

THE TEXACO STAR



EXPORT DEPARTMENT NUMBER
PART TWO

VOL.1

MARCH

1914

NO.5

Export Department Staff

New York Offices

J. R. Miglietta, Manager

W. B. Knight, Asst. Manager W. C. Wallace, Acting Asst. Mgr.

General

O. Guelcher, Accounting J. B. Nielsen, Codes

Divisions

SALES

Asiatic Territory:

Australasian Territory:

Newfoundland District:

}

W. B. Knight

African Territory:

W. C. Wallace

South American Territory:

C. Chasegreen

W. G. Moore, Asst.

LUBRICATING:

F. H. Schlesinger

CHARTERS, RATES AND ROUTING: M. D. Greer

STATISTICS AND RECORDS:

E. A. Pelouze

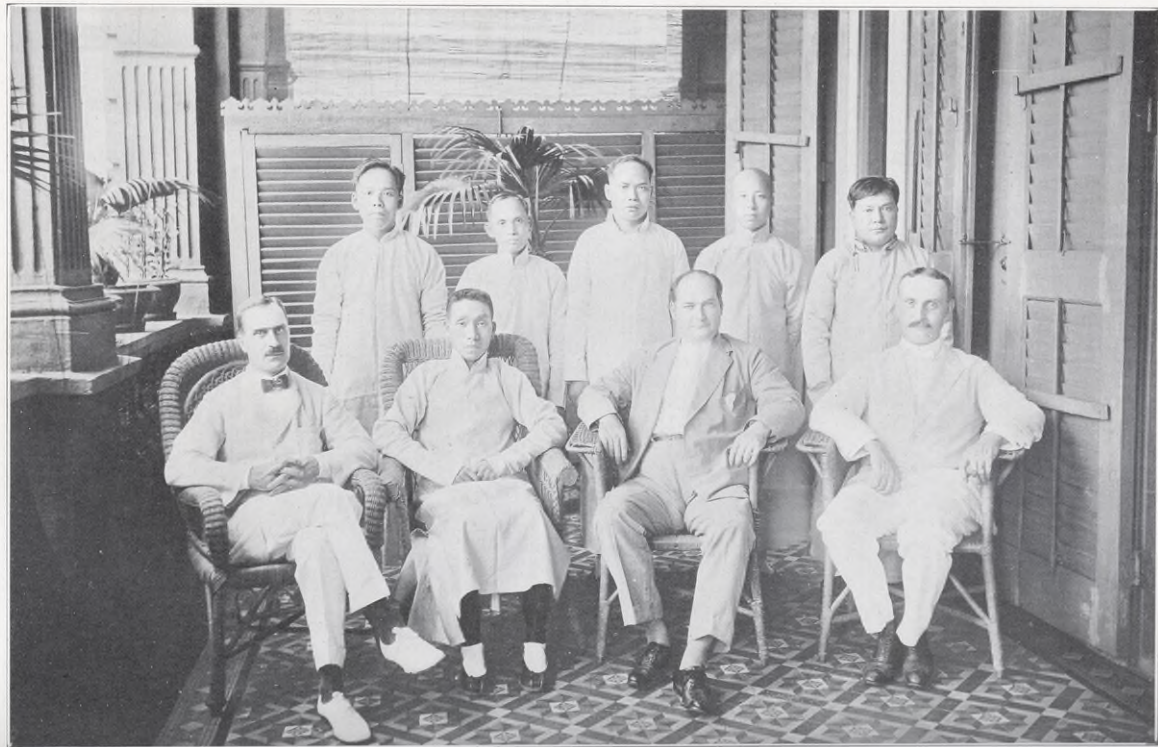
THE latest acceptable standard of results for a given expenditure of effort measures efficiency. The standard is determined by the results sought and by the best previous record.

It has been said that scientific management is an effort to stifle personality. On the contrary, scientific management, correctly applied, releases personality. Recognizing that all familiar work is done by habit, it attempts to find the least fatiguing and the most direct and effectual habits. As technique distinguishes artists, so scientific methods applied to work both dignify and distinguish the artisan.

There are men, sincere enough doubtless, who denounce scientific management in production and its extensions into new activities as an attempt to earn more bread in the sweat of other men's faces. As well denounce the reclamation of deserts by irrigation as an attempt to build up land speculators and power trusts. Fight those who would use up more man-power, not those who would apply it more wisely.

Scientific management is the great hope of industrial betterment. It is the tool by which we shall increase the common store.

—Boyd Fisher.



W. B. Knight during his recent visit to China, and The Texas Company's Agents.

TEXACO STAR

VOL. I

MARCH, 1914

No. 5

PRINTED MONTHLY FOR DISTRIBUTION TO EMPLOYEES OF
THE TEXAS COMPANY

"ALL FOR EACH—EACH FOR ALL"

Copyright, 1914, by The Texas Company

ADDRESS: TEXACO STAR, 1101 CARTER BUILDING, HOUSTON, TEXAS

THE following Executive Order has been issued throughout the Organization by President Lufkin. The order is dated at Houston, Texas, February 27, 1914:

Effective March 1, 1914, the Efficiency Committee will consist of R. C. Holmes, W. A. Thompson, Jr., and Arthur Lefevre. The latter will act as Secretary of the Committee.

This Committee will study the general subject of "Efficiency," and will endeavor to formulate plans for the development of our organization along such lines as will tend to promote the best interests of our Employees, Stockholders, and Customers.

It is highly important that this committee should have the benefit of suggestions or recommendations from all members of our organization and with this in view an opportunity will be afforded by which communications will come to the attention of the Committee for investigation and consideration.

All employees are invited to make suggestions and recommendations in writing on the following subjects:

First. Safety—Lives, Health, Property.

Second. Service to our customers.

Third. Costs of—Investment, Maintenance, Operation.

Fourth. Increased Earnings.

All communications should be in writing, addressed:

First. To the managers of the various departments, sending copies to Mr. Arthur Lefevre, Secretary Efficiency Committee, 1101 Carter Bldg., Houston, Texas; or,

Second. If so directed by Department Managers, communications may be addressed to Superintendents or others directly responsible to the Department Manager with copy to the Department Manager and to Mr. Lefevre, Secretary of the Efficiency Committee.

The hearty co-operation of all in this work is earnestly requested.

Very truly yours,

E. C. LUFKIN,
President.

Every reader, no matter what position he occupies in the Company, should take this announcement and invitation as ad-

ressed to him personally. There must be many points in every big organization where there are faults that should be corrected, or where there are possibilities for new methods or new undertakings that would be profitable. Efficiency depends upon details as much as on general arrangements. Such points are likely to be observed by any one whose mind and interest are in his work. As one lively employe of the Company has put it: "The merriest worker this side of the fourth dimension has a grouch somewhere in his system. A grouch is a self-poison, so unload your business frowns. Kick, but don't kick your work. Do not imagine that anything you may have a kick against is too big to reform, provided you are in the right. One kick in time will serve a lot of kicking afterward. If you see anything which appears wrong to you, tell about it, write a letter about it. Carry no concealed kicks, they might go off in your pocket and injure you." We want a healthy organization, so get the "kicks" out of your system. Of course, the idea of this invitation for suggestions and recommendations is not confined to kicks, but it includes kicks because suggestions looking to improvement will sometimes refer to an existing condition deemed harmful or obstructive.

* *

The *Texaco Star* is issued not alone to communicate matters of interest to employees and stockholders, but as part of an efficiency campaign in which it is sought to interest employes of every rank so that they will understand more fully the extent and importance of The Company's business, and will study it carefully and intelligently with a view to

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increasing their own efficiency and to making helpful suggestions as requested by President Lufkin.

In the foreword of last month's issue and on the first page of this issue statements concerning the meaning and aims of efficiency have been given. On one side efficiency depends upon organization and management, on the other, upon individual honesty and ability. If one has ability, to fail to apply it where it is due is to fall short in honesty. Nor is it quite enough to do one's best in the work immediately dependent upon him. If one sees any condition that is causing waste or injury it is his duty to mention the fact to those entitled to know of it, or if he sees a way of saving or of improvement he should submit his suggestion or advice to those in position to act upon it, both for his own sake and as a matter of loyalty. In every growing organization there is constant need and continual opportunity for men fit to rise—men whose intelligence, character, and energy make them capable of bearing weightier responsibilities. The difficulty of managers is to find such men.

There is only one way, in the long run, by which real wages may be increased: Increase the productivity of the individual worker and reduce waste in manufacture and marketing. Real wages are measured by the quantity of goods for which the workers exchange their labor. It has been thoughtlessly argued that the profit of increased individual efficiency would go to Capital. That could not possibly be true in such a society as ours. Capital cannot get profit from increased production unless consumption increases, and consumption can increase only as the power of the mass of the people to buy goods—that is real wages—increases. With us the workers are themselves the chief consumers, and they can consume more only through producing more. If they consume more, their real wages, in that very fact, rise. Money wages might rise while real wages were falling. The great factor in true increase of wages is efficiency in production. The entire profits of capital, if divided among all who labor, would raise money wages only by a little; and such a distribution would doubtless cause real wages to fall, because the best tools of production and skillful management would not be provided. If the average

productivity per man increases, real wages necessarily increase. A superfluous, a half-working, or a useless man in any industrial force is not only injuring his own character and profits, but he is an indirect tax on all efficient workers and should be eliminated. In genuine efficiency there is no thought of putting the dollar above the man, but the very reverse. Waste of men or manhood is deemed waste of the worst sort.

★ ★

Nearly all producing industries,—from the production of power to the production of paints,—are founded upon or greatly depend upon the science of chemistry. The value of research and scientific testing in every sphere was long comprehended in Germany more intelligently than in other countries, but today it is recognized by all great captains of industry in every country. Many lesser men and minds among us still ignore or disdain scientific teaching and methods, but the tide has changed. Even our farmers are beginning to consider the matter of *waste*, and are looking to chemistry and other sciences for instruction in new and improved processes. All of our great industrial enterprises now maintain laboratories for testing and for research. Some of them are spending annually for research sums greater than the average income of our universities. One tire manufacturer spends \$100,000 a year for his laboratory. The du Pont gunpowder company employs 250 chemists. An increasing proportion of our best research is accomplished in industrial laboratories, such as those of the General Electric Company. We have not the space to make further particular allusions. Twenty-five years ago the number of industrial concerns employing chemists was small, even among those whose business depended directly upon chemistry, and research was entirely beyond the view of the most of our manufacturers. Now all great manufacturers find the chemist indispensable, and many of them appreciate the value and the need of independent research in their own laboratories. Great developments for American industry will undoubtedly flow from this revolution of attitude and method. Sir William Ramsay has said: "The country which is in advance in chemistry will also be foremost in wealth and general

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prosperity." Other things being equal, his saying is true.

But there is another phase of the great influence of chemistry upon the progress and profits of industry to which we wish to direct attention. This is a new influence on the purely commercial side of business.

If the chemical basis of an industry is important, it is becoming necessary that the *salesmen* of its products should learn as much as possible about the chemical reasons and tests of excellence in such products. The salesman's old-fashioned control of his sales through personal persuasion is no longer sufficient. To it must be added a new influence through which the salesman makes his sales less and less by personal persuasion, and more and more through his intelligent and helpful knowledge about the goods he sells, and through the confidence the purchaser feels in the salesman because he shows such knowledge. Above all, the salesman's knowledge must be correct, and his statements reliable.

In the practice of the best business organizations salesmen are no longer kept in ignorance or allowed to remain in ignorance of the processes of manufacture or of the essential tests of quality. In many companies the salesmen are being systematically taught by chemists and other technical men from the laboratories of the organization. The best trade is coming to regard it as absurd, or almost impertinent, for a salesman to have no accurate knowledge of the goods he undertakes to sell.

The articles by the Manager and members of the Staff of the Refining Department which have been given in all preceding issues and in this issue, should be most helpful to the Company's salesmen. The skill and diligence of the Refining Department of The Texas Company furnishes the most powerful support to its Selling Force that could be desired for a permanent enterprise, provided skillful organization secures the proper co-operation. More and more as each year passes, *quality* is the winning argument. But surely, if superior quality can be proved, the Selling Force ought not to leave its discovery to the chance experience and untrained observation of consumers. Every salesman should get knowledge of and confidence in the true excel-

lence of Texaco products. He should learn the proofs of their excellence.

Every department of the entire Organization depends upon every other part. Intelligent sympathy—that is, both sympathy and knowledge—is necessary for proper co-operation. The salesmen must depend upon the men in the refineries to give the best products to customers, and the refining and every other department must depend upon the salesmen to get the business that keeps the whole enterprise going. This vital co-operation of all parts requires some definite knowledge and appreciation of all on the part of each—differing in kind and degree for different functions but needed in some degree by every individual worker. The industrial chemists themselves could not be serviceable if they isolated themselves in the technical side of their work; they, for instance, must learn and keep up with the needs, sometimes even with the whims, of the trade.

★ ★

The time is approaching when Chinese friendship will be regarded as one of the most valuable assets that any commercial nation could seek. Our country is very fortunate in certain great advantages in the world competition for Chinese trade that has already begun. In the Suggestive Index of Articles in Current Periodicals of our last issue, we recommended Lewis R. Freeman's article, "American Trade With China: Its Possibilities and Limitations," in the January issue of *The Engineering Magazine*. We here condense the concluding pages of that article, in the hope that interested readers may be thus stimulated to read it in full:

We had spent an hour threading the mazes of the Yangtse Engineering Works, marvelling at the progress that had been made in the two years since the plant was established. We had seen boilers and barges and marine engines and railroad cars being built from Chinese steel, by Chinese workmen, under Chinese supervision, and according to Chinese designs. We had seen what had been done, and listened to enthusiastic outlines by young Chinese engineers of what was going to be done, and had been led away to a pavilion for tiffin. After the usual toasts of amity had been drunk, Mr. Wong Kwong, the manager of the works, British educated and British trained and with a good two inches of British degrees trailing his name upon his card, arose and said:

"Gentlemen, I am flattered at your interest in our works, but I have noticed your surprise and disappointment that, with one or two unimportant exceptions, all of the machinery we are using is

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of British or German manufacture. There are a number of reasons for this, not the least of which is the fact that American manufacturers have made no effort to sell to us. A bolt-and-nut machine which I sent to America for a few days ago had to be ordered through a British firm. We realize as well as you do the superiority of your manufactures of this class, and while British and German machinery is all right for our 'schooling' period, now that we are ready to get to work in earnest we feel that we must have American equipment, even if we have to buy it through Europe. But, Gentlemen, I trust you will endeavor to impress upon your manufacturers the advantage not only to us, but to themselves, of meeting us to the extent of establishing American agencies here. At any rate, it may interest you to know that the directors of our company have determined, contingent only on its being obtained at anything like fair prices, to equip these works with American machinery throughout just as quickly as it is practicable."

But for one circumstance these rather remarkable words, which I have set down practically verbatim, might have passed as the usual after dinner effusion of a member of the polite race in the world, and this was the fact that before the Commission left China, the Yangtze Engineering Works began carrying out the plan Mr. Kwong had outlined of installing American machinery, and have continued to do so as opportunity offered ever since.

In any systematic campaign for Chinese trade, the United States will enjoy the advantage of standing higher in the regard of its prospective customers than any of its rivals. From the time of John Hay's masterly and statesmanlike enunciation of America's espousal of the Open-Door policy, China has realized that this was the one country that had no designs upon her territory, and the feeling of friendship thus engendered was greatly strengthened by the return by the United States of its share of the Boxer Indemnity money, and, more recently, by the fact that this country was the first to recognize the new Chinese Republic.

Few Americans appear to appreciate what a masterly move the return of the Boxer indemnity proved to be. A word regarding it, therefore, may be enlightening. What is commonly spoken of as the "return" of the Boxer indemnity was really a diversion of the income of America's part of that enforced payment to a fund for educating Chinese students in our colleges and universities. Tang-Shao-Yi, Yuan-Shi-Kai's right-hand man and one of the strongest men in China, is a Columbia graduate; Dr. Jeme Tien-Yu, the builder of the Pekin-Kalgan Railway and China's leading engineer, took his degree at Yale; and Alfred Sze, one of the most brilliant of the young republicans, studied at Cornell. The following extract from a British editorial on the subject gives a fair example of the way America's action is regarded by all foreign nations interested in the East:

"In 1886 the Washington Government refunded a sum of \$453,000 to China on the ground that it exceeded the amount rightfully claimed as damages by the United States and overpaid by the Chinese Foreign Office. The impression created among the Chinese by this act of magnanimity or honesty was repeated and intensified five years ago when Congress waived its claim to \$1,100,000, the amount then still due to the United States Government

as a part of the damages China had stipulated to pay after the expedition against the Boxers. That measure, proposed by Senator Lodge, was perhaps the cleverest political move ever made by American diplomacy. It touched the Celestial heart in its tenderest spot. The interest on that capital has since been applied exclusively to a work which in the long run will repay the people of the United States a hundredfold. It defrays the expenses of a number of carefully selected young Chinamen who are sent to the States to American colleges, universities and technical schools, there to finish their educations. Every year one hundred Chinese youths take their places in American educational establishments, where they will remain not less than four years. At the end of the first four years there will be four hundred Chinamen from this source alone absorbing American ideas, conversant with American modes of thought and methods of action, and linked to America and Americans by bonds at once pleasant and durable. Thus the United States, which for many years has occupied a niche of its own in the estimation of the Chinese, will be attaining year by year to a better position from which to pick the plums of Chinese trade."

* *

Every year universities of Austria, Germany, Holland, and France exchange professors with Columbia University, New York.

* *

In view of the always present danger of fire where petroleum products are stored and handled, the Refining Department has carefully instructed all superintendents, and maintains a thorough fire organization of employes at each plant. The following letter to the superintendent of our Bayonne Terminal is a strong testimonial:

THE SAFETY INSULATED WIRE & CABLE CO.

Bayonne, N. J., January 29, 1914.

T. Rieber, Superintendent,
Texaco Oil Company,
Bayonne, N. J.

Dear Sir:

I want to formally thank you for the assistance your employes gave during our recent fire, and compliment you on the fine organization your department exhibited. They worked in perfect accord with my men and displayed a fearlessness and strict obedience to orders that was very commendable.

Very truly yours,

R. O. Smith,
Superintendent.

* *

In response to many requests, the Advertising Division of the Sales Department has made arrangements to supply, at cost price, binders for holding the *Texaco Star*. The binders are in two styles, cloth and leather.

The cloth binder is bound in green art vellum, stamped on side and back in pure gold leaf, very attractive, neat, and modern, made to contain 12

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issues of the *Texaco Star* without bulking. Books as flat as though not bound. Requires no punching of holes, simply a knife slit in the back of the book. Arranged so simply that any book can be taken out and replaced without difficulty. These will be sold at 60 cents.

The leather binder, made on the same principle, is genuine seal grain, lined with pure skiver. Price, \$1.45.

Before placing these binders in stock, the Advertising Division wishes to estimate the number of each sort that will be immediately required. Everyone who wants a binder to preserve his file of the *Texaco Star* is requested to send his name and address, with statement as to the style of binder desired, to Mr. H. Tipper, Manager Advertising Division, The Texas Company, 17 Battery Place, New York, N. Y.

★ ★

The *Texaco Star* is mailed on the 15th day of the month. Notices of changed post-office addresses should, if possible, be sent before the 10th day of the month. In communications requiring reference to the mailing lists, please mention the Department of the Company in which the writer is employed.

★ ★

The Man Factor:—Sit, in fancy, with the engineer driving into the dark with a train of 1,000 tons at a speed of fifty to sixty miles an hour. Through his hands the final product of transportation is being delivered, and all who have touched its prior phases have to be trusted implicitly—the trackmen, who have worked on the road that day, the inspectors, who passed the spikes and the rails and the fastenings, the metallurgist, who determined what steel would stand; then the shop workers, who overhauled the engine, and the inspectors, who passed it into service, and the hostlers, who have handled it in the roundhouse; behind him, the men who inspected the car wheels, and even those who have made the couplings. Man failure at any point is forbidden. The engineer has himself to watch. He has to be sure that he sees green as green, and red as red, exactly as it is, and not as it ought to be. He must not approach a signal bridge with fixed idea that the signal will stand at clear, but always with an open mind and seeing eye. The tricks of vision are well known. That is why the fireman on the other side of the cab keeps saying to him, "Clear," or "Caution," or "Stop," as the

signals come into view. The chances are millions to one against both being played a trick of vision at the same time, just as it is overwhelmingly improbable that two water gauges or two steam gauges will go wrong together. One could not be trusted absolutely; a second one is invaluable insurance; a third would be worthless.

Perhaps, after all, the first miracle about a railroad is the average efficiency of its human factors. Though you had the finest, best equipped, and most perfectly adjusted transportation machine in the world, it would work badly, or not at all, without its trained and service hardened men, who know its moods and feelings and sensibilities, where it is taut and where it is slack, just what it will bear and why, and are attuned to its possibilities.

That is the man factor in railroading.—*The Annalist.*

THE MAN WHO WINS

The man who wins is an average man,
Not built on any peculiar plan,
Not blessed with any peculiar luck,
Just steady and earnest and full of pluck.

When asked a question he does not "guess,"
He knows, and answers "No" or "Yes."
When set a task that the rest can't do,
He buckles down till he's put it through.

Three things he's learned: That the man who tries
Finds favor in his employer's eyes;
That it pays to know more than one thing well;
That it doesn't pay all he knows to tell.

So he works and waits, till one fine day
There's a better job with bigger pay;
And the men who shirked whenever they could
Are bossed by the man whose work made good.

For the man who wins is the man who works,
Who neither labor nor trouble shirks,
Who uses his hands, his head, his eyes:
The man who wins is the man who tries.—*Selected.*

EFFICIENCYGRAMS

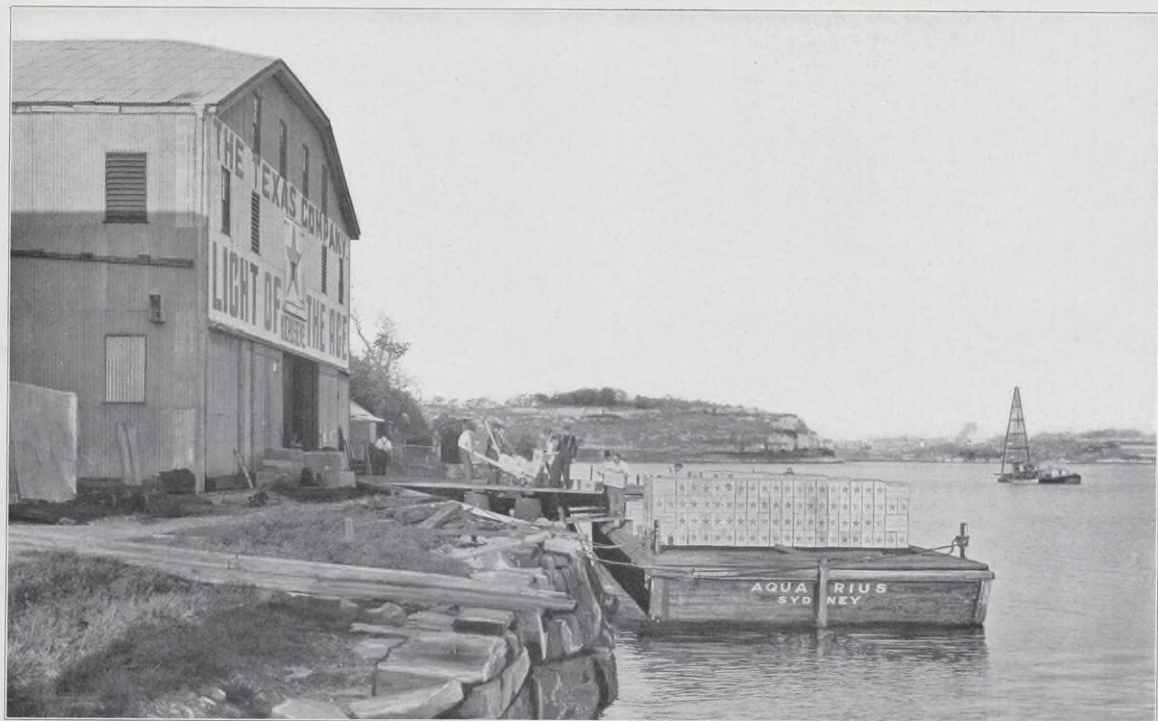
Success travels upon improved highways.

In the use of machines—and in many other matters—daily inspection is the price of efficiency.

Few things are impossible to skill and industry.

It's everyman's business to know his business, and if he does not, he hasn't any business to be in his business.—*Julius Doerner.*

Defeat is only for those who accept it.



TEXACO STAR

On the Most Beautiful Harbor in the World—Warehouse at Greenwich (Sydney), Australia.

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Port Elizabeth, South Africa: Loading Texaco products.

EXPORT DEPARTMENT ORGANIZATION*

J. R. MIGLIETTA

Manager of the Export Department

The Texas Company's export department, as such, was organized on July 1, 1910. Previous to that time The Texas Company's foreign business was chiefly limited to shipments of refined oil in bulk to Europe. The first foreign installation was made by the company at Antwerp, Belgium. This was started during the end of 1905, but until the year 1910 it was used principally for the marketing of gas oil. Since that time the Antwerp terminal has been very considerably enlarged, and is now handling gasoline, kerosene, gas oil, fuel oil, and lubricating oils, while an up-to-date lubricating compounding plant has also been erected for the better preparation of lubricating oils particularly suited to the various European markets tributary to Antwerp.

Following this organization, the business was gradually extended, so that now The Texas Company's Red Star and Green T trade-mark and its Texaco brand are well known and established in most of the world's markets. These have been divided into territories and districts as follows:

- 1 African Territory
- 2 Asiatic Territory
- 3 Australasian Territory
- 4 South American Territory
- 5 European Territory
- 6 Canadian Territory

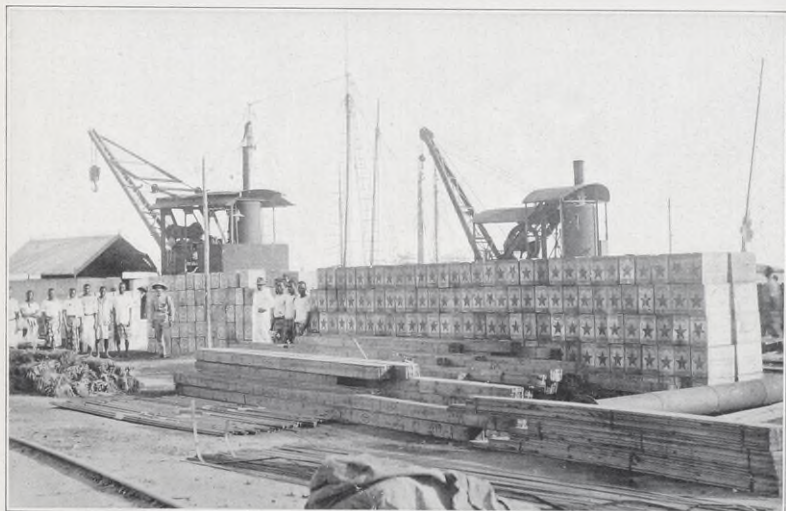
The African Territory contains 38 countries which are divided into 17 districts. The Texas Company markets oil in all districts on the Northwest and West Coast of Africa to which imports of American oil are made. Shipments of kerosene and gasoline to countries in this part of the African Territory are made in cases of two five-gallon cans, either in full cargoes by sailing vessels from Port Arthur, Texas, or by regular line steamers from New York.

In South Africa The Texas Company has its offices and warehouses at Cape Town, Port Elizabeth, East London, Durban, Johannesburg, Pretoria, and Lourenco Marquez, and it has excellent facilities for distributing Texaco petroleum products throughout the South African Union.

On the East Coast, as far north as Italian Somali-land, The Texas Company

*This is a continuation of Mr. Miglietta's Article entitled Foreign Trade, given in the February issue.

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Beira, Portuguese East Africa: Customs wharf.

is established at all the principal ports and has complete arrangements for the distribution of Texaco products in most of the hinterland supplied through the respective ports. All the American oil imported in the countries included in the East Coast districts is shipped in the usual cases of two five-gallon cans.

Throughout the African Territory the population is widely scattered and the means of transportation to points in the interior are very primitive. The distributing organization of The Texas Company is in every respect well equipped to handle the business, either by dealing with the small dealers and consumers in the interior, or with the wholesale trade.

ASIATIC TERRITORY The Asiatic Territory contains eleven countries which are divided into fourteen districts, including all the countries from the Suez Canal east to the Philippine Islands.

In Asiatic Turkey The Texas Company is well established at the principal ports of the Red Sea and at Aden. The oil supplied in these districts is imported in cases, and from Aden as well as the other terminals in the Red Sea finds its way to the remotest points in the interior of

Arabia, the transportation being mostly effected by camels. A fact that is worthy of special notice in connection with our business in this district is that The Texas Company was the only concern which had any oil on hand at Hodeidah during the blockade by the Italian warships which lasted from January to October, 1912, and which resulted from the Italian-Turkish war. Hodeidah is one of the most important ports on the Arabian Coast of the Red Sea, and The Texas Company had a considerable stock of Refined Oil in their warehouse at the time of the blockade. Needless to say, this oil was meted out in small lots—real siege rations—and husbanded until the blockade was lifted and new supplies became available.

In India the competition is very keen and prices are largely affected by the native production which is handled by the Burma Oil Company. Nevertheless, the Standard Oil Company of New York has for many years supplied a large share of the consumption with American oil imported in bulk and in cases, while the Royal Dutch selling company imports oil in bulk only which is subsequently mar-

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Dar-es-Salaam, German East Africa: Evidently the wharf and crane have not penetrated here—Still the ubiquitous Star.

keted in naked cans manufactured locally. The better grades of kerosene are imported in cases, and it is for this particular trade that our company has been successfully competing, on account of our oils being of superior quality. The Texas Company has offices established at Bombay, Calcutta, and Madras, and is represented by agents at interior points.

The larger part of the immense consumption in China is supplied with low grade Refined Oils from the Dutch East Indies and California. Still there is a fair demand for a good American kerosene imported in cases, and this latter trade is supplied by the Standard Oil Company of New York and The Texas Company. In the district covering South China, The Texas Company has established a number of distributing agencies at interior points, such agencies being handled exclusively by Chinese, some of whom will be seen in the photograph which has been reproduced in this issue.*

In the Philippine Islands The Texas Company has established ocean terminals at the four principal ports, *viz.*, Manila, Cebu, Iloilo and Legaspi, and is gradually extending its selling organization in the

interior. Many of the Texas boys at the army posts in the Philippines no doubt read welcome letters from home by the light of Texaco kerosene.

AUSTRALASIAN TERRITORY The Australasian Territory contains three countries which are of interest to the Export Department, included in one district. The Texas Company has now six ocean terminals in this territory at which case oil is received direct from Port Arthur. In certain districts in Australia The Texas Company has established a great number of distributing stations, while in other districts it sells to the wholesale merchants, who in turn distribute the oil for their own account. The requirements in this territory are for a high grade of oil; consequently The Texas Company has been especially successful in establishing a satisfactory and permanent foothold with their oil under the well known brand "Light of the Age."

S. AMERICA TERRITORY The South American Territory, which includes the West Indies, contains 30 countries, divided into 21 districts. The Texas Company has been quite successful

*See frontispiece.

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Zanzibar, Africa: An unusual resoldering plant.

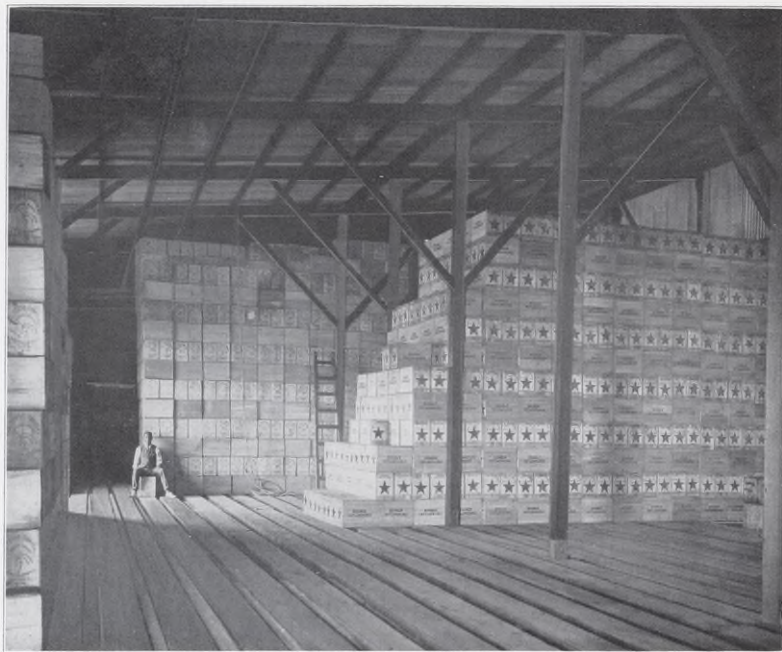
in building up a large business, distributing gasoline, kerosene, lubricating oils, and miscellaneous products throughout the various countries. Gasoline and refined oil shipments to this territory are made in the usual cases containing two five-gallon cans. Texaco products are stored in large and well equipped warehouses at all the principal ports, thus insuring constant supplies available over the entire territory. The demand in the South Ameri-

can markets is generally for a high grade water white oil, which largely accounts for the absence of the Royal Dutch competition, although the distance from their source of supply has something to do with their keeping out of it. The opening of the Panama Canal will tend to develop the countries on the West Coast of South America, and the Export Department is already taking steps preparatory to entering those districts.



Tanga, German East Africa: Interior of warehouse. The man with the book is not reading—he is checking.

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Lourenco Marquez, Portuguese East Africa; Interior of The Texas Company's Warehouse, Showing Something of the Native Market for Kerosene.

EUROPEAN TERRITORY

The European Territory contains 15 countries, divided into 15 districts. Practically all of the European countries have adopted the same system of distribution of illuminating oils as is prevalent in the United States. Competition in the European markets is greater than in any other territory, owing to the numerous distributors who secure their supplies from Russia, Rumania, and Austria-Hungary. The principal factors or distributors outside of the Standard Oil Companies, the Royal Dutch-Shell Companies, and The Texas Company are the European Petroleum Union's marketing companies financed by what is known as the "Deutsche Bank Group," and the Deutsche Erdoel Aktiengesellschaft financed by the so-called "Diskonto Bank Group." The former concern markets some American

oil purchased in the United States from companies who do not possess marketing facilities abroad, but draws its principal supplies from Rumania and Russia. The Deutsche Erdoel Aktiengesellschaft draws its supplies largely from Austria-Hungary and Rumania.

The Texas Company owns extensive distributing facilities in Belgium, Holland, and the Duchy of Luxemburg, and is also doing a large business through a number of agents in the United Kingdom, France, Italy, and the Scandinavian Countries.

CANADIAN TERRITORY

The Texas Company is also represented in Canada where large shipments of Texaco products are being made from their terminals as well as direct from the various refineries, particularly those located in the Mid-West Territory.

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Amoy, China: Officially known as a godown—just a warehouse.

During the last fiscal year The Texas Company's products were actually marketed in 77 countries out of possible 96, and in those countries where the company was directly established on June 30, 1913, it owned outright or under lease about 60 ocean terminals and over 180 distributing stations. As may well be imagined, the method of distribution, not only in the various territories, but in the countries and districts forming each territory, vary considerably; and the languages and methods of doing business generally render the work very complex.

Much credit is due to the Refining Department because of having supplied the Export Department with a superior grade of refined oil, thus enabling us to

do a constantly growing business in all attractive markets, on the ground of quality rather than price.

FUEL OIL AND THE NAVIES

Among the foreign navies that have adopted the use of fuel oil to a large extent are the British Navy, Russian Navy, Italian Navy, French Navy, and German Navy. The Russian Navy naturally supplies its requirements from local production. The British Navy is by far the largest consumer, and the Italian, French, and German Navies follow in the order of their importance as fuel oil consumers.

The Texas Company has supplied the British Admiralty with fuel oil for a number of years and it is estimated that during



Bombay, India: The Texas Company's storekeeper's office—Texaco Oil in an Indian bullock cart.

TEXACO STAR



Texaco entering the Philippine Islands—Unloading kerosene at Manila.



Manila, Philippine Islands: The carabao is doing the hauling. Our principal trade-mark here is "Carabao."

TEXACO STAR



Warehouse in Manila, Philippine Islands—Only the barrels are familiar.

certain of these years the shipments from Port Arthur, Texas, represented over three-fourths of the consumption by the British Navy.

Efforts are being made by certain companies, controlled by British capital, to provide fuel oil for the British Admiralty through production which has been developed in Mexico, Mesopotamia, Burma, or is sought to be developed in Central and South America; but, notwithstanding the benevolent assistance given by the British Government, great difficulty has been experienced in securing a suitable oil in sufficient quantity. Up to the present time the quality of oil especially suited for navy use, as manufactured by The Texas Company, is unsurpassed, and the company's up-to-date equipment at Port Arthur for handling large bulk and case oil cargoes has placed that port on a par with any other oil port in the United States or elsewhere.

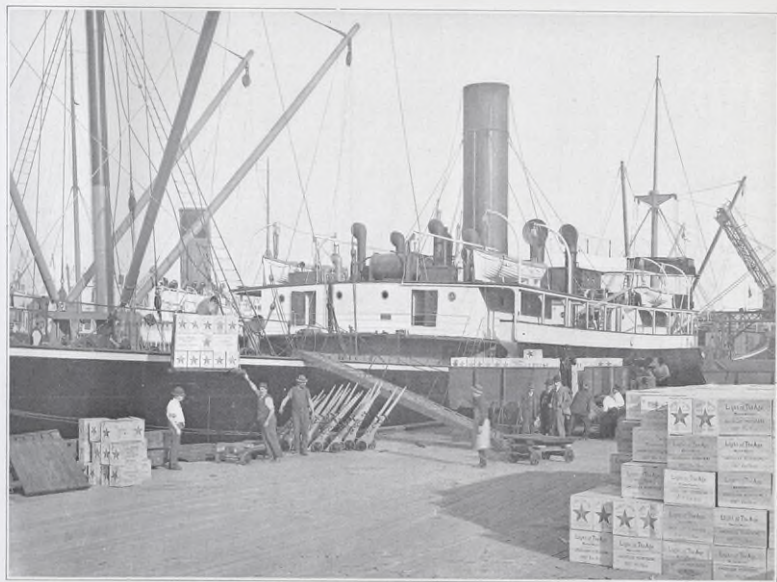
The Texas Company is now supplying practically the entire requirements of the

Italian Navy, whose specifications are even more exacting than those of the British Admiralty, and during the present year are also supplying a large part of the oil consumed by the French Navy.

The requirements of the German Navy are still small, but as the consumption increases The Texas Company will be as well or better placed than other companies to supply these wants.

The thorough study made by our Refining Department and the long experience gained by our company in the use of oil on board ship, have enabled us frequently to advise Admiralties on the question of specifications. There has been a tendency in certain quarters of late to consider a revision of the specifications for the purpose of admitting low grade oils, with the idea of effecting some economy in the first cost. Certain proposed specifications would seem to admit oils which are positively unsafe, owing to their low flash test and the high sulphur percentage permitted, when considering that they are

TEXACO STAR



Sydney, Australia: Full cargo of case oil discharging at Pyrmont railway wharf. *

to be used on board war vessels. Realizing the responsibility which would be assumed in recommending fuel oil of such character for use on war ships, The Texas Company has refused to consider offering for navy purposes anything but its well known Navy Fuel Oil, which insures safety and efficiency under all conditions.

GROWTH OF BUSINESS

To illustrate the growth of the export business of The Texas Company since its inception, I may mention that for the fiscal year ending June 30, 1912, the business showed an increase of over 50 per cent as compared with the first fiscal year ending June 30, 1911, while the increase for the last fiscal year, as compared with the previous year, amounted to 90 per cent, and over 190 per cent as compared with the first fiscal year. The present year will show a still further increase as we are only now beginning to get results from many of the branch offices, agencies, and distributing stations which have been established.

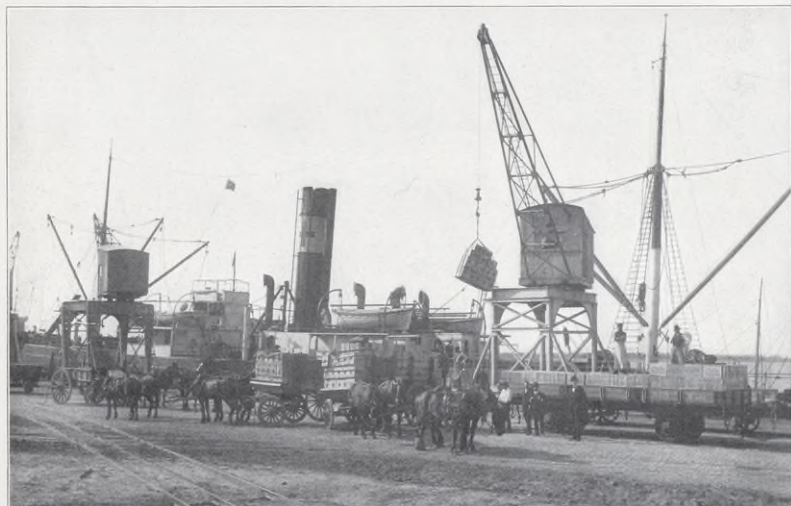
It was estimated on June 30, 1913, that

the number of men employed by the Export Department, directly or by the agents, for the clerical work, selling, and supervision of the business, will not fall short of 1,300 for the countries in which we were then operating.

The views which accompany this article will give some idea of the peculiarities of handling oil in the different markets. These views, however, would be even more interesting if they could have been extended to show what becomes of the oil and how it is handled in the various countries from the time it leaves our warehouses until it is delivered to the consumers.

The packages themselves form a very important part of the product to be marketed, and the quality of the cases and cans, in which the oil is shipped has a great bearing on its value to the buyer, inasmuch as well made packages reduce loss by leakage, and also because of the ultimate use made of good cases and cans. I will not attempt to describe all of the uses to which these packages

TEXACO STAR



Rosario, Argentine. Showing Some of the Modern Equipment for Discharging Texaco Products

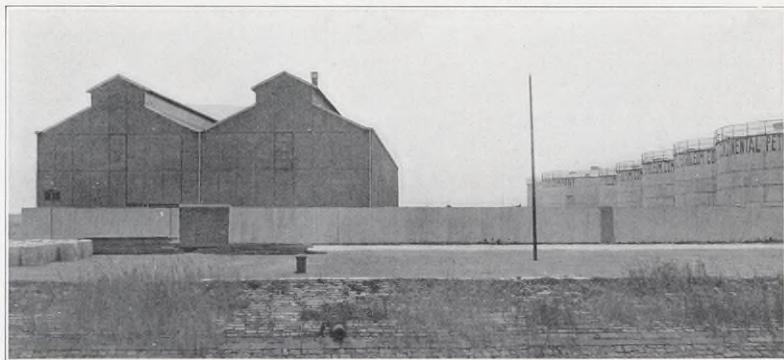
are being put. From those that have come under my personal observation I can conclude that the urban as well as suburban population of most of the countries to which case oil is shipped would be at a loss to know how to replace the articles made from these packages or substitute others which would answer as well. In large centers the buying and selling of empty oil packages has in itself

become a business of no inconsiderable size. **DESERVED SUCCESS** Texaco Lubricating Oils, Greases, Paraffine Wax, and Roofing are meeting with well deserved success in all of the world's markets. Important railway systems, mines, sugar plantations, and manufacturing industries have been induced to abandon the antiquated method of purchasing oils on obsolete specifications, and



Antwerp, Belgium: Continental Petroleum Company's gasoline storage tanks.

TEXACO STAR



Antwerp, Belgium: Compounding plant and lubricating oil storage of Continental Petroleum Company.

now use Texaco lubricating oils strictly on the basis of efficiency. This branch of the business is handled in each of the various countries under the supervision of our lubricating oil experts who study the conditions applying in each case and who see to it that only such oils are recommended for special purposes as give the maximum efficiency coupled with the greatest economy.

The men engaged in the distribution of Texaco products in foreign fields, must qualify not only as good salesmen with a thorough knowledge of the business, but must also show an adaptability to local customs and even prejudices, and must always

be able to transact business in the language of the country in which they are located.

The individual efforts of practically all who are now connected with the Export Department in every part of the world have been accompanied by results, and their laudable pride to make a record, both individually and for the company, has resulted in an *esprit de corps* which is a guarantee that The Texas Company's business in foreign lands will keep pace with the growth and importance of the trade as a whole, and tend to keep The Texas Company to the fore as a refiner and distributor of petroleum products second to none.

THE extent of the foreign case oil business of the Texas Company can be judged a little by one order recently placed for 50,000,000 feet of one-inch lumber for use in the manufacture at Port Arthur of 2-5 gal. export cases.

I know of only one way to attain success, viz., by energetic, persistent work--no matter whether it is in the professions or mechanical, mercantile, or any other kind of business. To reach success in any of them requires constant, intelligent effort. It means a close study of men and things; the study of fundamental principles--which are few in number, but govern all human action. Ability to understand them can

only be acquired by those who are willing to work and work hard. They, and they only who persistently follow this course will attain real success. Something depends, of course, on opportunity; but more men are left in the race by not being prepared when opportunity presents than are ready to grasp it at the crucial moment. I doubt if conditions today are different from any former period, so far as being affected by what I have stated--possibly more opportunities; but still the same stubborn fact remains as in the past, and will remain to the end. Honesty, integrity, loyalty, intelligent application, and hard work will attain success.—W. H. Canniff.

TEXACO STAR

TEXACO PRODUCTS FOR THE PAINT AND VARNISH INDUSTRY

K. G. MACKENSIE
Consulting Chemist, Bayonne, N. J.

It is probable that the Texaco Products for the Paint and Varnish Industry were among the first to make the name of The Texas Company famous. Texene, which has long been known, was followed by Texaco Spirits and Safety Varnish Naphtha, and now, last of all, we have Heavy Texene to fill a long felt want.

With a possible exception of Safety Varnish Naphtha, these products are often called turpentine substitutes. The description, although technically correct, gives a false impression. A substitute is usually considered to be a substance which can be used in place of the material substituted with results, possibly nearly, but never quite as good. Texaco "Turpentine Substitutes" are, to be sure, used where spirits of turpentine was formerly used, but the resulting product in many cases is much superior to similar coating containing "turps."

In order to show the many remarkable properties of the Texaco products a brief description of the materials in which they are used may not be out of place:

PAINT Paint, according to the Standard Dictionary, is "A color, or pigment, either dry or mixed with oil, water, etc." We are, however, only concerned with the color or pigment mixed with oil. The pigment, which may or may not be mixed with an inert filler such as whiting, barytes, etc., is first ground in mills with sufficient oil to form a thick paste. Although any oil which belongs to the class of so-called "drying oils" may be used, linseed oil is most often the vehicle employed. This paste may now be further thinned with the oil to the proper consistency and used directly for painting purposes. It has the objection, however, that it is too rich; not only must a large excess of oil be used, thus decreasing the covering power of the pigment, but the paint cannot be worked out as freely, and the paint film not only requires a longer time to dry, but even when dry on the surface, may not have dried "all the way through." To overcome this, a paint thinner is used. This thinner must be a volatile material which will thin out the

paint and yet will evaporate completely, so that no liquid may be left to retard or prevent the complete drying of the paint film. Formerly spirits of turpentine was used almost exclusively for this purpose, today it has been largely replaced by volatile petroleum products.

VARNISH Again referring to the Standard Dictionary, we find that varnish is "A solution of certain gums or resins in alcohol, linseed oil, etc., used to produce a shining, transparent coat on a surface." Here, again, we are concerned only with the solution in linseed oil or other drying oils. The method generally followed in making varnish may be indicated briefly:

The gums or resins are first melted in suitable kettles over a free fire. This, with the high grade gums, will entail a loss as high as twenty per cent. To the melted mass the oil is then added hot, and the mixture is heated continuously until the gum is all dissolved in the oil, as is shown when the liquid becomes absolutely clear. The kettle is then removed from the fire and cooled to the temperature at which the "thinner" may be safely added.

TEXACO PRODUCTS FOR PAINTS

It will be seen that a paint thinner must first of all be free from all traces of heavy end which will not volatilize and thus retard the drying. It must also, as far as possible, be free from very volatile oils, which will not only increase the fire risk, but which will be lost during the process of manufacture, or will cause the paint to "set" so quickly that it cannot be worked out under the brush. For this purpose Texaco Spirits and Safety Varnish Naphtha are most suitable. The Safety Varnish Naphtha evaporates completely and at a very uniform rate. The amount of volatile constituents is controlled by the flash point, which is never below 40 deg. Fahr., as determined by the Tagliabue Open Flash Cup. This fact, alone, makes Safety Varnish Naphtha remarkable, since there are few, if any other paint naphthas with so high a flash.

TEXACO STAR

In the case of the Texaco Spirits, which belongs to the turpentine substitute class, the amount of volatile oil is controlled by the flash point which municipal and other regulations have set almost universally at 100 deg. Fahr., Tagliabue Open Cup. The flash of Texaco Spirits is never below this point, so that the proportion of volatile constituents is kept constant. Not only is Texaco Spirits free from all non-volatile heavy oils, but the range of distillation is remarkably close, giving an evaporation which is both rapid and complete.

Texaco Products for Paints may thus be said to possess the following properties which make them much superior to similar products on the market: They are absolutely free from all heavy, greasy "ends," which would retard the drying of the paint; and the range of distillation is very close, giving products which not only evaporate at a very uniform rate, but which, in the case of the Safety Varnish Naphtha, results in a freedom from very volatile fractions and therefore gives a high flash, and in the case of the Texaco Spirits, for the standard flash of 100 deg. Fahr., gives an evaporation which is more uniform and rapid than that of any similar thinner.

TEXACO PRODUCTS FOR VARNISH

The requirements of a suitable thinner for varnish are somewhat different from those for a paint thinner. While absolute freedom from non-volatile heavy oils is just as essential, and reasonable rapidity in evaporation is also to be desired, the question of solvent power plays an important part. It will be recalled that the gums are first dissolved in the oil and the thinner then added. If this thinner possesses strong solvent properties, the gums will be held in solution and a clear varnish will result. If, however, the thinner cannot hold the gums in solution, they will be thrown out and the varnish destroyed. It is for this reason that spirits of turpentine has been found particularly desirable as a varnish thinner. Obtained from the same class of trees as the gums and resins, it is closely related to them chemically and therefore readily dissolves them. It is just at this point that most of the so-called turpentine substitutes fail. Being composed very largely of what are known as paraffine hydro-carbons, which are most marked in their inability to dissolve resins and gums,

they cause the gums to be thrown out and render the varnish worthless. With Texene, however, such is not the case. Made from the Gulf Coast Crudes in which certain components of spirits of turpentine have actually been identified, its constituents are very closely related to "turps" and are very nearly equal, if not equal, in solvent properties.

In addition to its remarkable solvent action on the varnish gums, Texene, although not as rapid in evaporation as Texaco Spirits, is still the equal of any similar product from the standpoint of the rate and completeness of evaporation.

Safety Varnish Naphtha, as its name implies, is also of great value where a quick drying varnish is required. Its high flash point, in particular, makes it much superior to all ordinary naphthas in eliminating fire risks during the thinning process.

HEAVY TEXENE

Heavy Texene, which differs from Texene and Texaco Spirits in having a higher flash and greatly increased solvent properties, finds a use in both paint and varnish. It is particularly suitable where a slow drying paint is required, as, for instance, in wall coatings. Although it is much slower in evaporation than any of the other Texaco products, it nevertheless evaporates completely. It is also of use in slow drying varnishes, and is of particular value in the manufacture of so-called short varnishes, which are varnishes which contain a large amount of gum in comparison with the oil used. In such a case, it often happens that the mixture will solidify at a temperature above that at which it is safe to add either spirits of turpentine or the so-called substitutes. Heavy Texene fills here a long felt want. With its high flash, it can be used at high temperatures, and, with very marked solvent power, it will keep the gums in solution in the oil. Heavy Texene may be used entirely for the thinner, or Texene may be added toward the end of the thinning operation. The Heavy Texene in contra-distinction to the kerosene and similar products which are now sometimes used for this purpose, will evaporate and leave no heavy oil to give an inferior varnish film.

TEXAS PRODUCTS VERSUS SPIRITS OF TURPENTINE

A strong pre-judice still exists in favor of spirits of turpentine over any other

TEXACO STAR

thinning medium, and especially over the ordinary petroleum products on the market. The contentions of the supporters of "turps" against petroleum thinners may be summarized under four heads:

(a) Petroleum thinners often contain heavy non-volatile fractions which retard the drying of the paint and exercise a deleterious effect on the paint film.

(b) Spirits of turpentine is of constant range of boiling point, and therefore shows a very uniform rate of evaporation; petroleum thinners are not uniform and do not show constant or uniform rate of evaporation.

(c) Petroleum thinners will not dissolve the varnish gums, and they therefore destroy the solution of gums in oil when added to such a mixture.

(d) Spirits of turpentine exercises a certain drying action on the paint and on evaporation leaves a residue of a resinous nature which is beneficial to the paint film.

Let us consider their claims:

(a) The presence of even traces of heavy non-volatile oil may cause a serious retardation in the drying of the paint. Holly* states that less than 1 per cent of mineral oil in lamp black is often sufficient to seriously retard the drying of lamp black paints. It can, therefore, be seen how essential it is to have a paint thinner free from all heavy ends. It has, however, already been shown that Texaco products contain no non-volatile oils, so that this particular argument is absolutely without weight.

(b) Texaco products show practically no variation in composition. Through the great care exercised during refining, not only the flash and range of distillation but the percentages distilling at various temperatures are kept constant, insuring a rate of evaporation which is always the same.

(c) It is perfectly true that a product from a paraffine crude will not dissolve varnish gums; but Texene, closely allied chemically to spirits of turpentine, is remarkably similar to it in solvent power.

(d) The question of the drying action of spirits of turpentine on paint is still a disputed one, as is also the question of the value of the residue. It is sufficient to say that any slight drying properties may easily be duplicated in the Texaco products by the addition of a suitable amount of proper paint drier, and the further addition of a trace of some resinous pine product would give the proper residue.

It will thus be seen that the Texaco products, through the great amount of time and care spent in their refining, are pre-eminently the ideal paint and varnish thinners—safe, uniform in evaporation and other properties, free from all non-drying oil, and in the case of Texene and Heavy Texene of remarkable solvent power; in short, as has been already actually proved, equal, and in some cases superior, to spirits of turpentine.

*Analysis of Paint and Varnish Products, p. 185.

BY THE WAY

Mr. D. C. Reagan, Station Agent at Mercedes, Texas, sends a photograph of his Station with an inscription on it which is here given as the title for a little cut made from the photograph:



This is my motto: "Look for the Star."

Mr. Reagan added the following comment which ought to be a stimulating suggestion: "The Star would look good on all of our tanks."

★ ★

Mr. W. G. Mackey, an operator in the Oklahoma Division of the Pipe Line Department, sends a kodak picture of our Cold Water Reservoir at Henryetta, Okla., in which the water makes such perfect reflection that it is hard to tell when the picture is right side up. One cannot be sure until the small fuel tanks, too far from the verge of the bank to be reflected, are observed. Mr. Mackey sends, also, kind praise of the *Texaco Star* and some suggestions (which have been referred for due consideration) as to how everybody in the Company might help its salesmen. He asks a pointed question: "I would like to ask one question as I go along: Does every employe of this great Company know whether his groceryman or garage owner is using his or some other Company's products?"



If a man is willing to admit it when he is wrong he is all right.—*Chicago News*

TEXACO STAR

MR. CULLINAN'S RESPONSE

ON THE PRESENTATION OF THE SILVER SERVICE DESCRIBED IN LAST MONTH'S ISSUE, GIVEN TO MR. J. S. CULLINAN BY THIRTY-FIVE HUNDRED EMPLOYEES OF THE TEXAS COMPANY AND OTHER OIL INDUSTRY ASSOCIATES AS "A TOKEN OF AFFECTION AND ESTEEM."

Messrs. A. M. Donoghue C. H. Lane Angus Marshall J. B. Rainey
C. K. Longaker L. A. Smith B. E. Emmerson, *Committee.*

Gentlemen:

Through you, on behalf of my family and myself, I wish to assure the thirty-five hundred employees of The Texas Company and oil-industry associates of our deep appreciation of the generous gift and token of esteem in the form of a most handsome silver service presented to us by you.

Without undertaking to dwell on the design of the silver service, which has already been so highly praised by others, or to comment on the good taste and thoughtfulness displayed in the accompanying book giving the names of the donors which will always be equally prized, I will take advantage of this occasion to make a few observations arising out of my experience, chiefly since that day in January, 1902, when the general office headquarters of the Company were opened in two rooms of a galvanized iron building in Beaumont, with myself and one clerk as general office force.

Reared near the place where the first development of petroleum took place, and having been identified with one branch or another of the business for the greater part of the time, it has been my privilege to watch the development of the oil industry almost from its beginning. When we compare the old Oil Creek methods and production with present methods and production we begin to realize the wonderful advance which has been made in the oil business.

I am glad that you used the design of the United States flag as an imprint for the frontispiece of the book. This flag and the constitution for which it stands should be kept constantly in the mind of every right-thinking American, regardless of his origin or calling, and we should never lose sight of the fact that the constitution and the flag are his only assurance that right and justice will ultimately prevail over graft, financial, political, fraternal, and other subtle influences so commonly used in the interest of the favored few to maintain position and advantage against the many.

The first concern of the Nation, State, or of the family is or should be food, shelter, and clothing, and the first essentials to corporate and business success are opportunity, organization, system, and discipline. We should bear in mind that aside from education and experience, all are not endowed with imagination to plan definite future attainments or with the health, strength, and courage necessary to meet the responsibilities of management regardless of temporary success or failure. In handling large affairs, team-work is absolutely essential to progress and success, and in organizing to secure such team-work each individual must strive to give the best that is in him physically and mentally.

The basis of law and business in America is sentiment, and corporate or individual efficiency will not be measurably attained until this principle is thoroughly understood and respected.

In conclusion, please extend to the wives and families of all our most sincere respect and kind wishes, knowing as we do that it was their loyalty, self-denial, and cheerful acceptance of the environments to which from time to time they were assigned which contributed in no small degree to the development and success of The Texas Company.

Very respectfully yours,

J. S. Cullinan

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.

Pipe Line Dept.	A. M. Donoghue, Houston.
Natural Gas Dept.	D. P. Harrington, Fort Worth.
Fuel Oil Dept.	E. B. Joyner, Houston.
Refining Dept.	C. K. Longaker, Houston.
Marine Dept.	W. L. Conover, Houston.
Legal Dept.	A. R. Weber, New York.
Treasury Dept.	F. C. Panmill, Houston.
Comptrollers Dept.	Lee Dawson, Houston.
Sales Dept., S. Territory	B. E. Emerson, Houston.
Sales Dept., N. Territory	D. A. Vann, Houston.
Export Dept.	S. Slattery, New York.
Purchasing Dept.	J. B. Nielsen, New York.
Railway Traffic Dept.	J. E. Byrne, Chicago.
Producers	C. S. Young, Houston.
	P. C. Harvey, Houston.

PIPE LINE DEPT. E. L. Sturm, recently Foreman of the Electra District, has been transferred to Gates, Texas, and will act as assistant to J. C. Colligan. F. L. McDaniels, formerly Gauger at Electra, has succeeded Mr. Sturm as District Foreman. A number of the employes tendered Mr. Sturm a banquet at the "Famous Cafe" at Electra. Among the interesting features of the elaborate menu were: Saratoga Chips, Houston Chicken, and I. W. Harper Punch; String Beans and String Music. J. G. Quinn acted as Toastmaster for the occasion and was very "reddy" in some of his remarks. The boys presented Mr. Sturm with a handsome alligator traveling bag and one year's subscription to the *Ladies Home Journal*.

T. N. Colligan, an old timer recently from the Oklahoma Division, has been appointed District Gauger at Moran, Texas.

F. A. Hale, for a number of years Traveling Engineer and Machinist, has been appointed District Foreman of the Mansfield District.

"Rags" Rather, Lineman for the Company, while a very peaceable sort of chap, is always looking for trouble.

Wireless advice reports that G. H. Speary is very active in trying to secure a baseball club of the Federal League for Beaumont.

W. L. Dennis, formerly of the Houston office and now located at Tampico, Mexico, is recovering after a siege of fever. He

reports having taken twenty grains of quinine each night for a month, was vaccinated for smallpox, and from last reports was on his way to the United States Marine Office to be injected with the preventative for typhoid germs. After these various treatments it is expected that Mr. Dennis will not be subjected to any further ills.

REFINING DEPT. The Refining Committee met in Houston Friday, Feb. 20. The meeting lasted for two days, after which the members journeyed to Port Arthur and Port Neches. Those in attendance were Chairman Dr. G. W. Gray; General Supt. F. C. Smith, Port Arthur; Supt. C. C. Blackman, West Dallas; Supt. T. Mullin, West Tulsa; Supt. F. P. Dodge, Lockport; and Supt. C. C. Hawkins, Port Neches.

We regret to announce the death of H. K. Scranton, which occurred Feb. 12. Mr. Scranton was Stock Clerk in the Terminal Division of the New York Office.

F. W. Kruger, Stock Clerk at Delaware River Terminal, has been transferred to the New York Office.

O. C. Butcher has been transferred from the Delaware River Terminal to New York Office.

T. A. Eaton has been transferred from Baltimore to Delaware River Terminal.

H. C. McAnall has been transferred from the New York Office to Delaware River Terminal.

W. B. Williams, Chief Clerk at Mobile Terminal, spent several days in New Orleans enjoying Mardi Gras.

J. W. Riseden, Superintendent at Amesville Terminal, returned to Amesville after several weeks' absence.

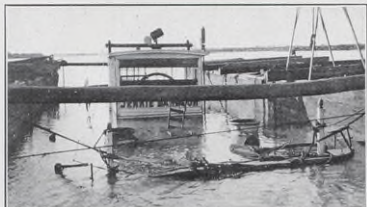
R. M. Jones has joined the office force at Port Arthur Terminal.

A. B. Cox continues to hold high score in the Terminal Bowling Club, composed of boys in the Northern Terminal Office, including T. Rieber, R. Amundsen, W. E. Greenwood, and F. V. Snyder. Mr. Cox has rolled ninety games with a total of 13,524 pins, making his average 150.

MARINE DEPT. The sternwheel steamer *Jennie Barbour*, which sank Nov. 29 in the Panuco River a short distance below Tamesi Bridge, was successfully raised Jan. 10. The first photograph illustrates the raising of the

TEXACO STAR

Jennie Barbour, and the second shows the boat on the shipways at Tampico, hauled out for repairs.



W. A. Heldman was transferred Feb. 15 from the General Offices in New York to the Marine Department, Accounting, to the position formerly held by H. C. Bennett, resigned. Mr. Heldman was married Jan. 21 to Miss Nettie D. Ryan, of Yonkers, N. Y., and was transferred upon returning from his honeymoon trip to Bermuda. Mr. Bennett will be especially missed by the Texaco Baseball Club, as he was one of the best pitchers the team ever had.

J. D. Quinn, temporarily employed in the Marine Department, is now assisting Mr. Guelcher, Chief Accountant, Export Department.

R. C. Butler, agent for the Marine Department at Port Arthur, is the proud father of a son who arrived Jan. 27.

SALES DEPT. S. TERRITORY
 Manager L. E. Thorp of the Lubricating Division of the Sales Department has transferred from Chicago to Houston to give close personal attention to lubricating sales in Southern Territory. Recent gains in the sales of lubricating oils will cause each salesman to watch his record in order not to fall behind the advancing standard.

Mr. Harvey J. Cullinan, present Manager of our Paving and Roads Division,

will leave us on April 1 to take charge of the Eureka Paving Company of which he has been made president. He has been with The Texas Company seven or eight years and is highly esteemed by everybody.

The salesmen of the Roofing Division have adopted a method of putting their names on hotel registers which has been found to be advantageous. Each Roofing salesman carries a pocket stamp in a neat little case with which an imprint is made on hotel registers like the following copy of Manager O'Neill's stamp:

W. E. O'NEILL
 THE TEXAS COMPANY
 HOUSTON, TEXAS

Experience has proved that this method has many advantages in the immediate business of the salesman, and also for bringing about personal acquaintance with other members of the Company stopping at the same hotel, and in leading to desirable interviews with business men who know The Texas Company, but not the representative thus registered in a way to strike the eye of anyone glancing at the hotel register. The hotels themselves are often unaware from the ordinary manner of registering how many Texas Company men are stopping with them.

SALES DEPT. F. D. Shields, who for N. TERRITORY a long time was connected with the Standard Oil Company of California and has made extended trips to the Philippines and the Far East, has joined the sales force of The Texas Company and is now covering territory in Western New York.

Edwin Nielsen, graduate of the University of Illinois and for a number of years connected as salesman-engineer with concerns manufacturing power, ice, and textile machinery, is under training to be G. R. Rowland's assistant.

H. A. Wagner, recently of Elyria, Ohio, has been appointed Auto Inspector for Northern Territory under Prof. John C. Ostrup. He is now inspecting trucks in the Chicago District.

George C. Sowden and John Rath, former employes of the Company, have again entered its employ as Construction Foremen. Mr. Sowden is looking after the installation of filling stations in Philadelphia, and Mr. Rath is similarly engaged in the vicinity of Newark, N. J.

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Ellis J. Stearns, of the Equipment and Construction Division, resigned the first of the year to engage in business with his father in New Orleans. On every hand are heard expressions of regret at his leaving.

F. J. LaFountain, covering the State of Vermont in New England District, has resigned to go into business, and F. R. Slater has been transferred from Boston District to Vermont. W. E. Dorn, transferred from salesman at Boston Tankwagon District to Motor Oil salesman in Greater Boston, has taken Mr. Slater's place.

Agent Patch of New London Station, on a recent visit to Fall River Station, was attacked by a huge goose. The burst of speed shown by Mr. Patch was so remarkable that it is rumored the Company is considering the payment of his entrance fee for the next Olympic Games.

E. P. Snyder, formerly connected with the Continental Oil Company, is now associated with The Texas Company as salesman for territory in the northern part of Manhattan.

G. A. Pope, Jr., of Baltimore, has joined our Selling Force, covering the garage trade in northern part of New York City.

Charles Hottum has joined the New York District Sales Department staff and is at present covering the garage trade in connection with Mr. Pope's work in Manhattan.

F. W. Steadman, formerly Agent at the Newark Station, has been transferred to the Sales Force, New York District. G. V. A. Conger, formerly salesman in Northern Jersey, has been transferred to be Agent at Newark Station. Bernard Steiert, who for some time past has been a salesman in Newark, has been transferred to part of the territory formerly covered by Mr. Conger.

R. F. Nickel has entered the employ of The Texas Company as salesman.

S. H. Wallace, who has been for some time Specialty Salesman, has been transferred to the newly acquired territory of the New York District, Fairfield County, Conn.

We all regret the resignation of Mr. Ben Hart, one of our oldest salesmen in the New York District, who has accepted the position of General Sales Manager of

the Peter Doelger Brewing Company, New York City. Mr. Hart was very well known as a representative of The Texas Company in New York City, particularly with the automobile trade, and our best wishes go with him.

Howard B. Jamison has been engaged as Lubricating Salesman in the Philadelphia District. He will solicit Baltimore City trade.

John S. Walters, for 14 years with the Standard Oil Company as Lubricating Salesman in Charlotte, N. C., started with The Texas Company on Feb. 1. He will handle territory tributary to Charlotte.

On Jan. 26-27 the first semi-annual combined meeting of Agents and Salesmen took place in the New York District at 17 Battery Place, New York City. J. P. Gruet, Jr., Superintendent of the New York District, presided. The principal object was to review business conditions during the past year; so as to prepare each Agent and Salesman for greater business during the year 1914. The subjects discussed were:

- 1 Results obtained during year 1913 and Prospects for year 1914 J. P. Gruet, Jr.
- 2 Operation of Delivery Equipment Silas Green
- 3 Accounting, Credits, and Collections W. R. Ewald
- 4 Specialty sales by tankwagon drivers, general talk on salesmanship, salesmen's reports, follow-up system, etc. W. F. Parish
- 5 Method of Handling Complaints on Lubricating Oil, Method of Handling such products, and general talk on Process of Refining C. H. Parker
- 6 Operation of Motor Trucks O. S. Nealy
- 7 Construction J. C. Ostrup
- 8 Feeding Live Stock, with discussion on value of so-called "Molasses Feed" for working horses H. Roff
- 9 Results obtained by allowance to tankwagon drivers of commission on kerosene sales A. H. Nealy
- 10 Advertising A. H. Tipper
- 11 Stock Shortages P. S. Flynn
- 12 Record of Iron Drum Equipment P. S. Flynn
- 13 Showing Salesmen's Names on Invoices P. S. Flynn
- 14 Texaco Roofing P. S. Flynn
- 15 Duties of Tankwagon Drivers G. E. Druce
- 16 Maintenance of Plant and Equipment L. V. Hoagland
- 17 Underground Tanks H. S. Crocker
- 18 Recapitulation of Important Instructions to Agents S. Green
- 19 Steam Cylinder Lubrication and Duties of Engineers and Salesmen G. R. Rowland
- 20 Commission Agents for Motor Oil Sales J. M. LaFrance
- 21 Filling Stations G. V. A. Conger
- 22 Texaco Greases S. C. Eberhardt
- 23 Texaco Motor Oils W. P. Woodill
- 24 Texaco Crater and Thuban Compounds H. R. Ireland
- 25 Naphtha Products L. O'Malley
- 26 Oil House Equipment and Allowance Records J. A. Hansgen

It was the concensus of opinion that this meeting served to infuse a great deal of enthusiasm in each Salesman and Agent. The only objection was that the two days allotted were insufficient, but it was voted by all that the meeting was a great success. We look forward to the next meeting which will probably take place in June.

TEXACO STAR

On Friday evening, Feb. 6, a school was opened at the New York Office for training the New York salesmen and station agents. Mr. Parish gave a paper on Gravity. It dealt with the laboratory methods of ascertaining gravity and told why gravity was valuable to the manufacturer, but showed why, in regard to lubricating and refined oils, it was of no interest whatever to the consumer. Mr. Mackenzie of the Bayonne Laboratory was present with various instruments and a number of samples of oil. He showed how gravity was taken, passing the samples around to those present so that they could read the instruments themselves. After readings were taken, the same oil was heated and the gravity again taken to show the necessity of correcting for temperature. Ten questions had been prepared, dealing with the points brought up in the paper. These were handed to the men present with the request that they be filled out. Forty attended this first lesson and a great deal of interest was shown. The subject of the next paper will be Flash and Fire. The third paper will be Chill, Cold, and Pour; the fourth, Viscosity; the fifth, Carbon, etc. Twenty subjects are under consideration. One evening will be devoted to each subject.

Owing to the many details connected with this plan and to a possible extension on the correspondence school idea, Dr. L. H. Canfield of the City College has been engaged to take up the teaching of the classes. Papers will be prepared in Mr. Parish's office with the assistance of Mr. Mackenzie and the Laboratory force. It is quite likely that within a month the correspondence school will be started throughout the Northern Territory.

In the first issue of the *Texaco Star* we referred to the dock trials of the U.S.S. "TEXAS," when our Texaco Ursa Oil was used on the port side. This ship completed all of her builders' trials during October, with Texaco Ursa Oil on the port side and a competitor's oil on the starboard side. During the first part of the trial runs it developed that the Texaco Ursa Oil was much the better lubricant. The competitive oil evaporated very quickly, mixed up badly with water, and before the final trials we were called upon to supply a sufficient amount of Texaco Ursa to lubricate the entire ship. Before the

competitive oil was pumped overboard it was evaporating so rapidly that the engineers detailed to make indicator cards on that engine found the steam, fumes, and vapors arising from the competitive oil almost unbearable. The last full-power runs, the 24-hour 19-knot endurance run, and the 24-hour 12-knot coal and water trials, were successfully completed with Texaco Ursa Oil lubricating both engines. The comments made upon the performance of this oil by the engineers of the Shipyard and of the Navy were well worth hearing. The enthusiasm which resulted from the fine work of our Ursa Oil has done much to increase the reputation of Ursa throughout the entire Navy.

EXPORT Manager J. R. Miglietta is now in DEPT. Europe where important business matters require his presence.

Supt. F. H. Schlesinger of the Lubricating Division of the Export Department is to spend a week under special instruction at the Port Arthur and Port Neches Refineries, after which he will look over our most important lubricating contracts in the Northern Territory, preparatory to extension of Export Department work.

J. T. Groves, who was the chief organizer of the selling force of the Vacuum Oil Company, Ltd., London, has become associated with our Company and will have charge of the Lubricating Division of the Export Department. Mr. Groves leaves a very large number of friends in England. He is well known to quite a number of us here in the Company and we are sure he will soon be able to number as many friends in The Texas Company as he has left with his old concern.

F. S. Douglass, who recently joined The Texas Company, is going to Manila to assist in increasing the sales of Texaco products in the Philippine Islands.

G. A. Chadwick is no longer connected with The Texas Company.

Traffic Manager William RY. TRAFFIC Jervis, Chicago, recently DEPT. spent a week in Houston.

He was accompanied from New Orleans by Traffic Agent E. C. Guion. Mr. Guion also accompanied Mr. Jervis to Dallas.

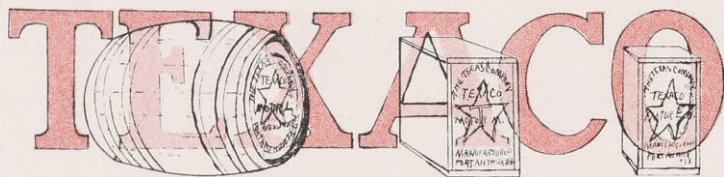
R. R. Stewart, formerly agent of the M. K. & T. Ry. at Smithville, Texas, began service with this Company on March 1 in Traffic Agent Guion's office.

SUGGESTIVE INDEX OF CURRENT ARTICLES

THE MAIN INTEREST IS INDICATED BY CLASSIFICATION OR BRIEF COMMENT

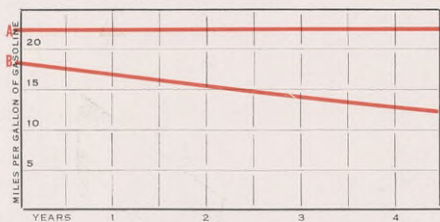
Journals cited are gladly loaned, if in our library, to persons connected with the Company. We ask, however, to be excused from answering requests otherwise than by sending the journal called for; if not received, please understand that it is in the hands of some one who has made a previous request. Requests will be fulfilled if it is possible to do so within 30 days. If the article is still desired after 30 days, the request should be renewed.

- EXECUTIVES** "Cost per Ton," by W. E. McHenry—*The Engng. Mag.*, Feb., 1914.
Operation of Workmen's Compensation Laws—*The Iron Age*, Nov. 27, 1913.
Defects in New York's Compensation Law, by H. G. Villard—*N. Y. Times Annalist*, Feb. 16, 1914.
The Holding Company—Its Advantages and Disadvantages, by Frank K. Ford—*Elect. Ry. Jour.*, Jan. 3, 1914.
- ACCOUNTING** The Accountant's Relation to Inventory—*Jour. of Accounting*, Dec., 1913.
Sources of error and methods of taking inventory, with related matters.
The Engineer and the Accountant—*Engineering Record*, Dec. 27, 1913.
- PIPE LINE** Comparative Pipe Line Statements—*Petroleum Age*, Feb., 1914.
- NATURAL GAS** Waste of Oil and Natural Gas—*Oil and Gas*, Feb., 1914.
- FUEL OIL** Oil as a Supplementary Fuel in Steam Power Plants—*The National Engineer*, Nov., 1913.
Advantage gained by Supplementary use of fuel oil.
Diesel Engines at Motor Boat Show—*Petroleum Age*, Feb., 1914.
"Heavy Oil Burners monopolize attention."
Influence of Furnaces, Methods of Firing and Regulating of Draft and Feed Water on Economy of Fuel—*Southern Engineer*, Jan., 1914.
Fuel Oil Data—Circular No. 142, published by Tate, Jones, and Co., Inc., Pittsburg, Penn.
Illustrates various types of installations. Information and figures on burning fuel oil from 15 years of experience. Circulars No. 140 and No. 141 described appliances for handling and burning fuel oil, stating some of its advantages as a fuel.
- REFINING** Extinguishing of Fires in Oils and Volatile Liquids—*Automobile Topics*, Dec. 13, 1913.
By Edw. A. Barries, Inspection Department, Associated Factory Mutual Fire Insurance Companies.
Time Keeping in Rolling Mills, by Charles Johnston—*The Engng. Mag.*, Feb., 1914.
The "Dial Method" of Reducing Machine Production Costs, by Frank G. Riehl—*The Engng. Mag.*, Feb., 1914.
- LABORATORY** Lubrication and Lubricants (Le Graissage et les Graisseurs)—*Technique Moderne*, Dec. 15, 1913.
The effects of friction, theory of lubrication, qualities and tests of lubricants.
Report of Committee D-1, American Society for Testing Materials: Studies of protective coatings for Iron and steel.
"There is probably no book which contains so much original work on the subject of paints."—*Science*. The Committee was made up half of representatives of producing, half of representatives of consuming interests.
The Testing of Bituminous Materials for Road and Street Construction, and the Importance of the Relation of Such Tests to Paving Specifications—*Engng and Contracting*, Dec. 24, 1913.
- PAVING AND ROADS** Some Legal Phases of the Maintenance Bond—*The Contractor*, Dec. 1, 1913.
Asphalt—*Canadian Engr.*, Dec., 1913.
Fixed Carbon depends on crude.
American Road Builders' Association—*Engineering Record*, Dec. 20, 1913.
Abstracts of Papers at Annual Convention in Philadelphia.
- EXPORT** Extension of American Export Trade, by Pres. Farrell of U. S. Steel Corporation—*The Iron Age*, Dec 11, 1913.
Methods employed by manufacturers—phases of subject not dealt with in his previous addresses.
Growth of Foreign Oil Trade—*Petroleum Age*, Feb., 1914.
European Industry During 1913—*Petroleum Age*, Feb., 1914.
Operations and Oil output in Russia and Roumania. Marked decline shown.
Chili as a Factor in Panama Canal Trade, by Charles M. Pepper—*The Iron Age*, Jan., 1914.
"A good outlook for return cargoes from the U. S."
- MARINE** The Desel Engine in Marine Propulsion. Advantages over Steam Engines—*The Eng. Mag.*, Feb., 1914.
Diesel-Engined Tugs, by J. Rendell Wilson—*Internat. Marine Engng.*, Feb 1914.
- SALES** Sales Strategy, by W. J. Miskella—*Business*, Feb., 1914.
The Selling Staff, by H. W. Merton—*Business*, Feb., 1914.
My Search for Advertising Laws, by W. A. Shryer—*System*, Feb., 1914.
Some Principles of Salesmanship, by S. H. Bannell—*The Iron Age*, Jan., 1914.
The Other Man's Way—*System*, Feb. 1914.
"Efficiency" according to Moses Irons, by D. L. Hanson—*System*, Feb., 1914.
- LUBRICATING** The Man with the Oil Can—*The National Engineer*, Nov., 1913.
"Where Machinery is, there he should be."
- GENERAL** Making Dreams Come True, by F. S. Brittain—*Business*, Feb., 1914.
The Practical Introduction of Efficiency Principles. II. Actual Results versus Objections, by C. E. Knoepfel—*The Engng. Mag.*, Feb. 1914.
Preventable Losses in Factory Power Plants. I. The Determination of Existing Losses, by David Moffat Myers—*The Engng. Mag.*, Feb., 1914.
Bonus System in Training Apprentices, by John Nelson—*The Iron Age*, Jan. 1, 1914.
Rearing the mechanic in an atmosphere of efficiency.
A Flap for the "Five Brothers", by Guy E. Tripp—*N. Y. Times Annalist*, Feb. 23, 1914.
An even-tempered talk about the five "Trust" bills now before the Congress.



THE NAME BEHIND THE OIL

THE above suggestion was submitted by Mr. Stewart Wolcott, who is employed in the Delaware River Terminal Barrel House. We print his "ad" because of its clean cut poster value—and we are printing it without any "fixing" or addition to show you that a sketch of this nature is as acceptable as a highly finished drawing.



A—MANUFACTURERS' ESTIMATE.
B—OWNERS' RESULTS.

Mr. Auto Owner:

Are you following the "A" or the "B" line?

Are you maintaining the mileage which the manufacturer estimated, or did you start a few miles below his estimate and then gradually drop below the starting point?

If the later, why not climb back and join those on the "economy line"? TEXACO MOTOR OIL is the link.

"The Care-Free Oil" lubricates thoroughly, maintains the compression, reduces the carbon.

THE TEXAS COMPANY

LOOK for the RED STAR and the GREEN T

THE "ad" on the left is printed without change, and you will agree with us that it could hardly be better. This "ad" is but one of several sent in by Mr. E. C. Floeter, salesman in the Chicago Office. All of his suggestions are strong business-like, sales talks.

WE are glad to give Mr. R. J. Crain's advertisement honorable mention on this page, even though the lack of space prevents our printing it. Mr. Crain is the tank wagon driver whose picture appeared in the last issue of The Texaco Star. We want to thank him and all the others. Keep "a trying".

ADVERTISING DIVISION

