crop. Eighty-five per cent of the tobacco raised in the county has been signed by the association. A sufficient number of warehouses and redrying plants have been secured to adequately handle the tobacco crop without having to build any new plants. Also, plenty of capital to finance the new scheme is assured the directors. It further appears that the big tobacco interests will not fight the Association. In fact, what information can be had along that line is to the effect that the big companies prefer dealing with the association, for the simple reason that tobacco will be graded and handled better! They can buy in large quantities and at a very much smaller expense in the buying, as compared with the old system.

Just what cooperative marketing stands for is best told by Clarence Poe in the Progressive Farmer, who writes: "By Cooperative Marketing we will (1) intelligently, (2) collectively, (3) powerfully, (4) merchandise farm products, (5) in large quantities, (6) with proper grading, (7) with modern scientific financing, (8) selling through the most expert selling agents." The same writer describes the individual marketing method of selling farm commodities as: "(1) ignorantly, (2) individually, (3) helplessly, (4) dumping farm products, (5) in peddling quantities, (6) without proper grading, (7) without proper scientific financing, (8) selling through untrained

producers. The comparison of the two systems of selling farm produce is very striking. Cooperative marketing will bring success and prosperity to its members, while individual marketing brings the reverse.

The basic principles in cooperative marketing of tobacco under which we are working, briefly stated, are these:

1. The grower agrees to sell his tobacco to the association for a period of five years.
2. Tobacco, when delivered by the grower, will be properly graded by expert graders of the association. No favoritism will be shown to any producer--just this and nothing more.
3. Tobacco will be pooled by grade, redried, placed in bonded warehouses and insured. It will serve as collateral, which the association will use. The association will make the grower a substantial advance on his tobacco when it is put in the warehouse.
4. Every grower, regardless of color or social standing, will get the same price for the same type, quality and quantity of tobacco. Grade of tobacco counts, not names of men.
5. Poor tobacco will be penalized. The public will be dealt with and treated as fair as the producer. The aim is to sell only good reputable products, which will reflect on the association and give lasting satisfaction to the purchasing public.
6. An ironclad contract is one of the main features of the marketing association. Members bind themselves to sell every pound of tobacco, that they produce for a period of five years, through the association. Should one break this contract he can be punished by law, made to replace the tobacco, pay a penalty of five cents on each pound sold and the cost of prosecuting him.

7. The association is forbidden to make any money for itself. Actual expenses of handling and processing tobacco will be charged each member. One per cent of the resale of tobacco will be held in reserve to take care of such expenses. Whatever part of this one per cent is left over will be prorated among the growers according to production.
8. Each member has one vote. This democratic principle puts the small and big grower on equal footing.
9. Expert agents will be employed for every department, using expert methods from the ground up.
10. Selling will be done wherever people want tobacco, here or abroad. A minimum price will be put on each grade, and all over this amount, that is possible, will be got.

We do not claim that cooperative marketing is a panacea for all evils that exist, or that it will be able to transform inefficient, unbusinesslike producers into successful, prosperous men. It cannot and should not do this. Farmers, in order to sell successfully in an association, must learn, first, to produce economically. The public cannot and will not be forced to pay exorbitant prices in order to keep inefficient farmers in the game. The tobacco association will, however, see that every member gets a fair, square deal. It is unquestionably the greatest economic movement ever made in the south. It will sever the bonds of economic servitude under which the growers of the south have existed for generations. Speculation and gambling in farm products, made by the sweat of the producers' brow, will be a thing of the past. The farmer in practice will put a price tag on his commodity, which will demand and get for his labor a fair wage. He and his family will live on a higher plane. They will enjoy the comforts of life that have been denied them in the past. Land values will become stabilized. Farming will

more and more approach the high profession that it was intended to be. It will claim the attention of the brightest, most ambitious youth of our land. Under their intelligent care, the bosom of the earth will be made to "blossom as the rose", and for once we will be made to know that God made the country and that it is preferable to the city. Cooperative Marketing will thus cause southern civilization to move up a pace.