

The large number of different sizes of celery that are packed enables shippers to meet the varying demands of near and far away markets, and thus contributes to efficient distribution.

In general, those markets receiving a large proportion of small celery paid substantially higher prices than other markets for the small sizes. A large proportion of Golden received on the Boston, Detroit, Philadelphia and Buffalo markets was of small sizes. Small sizes of Pascal celery appeared to be in strong demand on the Boston and Toronto markets.

There was little variation in the proportions of celery of the different grade classifications shipped to the various markets. Consigned sales were of much greater importance on the 13 large markets than on the 18 secondary markets.

Transportation and terminal charges were summarized at all markets receiving the equivalent of 20 or more carloads of celery on the consignment basis. Commission rates averaged about 7 percent of gross sales. Average transportation and protective service charges were highest to the Boston, Mass., and Rochester, N. Y., markets, averaging 89 cents per crate. The lowest charges were to Washington, Baltimore and Cincinnati, amounting to 73, 74 and 75 cents per crate, respectively. Terminal charges at the New York City market were nearly twice as high as at any of the other markets, averaging about 12 cents per crate. Terminal charges on the Philadelphia market were among the lowest of all the markets.

Because of the confidential nature of the sales records, analyses of individual firms were not published in this study. Such an analysis was made and delivered to the management of each individual firm concerned.

APPENDIX A

DEFINITION OF TERMS

Process is a work routine usually performed by a number of individuals, each doing specific jobs to contribute to the end product of the process or one person doing a series of different jobs, all of which contribute to an end product. A flow-process chart shows the flow of a product through the various jobs in assembly, together with any side or contributory assembly.¹

Operation is a work routine usually performed by one person or teams of persons contributing to the completion of some seg-

¹ See Fig. 1, Appendix B.