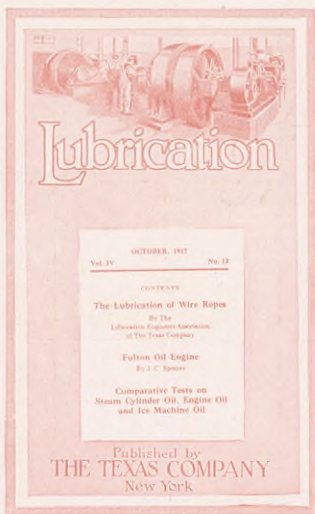


TEXACO STAR

FOR EMPLOYEES OF
THE TEXAS COMPANY





Published Monthly
in the
Interest
of
Efficient
Lubrication

Letters of a Japanese Student

536 West 112th St., New York.
July 18, 1917

Mr. L. H. Canfield, Ph.D.,
New York.

Dear Sir:

I should be very much obliged if you would notice me how can I subscribe your valuable publication "Lubrication".

I should be glad to inform you that I have read with much interest your "Lubrication" in the U. S. Engineer's Library of this city. I am very much interesting in oil industry & came here from Japan a few months ago.

I should be very much obliged if I can get one of each copy of the whole numbers of the "Lubrication" in 1916 & this year.

Thanking you in advance & awaiting for your favor, I remain
Yours very truly,

J. Minamino.

July 25, 1917

Mr. L. H. Canfield, Ph. D.,
Editor of the Lubrication.

Dear Sir:

I am in receipt of your esteemed favor of the 24th inst. and your valuable publications for which I beg to thank you very much. Furthermore I am very much appreciated for your kindness in placing my name on your mailing list for same.

Indeed, there are quite many books & journals on lubrication. But the most of them are either too much theoretical or too much practical. In this point, I should like to write you that the "Lubrication" is the only one publication on lubrication which deal with the problem properly in both theoretically as well as practically.

Thanking you again for your kindness, I remain

Yours very truly,

J. Minamino.



LUBRICATION

The Texas Company, 17 Battery Place
New York City



Eliminate Waste!

Look to the little things.

In every possible way

Make everything count.

Infinite saving will follow.

Never was it so necessary,

And the necessity grows.

This is the duty of all—that

Every man in his line, shall

Waste nothing;

Allow nothing to be wasted;

Seek to conserve.

This is your duty and mine—

Eliminate Waste!

—B. R. & P. *Employes Magazine*

Autumn Musings

THE summer's o'er, the harvest ended,
there's frost in every wind that blows;
some crops were poor, and some were splendid,
and that's the way the old world goes.

And as I drive my old gray Dobbin around
this country of the free, my heart with indignation's throbbin',
so much of useless waste I see.
The farmer leaves his cultivators
unsheltered from the frost and dew,
out where he plowed his corn or 'taters,
to rust and rot the winter through.
He leaves his harrow and his reaper,
his lister and his two-horse rake,
out where the cocklebur and creeper
in every passing zephyr shake.

And in the springtime, warm and gusty,
when he goes forth to till the soil,
his tools will be so clogged and rusty,
they'll make the blood within him boil.
There's nothing that's more sure
of souring the temper of a farmer gent
than pushing plows which should be scouring,
but which won't do it worth a cent.

And even as I write these verses,
and try to make my meaning plain,
a lot of mowers, grindstones,
hearses, are standing rusting in the rain.

This sort of thing is wasteful, very—
all lumber dealers know it's true
and each should be a missionary
to push reforming measures through.

If I were selling soft-boiled lumber,
I'd keep this matter in my head,
and have on hand of facts a number,
to show how one can build a shed
that will protect his plows and harrows,
and save him money on the spot;
and show that wasteful men
have sparrows nest-building
in their domes of thought.

A little money blown for lumber,
for nails, and all that sort of thing
would surely obviate
a number of dark blue cusswords
in the spring.

—Walt Mason

M. D. ANDERSON MEMORIAL
UNIVERSITY OF HOUSTON

178793



Manitou, Colorado Station, in the heart of the Rockies—Pipe's Peak shows in the central background with Summit Station visible at its top—The white line at the right is the Incline Railway up Mt. Manitou, a cable road operated by a 75 h. p. electric motor, lubricated with Texaco Motor Oil—The cable is lubricated with Texaco Crater Compound—Agent Spence and clerk Douglas LeClere (with cap) are standing by the automobile and driver Carter is near the tank wagon

TEXACO STAR

VOL. V

NOVEMBER 1917

No. 1

PRINTED MONTHLY FOR DISTRIBUTION TO EMPLOYEES OF
THE TEXAS COMPANY

"ALL FOR EACH—EACH FOR ALL"

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ADDRESS: TEXACO STAR, 401 THE TEXAS COMPANY BUILDING, HOUSTON, TEXAS

THE SUCCESS of the "Second Liberty Loan" was enheartening for this country and disconcerting for its enemies. The Texas Company and its employes did their full part. The precise amounts subscribed by employes at the various organization centers being known only for a few points we cannot give details, but subscriptions were made in all of the Company's refineries, terminals, sales districts, main offices, etc. by a majority of the individuals employed. The Texas Company itself took \$600,000 of this second war loan, following its \$1,000,000 subscription for the first.

* *

For the future our people should prepare to meet additional war loans in rapid succession; and for this, saving from income is essential. The talk about paying the current cost of the war by "conscripting wealth" is foolishness. The substantial wealth consists almost entirely of lands, buildings, the machinery for production and distribution, and the intangible values of good organization and management. To consume any part of this in the uses of war would simply reduce production and opportunity for remunerative labor in the same proportion. For the purpose in question it makes no difference who owns the stocks or bonds; to confiscate such mere certificates of ownership could not add one jot to the government's ability to prosecute the war, but would materially diminish it by disorganization.

The only way to carry on the war without diminishing the capacity of the country to sustain itself for that or any other purpose, is to *produce efficiently, eliminate*

waste, and reduce consumption at home. You cannot eat your cake and have it. Saving from habitual consumption or waste is the only way to get the substantial things required for our military enterprise. Anyone can understand these fundamental truths who is able and willing to reason.

* *

In many cases the saving would work moral and physical benefit, and would involve no sacrifice of any advantage; that is to say, the expenditure desisted from had been injurious to the spender. For instance, the school children who crowd the street cars and jitneys in fair weather would be benefited by walking to school and they are now being injured by a thriftless habit. Get the saving habit.

* *

I scrimped and scraped and saved beyond
My very wildest expectation,
And then I went and bought a bond
With patriot exhilaration.

I've got the saving habit so
The thought of it I cannot smother,
So by and by I know I'll go—
I know I'll go and buy another!

—Clinton Scollard.

* *

Even President Wilson has commented on the fact that the petroleum business is not on a War basis; its prices have not risen in accordance with the general and great advance in all other commodities, raw or manufactured.

—*The Oil Trade Journal.*

* *

Speaking in Kansas City on October 2, A. C. Bedford, President of the Standard Oil Company of New Jersey, in comment-

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ing upon the need for increased production of crude oil, explained the petroleum situation of America as follows:

"We must bear in mind the fundamental difference between the nature of the problem of stimulating the production of crude oil and that of increasing the output of any other industry which is under the stress of supporting the Government in this war. In the oil business the problem is not that of speeding up the production of existing wells. Their output is determined by natural conditions and can be affected to a very slight extent by men's efforts. The oil situation is unique because increased production can only be secured through drilling new wells. New enterprises must be undertaken and new capital enlisted."

* *

Commerce and industry, no less than army and navy, *must* have competent officers. Anarchistic workmen in many many factories in Russia were recently able to enforce demands which no business enterprise could meet and survive. The owners turned the plants over to the workmen, who essayed "democratic" management. All of those plants quickly fell into utter disorder, and in most cases the men begged for their old officers and their former wages. Whenever workmen become collectively their own managers, they must shortly become also their own paymasters; and soon, under collective management, there would be no profits wherewith to pay.

* *

The man "at the center of things" can achieve, by proper organization and with moderate effort, more than the "do-it-all-himself" man can accomplish by straining his energies to the utmost. Even then, the latter will leave behind him a "one-man business"—a sort of enterprise which possesses only the minimum credit at banks. When a business outgrows its founder's ability personally to bear the increased load of detail, then, if never before, he must consider ways and means for conducting his business that will require less of his personal time. Unless he can manage to have an eye on his rivals, he cannot hope to keep pace with them, not to mention keeping in advance of them. The paramount factor for success in competition is executive *freedom from the restraint of petty*

detail, because it permits keeping a watch upon the doings of competitors and allows time to think out and develop ways to distance them.—*Stephen T. Williams.*

* *

In nine cases out of ten a man's job is, or could be made to be, his best possession. Generally it is not the job that's a failure, but the attitude toward it of the man on the job. Of course, a man need not cling indefinitely to the same job, he may outgrow it, and he should try to do so well in it that a bigger job may call him. Kipling touches the core of the matter:

I didn't begin with askings,
I took the job and stuck;
And I took the chance they wouldn't,
And now they're calling it luck.

* *

We have never been able to make that fine distinction between "accepting a position" and "getting a job." There must be a great difference judging by the emphasis some persons put on the former.

—*Southern Engineer.*

* *

Enjoy what you have, work for what you lack.

* *

You can always find excuses for not doing things you do not want to do.

* *

"Thanksgiving Day" means, etymologically, thoughtgiving day; because to a thoughtful man there are always abundant grounds for thankfulness,—if for nought else, for many "suspended sentences" from proper consequences of his own sins and follies. Thanksgiving literally means *thoughtgiving*, the words *thank*, *thought*, *think* being from the same stem—German *denken*, Old English *thenken*. The instinct or genius of language paid a high tribute to the general goodness of human nature, in assuming as it did, that to think of a benefit is to feel gratitude for it. In the minds of the men who anciently formed our speech, was the belief that to be mindful of, to remember, is to be thankful—that thankfulness and thoughtfulness are substantially the same.

* *

The man who practices what he preaches usually preaches short and carefully prepared sermons.

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A farm journal asserts: "More machinery rusts out than wears out." This is probably a fact, and it is certainly true that more men and women rust out than wear out.

* *

Certain locomotive engineers of the Southern Railway, having grasped the significance of railway efficiency in these stressing times, are reported as vieing with each other in so taking care of their engines that they can be kept out of the repair shop for the longest possible periods of time. What a refreshing contrast is this to the spirit rampant "one little year ago" and which manifested itself, among other ways, in a refusal to wipe off cab windows in the interest of the engineer's own safety! Could the spirit of honest cooperation but become fixed in the attitude of train and enginemen, there is no doubt that they could largely compensate the roads for the burden forced by the Adamson law. Spread the purpose of these Southern engineers throughout the brotherhoods and last year's coup may yet be forgiven them.

—*Railway Review.*

* *

Front cover and leading article have a peculiar harmony this month. The design for April 1916 was made from a photograph of a *tableau vivant* enacted by Messrs. J. T. Groves and E. Nielsen. By using those plates again the cover shows a portrait of the author of the leading article.

* *

"My stenographer can write one hundred and fifty words a minute."

"So can mine—but she doesn't seem to care what the words are."—*Puck.*

CRUDE OIL PRICES AT WELLS

November 1, 1917

Pennsylvania.....	\$3.50	Healdton.....	\$1.20
Mercer Black.....	2.23	De Soto.....	1.90
Corning, O.....	2.60	Crichton.....	1.50
Cabell, W. Va.....	2.57	Caddo Light.....	2.00
Newcastle.....	2.23	Caddo Heavy.....	1.00
North Lima.....	2.08	Vinton.....	1.00
South Lima.....	2.08	Jennings.....	1.00
Indiana.....	1.98	Spindletop.....	1.05
Princeton, Ill.....	2.12	Sour Lake.....	1.00
Illinois.....	2.12	Batson.....	1.00
Canada.....	2.48	Saratoga.....	1.00
Somerset, Ky.....	2.40	Humble.....	1.00
Ragland, Ky.....	1.10	Goose Creek.....	1.00
California Light.....	1.11	Corsicana Light.....	2.00
California Heavy.....	.78	Corsicana Heavy.....	1.05
Wyoming.....	1.15	Petrolia.....	2.00
Kansas and Okla.....	2.00	Electra.....	2.00
Cushing.....	2.25	Markham.....	1.00

BEGIN IT

Lose this day loitering—'twill be the same story
 Tomorrow—and the next more dilatory;
 Then indecision brings its own delays,
 And days are lost lamenting o'er lost days.
 Are you in earnest? Seize this very minute—
 What you can do, or dream you can, begin it.
 Courage has genius, power, and magic in it.
 Only engage, and then the mind grows heated—
 Begin it, and the work will be completed.

—*Goethe.*

"Mr. Meant-to has a comrade,
 And his name is Didn't-do—
 Have you ever chanced to meet them?
 Did they ever call on you?
 These two fellows work together
 In the house of Never-win,
 And I'm told it's haunted—haunted
 By the ghost of Might-have-been."

LIFE WISDOM

The wisdom of the wise and the experience of ages may be preserved by quotation.

—*Benjamin Disraeli.*

Economy makes happy homes and sound nations. Instill it deep.—*Geo. Washington.*

The darkest day in any man's earthly career is that wherein he first fancies that there is some easier way of gaining a dollar than by squarely earning it,—he has lost the clue to his way through this mortal labyrinth, and must henceforth wander as chance may dictate.—*Horace Greeley.*

There have been a few men who amassed wealth by questionable means, but whatever success they met with was not due to their underhand methods so much as unappreciated qualities of strategy and administration, with which they could have achieved more than accrued through doubtful practices.—*Herbert Kaufman.*

The block of granite which was an obstacle in the pathway of the weak becomes a steppingstone in the pathway of the strong.—*Carlyle.*

Nothing is denied to well-directed labor, and nothing is to be attained without it.

—*Sir Joshua Reynolds.*

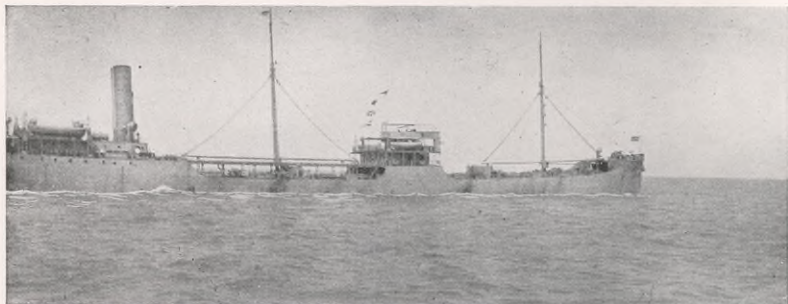
A great deal of talent is lost in this world for want of courage.—*Sidney Smith.*

If it be right, do it boldly.—*Gilpin.*

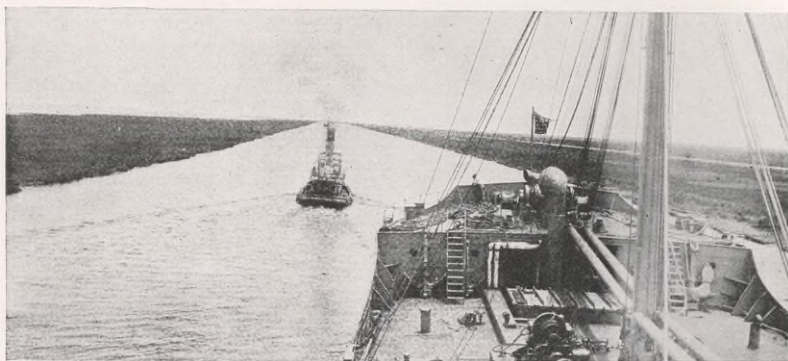
If you would know the value of money, go and try to borrow some; for he that goes a-borrowing goes a-sorrowing.

—*Benj. Franklin*

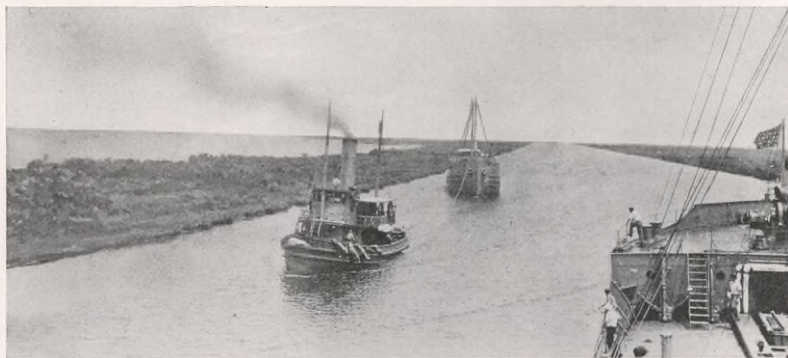
TEXACO STAR



S. S. "Pennsylvania" on her first trip, carrying 72,000 barrels of gasoline



S. S. "Pennsylvania" in Sabine Pass

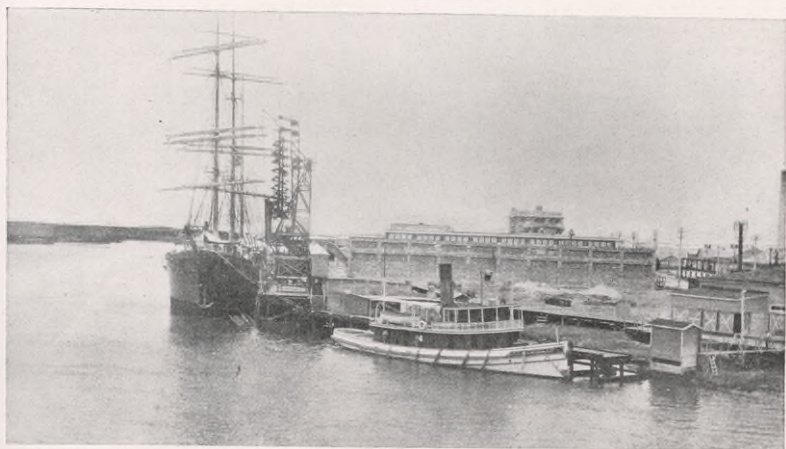


Passing a tug and barge of The Texas Company in Sabine Pass

TEXACO STAR



Crew of S. S. "Pennsylvania"



Ships Loading at our Port Arthur Terminal

When I see a disagreeable person approaching, I walk away; I don't wait until he gets started. The most disagreeable people, when they approach, say a few agreeable things to begin with; then is the time for disappearing. It's no use to argue with disagreeable people; if they could help it, no doubt they would. The only complete answer to a disagreeable person is flight, or a fight; and no one cares to be mugged up constantly by fighting.

—Ed. Howe.

Suppose success don't come at first;

What are you going to do?—

Throw up the sponge and kick yourself,

And growl and fret and stew?

You bet you ain't; you're going to work,

And work and work and grin,

Until success does come your way;

For grit is sure to win.

—M. K. & T. *Employes' Magazine.*

SAFETY AND SANITATION

V. R. CURRIE

Chairman Central Committee of Safety

The Fourth Meeting of the Refining Department Central Committee of Safety was held at Dallas, Texas, Oct. 15-18, the following members being present:

J. S. Gallagher,	Port Arthur Works
J. E. Trussell,	Port Neches Works
F. B. Roach,	Southern Terminals
C. J. King,	West Dallas Works
R. G. Collins,	West Tulsa Works
Earl Casey,	Lockport Works
H. O. Preston,	Case and Package Division
V. R. Currie,	Houston

On Monday, Oct. 15, the members attended, in a body, the semi-annual meeting of the Texas Safety Council, at which Mr. Gallagher read a paper on the "Use of Bulletins and Bulletin Boards in Safety Work," and Mr. Currie presented a paper on "Employment Conservation." During the meeting the following telegram was read:

Austin, Tex., Oct. 15, 1917.

V. R. Currie,
President, Texas Safety Council,
Dallas, Texas.

Will you be good enough to assure the entire membership of the Texas Safety Council that I am deeply in sympathy with the work to prevent accidents and to promote safety during this time of international stress. It is indeed proper and necessary that we conserve every energy which may be generated without the economic losses occasioned by preventable accident. Assuring you of entire co-operation in all of these matters, I am, cordially yours,

W. P. Hobby, Governor.

The meeting of the Central Committee of Safety was the best and most enthusiastic one so far held. Members visited the West Dallas, Port Neches, and Port Arthur Works, and the Case and Package Plant, and were honored at the final business session, held in Port Arthur, by the presence of Ass't Gen'l Sup't F. P. Dodge and Chief Engineer A. S. Bailey of the Port Arthur Works, who made short talks.

Never before in the history of our country has Accident Prevention work presented greater possibilities and appeared more imperative than at the present critical period. Today, with our country at war, the cause of safety must be upheld and its progress continued. The fact that lives are necessarily sacrificed for a righteous cause on the battle front makes it the more necessary that none be sacrificed at home

through neglect. The prevention of accidents today is the patriotic duty of every employer and employe from the standpoint of helping to win the war. If, as Government officials declare, it takes five men at home to provide the munitions, foodstuffs, hospital supplies, and other material for the one man who actually fights in the trenches, then it is important that the lives of the industrial workers should be conserved, to the end that the industrial line of defense may not be weakened. Surely the killing of 30,000 to 40,000 and the injuring seriously of half a million industrial workers a year in the United States, is a serious drain on the man-power of the nation at a time when every available man is needed for the work that is to be done.

If Germany wins the war, it will be because the American working man has fallen down—because he has been a slacker in failing to respond to his duty. A man who takes chances of being maimed and made unfit for service, or in any way through neglect contributes injury to others, is as much an industrial slacker as his fellow countryman who tries to evade military service. Every individual has a duty to perform in the protection and support of those serving directly at the front.

"Remember the new man on the job. He is a stranger within your gates. Make him feel at home. Get his cooperation by helping him to start right. Explain to him what you are trying to do to prevent accidents, and how he can help you in the work. See that he understands clearly that with your Company BE CAREFUL FIRST means just what it says."

* *

Bad Combinations.—Carrying a five gallon can of kerosene to the stove to start off the fire, cleaning kid gloves near the fire with gasoline, and striking a match to look into a gasoline tank are three almost certain routes to the hereafter that people will persist in selecting notwithstanding they have been warned of the danger of such practices, both by precept and example. Added to these is the dangerous mixture that results when a fool and the steering wheel of an auto get connected up. The latter is of course a greater general menace since he not only endangers his own life but the lives of others as well.—*Gonzales Enquirer*.

* *

Let us all be Safety inspectors. Report unsafe places to your foremen or the Safety Committee.—*Texas Utility News*.

"The best known safety device is a careful man."

TEXACO STAR

THE LUBRICATING SALESMAN

J. T. GROVES

In charge of Lubricating Salesmen's Efficiency, Northern Territory

Mr. M. G. Jones in his excellent article entitled "Our Tank Wagon Salesman", in the June issue of the *Texaco Star*, says: "There is nothing more nonproductive of efficient results than dissertations on Salesmanship when this subject is dealt with in the abstract." The writer fully agrees with Mr. Jones, especially when he goes further and remarks, "abstract essays on this subject lead us into a maze of glittering generalities and bury us beneath an avalanche of words." Absolutely right,—so Mr. Jones talked concretely to and about a Tank Wagon Salesman, and I propose to follow his lead and talk "brass tacks", and not generalities, about Salesmen in general and the Lubricating Salesman in particular.

All successful salesmen, whether they sell lead pencils or locomotives, must know their goods from A to Z and back again. They must know the process of manufacture from raw material to the finished product to enable them to talk intelligently and forcibly when in front of their prospects. In the scientific age of Efficiency in which we are working, every salesman should be a specialist so far as his particular line is concerned, and if this expert knowledge is backed by the eternally necessary hard work, honest effort, tact, brains, and enthusiasm, a large majority of traveling salesmen will "make good" and be recognized as successful factors in the selling world.

The salesman whose line is lubricating oils, and who is selling direct to the consumer, however, must possess all the above mentioned qualifications and must also know equally as much about the consumer's engineering requirements as he does about the merits of his own goods.

While the general salesman sells to a distributor who intends to resell, the lubricating salesman sells to an expert engineer who intends to use the oils himself, and the engineer's intimate knowledge of the prime mover (whether steam or electric) and the complicated machinery amongst which his working hours are spent makes him feel that no one but himself knows what his special

requirements are. To break successfully into this combination, we see that the lubricating salesman must not only be a walking encyclopedia on the manufacture and peculiar merits of his Lubricants, but must also be possessed of sufficient mechanical and engineering knowledge to talk intelligently and technically to the engineer buyer.

In the very large manufacturing plants the buying is in the hands of a Purchasing Agent who is primarily a business man, and a business proposition will naturally appeal to him, especially if the salesman has the goods the firm needs and will talk a price attractive enough to make it a good business proposition—from the Purchasing Agent's point of view. Unfortunately the education of a purchasing agent tends to make him more interested in low price per gallon than in the actual lubricating results obtained, and it is an extremely difficult matter to shift him from this viewpoint. In fact he takes such a strong position on this angle that the best of us are prone to associate price per gallon with purchasing agents, and argue with them from their standpoint; but every effort, of course, should be made on the part of the salesman to prove to him that the proper oils even at a higher price will eventually work out much more economically. The lubricating oil salesman, no matter what class of trade he is canvassing and no matter with what low priced oils he has to compete, should appreciate that he is selling *lubrication* and not oils at-so-much-per-gallon. He should also drive home the fact that the cost of proper lubricants properly manufactured and properly used will work out much less at the end of the year than cheap inefficient oils at even half the price per gallon, to say nothing about the saving in wear and tear on machinery and low coal consumption, the latter a very large matter under present war conditions.

The lubricating salesman comes up against the real thing when he tackles the class of trade which The Texas Company and all other oil organizations at the present time desire, namely, the smaller class

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of manufacturers using from 5 to 25 barrels of lubricating oil a year. These small firms are not so prone to be tied down by contracts, and the gallonage is so limited that competition has not stripped the price of all reasonable profit. While the individual sales to such firms are comparatively small the aggregate presents good gallonage figures and good prices, and, as in all other lines of trade, it is better to build a solid foundation on a myriad of small accounts than to carry all the eggs in one basket. These small smokestack firms being too small to warrant the employment of a General Purchasing Agent, the responsibility of running the engine and the purchasing of supplies for its upkeep are placed in the hands of the Engineer. And while this Engineer may not know much about business propositions or the ethics of salesmanship, he is an expert in his own particular sphere, "King of the Castle" in his engine room, and undoubtedly the hardest nut to crack in the commercial market.

The Engineer is always on the defensive and is antagonistic toward anyone who attempts to teach him his business or questions his judgment on the lubricants or other supplies he is using on his wheels, cylinders, and pistons. This makes the solicitation of such business so hedged around with difficulties beyond the ordinary selling of other commercial commodities, that the "mortality" among selling men treading this path is so great that if tombstones were erected to the memory of hard-working and clever salesmen who have fallen by the wayside they would be so close together as to look like a solid wall of marble. This is not necessarily because the salesmen have been poor salesmen, as many of these monuments are erected to the memory of those who won name and fame for themselves in other lines of selling, but because this Engineer buyer is invariably "short" on business training and exceedingly "long" on intimate knowledge of mechanics in general and of his own engine shafting and machinery in particular. This combination makes him resentful toward the unfortunate salesman who, in trying to impress him with the greater virtues of the lubricants he has for sale compared with those the Engineer prospect is using, shows that although he may be an excellent salesman he is not an

engineer and cannot talk the usefulness of his goods from an engineering standpoint in the vernacular of the engine room, and therefore cannot interest or impress the mechanical man he is canvassing.

In the writer's many years of experience in the hiring, training, and developing of Lubricating Oil Salesmen, the lack of this one requirement—engineering knowledge—is the rock upon which most of the unsuccessful salesmen are shipwrecked.

Statistics carefully compiled by me during those years prove that out of ten salesmen, all experienced and all successful in other lines of selling but lacking oil selling experience and mechanical or engineering knowledge, eight will fall by the wayside in three months when canvassing this smokestack trade. The other two may, through exceptional talents, make good in spite of this handicap and be fairly successful, but not nearly so successful as if they had the additional advantage of being able to talk engineering as well as salesmanship, and their selling capacity is always limited on this account.

With the knowledge of the great mortality among non-technical oil salesmen, and with the grim facts staring us in the face that it will cost at least from \$1,200 to \$1,500 to try out a new salesman, can you wonder that one of the main requirements we now insist upon for applicants seeking field positions in our Lubricating Division is, that they shall be trained salesmen and also have mechanical knowledge? This combination is hard to find. God made good salesmen, plenty of them; good engineers, more of them; but there is a great shortness in the market when a combination of both is required.

I have written at considerable length on this one characteristic—the necessary combination of Salesman and Engineer—as it is the most important factor in Lubricating Oil Salesmanship, and when it is found most of the other difficulties in successful soliciting can be unlocked by ordinary business methods and good judgment.

THE RESALE SALESMAN So far as is practical in the congested commercial centers the smokestack Lubricating Salesman specializes on the factory business, and leaves the solicitation of motor oils to the Motor Oil or Refined Oil Salesman as this phase of oil selling is not

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confronted with nearly so many difficulties as the canvassing of the smokestack business. Motor oils, being sold to garages and other supply mediums for resale, need no special treatment or analysis, as here the salesman has only to know his goods and apply good every-day selling methods, backed with the always necessary hard work, systematic plugging, and intelligent tabulation of information, to make good.

Let us now assume that we have secured this necessary combination of engineer and salesman in sufficient number to cover certain territories, and let us trace the field work of these salesmen and the office work of the Sales Manager and his assistants; then trace how the work of each dovetails into that of the other, and note how the cooperative work of both brings the maximum of results with the minimum of labor and expense.

SIMPLICITY THE KEY-NOTE OF DAILY REPORTS

While daily reporting is necessary, let simplicity be its key-note. Just as all engineers are on the defensive against possi-

ble criticism of their methods and judgment, so is the average salesman on the defensive in his relation to office direction and requirements, looking upon statements and reports asked for by the office as unnecessary red tape, and so long as he comes across with a daily quota of orders cannot very often see why the office needs anything else. But the Office Manager and Sales Manager, building not only for today but for five or ten years hence, do require other information and *must get it from the salesman*. The inside man who can get this full information with the least extra labor on the salesman's part, who tactfully points out and explains the reasons why this information is necessary from an inside standpoint, and who can make the salesman appreciate the importance of what he is asked to provide, soon builds up a hearty and healthy spirit of cooperation which leads directly to success and to the obtaining from his field force the full quota of efficiency that God gave them talents to secure. If the necessary information cannot be obtained from the salesman by these human methods, then dispense with the services of such an irresponsible man; for if the office man has to bully and nag this information from the field force, it soon

creates such dissension that efficiency results are at a discount. Therefore, let the inside organization put its best brains into the providing of such forms as will give the maximum of information with the minimum of labor on the part of everybody, and have the field force cooperate to the fullest extent. I call your attention to the four exhibits which demonstrate the method by which the inside and field selling men of the Northern Territory of The Texas Company keep tab on their trade.

WATCHING RESULTS— WEEK TO WEEK, MONTH TO MONTH, YEAR TO YEAR

To successfully follow results from low results from salesmen or localities, the Sales Manager must be provided weekly with a short statement from each salesman showing the progress being made in his territory. In order to save time in turning up back records, each weekly statement of results sent in must be complete in itself and tell its full story to everybody interested. So simple, yet full, should this information be, that even if the inside man receiving it is unfamiliar with the trade, the territory, or the salesman, he can

THE TEXAS COMPANY

SALESMAN'S STATEMENT OF LUBRICATING SALES
WEEK ENDING FRIDAY, July 21 1917
Mr. J.P. Gauer SUPT. New York DIST.

	GENERAL	MOTOR	GREASE	TOTAL
My Sales for same month last year were:	\$630	\$310	\$92	\$1032
My average month's sales for last 4 months were:	\$300	\$710	\$205	\$1215
I estimate selling this mo.:	\$1150	\$800	\$550	\$2500

LUB. SALES FROM 1st OF PRESENT MONTH TO DATE:

	GENERAL	MOTOR	GREASE	TOTAL
	\$320	\$610	\$170	\$1700

NEW BUSINESS FROM 1st OF PRESENT MONTH TO DATE:

NO	TOTAL VALUE	GENERAL	MOTOR	GREASE
New Accts. Secured. 10	\$250	\$175	\$50	\$25
Re-opened Accts. 2	\$60	\$—	\$50	\$10
New Grades Introduced. 3	\$112	\$26	\$—	\$16

ACCOUNTS DISCOVERED LAFSD THIS WEEK:

No. of	Address	Grades	Reason	Value
June 3 rd thru	315 Nassau Ave	Rico, N.Y.	Blame of	\$ 15
			for wrong delivery, not	
			Telephone responsible	

Previously Reported this Month: No. 2 Val. 25
TOTAL TO DATE No. 3 Val. 40
SIGNED John Doe SALESMAN.

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still obtain a comprehensive and fairly accurate idea of the progress the salesman is making. The statement must show at a glance what that territory produced the same month last year; what it has averaged for the last four months; what the salesman now working it *estimates* he will sell during the current month; and what he has *actually sold* up to the date the statement is rendered. This information not only keeps the Sales Manager posted in a simple manner, but also keeps the salesman himself informed on what his past performance has been and what his future work should produce. It should show the new business that has been obtained since the first of the month, both the number of new accounts and their monetary value; the class of lubricants sold to these new concerns; the accounts re-opened; the new grades introduced to the firms we are now selling; the monthly value of business lost and the reason for the losing of this trade.

STATISTICS One of the greatest minds in the world truly said that genius was simply "the infinite capacity for taking pains". We want each of our salesmen to qualify as a genius. No salesman is successful in any line unless he knows what his prospect wants, what he wants it for, and most important of all *when* he wants it; therefore every salesman should, as quickly as possible, catalog every oil user in his territory whom he thinks is worth canvassing. Every possible piece of information in regard to these accounts should be collected and tabulated. The correct name of the concern should be shown; the business in which they are engaged; the correct address; the full name and position of the "man to see", and the time he is most "getatable"; and most important of all, what conversational subjects interest this man—get his hobbies if possible, so that if he will not talk oil you have some indication as to what he *will* talk about. The column under which this latter information is placed is one of the most important on the sheets as it represents the point of selling contact with the customer. The salesman must estimate the consumption of the lubricating oils used by the firm; give details of the machinery they have; state from whom they are now buying; and, when possible, the prices they are paying, and when they will be in the market for new supplies.

Page twelve

This information cannot all be secured at one time, but earnest and diplomatic effort on the part of a resourceful salesman will usually prove successful in the course of a few calls. Unless this information is obtained and kept tabulated in a ready reference form no salesman can make an intelligent or forcible solicitation of his business or build up a permanent and progressive sales sheet, as otherwise his canvassing simply develops into a game of chance which is a poor foundation upon which to build—anywhere or any time. The present day salesman must think; he must plan; he must analyze; he must be a business man, a constructive producer, and a *helper*, appreciating the keen spirit of rivalry in competition and keeping himself informed on market economic conditions of supply and demand. Selling is now a highly developed science, and a salesman who cannot fill these specifications and requirements will never prove a strong factor in the affairs of any corporation.

CARD INDEX AND GROUP SHEET Every up-to-date selling organization must keep this information—secured by the salesman—for reference and guidance. Many methods are adopted by various companies. Most companies adopt the Card Index System, with a card for each firm upon which is tabulated all this information. These cards are made in duplicate; the salesman carries one and the office the other.

The writer's opinion is that a combination of card index and sheet grouping is infinitely better from a practical standpoint. Following this method the single cards are kept and worked in the office, and the salesman canvasses from sheets which contain all the firms located in a certain section of town, village, or country—sections so situated that he can readily canvass them and thus conserve his time from traveling and put every possible moment into the solicitation of business. Remember that a salesman's selling time is limited by the ordinary business hours of his clients and prospects, and the more time he spends traveling between calls the less time he has for actual solicitation; and that only actual solicitation brings results, traveling only expense.

A salesman's working territory must be so divided as to enable him to move easily from firm to firm within a limited zone, and

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his instructions are to canvass thoroughly every account shown on the sheets of one section before passing to his next group. This will prevent him from following the salesman's common habit of jumping from one corner of his district to a distant point to pick up an order, when in doing so he not only travels many miles and wastes many hours and dollars but also passes many good prospects which would pay him much better to canvass than pass up for the securing of a single positive order.

To overcome this natural tendency on the part of the salesman, the various districts of the Northern Territory, centered at New York, Chicago, Boston, Philadelphia, and Norfolk, have sub-divided their individual salesmen's territories into small selling zones or sections. These zones or sections, as far as possible, are based on the number of oil firms located in the small area that can be canvassed within a week's time. As his canvass is completed on each firm he "codes" the value of the call under the month he is working, and returns the sheet to the office. The explanation of the code letters is printed on the top of each "Live" and "Prospective" sheet. By this arrangement the Sales Manager in looking over the sheet can get a bird's-eye view of a group of accounts, and the result of a week's canvass, without having to examine individual cards; and he can always see at a glance the amount of new business that has been added, or the old business that has been lost in any locality within a year's canvass. A glance at the reproduction (pp. 16-17) of these "Live" and "Prospective" sheets will show you their make-up and the fund of information—tabulated for ready reference—which they contain.

When a Prospective account in a certain section is opened by the Salesman it is "transferred" to the "Live" sheet for this section, and the "Prospective" sheet is so marked. If an account is lost, it is immediately "transferred" to the "Prospective" sheet and the "Live" sheet suitably marked, so that the "Live" and "Prospective" sheets not only show at all times the exact status of each firm in a given section at any moment, but the *transfers* plainly marked on each sheet show the trend of this business month by month. The code letters cover approximately 80% of the conditions occurring in the salesman's daily canvass. The other 20% represents calls

of such selling value as to be too important to code, and for each of these calls the salesman sends in a detailed report for office attention, marking the code letter "M" on his sheet with a few words to give the gist of its contents as a future reminder,—and by so doing saves the necessity of having to turn up the report in question to find the information it covers.

The time saved a salesman each night in making reports only on important selling matters and tabulating his other calls under code letters is very considerable when some salesmen in congested districts make from 15 to 20 calls a day; but besides the savings of the salesman's time, consider the saving in office labor and filing space. Under other systems each separate report on these unimportant calls must be read, acknowledged, filed, and—lost sight of. In this sheet system the unremunerative calls are always before the eyes of both salesman and Sales Manager, and after a few months' canvassing stand out plainly and boldly and spell the value of the Salesman's solicitation.

If you will turn to the illustrations of the "Live" and the "Prospective" sheets (pp. 16-17) you will note that the first half of the sheet is devoted to the tabulation of the fundamentally essential information covering every firm, while the right hand half is ruled to indicate the months of call. The value of each call made is "coded" under the monthly headings, while the explanations of the code letters are provided for everybody's information at the top of the page.

But by far the greatest benefit from this Sheet Reporting and Grouping System is the way it lends itself to the shifting of salesmen or changing of districts. When a change of salesmen is made, instead of making a list of customers and handing it to the new salesman as in the past, the entire sheet with full information is given to him, and if the old salesman has done his work honestly and effectually, the new man can pick up the threads of the former canvass exactly where the old salesman left off and make intelligent and fruitful calls on his trade. If the sheets are in proper shape, the new salesman will be in a position to ask for the proper man to see, knowing in advance whether the man is Owner, Purchasing Agent, or Engineer (the "approach" to each is entirely different),

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and bring forward the same grades upon which the old salesman has been hammering. In fact, he can march straight ahead, losing no motion in "marking time", as the full facts of the former salesman's canvass are available to him for ready reference before presenting his card.

The value of this system has been apparent during the last few weeks when in New York Territory alone fourteen men have been called to the colors and fourteen men new to the territory and trade had to be pitchforked into the vacancies; and yet, under this exceptional strain, the regular canvass goes on intelligently and regularly and I do not think a single account will be lost by these changes.

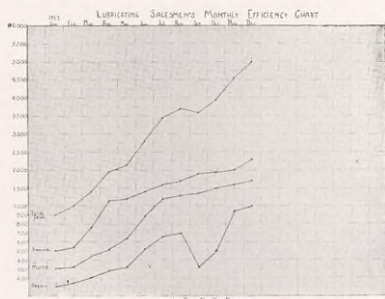
In the past, before the present system was installed, the changing of salesmen had a most disastrous effect on "Live" business, as the new salesman seldom held all the opened accounts. Sometimes this was due to inability to locate our customers, owing to insufficient address; sometimes from lack of knowledge of the full particulars and peculiarities of each account; but mainly because working from the list prepared by the office, alphabetically arranged but geographically miles apart, so much time was wasted in trying to locate our customers that, being anxious as a new man to make a good showing, he became disheartened and finally came to the conclusion that he could get further ahead in a shorter time by forgetting the list given him by the office and starting a new and independent canvass of his own. Thus the entire work and expense of solicitation by the former salesman were lost to the Company, as the business secured by him was neglected and lost sight of. Let any sales organization check up their lapsed accounts and see the large percentage that has been occasioned by this confusion when salesmen have been changed. These losses are impossible under the Sheet System—an account once secured or a prospect entered on a sheet can never be lost sight of by either the office or the new salesman.

JUST CRITICISM

is more upsetting to a first class salesman than to receive after a very satisfactory month's work a letter from the Sales Manager criticising his results, if the letter contains statements which are not strictly ac-

curate. Anyone writing a letter of criticism to a salesman should be absolutely sure that the facts before him, upon which he bases his criticism, are correct and reflect the true condition. It is therefore necessary to keep in the Sales Office a full and detailed analysis of every sale made by the Salesman during each month. This analysis, among other things, must show the amount of Cylinder, Engine, and Motor Oils, and Greases sold; it must show the "New Accounts" opened and their value; also, the range of prices at which the different grades have been sold. With an analysis such as this before the Sales Manager, true and helpful criticism of the Salesman's work can be made.

A further ready reference chart is kept of the three main classes of business which make up the salesman's monthly efficiency



statement. This chart is reproduced to illustrate its usefulness. It charts, month by month, the salesman's "General Lubricating Sales", his "Motor Oil Sales", and his "Grease Sales", while the top curve shows the total of these three.

A glance at the illustration of the John Doe chart will demonstrate how any falling off of his sales will be brought out. You will note all three divisions, from January to August, show steady advance, but in September it brings to light a considerable slump in Grease Sales and calls for an explanation from the salesman as to the reason for this falling off in Grease, provided the reason is not already known by the Sales Manager. There may be some good reason for such a drop in Grease Sales and again there may not be, as it may have resulted through carelessness or inattention on the part of the salesman. Anyway, the

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fact that they did fall off stares the Sales Manager in the face and needs explanation. With such a chart before him no Sales Manager can make a mistake when writing his letter of criticism, it will always be just and according to facts.

COMPLAINTS Troubles with customers are bound to occur in every business. The best any good organization can do is, by the help of the salesman, to keep these reduced to a minimum. When troubles do occur many salesmen are inclined always to blame the Company and take sides with the customer. Many times this attitude is distinctly wrong, as the troubles in question may have occurred from causes beyond the control of the Company or its agents. Perhaps an embargo on the railways may have delayed a customer's shipment; again, rough handling on the part of the transit companies may have caused leakage. Such things will always occur and cannot be controlled by us, but they will invariably produce bitter complaint from the customer. The clever, resourceful salesman will, without instruction from his house, explain away these troubles diplomatically and put the blame where it belongs. On the other hand, the weak salesman, instead of thus handling the complaint, will make a report folios long, and create a greater noise than the customer himself.

All salesmen should bear in mind they are doing something that comes near to being as difficult as serving two masters, which the highest wisdom has told us is an impossibility. It is certainly very difficult to keep the just balance between the customer to whom he is selling and the firm for whom he is working, and to do it the salesman must walk a very straight and narrow path keeping true faith with the one and true loyalty to the other. If he inclines too much toward the house and not sufficiently toward his customer, he will lose the customer. If, on the other hand, he inclines too much toward the customer's point of view and does not sufficiently safeguard and defend the firm's interest, he loses his job. So an extremely careful balance must always be maintained and complaints be adjusted honestly and fairly to everybody concerned.

While it is desirable always to keep complaints to a minimum, when they do occur, the clever and resourceful salesman will

invariably adjust them in such a way as to turn the complaint into an even stronger bond between himself and his trade than formerly existed. When a complaint is brought forward by a customer and the fault clearly lies in some department of our Organization, then the complaint should be adjusted in such a fair and equitable way that the customer will appreciate the broadness of the concern with whom he is dealing. We may all deal with some firm for years and really not appreciate the calibre of this concern until trouble occurs. It is only when troubles and difficulties arise that we can obtain an accurate knowledge of the business policy and methods of the firm with whom we are dealing.

Space will not allow me to touch on the many and diverse elements that further enter into a salesman's daily work. There is necessity for tact, for optimism, for enthusiasm, and for the absolute desire on the part of a salesman to demonstrate that he can not only fill the job in which he is engaged but over-fill it, and so prove that he is a candidate for the bigger jobs. In an organization the size of The Texas Company bigger jobs are frequently opening up, but unfortunately they often remain unfilled from the ranks of our own Organization because a man of sufficient calibre has not conspicuously raised himself above the status of a common-place salesman.

The salesman is a warrior.

He goes out and knocks at strange doors for admission—that takes courage.

He is beset by antagonism on all sides—that takes fortitude to withstand.

He must combat arguments galore—that takes resourcefulness and knowledge to overcome.

He must strike his way right and left until all barriers are swept away, until he is successful—that takes the best in him; but that is salesmanship of the highest order, and leads to rich reward.

—J. H. Newmark

There are no "lifts" in the House of Success,

And the stairs are long and steep,

And the man who would climb

To the top, in his time,

Before he dare walk, must creep.

Of carpets, there're none in the House of Success,

But the floors are hard and bare,

And you're likely to trip

And slide and slip,

In the pitfalls here and there.

There are no lounges or easy chairs,

Nor places to rest your spine;

But after you've won

To the roof—there's the sun,

And, ah! but the view it is fine.

—The Optimist.

Regular Report (Form N. Y. 41)
must always be used when important
selling information is obtained.

IMPORTANT :-

THE SALESMAN SHOULD CAREFULLY NOTE

CODE: - M - See separate Report. (Give Dist Under Code)
M - NO (to be used when call is impossible
CALL - and for reason not covered by "L",
as explained in separate report.)
D - Please diary and send me reminder (time as
stated below.)
F - Called. (Formed repeat order. Everything O.K.)
C - Contract secured. (State Period and Grades.)

CODE: - G - Please write
by (state
H. - Secured order
L. - No call necessary
R - Called, but no

Name, Business and Address of Firm, full Name and title of man to see and time available.	Est. Cons. of Grades we are now supplying		Last Delivery		Machinery	Total Consumption Whether our own or Competitive, giving name of Competition			Grade	Qty
	Cons.	Grade	Date	Quantity		Int.	Ext.	Grse.		
RICHARD SMITH & Co., 114 S. WATER STREET Man to see MEG STEEL NOVELTIES THE JAS. P. GANE, ENG. 10 AM Time	5	CANOPUS EN	11-1-16	1B	150P SKINNER AUTO ENG. INGERSOLL RAND AIR COMP.	11	10	2		
	2	CRATER #1	11-1-16	25 Sample	POWER PRESSES - SHAPING AIR TOOLS				STANDARD OIL Co.	
Man to see										
Title										
GENERAL LIGHT & POWER CO., CORNER MAIN & ALLAN STREETS Man to see ELECTRIC PLANT THE A. B. SEE, P. A. 11 AM Time	30	650 T. G. L. C. 1			1500 K. W. - GE TURBINE MESTA VACUUM PUMP 2-1000 R - ALLIS - CHALMERS ENG.		3.5	21	100	VACUUM OIL Co.
Man to see										
Title										
AMERICAN COAL Co., 93 MAIN STREET Man to see COAL DEALERS THE D. P. OWNER - MGR. Any Time	6	CRATER	10-20-16	25 Sample	2- HOIST CABLES 2- NORDBERG HOISTING ENG. 1- COAL CRUSHER	10	10	6		GULF Co.
Man to see										
Title										
GENERAL GARAGE, 19 MARKET STREET Man to see	20	M.O.M	11-7-16	2B	NONE - RESALE	40	5	3	M.O.M	20
Man to see	2	TRUBEN	10-2-16	1/2 B						VACUUM OIL Co.

N. B. - MAKE UTMOST USE OF THIS COLUMN: VERY IMPORTANT

CODE: - M - See Separate Report.

A. - Buying Reciprocally.

F. - Fully Stocked until (STATE TIME).

B. - Promised trial order (STATE TIME); if same
not to hand by that date advise me.

C. - Under Contract (State with whom and
expiration).

CODE: - D. - Please Diary and send me reminder
(Time as stated below.)

H. - Order Secured (state grades & quantities)

S. - Called, position unchanged.

X. - Interview, but no satisfaction.

R. - Called, but no interview.

Regular Report (Form N)
always be used when
selling information is

NAME, ADDRESS AND BUSINESS	Man to see, State Name, Title, and Time	Estimated Total Consumption			Brands used and Suppliers	PRICES PAID	Details of Machinery	Call Log 1916	What Grades, Subjects and Hobbies Particularly Interested Prospect?	Lapsed A/C Grade, Date last delivery Reason why
		Int.	Ext.	Grse.						
H. J. CONNER & Co., 22 WARDEN AVENUE	P. K. SMITH, P. A.	9	12		Universal Cyl Renovator Eng.	500R BALL ENGINE 2- SUPER PUMPS	Dec X	FINNIGAN CANOPUS MR. SMITH PECULIAR HONOLE WITH CARE		
MAGNIFIC BUILDER	11 A.M.				S. O. Co.					
WHITESBURG LUMBER CO., LINCOLN AVENUE FACTORY	L. M. OWEN, Gen. Mgr. Any Time	9	1		ALBANY GREASE BLACK OIL ATLANTIC RED ATLANTIC REF CO.	2-15 T. SHARP GRADERS SHINNERS SAND MILLS VARIOUS MOTORS	Dec A	CRATER COMPOUND SUSSEX VALVE MR. OWEN STRICTLY BUSINESS TALK SAVINGS		
ROBERTSON LUMBER CO., CYPRESS AVENUE SAW MILL	F. G. COLWELL, Eng. After 4 P.M.	3	18		600-W GALVAN VALVE BLACK OIL GALVAN CO. VACUUM CO.	SAW MILL NIGGERS SHAY LOGS LOGGERS, ETC.	Dec B 4-37		SUSSEX VALVE LAST THRUOUT DELIVERY - BUT SLOW FREIGHT	
J. O. BOOTH & Co.	Jas. B. Ball				Mobil oils &	No machinery	Dec	TALKED OUR ZERO		

TEXACO STAR

BY THE WAY



Marble Ink stand carved by



Abraham Argondona

Superintendent W. H. Wagner recently received from a Mexican employe at El Paso Filling Station No. 1, Abraham Argondona by name, who is a loyal citizen of this country, a gift which he modestly deemed "too classy for these parts." Accordingly he has presented it to the Home Office to adorn the Directors' Table. The handsome gift and its artistic maker are pictured here from little "snap shots" kindly sent to us by Superintendent Wagner. The ink stand is of pure white marble, its longest diameter being twelve inches. The carving on its elevated portion is shown in the picture; on the base in front is carved TEXACO.

A SUGGESTION TO TEXACO EMPLOYES

With all the papers and magazines nowadays full of articles on Economy; with Food Commissioner Hoover pointing out necessary economies in the home, and the various ways in which people are requested to Save and Help Win the War, it seems to me that all Texaco employes could help out a lot by practicing economy in the use of stationery and supplies. If every employe would do this, the saving that would be shown in the next fiscal statement on stationery and supplies would be gratifying. For instance:

Stamped Envelopes.—Mail for certain points, such as Atlanta, Dallas, New Orleans, St. Louis, Chicago, New York, etc., should be enclosed in plain manilla envelope, the mailing room assembling this and sending out in larger envelopes.

Do not use a stamped envelope for a single confirmation of a telegram; this confirmation can wait on other mail to the same address.

Do not use the large size envelope where the small size will do as well.

Telegrams.—Stenographers should be familiar with the different kinds of messages. Mr. McFarland's letter of instructions, dated Sept. 9, 1916,

should be kept in the desk and referred to when in doubt. By using fewer words and taking advantage of the cheapest class much money can be saved. It goes without saying that the wires should not be used for anything that can wait for the mails.

Pencils.—Better care of a pencil, using it longer and having a holder for it when it gets short, will effect a big reduction in this expense.

Ink.—Keep ink wells covered and do not fill them to the brim, thus avoiding loss by evaporation.

Stamp Pads.—Should be kept closed to keep out dust. When they get dry, instead of throwing them away, they can be re-inked and will serve just as well as new ones.

Carbon Paper.—Keep carbon paper in the blue envelope or in the original box so as to keep it from crinkling. Cut a few sheets in half for use in telegrams and memoranda. When a sheet of carbon paper has been used to the fullest extent throw it away; don't keep it with the good carbon paper.

Miscellaneous.—Be economical in the use of all supplies. If you have discovered ways of saving or prolonging the life of any article, pass it along by writing the editor of the *Texaco Star* about it.

Save for the Company as you would for yourself.
An Employe.

★ ★

A FEW DON'TS FROM NEWARK, N. J.

Don't sell just "any product" to get the order, for that is not the way to make a "booster."

Don't forget to sell some of everything we have to sell.

Don't do all the talking; give the customer a chance, as you may learn something before you leave that will help you later.

Don't give a customer a 10-cent cigar if he smokes cigarettes, as it will not be fully appreciated and he won't understand what you mean.

Said the little dingy firm to the bold little seller,
You don't come around like the other feller;
Said the little bold seller to the little dingy firm,
We got so much business we don't give a darn.

Sometimes this works, but:

Don't try it too often.

Signed: Scotch.

Every Salesman should consider it a part of his efficiency to help some other Salesman.

A greater responsibility carrying with it a greater latitude for the Salesman would be of some assistance.

Signed: Salesman.

A STAR WITHOUT A STRIPE

There are Stars in the Heavens
And stars upon the stage,
There are stars upon the ball-field
And stars that "mothers" have made;
But the greatest star since long ago
Is the Star representing Tex-a-co.

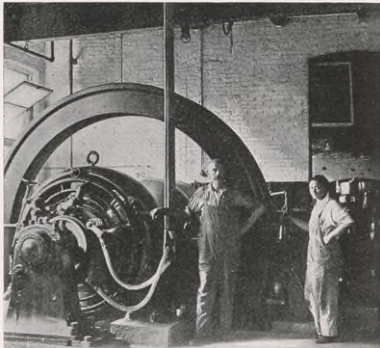
Signed: Stars in Newark.

Mr. Wood was the kind of man always asking obvious questions. The other morning he was passing the home of an acquaintance and stopped in astonishment. In front of the house were two large moving vans. The lawn was strewn with furniture, pictures, etc. Mr. Morse appeared, grimy, weary, and ill-tempered.

"Hello, Morse!" cried Wood. "Are you moving?"

"Not at all," snapped Morse. "I'm just taking my furniture out for a ride."—*Harper's*.

TEXACO STAR



Gas engine at the General Optical Company's plant in Mt. Vernon, N. Y., and Engineers H. Keller and Antoinette Vonasek, the latter being, in the opinion of Master Mechanic N. N. Baad, probably the only woman engineer in a power plant using The Texas Company's products.

Editor *Texaco Star*: Enclosed please find a photograph of one of our gas engines at the General Optical Company, Mt. Vernon, N. Y. Mr. A. Mathis, from your Pelham Manor Station, was here at our plant a few days ago and when he saw we had a woman engineer he asked that we send you a picture showing the woman engineer. She has New York City engineer's license, and her name is Antoinette Vonasek, and she is probably the only woman engineer operating in a power plant using The Texas Company's products.

Very truly yours,

Mt. Vernon, N. Y.
Oct. 8, 1917.

Niels N. Baad,
Master Mechanic.

A corporation with shark fisheries in Alaska and Seattle, Wash., is to erect a \$300,000 plant at St. Petersburg, Fla., where sharks will be caught and their skins turned into leather. This company states that there is as much value in an ordinary-sized shark for leather as in an ordinary steer, though the cost of catching a shark is small as compared with that of raising a steer. There are at least ten varieties of sharks whose skins can be turned into good commercial leather. Sharks are caught by line and also with seines. In Florida catching, skinning, and tanning will be an all-year-round industry.

—Information Div., U. S. Food Administration.

The plantings of the Oriental timber bamboo in northern Florida and Louisiana have grown to a height of 25 feet, and there is no longer any question about their producing in this country good canes comparable to those which they produce in China and Japan.—*Manufacturers' News*.

At one fruit canning plant in California a thousand tons of peach seeds were accumulated in one season. They were cracked by special machinery,

and the meats shipped to Germany, where they were used in the manufacture of prussic acid and some other products. The meats were also processed by the Germans to make the bitter almonds of commerce. The canning company sold the shells as fuel.—*Scientific American*.

* * *

Pat—How much do yez weigh, Mike?
Mike—Oi weigh one hundred and seventy-five pounds.
Pat—You must 'a' got weighed with your coat on.
Mike—An' Oi did not. Oi held it in me arms all the time.—*Judge*.

* * *

"When fortune knocks at a shiftless man's door he is usually over at a neighbor's trying to borrow something."

* * *

The clock is going, but it can't get away. You needn't watch it.—*Fruit Dispatch*.

* * *

"Three Partners" sets this problem in addition:

- I nattentive
- N egligent
- E vasive
- F ooling
- F rivolous
- I ndifferent
- C an't do this
- I ncompetent
- E nvious
- N eglctful
- C ontrary
- Y awning

APHORISMS OF THE TEXACROW

Just because a guy yawns over his work all day ain't no sign he has got a RETIRING DISPOSITION



TEXACO STAR

DEPARTMENTAL NEWS

The Managers of the respective Departments have assigned to the gentlemen whose names and addresses are here given the duty of sending to the *Texaco Star*, on or before the twenty-fifth day of each month, reports of new appointments, transfers, removals, resignations, promotions, and other items of departmental news of general interest. Suggestions and information for this purpose should be sent to them before the twentieth day of the month. All are invited to co-operate.

Refining Dept.	C. K. Longaker, Houston
Natural Gas Dept.	D. P. Harrington, Port Worth
Fuel Oil Dept.	E. B. Joyner, Houston
Railway Sales Dept.	E. B. Joyner, Houston
Marine Dept.	Wesley McKee, Port Arthur
Legal Dept.	A. R. Weber, New York
Treasury Dept.	J. S. Ballard, Houston
Comptroller's Dept.	Lee Dawson, Houston
Sales Dept., S. Territory	B. E. Emerson, Houston
Sales Dept., N. Territory	P. A. Masterson, New York
Export Dept.	M. G. Jones, Houston
Purchasing Dept.	S. Slattery, New York
Railway Traffic Dept.	J. B. Nielsen, New York
Pipe Lines	J. E. Byrne, New York
Producers	J. T. Rankin, Houston
	A. W. Painter, Houston
	A. M. Donoghue, Houston
	Delbert Leggett, Houston

REFINING DEPT. On October 3, First Ass't Gen'l Sup't F. P. Dodge, J. S. Gallagher, and R. N. White of Port Arthur Works, and V. R. Currie of Houston, Chairman Central Committee of

Safety, addressed a gathering of employes on the Texaco Welfare League, a local health, accident, and death, mutual aid association which has been formed at the Port Arthur Works. Much interest was aroused and many new members were gained.

As a token of their appreciation of his cheerful spirit and loyal service the laboratory force of P. A. Works presented Gerhardt Verhein with a fine watch and chain and luck piece. Mr. Verhein was much touched by the spirit that prompted the gift, and desires the correspondent to express his thanks.

Mr. and Mrs. J. A. Bastion announce the arrival of Miss Susan Ellen on Oct. 2.

Mr. and Mrs. P. H. Lagrone announce the arrival of Master Max Hugh on Sept. 29, 1917.

Appointments and changes:

R. S. Fuller, M. E. Hartzler, J. W. Kech, added to drafting room of Engineering Division.

R. R. Finlay, formerly with Santa Fe Ry., in Traffic dept.

R. M. Frost of Pay Roll dept., transferred to Mexico.

J. W. Chewning, resigned.

G. W. Dorrance, in Aviation Corps.



The three plants at Port Arthur were inspected on Oct. 18 by the Central Committee of Safety and Sanitation, assisted by Ass't Gen'l Sup'ts F. P. Dodge and T. Rieber. Members of the Committee, in front row from left to right: V. R. Currie, F. B. Roach, J. E. Trussell, E. Casey, R. G. Collins, J. S. Gallagher, and C. J. King. (L. R. Holmes and H. O. Preston of the Committee could not be present.) Standing back of the first line, left to right, are Mr. Rieber and Mr. Dodge.

TEXACO STAR



Addresses for the Texaco Welfare League at Port Arthur Works

W. T. Donaldson has returned from Officers Training Camp.



The picture just above this skit
Will show you why, by heck,
The boys at the Port Arthur Works
Now wash their ears and neck.

WATER SHIPMENTS BY THE TEXAS COMPANY FROM PORT ARTHUR, TEXAS, MONTH OF OCTOBER, 1917:

Refined—Coastwise.....	483,977 bbls.
Refined—Export.....	267,127 bbls.
	751,104 bbls.
Crude—Coastwise.....	57 bbls.
Total.....	751,161 bbls.

In the New York Terminal Division Office, our bonnie Scotchman George Tolmie Ferguson and little Miss Elizabeth M. Kenny, stenographers, slipped quietly away for their vacations; but learning their plans we surprised them with a remembrance on their wedding day, August 18. Here's wishing for you both the best in the world.

James Ryan, now on U. S. S. *DeKalb*, has sent us some very interesting letters about his duties in the transport service. At the writing of the last he was in France. By the way, our Jack Tar was in town just long enough on August 18 to be best man at Bess and George's wedding.

P. Beall of the Engineering Division is in the 165th Regiment at Mineola, L. I. He joined the Benedicts in June of this year.

Hardy Bowles, chief of our Engng. Div., has been commissioned Captain in Engineers Corps U. S. R. at Washington, D. C.

E. T. Johnson and V. Coryell were not back long from the Mexican Border before they were again called to military duty. The former is now in Bat. D, 1st N. Y. F. A. at Plattsburg, N. Y.; the latter with Bat. D, 1st Artillery, Brooklyn, N. Y.

W. S. S. Rodgers, Jr., former Ass't Gen'l Sup't, is in Officers Training Camp at Plattsburg.

James A. Ottignon, promoted to Ass't Shipping Clerk *vice* Max Taradash in Aviation Corps at Mineola, L. I.

Lee H. Weaver, stenographer, transferred from Houston office.

TEXACO STAR

W. K. Gregory, R. L. Mutch, G. V. Fisher, clerks. L. G. Wilhelm, M. I. Graham, in Filing Dep't. O. W. Ryder is at Portland Terminal, relieving J. J. Folan on vacation. We were very sorry to hear of the recent death of Mr. Ryder's father, and express our heartfelt sympathy.

A meeting of the Northern Terminal Division office force was held Sept. 27 for the purpose of promoting cooperation and general personal efficiency, and outlining general instructions. Talks were given by Mr. Cox and Mr. Amundsen, and a paper was read by Mr. Hughes. Meetings are to be held once a month. There were appointed a Texaco Star Committee, W. F. Estheimer and Miss T. M. Lake; and an Inspection Committee, W. K. Gregory (Chrm.), Miss M. E. Fitzmaurice, Miss A. Lincoln, and V. J. Romeo.

IN A FRIENDLY SORT O' WAY

When a man ain't got a cent, and he's feeling kind o' blue,
An' the clouds hang dark an' heavy, an' won't let the sunshine through,
It's a great thing, oh, my brethren, for a feller just to lay
His hand upon your shoulder in a friendly sort o' way!

It makes a man feel curious, it makes teardrops start,
An' you sort o' feel a flutter in the region of the heart;
You can look up and meet his eye; you don't know what to say,
When his hand is on your shoulder in a friendly sort o' way.

Oh, the world's a curious compound, with its honey and its gall,
With its cares and bitter crosses, but a good world after all;
An' a good God must have made it—leastways that is what I say
When a hand is on my shoulder in a friendly sort o' way.

—James Whitcomb Riley.

"Never bear more than one kind of trouble at a time. Some people bear three—all they have had, all they have now, and all they expect to have."

"It doesn't pay to worry—unless you are drawing a salary for it."

"Some men are so afraid of work that they look scared to death."

The Bayonne Terminal office force, which now includes 36 clerks, is now in its new offices conveniently situated near the Gate. Great changes and improvements are also going on in the Laboratory Building.

Frank M. Tillou and Miss T. Abbott were married on Sept. 15.

Stock Clerk J. F. Sheeran had to undergo an operation which will keep him from the office for about a month. We hope for his speedy recovery.

Hampden Hill has resumed his work at the laboratory after absence on account of an accident.

W. E. Follett has been transferred from Port Arthur Works to Bayonne Terminal.

Mrs. Josephine O. Richards, Marie Braud, Ethel Consaul, Ruth M. Coykendall, and Shirley S. Frank have been added to the office force.

C. E. Emmons of the Laboratory, T. E. Simpson



Bayonne Terminal outing at Witzel's Grove, College Point, L. I. The S. S. "Ursula" was chartered for the round trip, and the Leolastic Band furnished music for dancing both on board ship and at the Grove. Baseball and various athletic contests were enjoyed, and a very pleasant time was spent by all.

TEXACO STAR

of the Terminal and M. C. Donnelly of the Office have been appointed a committee to gather news items for the *Texaco Star*.

M. Edward, foreman of the Asphalt Plant at Providence Terminal, has returned from Norfolk where he has been helping in the Asphalt Plant at that point.

E. L. Vaughn, formerly at Port Arthur and Port Neches, is assisting Mr. Rose in the Shipping department.

C. E. Hasbrook has returned from Marblehead, Mass., where he was with the Aviation Corps.

Justin K. Price was born October 6, and Papa Price is wearing some smile. All extend congratulations.

COMPTRON- Appointments and changes:
LER'S DEPT. W. O. Reese, C. R. Mattei, stenographers in Gen'l Office.

S. H. Bernard, stenographer, transferred to Purchasing Dep't.

C. T. Shade, clerk, resigned.

SALES DEPT. Houston District.—On Oct. 26 the stork presented Superintendent Monroe and his wife with a bouncing 8½-lb. baby boy. We all most heartily congratulate Mr. and Mrs. Monroe.

We are glad to report that Harry H. Park, who was struck by an automobile on Sept. 24, is recovering from the injury.

On Oct. 13, G. C. Foust, Stock Clerk, and Mrs. Eva Davis, of El Dorado, Ark., were united in matrimony. We extend to Mr. and Mrs. Foust our congratulations.

Appointments and changes:

W. J. Aubertin, Stock Clerk *vice* Henry Russ resigned.

W. A. Feathers, stenographer in Dist. Off.

E. H. Schroeder, from warehouseman Houston Station to special clerk at Houston Station.

W. H. Miller, Agent at Beeville, Tex. Station *vice* H. J. Stovell enlisted in U. S. A.

T. P. Cook, Agent at Pleasanton, Texas, *vice* B. F. Spradlin.

Salesman P. H. Burger favors us with this letter from former Salesman L. T. Bass:

Nogales, Ariz., Oct. 7th, 1917.

Dear Mr. Burger:

I have been wanting to write all of the Texaco bunch for some time but have just now found time to do so. However, I am reminded of "Texaco" on all sides.

Have had many varied experiences since leaving Houston. Spent three of the hardest months of my life at Camp Funston. Was commissioned as a Reserve Officer before leaving; took an exam for the regular army; passed and am now doing border duty way out here in wild and desolate Ariz. But

I like the life and am patiently waiting my time to go "over there" and do my bit.

How is the Mrs. and the little one? Extend to them my kindest and best regards. I will always remember the pleasantness and many courtesies that you all extended me.

I would like to ask you a favor: Will you send me all of the issues of the *Texaco Star* beginning with last May up to present date? If you will, I will certainly appreciate it and will promise to send you some photos of Texaco doing duty on the border.

How are the Houston Filling Stations? Who is leading in gallonage? What's what and why? I am anxious to know all these things. Just because I am a soldier is no reason I am forgetting Texaco. Must close now and inspect quarters.

Sincerely,

Louis T. Bass,
Lieut. Co. C, 35th Inf.



This little girl is eleven years old and her name is Nannie Stafford Bennett, daughter of Agent C. S. Bennett at Angleton, Texas. When she was 10 years old, in a geography class at school, studying the "Mineral Resources of the World," the question was asked, "Which is the largest Oil company in the world?" and little Miss Nannie answered, "The Texas Company." The teacher asked Nannie whether

she had studied her lesson, and she said she had. The teacher then said: "But the textbook says the Standard Oil Company is the largest Oil company in the world." Nannie replied: "I know it does, but Daddy works for The Texas Company and I know it is the largest Oil company in the world." The teacher told Nannie she would give her 100 on her lesson on account of her loyalty, although she had not answered the question according to the textbook.

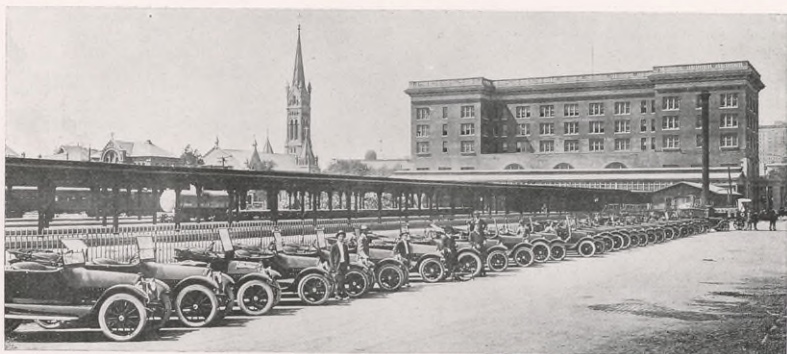
Agent A. H. Armstrong of Wharton, Tex. Station sends this clipping from his local paper:

The *Spectator* man and his family spent the afternoon of Sunday, Oct. 28, on the Bernard river, where they were met by H. M. Shannon and family of Richmond. While enjoying the outing under the trees, a horse trader with a bunch of horses came along and two of the animals got mired in the river. Efforts to pull them out at the horn of the saddle failed, and ropes were made fast to the bogged animals and the Hup hitched to the other end. A little Texas Company gas was given the engine and out the horses came, one after another. The horse trader said he had seen a number of cars pulled out of the mud with horses, but it was the first time in his experience that he had seen horses pulled out of the mud with a car.

Dallas District.—Agent E. V. Lesley, Jr. at Wichita Falls wrote on Oct. 19 to Superintendent W. H. Noble:

I was very agreeably surprised at the results obtained in a gasoline mileage test which we "pulled

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Part of a shipment of 88 Buick Automobiles—26 car loads—arriving in Houston October 10-12. Our tank wagon may be seen at the far end of the row, and we filled all of these cars with Texaco Gasoline. The Buick Sales Agency in Houston uses both our Gasoline and Lubricating Oil.

off" using a seven-passenger Chalmers belonging to Mr. V. S. Frazier, engineer for W. F. & N. W. Ry. Mr. Frazier was a booster for a competitive product and asserted that there wasn't another gasoline its equal. We had a 1-gallon tank made and connected it with the car, filled it with the competitive gasoline, and started for the country. The roads were not in prime condition, but we kept the speedometer at 18 miles per hour up hill and down without touching any gears. When the last drop of the competitive gasoline flashed away we were 16.7 miles from the starting point, and only 1 gallon of Texaco gasoline to return on.

Believe me, I thought we would be compelled to walk part of the way back, but I put on a bold front and we started. Old Texaco made her last kick 18.2 miles from the starting point, and secured a good booster and customer in the deal. Mr. Frazier said he was a booster for the best gasoline and that would be Texaco in the future.

Mr. Frazier will make affidavit that the test was fair in every respect and that the mileages on the gasolines of three different companies over the same road and under same conditions were:

Competitive Gasoline No. 1, 16.7 miles per gallon.

Competitive Gasoline No. 2, 15.8 miles per gallon.

Texaco Gasoline, 18.2 miles per gallon.

El Paso District.—Agent J. L. Gerrity, Santa Fe, N. M., reports that the team of horses pulling the tank wagon at his Station insist upon stopping at every red sign they see. He expects soon to send the team out alone to sell Texaco products.

T. W. Driver R. Gestian of Tucson is establishing a record with the future orders he is obtaining.

A new construction foreman has arrived at the residence of Construction Foreman E. L. Hazelton. Congratulations are extended, and we trust the boy will follow in his Dad's footsteps.

Agent J. H. Shapard of Douglas, Arizona, and Clerk Ben F. Hazelton of El Paso F. S. No. 1 have been drafted into the army. With "Shap," "Ben," "Gus," "Pat," "Ed," and several other Texaco boys in the army, there can be no question as to the outcome of this war.

A letter from former Salesman Gus M. Shanks, now with the 101st Aero Squadron, says that his squadron expects to embark shortly for France. It also contains the good news that Gus is now a 1st Class Sergeant and expects to obtain a commission. "We told you so."

Denver District.—Agent A. J. Trimp, who opened Helena, Mont. Station several months ago, has succeeded not only in securing a big percentage of the business, but in collecting all accounts current Sept. 30. He proves that if you will educate your trade the accounts will collect themselves.

Agent J. O. Law, at Pueblo, recently renewed one of the largest lubricating contracts in his territory, 200 bbls.

Engineer-Salesman J. D. Barton secured initial carload orders in October from new territory on his first visit.

Texaco Crater Compound is winning its way with the lumber mills of the Northwest in hitherto unexplored territory.

The stork recently visited the home of Gen'l Ck. G. R. Haun with a 7-lb. boy.

F. J. Green, formerly driver at Cheyenne, who enlisted at the first call for volunteers, is now somewhere in France.

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Red Lodge, Montana Station, recently completed



Agent H. T. Scale of Rocky Ford, Colo. Station, premier collector of Denver District, has not an account that reached the "B" class and only very few that reached XX and XXX classes. He holds the record of having collected all outstanding accounts for four consecutive months this year.

C. E. Nash, formerly Chief Clerk in New York Office of Lubricating Division, has regained his health and is now employed as stenographer in the Lub. Dep't of our District Office.

Marvin Gunn, transferred from Dist. Off. to Denver F. S. No. 1.

C. A. McKay, Ass't Warehouseman at Butte.

R. T. Anglin, T. W. Driver at Pueblo *vice* Raymond Stallings resigned.

H. O. Strickland has resigned his position in Montana and gone to California, it being necessary for him to seek a lower altitude.

New Orleans District.—On October 20 a fleet of seven hydroplanes flew from Pensacola to New Orleans, and circling over the city dropped bombs of advertising matter for the purpose of promoting the sale of Liberty Bonds. The trip from Pensacola to New Orleans, including the circling over Gulfport and New Orleans, covered a distance of 165 miles made in 2 hours 45 minutes; the circling consumed about an hour and the planes averaged about 75 miles an hour. They took their departure at West End. The machines were piloted at an altitude of 5,600 feet; they have 200 h. p. Curtis R-6 type, 1,600 r. p. m. motors. Sup't Cabaniss advises that the life of these motors is about 50 hours. They all use Texaco Gasoline and Ursa Oil.

Employees of the District Office are organizing a gymnasium which is being promoted by Billy Sterling, Bob Elzey, and Tackey Barcello. Members enjoy every evening indoor ball, boxing, other exercise.

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Left to right: Boatswain T. H. Murphy, Captain D. L. S. Brewster, Lieutenant R. D. Kirkpatrick, Lieutenant P. J. Peyton, Sup't U. S. School of Aeronautics R. W. Cabaniss, Pilot D. W. C. Ramsey, Agent M. A. Dyer of New Orleans Station



Pilot Ramsey in plane 183 ready to start as soon as the machine gets off the ways into the water



Hydroplane 183 leaving the water on its homeward flight. A speed of 42 miles an hour is necessary before it can leave the water

Salesman J. F. McConnell got busy with his Marine trade the other day and copped an order for 5 bbls. Zenith Valve, 9 bbls. Neptune Engine, 4 bbls. Gas Engine, 2 bbls. Draco, 1 case Home Lub. Such orders for one day are not infrequent for him.

J. D. Heaphy, recently installed Agent at Arabi Station, is making a good showing.

A telegram dated Oct. 15 announced to us the death of Mr. S. Barrow, recently transferred from Agent at Monroe, La. to Agent at Amarillo, Texas. Mrs. Barrow has the sympathy of New Orleans District.

W. T. Burns, formerly Clerk at Baton Rouge, is now Agent at Monroe, La.

Cashier B. L. Hansen has recovered from a recent operation sufficiently to be back on his job.

W. B. Nelson appeared Monday morning done up in bandages, which he claims is the result of a motorcycle ride, and we hope his explanation is correct; but we are all cognizant of the fact that he was recently married.

SALES DEPT. New York District—Agent T. J. McDermitt of Perth N. TERRITORY Amboy has adopted the novel scheme of sending his drivers out one-half day each week to do nothing but secure new accounts on refined products.

New accounts and contracts secured by the lub. oil salesmen in Newark territory have been gratifying.

A theatre party and beefsteak dinner was held by the entire force of employes in Newark territory on Sept. 15. It was "some time."

Entered into Bliss: Our esteemed friend and co-laborer Frank M. Hunter, Order Clerk at Long Island City Station, has signed a life-long contract with Miss Margaret Carrige, to have and to hold. His friends all wish him health and prosperity and a long and joyous life for both.

A. Vandever III has arrived at the home of Mr. A. Vandever, Jr. of Wilmington, Del.

Appointments and changes:
Sidney J. Grant, Salesman Herkimer territory vice W. S. Chamberlain transferred to Albany.

Salesman H. W. Nichel, resigned to enter army.
Robert Lahy, Jr., Agent at Patchogue, L. I., vice E. M. Rogers transferred to Lub. Salesman Long Island territory.

Charles H. Kennerly, lub. engineer, resigned.
M. B. Thayer, salesman, resigned.
J. E. Hamilton, salesman, is no longer with The Texas Company.

Lyman Eldridge, from Agent at Schenectady, N. Y., to Agent at Youngstown, Ohio.
W. D. Griffin, from Clerk to Agent at Schenectady, N. Y.

G. A. Jackson, from chauffeur to Acting Agent at Riverhead, L. I.

W. S. Sutton is now Company Clerk at Camp Upton, J. B. McJimsey is in military service at Yaphank, and L. N. Beekman is a yeoman in the Naval Reserve—all formerly of our Dist. Off. Accounting Dep't.

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DeBevoise Place Filling Station, Brooklyn, N. Y., with its three Sentries and fine approach, is pushing to the front.



Fair Exhibit at Danbury, Conn.



Agent H. H. Hudson, DeBevoise Filling Station

Boston District.—Former Representative A. D. Murray of Hyannis, Mass., who entered the naval service some months ago, has been sent to Annapolis Naval Academy with rank of Ensign for further instruction.

Former Representative A. E. Whitehill, of Portland, Me., now Captain in 1st Maine Heavy Artillery, recently made a pleasant call at the District Office. When Captain Whitehill left to take up his military duties we mentioned that his height was considerably over 6 feet, but we did not say that the biggest part of this man is devoted to legs. This fact becomes important, however, when the friends of Representative W. C. Rodger of Providence, R. I., understand that Captain Whitehill's car is now in Mr. Rodger's hands. "Hands" is right. Whitehill had the seat set back 6 or 8 inches to accommodate his lengthy underpinning, and as Rodger lacks about 18 inches of Whitehill's length it will be

readily seen that the car is strictly in Rodger's "hands"; we venture to say that Mr. Rodger is the only man in America today who drives a Buick car without putting his feet on the pedals.

A near fatal accident, reported from the annual picnic in September, has just come to light. Salesman Phil Rockwood of Hartford relieved Traveling Auditor C. D. Miller of 50 cents, as a result of the Sales Dep't winning the ball game from the Accountants. Mr. Miller paid, but for a time his recovery was doubtful.

The marriage of Cashier D. H. Curtis and Miss Clara Frances Ward of Somerville, Mass., is announced. Congratulations and best wishes.



Driver Stone and prize winning team at Berkshire Fair, Pittsfield, Mass.

At the Central Berkshire Fair held in Pittsfield, Mass., Sept. 20-21, our horses Nos. 858 and 831 took first prize, consisting of a blue ribbon and \$10 cash, in a pulling contest, and third prize, consisting of a white ribbon and \$1 cash, for draft teams 3,200 lbs. and over. The first and second

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Texaco A. A. Baseball Team, Philadelphia District
 Standing, left to right: Tallant (Manager), Hickey, McSorley, Rodgers, Young, Hayes, Daley, Rennie
 Sitting, left to right: McNamara, Foster, Coll (Captain), Randolph, Schraff

prizes in this latter event were given to raisers of fancy horses.

Driver Stone of our Pittsfield, Mass. Refined Station takes great pride in this pair and has brought Horse 831 up from a condition where we seriously considered getting rid of him to a prize winner. It has been a common thing for passers-by to stop and admire this fine turnout on the street. The prize money was turned over to Driver Stone as a reward for his faithful work, and both Agent Whitman and the driver are to be congratulated on their success.

Appointments and transfers:

W. O. Kroenke, from Lub. Engineer to Supervisor of Structures *vice* A. J. Carniaux resigned.

J. E. O'Connor, from Representative to Agent at Hartford, Conn., *vice* M. McKenzie transferred to Agent at Fairhaven East, Conn., *vice* W. C. Brinsmade resigned.

C. S. Carpenter, Agent at Portsmouth, N. H., *vice* W. P. Eldredge resigned.

A. L. Thompson, Salesman New Haven territory *vice* H. Fletcher resigned.

T. F. Cawley, Acting Agent at Hyde Park, Mass. *vice* Geo. H. Davis resigned.

Geo. F. Welch, Agent at Meriden, Conn. F. S. *vice* R. W. Houlihan transferred.

Philadelphia District.—For the third consecutive year Philadelphia District exhibited at the leading County Fairs within its boundaries. Our usual scheme of deco-

ration was followed as closely as location would permit, and it is safe to say that the red and green have become closely allied in the public's mind with the products marked under the Red Star and Green T. A large percentage of the visitors carried home with them a sample of Texwax and its literature. Speaking of Texwax, it cannot be violating confidence to divulge a little secret among the readers of *Texaco Star*. At West Chester a booth attendant while unpacking samples of Texwax spied a box bearing the request "Look Inside." Fairwork makes everyone more or less curious, and he looked. Wrapped around the sample was a note asking the recipient to write to a certain young man in the South, with the assurance "I am single." (To date no answer has been received.)

The Texaco Baseball Team came out in second place in the Petroleum League comprising all the large oil companies in Philadelphia. Next year we look for the cup.

Texaco outshone all other oil companies in the field day meet of the Petroleum A. A., copping as usual most of the firsts and seconds.

Philadelphia District had to come to the assistance of the Delaware River Terminal team when they played their deciding game for the championship of Delaware County, it being necessary to lend them two of our .350 hitters, F. J. Doran and Carswell Rennie who brought victory with the winning run.

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Cupid is picking Sup't McCarthy's stenographers to practice his shots on. Oct. 6 Miss Caroline Vogt ended her single days, making the second of his stenographers to embark on the sea of matrimony within the last six months.

Cigars were recently handed out in the District Office, accompanied with broad smiles, by R. A. Aubry (proud father of a boy), I. B. Connor, and B. H. Halvey (who is the proud father of twins but at a loss for names to give them).

Increased business in the oil-selling world caused William Jones of Carey avenue to send out an S. O. S. call for relief. An understudy arrived Sunday evening after a safe journey *via* the Stork Route Limited. So pleased is the local agent that he has agreed to do twice as much work in the future and not introduce the new salesman to the trade for at least twenty-one years. The proud father is going to name his new assistant William T. Jones. The "T" will not stand for Thomas Aquinas, but for "Texaco," a popular brand of lubricants which promises to grease an easy slide for him through life. The young mother was formerly Miss Helen Gaughan of Ashley.

—*Wilkes-Barre Times Leader*, Oct. 2, 1917.

New appointments and transfers:

C. E. Batchelder, Credit Man, tr. from Chicago.
P. M. Whital, Inspector of Equipment.
Clarence (Trout) Fish, Machine Operator.
L. G. Bellerjeau, P. B. Mitchel, Clerks.
L. B. Berdsin, W. J. Clark, Stenographers.
L. L. Scott, P. B. Bowman, N. W. McGrew, Salesmen.

Jimmie McDonald, from office boy to Stock Clerk *vice* L. Coll transferred to Coupon Clerk.

H. J. Penders, from Atlantic City to 2625 S. Broad St.



Wm. J. Little, Jr., at age 7 months, weight 20 lbs.
His father is in the Philadelphia District office

Norfolk District.—D. B. Tobey, William Thompson, W. B. Cope, and F. L. Shively left Norfolk in an automobile Monday morning, Oct. 22, on an extended trip, stopping at all Company stations on the way. At Greensboro, N. C. they will be joined by F. D. Gatchell, and the trip will take them as far as Asheville, N. C.

During the three successive weeks beginning Oct. 1 we conducted exhibits for the Shenandoah Valley Fair at Staunton, Va., the Great Virginia State Fair at Richmond, and the North Carolina State Fair at Raleigh. The exhibits were attended by W. J. Barton of the District Office, helped by salesmen in the respective territories. The booths were very attractive, and that at Raleigh was generally regarded as the most attractive one on the grounds. We had many new talks with Texaco customers and inquiries from prospective customers.

Barges *Anna* and *Reid*, serving the boat trade in Norfolk Harbor, look good in new coats of paint.

T. E. Davis, who has been in the hospital for the last month, expects soon to be back on his job in the District Office.

Mr. and Mrs. James Twiford announce the marriage of their daughter Doris and Mr. Clarence Joseph Measell on October 13, 1917, at Norfolk, Va. Mr. Measell has been in the District Office for five years and all join in wishing the couple a long and happy married life.

Mr. and Mrs. Frederick Allen Danforth announce the marriage of their daughter, Grace Wilson, and Mr. Boyd Pierce Beall on October 27, 1917, at Richmond, Va. Mr. Beall is a salesman in Norfolk District. In order to avoid merely repeating the same wish for Boyd as for Measell, we hope that all of his troubles will be "little ones."

Norfolk papers recently announced the approaching marriage of Miss M. V. Fulghan and Mr. Frank T. Beazley,—stenographer and Cashier in the District Office.

Appointments and resignations:

Clerks in Dist. Off.: J. W. Perkins, B. C. Wilkerson, C. J. Traywick, F. A. Osborne, A. E. Capps, L. Fisher, H. H. Puryear, E. B. Darden, P. P. Lattimer, J. C. Elliott.

E. N. Folk, Stenographer in Dist. Off.

Rieves S. Brown, Agent at our new Martinsville, Va. Station.

L. L. Breeden, Salesman.

Resigned from Dist. Off.: J. W. Cauffman, moved to Philadelphia; Ira Ousler, farming in Norfolk County; A. James, with Seaboard Airline Ry.; C.

TEXACO STAR



Former Gen'l Ass't E. H. Oakley of Norfolk District, who is now in the Reserve Officers Training Camp at Fort Meyer, Va., sends this picture of "My Squad"—Mr. Oakley is the second from the left in the lower row

A. Spencer, with street railway company in Roanoke; C. G. Agers; W. H. Jones; F. H. Coughtry, in Supply Dep't at Norfolk Navy Yard; James A. Gardner, Co. C, 321st Inf., Camp Jackson, Columbia, S. C.; R. L. Skeeter, Co. E, 318th Inf., Camp Lee, Va.

Camp Fort Bliss, Tex., Sept. 30, 1917.

Mr. William Thompson, Supt.,
The Texas Company, Attention W. J. B.
Norfolk, Va.

Dear Sir: As per your request of 19th inst., I respectfully submit my present address and will hereafter keep you posted, monthly, as to my correct address.

Corporal Leonidas B. Dodson,
Company L, 64th Infantry,
Camp Fort Bliss, Texas.

Acknowledging receipt of the August and September numbers of the *Texaco Star*, I wish to express my gratitude to you for the kind remembrance and consideration shown or your part. News and reminders from one's native community are the stimulants which enable the boys to stand up under the intense grueling work that it is necessary for us to undergo.

What better could a former employe of The Texas Company have to refresh his mind than a copy of the *Texaco Star*.

A reminder of—

Days at home;

Work in which he was interested and found it a pleasure to perform;

His fellow employes, whose association is a fond remembrance;

His employers who were interested in him and

from all evidence still retain that same interest;

And last, but not least, prospects of a bright future when the duration of this conflict has terminated.

This State is practically floating in oil and is the home for innumerable oil corporations,—but, without doubt, the Red Star and the Green T prevail in all districts. Our tank cars, tank trucks, tank wagons, salesmen's autos, filling stations, sign boards, placards, and the *real goods* are here in full force, and that they more than outnumber those of our competitors is a well known fact. El Paso District deserves much credit for their fine work.

Trusting to be with you in the near future, I remain,
L. Berry Dodson, Jr.

Chicago District.—The services of O. J. May and B. B. Lipsner have been requisitioned by the War Department,—Captain May to see service in France and Captain Lipsner to be stationed at home. Engineer Howard Cooper will be in charge of the Engineering department during Captain May's absence.

An 11-lb. baby girl arrived at the home of Mr. and Mrs. J. M. Kilgallon on Oct. 18. Joe is the oldest employe in Chicago, having served the Company efficiently in various capacities. We extend congratulations.

Appointments and transfers:

J. J. Schugmann, from Salesman, Chicago, to Agent, Indianapolis.

TEXACO STAR

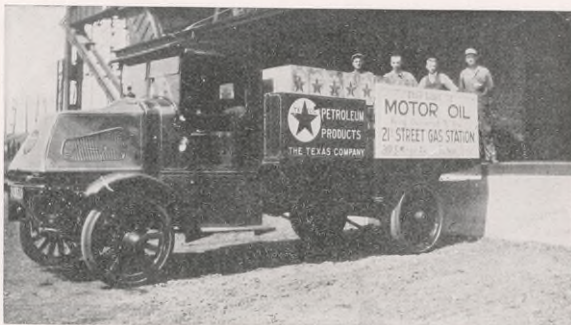
R. S. Reuter, Creditman.

Fred Isert, Elmer Warren, P. J. Hall, Salesmen, Indianapolis.

M. O. Bates, Salesman, Chicago.

A. J. Price, G. W. Hayes, Salesmen, Detroit.

Twenty-First Street Gas Station, Chicago—This customer takes full truck loads of Texaco Motor Oil



EXPORT DEPT.

Herbert M. Taylor has joined the Shipping Division; Russell J. Cooper and Joseph H. Gomez, the Accounting Division.

Henry Hasse has been selected for the National Army.

PURCHASING DEPT.

A. M. Warner, formerly with the Pipe Line Department and Captain of company B, San Jacinto Volunteers, who led his boys to triumph at the Texaco Picnic, winning the beautiful Holland Cup, recently returned to Houston from the Officers Training Camp at Leon Springs after making progress which led his associates and officers to believe that he would have copped a captaincy in the regular army. But after six weeks of strenuous training he reluctantly resigned on the advice of army physicians. His illness was not of a serious nature, yet it was such that he could not recuperate in time to graduate with those of this camp. While he keenly feels the disappointment of not being able to go "over the top" with the boys across the "Pond," his business associates and the boys of the San Jacinto Volunteers are glad to see his smiling face among them. The Captain is now all "At-Ten-Shun" in this Department.

F. S. Henshaw (Henke), whom we mentioned last month as having joined the 5th Texas, now located as Camp Bowie, was in Houston Oct. 7-8 presumably on a visit to his parents. Frank wore the "smile that won't come off" and it finally developed that his visit was the culmination of a romance, as he and Miss Ernestine Mourtimer married on the 8th. We extend to

Mr. and Mrs. Henshaw heartiest congratulations and best wishes.

C. G. Byars, familiarly known as "Connie" and until recently with the Sales Department, is now in the clerical force of our Southern Division. Connie no doubt likes to see us spend the money, and he became so enthusiastic the past month that he contributed several of his surplus dollars to the up-keep of Houston by being fined for speeding his "Plivver."

S. H. Bernard, formerly in Comptroller's Department, has succeeded C. C. Foster, stenographer, resigned to take a position with E. L. Wilson Hardware Co., Beaumont, Tex. We wish Mr. Foster all success.

B. D. Haltom, recently of the Producers Oil Company, is now one of our stenographers in Houston. It is a good thing for him that there is no law against speeding on the typewriter and that Texaco typewriter oil is so efficient.

PIPE LINES

Sup't H. Fowle, accompanied by Mrs. Fowle, spent a delightful two weeks vacation at some of the Eastern cities visiting their son who is in the Navy.

R. K. McFarland has resigned his position in the Tank Gauging Division. Mr. McFarland has been with the Company for a number of years, first entering the service at Jennings, La., and serving as gauger in several oil fields.

L. N. Hobbs, stenographer in Houston Office, has entered the service of the U. S. Government at Washington.

* For the week ending Oct. 27 baby boys were born to H. L. Glauser, S. H. Bolin, and J. J. Gannon, all in the Houston Office.

TEXACO STAR



This display was prepared by Messrs. Wise & Co., Ltd., our enterprising agents in the Philippine Islands. It was shown during the Manila Carnival, held some time ago, and conveys a good idea of the variety of Texaco products we market in America's Far Eastern Possession.



A Texaco delivery truck with our trademark effectively displayed for the Carnival in Manila. This truck appeared in the Carnival parade and to be in keeping with the spirit of the occasion the driver wore a fantastic costume.

SUGGESTIVE INDEX OF CURRENT ARTICLES

THE MAIN INTEREST IS INDICATED BY CLASSIFICATION OR BRIEF COMMENT

Journals cited are gladly loaned, if in our library, to persons connected with the Company. The journal or journals called for will be sent by return mail, unless in the hands of some one who has made a previous request—and in the latter case, as promptly as possible. Please give full and exact mailing address.

- MANAGEMENT Elimination of Unproductive Time, by Holden A. Evans—*Industrial Management*, Oct. 1917.
How a Japanese Manufacturing Company Provides for Operatives' Welfare—*The Americas* (Nat'l City Bank of New York), Oct. 1917.
"The way in which one of the leading Japanese manufacturing concerns has organized efficiency in its big labor forces."
The Control of Quality, by G. S. Radford—*Industrial Management*, Oct. 1917.
Relation of the Appraisal to Industrial Management, by Charles W. McKay—*Industrial Management*, Oct. 1917.
Poor Cost-Finding Brings Price-Cutting—*National Petroleum News*, Oct. 1917.
- COMPROLLER The True Philosophy of Costs, by Richard H. Lee—*Manufacturers' News*, Oct. 4, 1917.
Power Plant Accounting, by W. A. Taller—*National Engineer*, July 1917.
- SAFETY AND SANITATION Systematic Medical Care Reduces Sick Leave Costs, by Daniel J. Hauer. *The Contractor*, Sept. 14, 1917.
- REFINING The Trumble Refining Process, by N. W. Thompson—*Journal Am. Soc. of Mechanical Engineers*, Oct. 1917.
"A new departure in the methods of oil distilling, effecting a marked saving in the percentage of oil required as fuel."
- SALES What It Should Cost Us to Sell, by Edward Corrigan—*System*, Oct. 1917.
What Every Customer Wants to Know, by George Ed. Smith—*System*, Oct. 1917.
- EXPORT The Use of Catalogues in Getting Foreign Business—*The Americas* (Nat'l City Bank of New York), Sept. 1917.
The Business Situation in Brazil—*The Americas* (Nat'l City Bank of New York), Sept. 1917.
- GENERAL Oil in the War, by A. C. Bedford—*Oildom*, Oct. 1917.
Complete address by the President of the Standard Oil Company at the War Convention of American Business, at Atlantic City, Sept. 19, 1917.

Don't forget it when you
do your Christmas Shopping

THIS IS
THE 1917



Red Cross
Christmas
Seal

You Must Buy Three Times as Many This Year

Over 25,000 new cases of Tuberculosis have already been found in the first million men examined for the National Army.

Thousands more will be invalidated back home, unable to endure the hardships of army life.

War always increases Tuberculosis.

Red Cross Christmas Seals fight Tuberculosis in your own community and protect you and your boys from this disease. They cost one cent each.

The seals go on your holiday mail and packages, both private and business. They give the Christmas touch of helpfulness toward others.

Buy a lot today, enough for your own needs and to resell some to your friends who might otherwise neglect to purchase them.

You must buy three times as many this year to help the Anti-Tuberculosis fighters to care for the increase in Tuberculosis brought on by the war.

Buy Red Cross Christmas Seals

HEADQUARTERS

ON either side, in this great conflict, the great strategists sit at Headquarters, far removed from the din and confusion of the front line, directing the action.

Numberless scouts and messengers on wheel, on wing and by wire bring them the details of every move. Headquarters has its fingers on the pulse of all action. Headquarters has a perfect and accurate picture and plan of the entire scope of combat, more perfect, more complete than that in the minds of those immediately engaged on any small sector.

It is the mass of carefully compiled information, checked by experts, that gives Headquarters the large and definite view of all things.

And so it is at our Headquarters in our fight on Friction and Power Loss.

Our scouts are our technically trained Salesmen and our Lubrication Engineers scattered over the face of the land, watching, checking, and noting results in plants of all kinds, on units of all descriptions.

They send in daily reports. These are checked, tabulated, and classified. They continually add to the sum total of the experience in matter pertaining to

lubrication, available at Headquarters. Thus, if you have such and such a machine and the difficulty is thus and so—tell Headquarters.

Without guess work, without doubt, we will solve your problem. We have met and overcome your condition before, and in the next mail we can tell you how to remove the cause. We recognize the cause and give the remedy in the shape of the right Texaco Lubricant for the purpose.

For there is a right Texaco Lubricant for every purpose.

It may be for engine, turbine, dynamo, motor, or machine of any kind. There is a carefully prepared Texaco Lubricant made to meet the individual requirements of speed, pressure, heat, or surrounding conditions.

And we shall be glad to tell you which Texaco Lubricant to use and why.

The thousands of plants who are using Texaco Lubricants and who have achieved a high degree of efficiency, are at once a recommendation of our careful analysis and a reason why you should consult TEXACO Lubricating Headquarters when you have any difficulty of any kind.



THE TEXAS COMPANY
HOUSTON CHICAGO NEW YORK
Offices in Principal Cities



There is a Texaco Lubricant for Every Purpose.

Texaco Lubricating Service Goes Into Every Branch of Mechanical Activity.