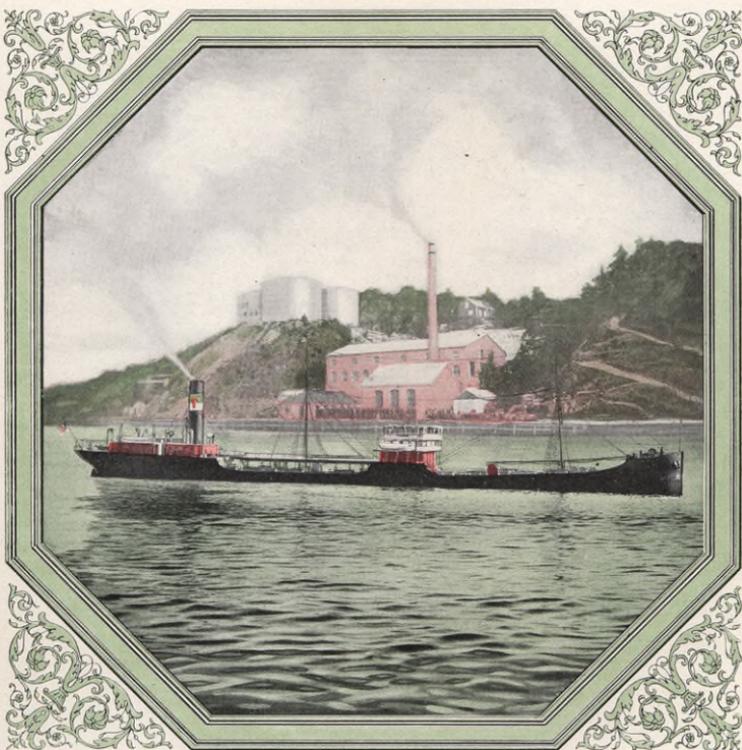


JULY-AUGUST 1923

The TEXACO STAR



TEXACO TANKER AT STOCKHOLM TERMINAL

FOR EMPLOYEES
OF THE TEXAS COMPANY

VOL. X No. 7-No. 8

THE work of organizing is more apt to be suited to an analytical mind, while managing should be the function of a leader—an inspirer of men. This difference is essential, and failure to appreciate its significance accounts for many corporation ills.

—*F. W. Collins.*

The TEXACO STAR

PRINTED MONTHLY FOR DISTRIBUTION
TO EMPLOYEES OF THE TEXAS COMPANY

Vol. X

JULY-AUGUST 1923

No. 7-No. 8

"All for Each—Each for All"

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The Railroad's Ally

Anyone who believes that the motor truck is a competitor of the railroad labors under a misconception. The motor truck is an ally of the railroad; it supplements rail transportation, it is an assistant, not a rival.

The dictionary defines a competitor as "one who seeks what another seeks, or claims what another claims." Does the motor truck seek the business the railroad seeks; is it claiming things the railway is claiming?

The big difference between the motor truck and the railroad is this: the truck seeks the short haul; the railroad seeks the long haul. Short haulage by railroads has never been profitable. The expense of shifting and switching for a short haul is the same as for the distant trip, and the railroads have been anxious to rid themselves of the unprofitable short hauls. The motor truck offers relief from the burden.

As far as we hear, motor truck operators are making no solicitations for long haulage. Movers of furniture do have this slogan, *We Move You One Mile or a Hundred*, but this still comes within the short haul and is business the railroads graciously surrender.

There are additional reasons why the railroads prefer that the motor truck should assume the short haul. The maintenance of terminals, less-than-carload shipments, and

other factors of expense govern the situation, and all bear out the conclusion that the motor truck is an ally not a rival of the railroad.

An Ounce of Prevention

It is an axiom of law that a principal is responsible for the authorized acts of his agent. This rule is extended, beyond express or implied authorization, by the principle of estoppel (*i. e.* representation of authority on which a third party was justified in acting) and by ratification. In all its phases the rule appertains particularly to the management and administration of organizations such as ours. Mistakes regarding the designation of agents and their powers sometimes prove costly. Instances where persons not designated as agents hold themselves out as such have resulted in embarrassment and in actual loss.

A corporation such as The Texas Company has manifold activities; its scope and operation is world-wide, reaching into the remote districts of the Orient as well as to every section of our own country. Our distribution is effected through subsidiaries, agents, distributors, and so forth, each with their designated duties and powers. There is, of course, a limit put on the powers of each; some are more limited than others. This is done with a definite purpose, both from a business and from a legal viewpoint.

It is incumbent upon all of us who deal on behalf of the Company with subsidiaries, agents, distributors, and others, to use care in our designations and references. If a man is an agent, that is one thing; if he is only a distributor of our products, that is another and different status.

A court judgment against a corporation in which we were interested was rendered not

long ago on this principle. It appeared that a man who was merely a distributor, a dealer in the products of the corporation, was by mistake called an "agent" on a piece of literature issued by the corporation. That piece of literature was introduced as evidence and was held to be proof that the distributor was an agent of the corporation, and the Company was held responsible for his acts.

Someone had erred in naming this distributor an agent and it cost the corporation real money. Surely a consultation with a member of the legal staff, or some other precaution, is worth while. The "ounce of prevention" adage is as good as it is old.

The Goal's the Thing

For a whole day enemy machine guns at the crest of a hill prevented two battalions of American infantry from taking the hill. Every time our infantry attempted to advance they were thwarted. A flanking movement was impossible, and a mass attack would have resulted in complete annihilation.

What was needed? A little artillery fire on the crest of the hill would have wiped out the enemy machine gun nests and our troops could have advanced further toward their goal. There were two batteries of our artillery available and they were awaiting orders when and where to fire. Through the thoughtlessness of the infantry battalion commanders no message was sent back asking for artillery fire or directing where it should be placed.

This lack of coördination and communication between the two branches of our fighting forces caused the Colonel of the infantry regiment to call all his officers and non-commissioned officers together after that drive. They assembled in a Belgian church behind the lines and the American colonel, from the pulpit of the church, told his officers that court-martial and possible death awaited any man who failed to keep up communication from front to rear, and rear to front, in the next drive. Needless to say, the liason or communication in the next drive was well-nigh perfect.

May we not apply this lesson of the need for coördination and communication to our own business lives? There are many ramifications of a large organization, and there are countless ways in which one branch may assist another. All are aiming for the same objective—the success of the whole Company. There

should be no hesitation by one department to call on another for assistance; communication should be free and continuous. Only in this way can all branches of our business work hand in hand to reach the ultimate goal.

The Conference Idea

In an editorial entitled "Too Many Cooks" the *Saturday Evening Post* points out that the conference system has American business by the throat in the form of a habit: "Mr. So-and-so is in conference and can not see you," has become one of the commonest of business catch phrases. More than half the time it is true. American business men have the conference habit. In groups of two or more they are continually tucking their feet beneath long tables and solemnly discussing their problems."

In pointing out the weaknesses of an overdone conference system the *Post* continues: "The first weakness is that a conference can proceed no faster than the mental gait of the slowest there. Matters of detail, the form of an invoice, the shade of a label—things that an executive would settle satisfactorily in a few minutes—will cause interminable debate when left to the will of a conference. Another weakness is that decisions are very apt to be based on opinions rather than on facts. . . Sales conventions, designed to create enthusiasm and the get-together spirit, are a different matter. It is the departmental or interdepartmental conference that is being overdone. We are inclined to believe that the fad will gradually abate and that the broth of business will not so often be left at the mercies of too many conference cooks. It is a sound business principle to get the best man for a job and then give him an unhampered chance to make good—or to get out."

In a large organization, such as our own, conferences are necessary; ideas must be coördinated, and plans made to fit in with the entire scheme of things; but the conference may become a detrimental habit if it is not practiced with discrimination. A man should not hesitate to decide questions himself when they are matters which are rightly for his own judgment; he should not delay action, where action is needed, because he wants to shield himself behind the opinion of others in some conference to be held weeks afterward.

The conference system has its place and its purpose; but it may be overdone.

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Plan the Idea First

One way to ruin a good idea is to tell others all about it before you have put it into some definite form. Many sound and practical ideas are dashed to the winds by their originators because they disclose the naked plan before it has been put into writing or worked into even a rough form.

The reason for this is psychological. A man thinks out an idea; it is worthy and workable. But before he puts the proposition in black and white, before he has it planned in its different angles, he goes to his superior's office and tells him all about it. What has happened? The thrill has passed, the secret is out; the plan has been divulged before any real work has been done upon it. Even if the idea is adopted the originator has lost the pressure and enthusiasm which accompanies an undisclosed idea. He returns to his desk to work out details that should have been planned before his visit to his superior, and consequently he works without that expectancy that would have been his before the disclosure.

Reverse the picture. The same man, before he presents the idea to his superior, works the plan out. He has thought of it in its different angles, the figures and data have been prepared. He presents the idea in outline; he is prepared to discuss it, and has his principles all set to refute objections. If his plan is adopted a great part of the labor incident to it has already been done. The need for the expectant thrill at the presentation of the idea has gone, and in its stead is the enthusiasm for quick execution.

If you want to destroy your good ideas, disclose them before you have elaborated definite plans. If you want to foster them and see them adopted, work out the facts; keep your secret until you have the preliminary outline, and then make your presentation.

Timely Advice to Producers

No argument is needed to establish the fact that there is an over-production of crude oil in this country. You are well aware of it. You are also aware that the Mid-Continent field is contributing to the congestion by an unprecedented volume which is taxing pipe line capacity and purchasing ability. Purchasing companies are storing oil at a time when, ordinarily, they would be drawing on stocks. Gasoline stocks are more than 50%

greater than they were at this time last year, due largely to wet weather. A continuance of these conditions will bring demoralization.

It is the height of folly to attempt to force your commodity on a market which will not receive it. There is no duty, legal or moral, resting upon producers, which would compel them to glut the market beyond consumption needs or transportation capacity. On the other hand, I regard it as both immoral and foolish to rush on with unnecessary drilling which wastes unreplaceable natural resource to the detriment of the public and the industry.

There is but one way to improve the situation. It requires the unselfish cooperation of every producing unit. There must be no mental reservations nor cunning attempts to profit through sacrifice of others. Every operator should shut-down. By "shut-down," is meant to drill no new wells that can be avoided. And many can be avoided—even those on expiring leases if a conscientious effort is made to obtain extensions from land owners. For what will it profit the land owner to have the well drilled if the pipe line company will not connect or the price is wholly inadequate?

Fortunately we have before us an example of what can be done when producers display sincere and intelligent desire to correct un-economic conditions. The voluntary shut-down movement in the Burbank and Tonkawa pools is the most constructive and efficient effort of the kind that has been witnessed in the last twenty years. These committees have brought about the shut-down of over 158 wells and have prevented the starting of many more. Had it not been for this movement those pools would have been beyond pipe line facilities and beyond control.

What has been done in Tonkawa and Burbank can be done at Bristow, Hewitt, Powell, and in all the other pools. It is, therefore, urged that the producers in each pool confer without delay and without further urging or direction, and proceed to a curtailment of drilling. Make it a real shut-down and stay with it until conditions are definitely better. By so doing, you will demonstrate your right to be called business men.

—President Wm. N. Davis,
Mid-Continent Oil & Gas Association.

Stop The Leaks

Those who follow the general industrial situation and realize what our marketing prob-

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lems are, know that there never was a time when economy was more urgently necessary to the petroleum industry than it is today.

The managers of the larger oil companies have long since taken steps to eliminate the more important wastes which characterized the petroleum industry ten years ago. They are daily striving to improve operating methods so that these wastes may be still further eliminated. There will always remain, however, the possibility of large annual losses due to acts of the heedless or ignorant in the organization, who forget that their livelihood depends upon the ability of the company to show a small profit on the results of their work.

Materials and supplies can be purchased, wages can be paid, and taxes and interest on the investment can be met in only one way—profits must somewhere be made on the transactions which come between the staking out of the foundation for a derrick and the purchase of petroleum products by the consumer.

No matter whether you drive a truck, or fire a boiler, or work in an office, or occupy an executive's chair, you're faced squarely with responsibility for practical economies. If you can not economize any other way, you can save your own time and the time of those who work with you.

There is a certain type of employe who is thoughtlessly wasteful, who excuses his conduct on the grounds that the cost will be met by the Company. He runs up needless expense accounts, he spoils materials, or he is careless of breakage of tools and machinery, all because the money doesn't come out of his private pocket. He forgets that if thousands of others were equally thriftless, the yearly losses would run into millions of dollars, and that the public, including himself, must finally pay the bill.

Your cooperation is needed to help give your Company an economical administration.

—*The Record*, Pacific Oil Co.

C. C. Blackman

The recent retirement of C. C. Blackman from active business can not be permitted to pass without an attempt to record in *The Texaco Star* an outline of his career, with some delineation, however incomplete, of the characteristics which have caused all in the Company who know him to hold him in high esteem.



C. C. Blackman - 1920

Calvin Cook Blackman was born September 6, 1845, in the little town of Selkirk, Ontario, on the shores of Lake Erie north of Buffalo. He lived there till he was sixteen years old. The next year he served as an apprentice to a carriage maker, when like all energetic boys he longed to see more of the world. He went as a sailor on the Great Lakes and had varied experience—once shipwrecked on Lake Erie. He sailed for a year with Captain Hoover of Cleveland, who died in February

of this year at the age of 91. Whenever he went north he made a call on his old Captain.

At the age of 19, in May 1865, he began his experience in the oil business at Pit Hole, Pa. In our Refining Department's periodical *The Look Box*, issue of March 1919, Mr. Blackman recounted some of his vivid experiences at Pit Hole, Shamburg Hill, Plumer, the Bradford Field, etc. He records among his adventures in the producing end of the oil business: "The first time in my life that I showed good judgment was in 1874 when I got married." And all his intimate friends during the last 49 years stand ready to confirm that opinion of good judgment—and to add congratulations upon the blessings of Providence in his choice. In concluding his reminiscences in *The Look Box*, Mr. Blackman said: "From 1865 to the present time my experience has covered every branch of the business: building derricks, drilling wells, dressing tools, pumping wells, superintending pipe lines, shipping oil in tank cars, and refining oil."

In 1881 he was made Superintendent of the Clarion Oil Company and served in that capacity until 1888, when he was transferred by

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the company to Lima, Ohio, as Superintendent of the Century Refinery.

In 1891 he went to a small refinery which W. T. Leman was operating at Lima, Ohio. Mr. Leman writes:

I have in mind one instance that shows the character of the man. When I asked him to take the position of foreman of the refinery, he replied that he did not know anything about refining oil, to which I replied that he was the party I was looking for, as he could be taught and not be biased by previous experience. At that time he succeeded in turning out as good quality of product as any competitor. The Texas Company knows his ability as a refiner at the present time.

In 1896 Mr. Leman took the superintendency of a larger refinery of the Manhattan Oil Company at Welker, Ohio, and Mr. Blackman continued there as Assistant Superintendent until the plant was sold in 1900.

In 1901 he went back to the producing business at Warren, Indiana.

Late in 1904 he came to Beaumont, Texas, on a visit to his son, who was with the Pipe Line Department of The Texas Company. W. T. Leman was then Manager of the Refining Department. R. C. Holmes had just left the superintendency of Port Arthur Works to take the superintendency of Port Neches Works, and on January 1, 1905, Mr. Blackman was appointed superintendent at Port Arthur.

On February 15, 1910, he was transferred to West Dallas Works, where he was superintendent until he resigned April 30, 1923.

If it be asked, why C. C. Blackman's men have always loved and respected him, the true answer doubtless is, because he loves and respects his men. That is, if they are worthy; woe to one if unworthy. He is thorough and exacting; but with designs of improvement, not mere censure. He once called a man to task for slovenly work: the man laid down his tools and was going to quit; but Blackman said, "No, you must not quit, you have a wife and two babies, you might be out of employment for some time, you can't afford to do that." The man went back to his work and is now one of the best in the plant.

A poor sickly man with a wife and five children once told him that his rent had been raised to a figure he could not afford to pay, saying that if he had \$50 he could build a house. Blackman advanced him \$50. Each pay day the man repaid a little till the full amount was returned, when Mr. Blackman handed him \$50 saying: "Go build an addition to your house."

Many instances could be accumulated where he showed the kind heart he has, which would

explain the love and respect of the men who worked under him.

B. E. Hull writes from Tampico:

His amiable disposition and ability as a humorist has endeared him in the hearts of all who know him. The distinction of having been actively engaged in some branch of the oil industry for a greater number of years than any other employe of The Texas Company has commanded the respect and admiration of all of us. The individuals comprising the organization at Port Arthur Works prior to 1910 and those now at West Dallas Works feel that Mr. Blackman's teaching is partially if not wholly responsible for any good characteristics they may have. They respect and love him as a father, and to his more intimate acquaintances he is affectionately known as "Dad."

J. C. McCullough writes:

I knew him first in 1896 when we were both serving the Manhattan Oil Company at its refinery in Welker, Wood County, Ohio; we lived in North Baltimore two miles away. He was Assistant Superintendent of the refinery and I was Superintendent of Construction. We were there about four years. Then separated for two years. Then we were again brought together in the employ of The Texas Company, and thus enabled to renew and continue our fast and fervent friendship. . . . I know him to be absolutely clean, morally, spiritually, and socially; broad gauged in his ideals, and clean in his every day life—and it is one of my proudest boasts that he has been my friend.

W. T. Leman, quoted above, added "an instance that amused me":

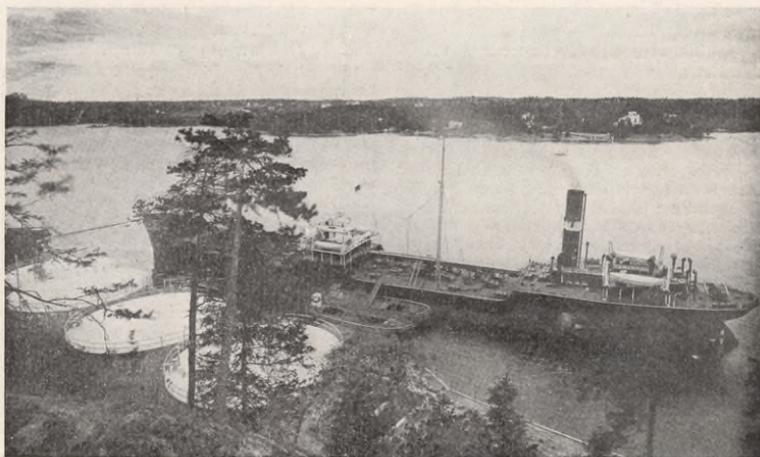
In 1908, when at his house at Thanksgiving, I announced that I was to marry his wife's niece the following January. Blackman pushed his chair back from the table, looked steadily at me for a few moments, and exclaimed: "You gray headed old rascal, don't you ever dare to come down here and call me Uncle Cal." But Uncle Cal he remains to the end of his days, and I am proud to be his nephew.

Some things have come into the life of C. C. Blackman that would have discouraged most men, but not him: at sixty his life-savings were swept away, but no one ever heard him complain—he laughs about it now. As every one knows, his hobby was that choice of the manliest men—a good horse. Nothing gave him greater pleasure than driving a fast horse—till automobiles put him off the road.

In all C. C. Blackman's 58 years in the oil business he never had a more serious accident than a pinched finger; never was one of his workmen killed, never a fire caused by carelessness.

And now in the mellow years of his life he has retired to an exceptionally attractive home in Port Arthur, where he and Mrs. Blackman have the satisfaction of living near to their daughter and son-in-law, Dr. T. B. Sappington, and a splendid little three-years-old grandson.

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Bulk Terminal of Wahlunds Mineralolje A. B.—Swedish subsidiary of The Texas Company

The Texaco tanker "Dirigo" discharging gasoline and kerosene. This bulk terminal is on the way from Stockholm to the sea; all vessels entering and leaving Stockholm pass it.

The Scandinavian Countries - II

SWEDEN

JAMES TANHAM, Executive Offices, New York

The world is richer because of Sweden. And Sweden is rich through the industry and genius which her people have applied to abundant natural resources.

Five and one-half million people inhabit a land almost as large as France, a land of varied climate and topography stretching a thousand miles from its northern boundary, far to the north of the Arctic Circle, to its southern boundary, the Baltic Sea.

The government is a limited monarchy. The present king is Gustav V. The parliament, or Riksdag, is composed of two chambers, the first consisting of 150 members elected for six years by county and town councils; the second chamber is elected by direct vote of the people, 150 of its members representing county districts and 80 representing the towns. Since 1909 there has been no property or income qualification to the ballot.

Three cities in Sweden stand out prominently because of their size and commercial importance. Stockholm the capital, celebrated

for its beautiful waterways and its architecture, lies on the Baltic Sea, just south of the sixtieth meridian, and boasts 350,000 inhabitants. Here are found the beautiful Royal Palace, the House of Parliament, the Royal Opera House, the Royal Theatre, the Northern Museum, and many other splendid buildings. Gothenburg, a city of 175,000 famed for its shipping, is on the southwestern coast on the Kattegat. Malmo, the gateway from the south, is close to the southern extremity of Sweden, with a population close to 100,000.

As in Denmark and Norway, so in Sweden the Lutheran faith predominates strongly.

Sweden has universal military training. Every male between the ages of 20 and 42 is subject to military service. The country is able to put an army of over 500,000 in the field—normal peace strength about 50,000.

The fame of the Swede as an athlete is proverbial. From ancient Viking days he has excelled on sea and on land. He is a daring and skillful sailor. On land he excels in run-

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House of Parliament

The Royal Church is seen at the left.
By courtesy of Mrs. W. A. Thompson, Jr.

ning and in jumping and in tests of strength, skill, and endurance. In the Olympic games of 1912 Sweden scored 133 points against 129 by the United States and 76 by Great Britain. Tennis and football have grown increasingly popular in recent years.

Sweden is rapidly changing from a very "wet" country into an unusually "dry" country. This is due to the manner in which the liquor question has been handled. The method employed is known as the "Gothenburg System" and was developed in 1865. By this system each community allows a company,



The Royal Palace—Stockholm

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which is licensed to handle liquor, a fixed rate of interest on its investment. The balance of the company's profits from the liquor traffic is paid by the company to the community. In cafes established by the company liquor is served only with food. The limitation of profit and the necessity of purchasing food in order to drink have served to check abnormal consumption.

One-twelfth of the surface of Sweden is covered by lakes and rivers. The country is rich in water power and is rapidly harnessing this wealth by the construction of immense power stations. Notable among these is the plant at Trollhattan near Gothenburg, completed in 1910, which not only furnishes electric power to southern Sweden but transmits power across the Kattegat to Denmark.

In mineral resources her wealth is predominately in iron ore, and her ore is superior to any in Europe. The proportion of pure metal in Swedish ore is 60% as against 36.7% in the rest of Europe. Of coal she has very little.



Bird's eye view of Stockholm

Copyright by Underwood & Underwood, N. Y.



Royal Opera House—Stockholm

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Ice Breakers for Stockholm Harbor

During the severe winters at Stockholm the harbor would be practically closed up with ice if it were not for several powerful ice breakers which keep the channel open. We are told that the ice in the channel at times is packed 15 feet high. The vessel shown in the picture is equipped with a steam engine of 4,000 horse-power and is claimed to be the most effective ice breaker in the world. It is lubricated with Texaco products. These pictures were taken about 50 miles off the coast.

Her copper mines are practically exhausted. Considerable zinc is produced; also some gold and silver.

Swedish steel products, especially machinery, cutlery, and electrical goods are prominent in the world's trade.

The Swedes are splendid mechanics and engineers, not only have they triumphed in manufacturing but in the field of invention also have they distinguished themselves.

Perhaps the best known of their inventors is John Ericsson, inventor of the screw propeller.

Page eight



Head Office of Wahlunds Mineralolje A. B., Stockholm
The Texas Company's subsidiary in Sweden

It was Ericsson who during the Civil War in the United States devised the iron-clad *Monitor* which defeated the *Merrimac* at Hampton Roads on March 9, 1861.

Alfred Nobel is perhaps better known through the work of the Nobel Foundation than as the inventor of dynamite and other explosives, including a smokeless powder.

The safety match is the invention of a Swede, G. E. Pasch.

The cream separator, the invention of Gustaf de Laval, is another valuable contribution to the world's wealth.

Sven Wingquist patented an almost frictionless ball bearing known all over the world as the S. K. F.

These are only a few of the thousands of Swedish inventions.

A few scientists should be mentioned.

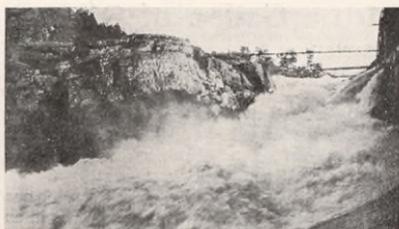
Anders Celsius devised the Centigrade thermometer. K. Angstrom constructed the pyrheliometer, a device for measuring the heat of the sun.

Karl Vilhelm Scheele discovered oxygen.



Band of the Royal House Guards
By courtesy of Mrs. W. A. Thompson, Jr.

The TEXACO STAR



Falls at Trollhattan



Power station—Trollhattan

In the field of electricity Swedes have achieved prominence. Their long distance telephone is the clearest in the world. The electrification of railroads is progressing rapidly and it is the hope of her patriotic electrical engineers that Sweden will be the first country in the world to electrify all of its railroads.

The northern half of Sweden is a region of mountains and of forests of spruce and fir. In Fall the sawing of timber commences. Sleds, drawn by oxen, and in the far north by reindeer, carry the logs to the thousands of frozen waterways. In Spring the ice breaks and the logs follow the streams seaward to the saw mills and factories on the coast. In recent years a policy of conservation and reforestation has been vigorously applied.

Important industries depend on a constant supply of timber. The great paper and match works, the saw mills and wood pulp factories give employment to thousands. From the port of Sundsvall on the Baltic Sea ships carry the products of Swedish forests to all the world. In the export of wood Sundsvall is the leading port of the world.

Central Sweden is the manufacturing section.

Southern Sweden is given to agriculture for which the broad fertile plains of Skane are ideally adapted.

Swedish Summers are delightful. The days are long, the climate is stimulating, and the traveler is prone to linger amid the hospitable people of this lovely land.



Some Members of the Texas Press Association at Austin, Texas

Some of the members attending a special Business Session of the Texas Press Association at Austin, Texas, February 8-9, 1923, photographed in front of Main Building, State School for the Blind. At this meeting of the State Press Association *The Texaco Star* was represented by Arthur Lefevre, Jr.—standing in front row with hand in coat pocket.

The TEXACO STAR

Lubricating 20 Acres with a Gallon of Oil

CHARLES E. MURPHY

Even in a great three-ring circus, where there is such a multiplicity of attractions that it is well-nigh impossible to concentrate on any one feature, all eyes and minds seem to center on "the tallest man in the world" and "the smallest man in the world" when they appear together walking around the ring. It seems to be a quirk of human mind to be comparative; to consider the largest as against the smallest and *vice versa*; to deal in the superlative, to think of all things in extremes.

Now, you thousands of American autoists, as you glide along a country road enjoying the comforting and refreshing breezes, you are simply human beings, aren't you? You're amused to compare the wee pigs as they trot gingerly alongside of the great, waddling, snorting hulks of fresh ham. You even stop to see the fight between the plucky little bantam and his barnyard rival, the big red-combed rooster.

But, in your natural inclinations to be comparative, how often do you compare that little bunch of power under the hood of your car—which you call your motor—with the giant engine of a transatlantic liner? How often do you think of its sundry functions in terms of the monumental machinery in a steel mill?

Place your foot on the self-starter. What happened? A contact, and your engine starts. And the little electric motor which does the starting of your automobile engine has its counterpart in the enormous electric motors used in steel rolling mills and for the propulsion of some of the most recent battleships.

Yes, and how often does your oil gauge remind you that the lubricating oil in your engine is performing the same functions in that compact little piece of machinery as the lubricating oil in a huge Diesel engine?

A few months ago a group of automotive engineers were chatting "shop" in their New York City Club and as such conversations usually do this one ended in a super-interesting discussion. One of the engineers propounded this question:

"Say, did any of you fellows ever figure out how much cylinder area a gallon of motor oil lubricates before it is finally burned up?"

Well! There's usually one man out of a group who endeavors to answer all questions *prompto* and *peremptorily*. But the answer to this one could not be "bluffed." So all the

engineers in this group of seven decided to investigate and determine how much cylinder area a gallon of oil has to lubricate before it is finally burned up. Their investigation and tests brought this startling answer:

One gallon of motor oil lubricates 1,000,000 (one million) square feet of cylinder area in an automobile before it is completely burned.

And 1,000,000 square feet is more than 20 acres. In other words, a gallon of motor oil must lubricate cylinder area which, if spread out over the ground, would cover a small farm.

So they drifted into comparisons. One of them—a leader in his profession—said he had proved that the cylinders of automobile engines undergo just as severe conditions as those imposed on the cylinders of large air compressors. Continuing he added:

"And when you recognize this fact, it sets you thinking as to just what your lubricating oil must do. You know the oil on the cylinder walls of an automobile is exposed to gases at temperatures between 1000 and 3000 degrees F., and when oil undergoes these conditions it's somewhat analogous to quenching white hot steel in heat-treating operations.

"We've all just determined that a gallon of oil must lubricate a million square feet of cylinder area before burning up completely. Now, more than half of this area—or a half-million square feet—is exposed to gas temperatures averaging 1000 degrees F. That means that your oil must lubricate the cylinder walls thoroughly under these conditions and at the same time burn clean."

Another engineer added:

"Yes, and the oil film between the cylinder walls and piston is about 200 degrees F., 12 degrees less than the boiling point of water, while the oil around the piston rings simmers at 500 degrees F."

A little thought on these facts will impress you motorists with the importance of properly lubricating your motor. Remember, a gallon of oil lubricates a million square feet of cylinder area; and in addition to performing thoroughly its lubricating functions it must burn thoroughly and cleanly, leaving a minimum of carbon. Automotive Engineers are emphasizing the importance to motorists of obtaining pure clear oil for their engines. Many motorists in past years judged the motor oil they purchased by its color, figuring that the darker

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the oil the better the lubricating qualities. Of late years, however, as scientific development has progressed, thousands have come to know that there are clear golden colored motor oils which are full-bodied and possess those lubricating qualities demanded by the severe conditions motor oils must undergo.

There's bound to be a certain amount of carbon in any engine after it has been run a while. The less carbon the better, of course; and it is better if the carbon is of the soft fluffy kind that blows out through the exhaust and is easy to remove, rather than hard carbon which can not be blown out and sticks to the cylinder walls and is hard to remove.

Here again, then, the importance of a clear, pure, highly refined oil is manifest.

A clear road ahead. You're not only tempted to "hit her up" to 40 miles an hour, but you actually do 40 an hour. At this speed, guess what the rubbing velocity is between the shaft and its bearings!

Well, the rubbing velocity is 2000 feet a minute. That is, the bearings and the shaft are rubbing against each other at the rate of nearly half a mile a minute.

Two tons is not a light weight. And yet at every explosion of the engine the main bearings of your motor car are subjected to approximately two tons of pressure. This

is about eight times as great, considering relative size, as that allowed on line shaft hangers or on bearings of large steam turbines.

If the need of a clear-burning oil with maximum lubricating efficiency is important in the engine, surely there is an equal need for a lubricant of equal quality in the transmission. For the transmission gears of an automobile are subjected to nearly four times as great pressures as are allowed for gears of marine steam turbines.

The transmission case should be cleaned out occasionally, and should be resupplied with a lubricant liquid enough to give lubrication at all times and also sufficiently adhesive to circulate with the gear teeth as they go around.

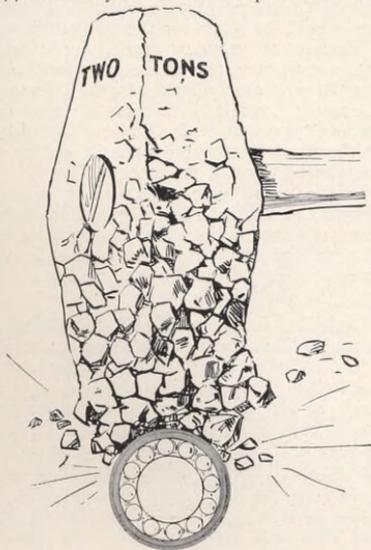
In this brief article, you have seen that the engine, the gears and other machinery confined to the small space of your automobile, are all subjected to greater stress, to more exacting demands, and to more severe conditions than power plants of immensely greater size. Each part of your automobile, from the engine to the transmission gears, finds its counterpart in tremendous turbines, in giant air compressors, in centrifugal pumps and so on. And the comparatively small parts of your automobile have to produce their effectiveness under more severe conditions than their counterparts in larger machines.

That little power plant of your automobile is remarkably self-contained, and the oil you use in it must provide a pressure-resisting film between all the rubbing parts, such as piston rings, cylinder walls, wrist pins, connecting rod bearings, main shaft bearings, cams and camshaft bearings, timing gears, and so forth under all the different conditions of pressure and temperature.

This means that in your little compact motor exist the varied lubricating conditions found in a big power plant.

But this is the difference: The single motor oil which you use in your engine has to perform the same lubricating functions that are performed by several oils in larger machinery. That is, you feed your automobile engine only one motor oil as a lubricant and this oil has to perform varied and sundry functions. Think what care and skill is required to make one oil that can meet all these conditions!

Hence the doctrine of proper lubrication advocated so ardently by the country's automotive engineers is justified. They claim that autoists should pay more attention to lubricating their machines; that they should insist on clean clear oil. This is sound engineering.



LAW CURRENT

Rob't A. John

The old doctrine that "the best governed is the least governed" is forgotten by our modern law givers. The "Summons," for May, 1923, is responsible for the following statistics:

During the last four years there have been 62,000 laws enacted by Congress and by the different state legislatures in the United States. This of course is plus innumerable municipal ordinances passed by cities throughout the country. In 15 states in the last four years there have been 5,597 new laws passed by State legislatures. In the first session of the present Congress there were introduced 16,170 bills in the House, and 5,502 bills in the Senate. The article referred to quotes Chief Justice Marshall as follows:

"It would take a man one-third of his lifetime to read all the existing statutes in the United States that are applicable strictly to himself. It would take him three years to read—not to digest or analyze, but just to read hurriedly—all the decisions handed down by the courts in one year's time."

Somebody has figured it out that in 142 years of our national existence as the United States we have passed more laws than were passed by all peoples for the entire 6,000 years preceding.

Discrimination Against Interstate Commerce by Exemptions from Increased Rates Granted by Local or State Commissions.—In 1920 the Interstate Commerce Commission authorized a general increase of freight rates throughout the United States, including the State of Tennessee. The local commission of that State following suit, so far as intrastate rates were concerned, granted a like increase, but excepted from the order carload shipments of stone and gravel when "for use in building public highways and consigned to federal, state, county, and municipal authorities, or their bona fide agents."

The federal body countered by ordering a discontinuance of the exception quoted on the ground that it was a discrimination against interstate commerce. The reasoning was that to grant a lower rate on road materials to a local government engaged in highway constructions may benefit the government without subjecting to prejudice any person, locality, or class of traffic, but stating, "that a lower rate

may result in giving to a single quarry within the state all of the governmental business so that competing quarries in localities within or without the state, or interstate traffic, will be prejudiced."

This is the case of *U. S. v. State of Tennessee et al.*, being Cause No. 429, Volume 63, I. C. C., 160-172. The Supreme Court of the United States, through Justice Brandeis, concurred with the Interstate Commerce Commission, holding their finding of the fact of discrimination conclusive, and held the action of the local or state commission, in exempting such commodities hauled for such purpose, as discriminatory and therefore void.

Texas Anti-Trust Statutes.—A contract binding a retailer to sell goods furnished him by a wholesaler at a price fixed by the latter within certain countries only, and not to sell similar merchandise obtained from others, was held null and void as violating the Texas Anti-Trust Statutes (Rev. Sts. Arts. 7796-7798) in *Dickerson et al. v. McCannon & Co.* (248 S. W. Rep. 1084) by the Court of Civil Appeals of the 9th Texas District.

Carrier's Liability Limited to Amount Fixed in Express Receipt.—The Cummins Amendment (as amended) to the Federal Commerce Act provides that every carrier shall be liable for the full actual loss or damage to property carried by it with certain exceptions, one of the exceptions being that the carrier is authorized by the Interstate Commerce Commission to maintain rates dependent "upon the value declared in writing by the shipper or agreed upon in writing as the released value of the property."

In the recent case of *American Railway Express Co. v. Lindenberg* the United States Supreme Court decides that the carrier's liability is limited to the amount fixed in the express receipt, although that receipt is not signed by the shipper.

Liability for Wrongfully Libelling a Vessel.—The recent case of *Artimano v. W. R. Grace Company* (286 Fed. Rep. 702) holds that where libelant seizes a vessel against which he has no legal claim, under circumstances of gross negligence on his part, he may be later held liable for malicious prosecution. The "malice" is really nothing but gross carelessness, which the Court says amounts to "legal malice." The circumstances of this case were that libelant had a claim against

The TEXACO STAR

vessel "A". By mistake he seized another vessel by the same name and thereby forced the latter vessel to lose a valuable charter party. The two vessels were entirely different, both in construction and appearance. The Court held this to be gross negligence and sustained an action against the libellant. This holding is contrary to what appears to have been the prevailing impression that if X thought he had a claim against Y's vessel, he could seize it in libel proceedings under any circumstances without running the risk of being called upon subsequently for proceeding upon a groundless claim and causing demurrage to the vessel or other legal damage.

Constitutionality of Louisiana Severance Tax Upheld.—The Supreme Court of Louisiana recently rendered an opinion in the case of *Gulf Refining Co. v. MacFarland, Supervisor*, upholding the constitutionality of Act 140 of 1922, levying a tax of 3% on the gross market value of the production of all mineral oil and gas produced in the State. The Act was passed to carry into effect the provisions of Section 21 of Article X of the Constitution of 1921, authorizing the levying of taxes on natural resources severed from the soil, which are to be paid proportionately by the owners at the time of severance. It was attacked on the ground that the tax imposition exceeded the limitation of 5¼ mills, fixed by Section 3 of Article X. The contentions were made that the tax was a tax on property and was an arbitrary discrimination against producers of oil and gas in the State in favor of producers of the commodity produced in other states.

The Supreme Court held that Section 21 of the Constitution authorized the legislature to levy a severance tax, which was not subject to the limitation imposed by Section 3. While a determination of the question as to whether or not the tax imposed was a property tax was considered by the court as immaterial to the decision of the issues raised, it nevertheless held that the severance tax was not a property tax but an excise upon the privilege of severing natural resources.

Statute Authorizing Fixing Minimum Wage for Women Held Unconstitutional.—The case of *Adkins v. Children's Hospital of the District of Columbia* presented for determination to the United States Supreme Court the question of the constitutionality of the Act of September 19, 1918, providing for fixing minimum wages for women and children in the District of Columbia.

In holding this Act unconstitutional (43 Sup. Ct. Rep. 394) the Court stated that, in view of the great changes in the contractual, political, and civil status of women culminating in the Nineteenth Amendment, while physical differences may be recognized in fixing hours or conditions of work, women of mature age, *sui juris*, may not be subjected to restrictions on their liberty of contract which could not be lawfully imposed in the case of men under similar circumstances.

Treasury Decision 3475.—Large refunds of taxes will probably be made under this recent ruling of the Treasury Department which applies to distributions by holding companies of earnings and profits received from subsidiaries. The decision amends Article 1543 of Regulations 62 and provides in part that whenever "one corporation has received from another corporation distributions out of earnings or profits accumulated by such other corporation prior to March 1, 1913, or out of increase in value of its property accrued prior to March 1, 1913, and the receiving corporation, after having first distributed all of its earnings and profits accumulated since February 28, 1913, distributes to its stockholders the amount so received by it from such other corporation, such distributions are not dividends within the meaning of the Revenue Act and are exempt from tax."

The Texaco Libraries

Donors since last report: Louis D. Ricci, Rio de Janeiro, Brazil; Mrs. Lucy P. S. Thompson, Brooklyn, N. Y.

Mrs. Thompson's gift was sent in memory of Mr. W. A. Thompson, Jr. Mr. Ricci's donation was a fine collection of works on Brazil to be followed by another shipment of books of Brazilian literature.

Please send books or cash to Arthur Lefevre, Jr., The Texas Co., Houston, Texas.

CRUDE OIL PRICES AT WELL

July 1, 1923

Pennsylvania.....	\$3.25	Homer.....	\$.95 to \$2.00
Indiana.....	1.88	Haynesville.....	.95 to 2.00
Canada.....	2.58	Smackover.....	.40 to .85
Ragland, Ky.....	.90	Caddo.....	.80 to 2.00
California Light.....	1.04	DeSoto.....	1.80
California Heavy.....	.60	Bull Bayou.....	1.60
Kansas.....	\$1.10 to 2.20	Crichton.....	1.45
Oklahoma.....	1.10 to 2.20	Gulf Coast.....	1.75
North Tex.....	1.10 to 2.20	Mexia.....	1.25
N. C. Tex.....	1.10 to 2.20	Currie.....	1.35
Heraldton.....	1.00	Corsicana.....	.60 to .90
Eldorado.....	.95 to 2.00	Wyoming.....	1.25 to 1.70

A Narrow Escape and a Warning

The Seaboard Air Line Railway Company recently called the attention of the oil companies doing business over its lines to a narrow escape and a warning for the use of every precaution in crossing railway tracks with trucks loaded with gasoline. The letter to the oil companies, signed by Vice President and General Manager M. H. Cahill of the Seaboard Air Line, Norfolk, Virginia, follows:

"On May 17, 1923, a passenger train of this Company came very near striking a truck loaded with gasoline belonging to an Oil Company. In this instance the driver stopped before crossing the track, saw the train coming, and then attempted to beat the train over the crossing. The truck barely cleared in

time and one of the men on the truck was so sure of its being struck that he jumped.

"It is of course needless for me to point out to you the serious things liable to result should a train strike one of these trucks loaded with gasoline. The object of this letter is to request that you impress upon your drivers the importance of stopping before attempting to cross railroad tracks, and satisfy themselves that train is not approaching, and if one is approaching not to attempt to cross ahead of it, pointing out to them what it would mean should one of our trains, particularly a passenger train, strike a truck. To us this is a very serious matter, and your cooperation will be greatly appreciated."



Another Warning

See under New York District in *Departmental News* an account of a gasoline accident in which serious consequences were prevented by the courage and presence of mind of the truck driver. This was a case of ignition by static electricity.

To prevent the accumulation of static electricity on the body of a tank truck, which is insulated by the rubber tires, many gasoline trucks let a chain drag on the ground.

In filling a truck tank or a can good metallic contact should be made between the nozzle of the hose and the receptacle.

A can with a wooden handle was hung on the hook of a gasoline pump, the handle insulating the can from the pump, and after one gallon had been pumped a spark jumped from can to pump and fired the gasoline. After putting out the fire the filling of the can was again attempted and the gasoline was again ignited by another spark.

DEPARTMENTAL NEWS

The managers of the respective Departments have assigned to the gentlemen whose names are here given the duty of sending to *The Texaco Star*, so as to be received by it before the 25th day of each month, departmental news, photographs, and other items of general interest. Material for this purpose should be sent to them before the 20th of the month. All are invited to cooperate.

Refining Dept.	C. K. Longaker, Houston
Natural Gas Dept.	W. H. McMorries, Jr., Fort Worth
Ry. Traffic & Sales Dept.	J. A. Brownell, New York
Marine Dept.	J. Nicholle, Port Arthur
Legal Dept.	H. Norris, New York
Treasury Dept.	H. Tomfohrde, Houston
Comptroller's Dept.	H. G. Symms, Houston
Insurance Dept.	R. Fisher, New York
Governmental Reports	B. E. Emerson, Houston
Sales Dept. S. Territory	P. A. Masterson, New York
Sales Dept. N. Territory	C. M. Hayward, New York
Sales Dept. W. Territory	Miss M. Marshall, N. Y.
Asphalt Sales Dept.	R. C. Galbraith, Houston
Export Dept.	Personnel Committee, N. Y.
Purchasing Dept.	F. C. Kerns, Denver
Producing Dept.	J. I. Smith, New York
Pipe Lines	J. B. Nielsen, New York
T. T. Co. of Mexico S. A.	J. A. Wall, New York
	J. T. Rankin, Houston
	Otto Hartung, Houston
	Fred Carroll, Houston
	C. W. Pardo, Tampico

REFINING DEPT.

Port Neches Works.—The death of J. O. Merriman, General Foreman of Port Neches

Works, on June 21 in the Mary Gates Hospital at Port Arthur, is mourned not only in this community but by this entire section. He had been in the service of The Texas Company since 1906 and was also a Representative of Jefferson County in the State Legislature. Mr. Merriman was first sent to the legislature as floral representative from Jefferson, Orange, Liberty, and Hardin Counties, and when reappointment was made under the 1920 census giving Jefferson County two representatives he was elected as one of them by an overwhelming majority. The funeral on the 23d was one of the largest ever known in this section. One hundred automobiles were in the long procession. Many of his colleagues in the legislature attended from Austin, some of them being among the active and honorary pallbearers. The floral decorations were profuse and elaborate and appropriate music was provided both at the home in Port Neches and at the Port Neches Burial ground.

Mr. Merriman, who was 39 years old, is survived by his widow and two daughters, Lillian and Lucile, his father and mother, Mr. and Mrs. M. E. Merriman, two brothers, Marion and Will, and a sister, Mrs. Fred Woods, all living at Port Neches. Our heartfelt sympathy is extended to the bereaved family.

WATER SHIPMENTS BY THE TEXAS COMPANY FROM PORT ARTHUR, TEXAS, MONTH OF JUNE 1923

Refined—Coastwise	907,188 bbls.
Refined—Foreign	451,374 bbls.
	<hr/> 1,358,562 bbls.
Crude—Coastwise	524,209 bbls.
Crude—Foreign	78,081 bbls.
	<hr/> 603,190 bbls.
Total	<hr/> 1,961,752 bbls.

Providence Terminal.—J. E. Blake, our Assistant Superintendent, has been transferred to Europe. We all wish him success.

J. R. Alexander, appointed Assistant Superintendent, was well known here from previous visits and found a warm welcome awaiting him.

We welcome Matthew S. Fitzsimmons as new Warehouse Foreman.

Mrs. C. S. Peterson, the former *Look Box* Editor, paid us a visit recently in company with Miss Dewey M. Howard. We were much pleased to see them and trust we may have the pleasure again.

We recently had a visit from Edwin Price, of Bayonne, father of our A. G. Price. He renewed a number of old friendships and we were all glad to see him. Call again.

We extend sincere sympathy to M. Edwards for the loss of his mother.

We extend our sympathy to William H. Dinagan for the death of his father.

George Fabula, our smiling Compounder, has taken unto himself a wife. Miss Margaret E. Kulik is or was the name of the fortunate young lady and the ceremony took place June 3 at the home of the bride in Bayonne, N. J. After a trip to New York and Niagara Falls the newlyweds will make their home in Providence. The Terminal extends best wishes.

Harold Hall, our champion canoe artist, came in second in the Annual Memorial Day Five-Mile Race on the Charles River, Boston. The time was 47 minutes. Congratulations, Harold.

Norfolk Terminal.—The human tide that ebbs and flows at infrequent intervals at Norfolk Terminal, like the sea, casts up and leaves on the shore, for those who remain, bits of interesting drift which include friendships that create aspiration, renew interest, and plant pleasant memories. Assistant Superintendent J. R. Alexander was with us only four months, but during that time he won the respect and admiration of all employes. He knew what he had to do and it was a pleasure

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Through the coal fields of West Virginia—The largest coal-carrying road in the country

to do what he asked. It was real regret that he saw in the faces of the men and women who gathered on the day he left to bid him farewell. We extend to him our heartiest congratulations and best wishes.

N. L. Dale, who has been at Norfolk Terminal since 1912 (except for one period of six months at Bayonne) was promoted to Superintendent of Tampa Terminal and left on June 1 for that position. A token of the regard in which we held him was presented on his last day of service here. In his decisive direct manner he made a short effective speech of thanks, including a bit of witicism. He has always been an artist in that line, ready with a cutting remark that never hurt the party addressed because of the splendid friendly spirit he always showed in his manner.

Don F. Dickerson, one of our young old timers, was being congratulated on the arrival of a 9-lb. son on June 10. He will be named Don Junior.

Ed White, or "Whitey," known by everybody who visits the Terminal as the best Handy Man in the business, was laid up for a few days. On returning to his job he was the same old consistent "Whitey," good natured and over all his troubles the minute he had once told about them, always thinking first of his work and doing it faithfully.

Flunked Student.—I don't think this is fair, sir; I don't think I should have a zero on this examination.

Professor.—I know it, but we do not have any marks lower than that.—*The Argonaut.*

RAILWAY TRAFFIC AND SALES DEPT.

Our contribution for Midsummer number of the *Star* is a photograph of a scene on one of our Texaco lubricated railroads. We believe the large quantity of snow in the foreground will have a distinct appeal to all readers in this torrid month and help them to appreciate the fact that this is the largest coal-carrying road in the country. It operates many large Mallet locomotives and 100 and 120-ton coal cars through a mountainous section. Lubrication meets its severest test on this road. They have been using Texaco lubrication for the last four years and have recently renewed their contract with us for an additional period.

Four railroad contracts were renewed in one day during June and business with this department is good.

Referring to the item about our Mr. C. S. Young in last month's *Star*, the following letter has been received from Mr. C. S. Young of the Missouri Pacific:

Referring to the attached, would like to look this "Mr. C. S. Young" over. "Misery loves company," and I have often been accused of being the missing link between man and monkey. Is this gentleman my double? Judging from the item, he is perpetuating our forefather's accomplishments—"Ole Brigham."

We do not despise all those who have vices; but we despise those who are without any virtue.—*French Proverb.*

I have never said anything of a man I would not say to him.—*George Washington.*

The TEXACO STAR

SALES DEPT. S. TERRITORY

Marine Sales Division.

—Despite the comparative inactivity on the part of vessels controlled by the United States Shipping Board and continued depression in foreign shipping, The Texas Company's Marine Sales Division is experiencing increased demands for Texaco Marine Lubricants with the pleasing result that our gallonage is steadily increasing from month to month. Statistics indicate a greater percentage of sales per call on vessels flying the flags of all nations of the world. The immediate prospect is bright, for with the coming movement of this year's cotton and grain a revival of shipping will occur, and with increased activity in shipping circles we, of course, expect still greater sales and gallonage to the marine trade.

The accompanying photograph shows the German S. S. *Schleswig-Holstein*, of the H. Schulte Line, Flensburg, Germany. This vessel, as are some of her sister ships, is Texaco lubricated. Superheat conditions prevailing aboard this vessel prior to the use of Texaco 625 Mineral Cylinder Superheat Oil were a source of trouble. With the use of Texaco Marine Lubricants successful lubrication now obtains aboard the *Schleswig-Holstein*.



S. S. "Schleswig-Holstein"—H. Schulte Line
Mr. L. Boyson, Chief Engineer



Aboard Steamer "Chalmette"—Southern Pacific S. S. Co.

At New Orleans recently. Left to right: Salesman T. W. Jones, Chief Engineer H. W. Carl, Second Assistant Conley, First Assistant Herbert, Third Assistant Weir.

Vessels of the Southern Pacific Steamship Company are lubricated with Texaco Marine Lubricants. The successful lubrication of vessels of this line has continued over a period of many years, and is but one example of the efficiency to be obtained with the use of Texaco Marine Lubricants.

The passenger-cargo steamships of the Pinillos Line, Izquierdo & Cia., are lubricated with Texaco Marine Lubricants. This line, which is the premier steamship line of Spain, has found satisfaction in the successful lubrication of their vessels operating between Europe and North and South America. The line operates a large number of giant steamers touching at New York, New Orleans, and Galveston, luxuriously equipped for the accommodation of passengers.

The accompanying photograph shows the *Cadiz* of the Pinillos Line. Her sister ship, the



S. S. "Cadiz"—Pinillos Line
Senor Antonio Repeto, Chief Engineer

The TEXACO STAR

Conde Wijredo, recently sailed from Galveston to Barcelona carrying a large quantity of Texaco Marine Lubricants for consumption aboard their vessel.

Marine Salesmen have their "hobbies" which are more than variable. For example, our Marine representatives in New Orleans, T. W. Jones and A. B. Fields, appear to specialize in sales to foreign vessels. During one week in June, they supplied Texaco Marine Lubricants in very generous quantities to vessels of the following nationalities: Japanese, French, American, Mexican, Norwegian, and Italian. The peculiar hobby at the Port of Galveston appears to be the sale of Texaco Marine Lubricants in carload quantities. Marine Salesman G. W. Horton at that port has delivered thus far three carloads of Texaco Lubricants.

Houston District.—Miss Thelma Aten, stenographer to Superintendent S. E. Monroe, was married to Mr. Earl Henry on June 16 at the home of her parents at 502 Webster Ave. The impressive ring ceremony was performed under a bower of flowers and evergreen after which a reception was held. After receiving the good wishes of relatives and admiring friends the young couple drove to Galveston. The D. O. extends heartiest good wishes.

With great regret we report the death of the three years old son of J. S. Carroll, Assistant to Agent Fred Mauritz of El Campo. Baby Carroll while playing in their back yard ran into some hot ashes and while suffering from the burns contracted pneumonia from which he died. The entire Houston District extends sympathy to this family in their grief.

The stork visited the home of Mr. and Mrs. R. F. Brieger on June 5 and left a fine baby boy. Mr. Brieger recently bought a new home, so Junior can have plenty of play room. We wish the trio many happy years together.

Gus Kirven has been appointed City Salesman in Houston. Mr. Kirven has had a vast selling experience and intends to put the Red Star and Green T in places of business all over the city. Boy, we'll deliver the goods while you take the orders.

Wm. Kehoe, Jr. of the General Sales office has wanted to be an Agent for a number of years. His dream came true. He is now Agent at Pleasanton, Texas. Bill is a first class accountant as well as salesman and already the cogs of big business have begun to turn.

R. Q. Roseberry has been appointed Agent

at Del Rio vice E. L. Braun resigned. He has commenced an active selling campaign and this station will show a decided increase.

Chief Accountant J. D. Walker of the Houston District office has a new rod and reel. Assistant Creditman J. E. Brophy will contest the next catch of Mr. Walker; so, boys, watch for the photo of some real fisherman's luck.

Dallas District.—We welcome the new agents: George Birge, Sherman; S. W. Sims, Gainesville; W. M. Grant, Deport; W. V. Jones, Panhandle, Texas.

R. W. Tacher has been appointed Agent at Dallas A. F. S. No. 6 and L. E. Barnes has taken charge of our new A. F. S. No. 10 in Dallas. Both these promotions were well deserved.

We extend heartfelt sympathy to Travis Thompson in his great loss. Mr. Thompson's mother passed away on May 31 at her home in Dallas, and his sister, Miss Johnnie, who was very ill at the time of their mother's death, died on June 4.

Telegraphic report has just been received of the marriage of J. Norwood Parrott to Miss Ruth Alderman of Fort Worth, Texas. Mr. Parrott is our popular City Salesman in Dallas. Congratulations.

Leading Stations for Month of May

Gallonage	Lub. Oil	Grease	Roofing
Dallas	Dallas	Wichita Falls	Jacksonville
Fort Worth	El Paso	Dallas	Fort Worth
Garland	Wichita Falls	El Paso	Dallas
El Paso	Canadian	Mexia	Athens
Waco	Ranger	Electra	Cisco

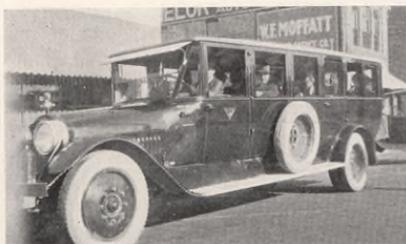
Oklahoma District.—During the week of June 11 this District had what is commonly known as a *flood*. Many towns were under water for several days, train service in all directions being stopped.

The weather is now getting just hot enough for the boys in Oklahoma District. When you see this bunch of go-getters with their sleeves rolled up and their necks turned in, watch out customers, watch out! Remember



One mile water near S. S. Road

The TEXACO STAR



"Miss Oklahoma"

Special Agent Kinney of Muskogee is almost as proud of "Miss Oklahoma" as he is of his Red Dodge Roadster. This 5-ton White Bus is owned and operated by the Ward Way Transportation Company, who use nothing but Texaco Products in the operation of their lines out of Muskogee. The big bus is a running advertisement for Texaco.

the three solid trainloads of Texaco lubricating oils we shipped direct to customers in 1920 and 1921? Well, the same old gang are on their feet, heads up and order books in hand. We say, "It Can Be Done." Come on, fellows, to the front, Oklahoma District first, last, and always!

We would like to tell you all about the wonderful plans for the Annual Picnic to be held June 25 at Lincoln Park, Oklahoma City, but it would take too much space. As all the friends whom we would like to invite can not be with us, we wish to say we shall think of them all and wish they were with us.



Mr. and Mrs.
B. E. Riley

"Mickey" Riley, more formally known as B. E. Riley, says she is quite an armful but he thinks he can manage her without any trouble. Well we hope so, for these two happy young things were married on June 18, stealing away quietly to Guthrie where the nuptial knot was tied. Mrs. Riley before her marriage was Miss Cleo Shaffer of Oklahoma City. Congratulations to both of you, long life and happiness!

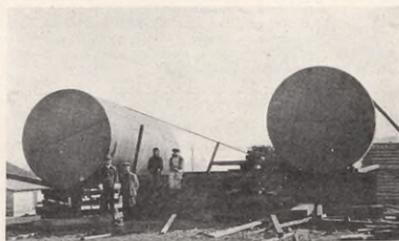
New Orleans District.—The employes of the District Office sympathize with Louis and Roger DeVelle in the loss of their beloved



Morgan City, La.

A truck load of roofing recently sold by Agent J. M. McMurray. The storage tanks of Morgan City Station are seen in the picture. The gentleman on the sidewalk is Mr. Clements of Chapman-Storm Lumber Company, a large customer of ours.

father on June 19. A large floral offering was sent as a token of their sentiments. Louis is Agent at Arabi, La., and Roger is Checking Clerk in the District Office.



Energy and initiative at Booneville, Miss.

Agent R. J. Heyer and his assistant, with two helpers, put up these tanks and other facilities necessary for a tank station at Booneville, Miss. Agent Heyer also represents the Company at Corinth, Miss. He is wide-awake and aggressive and controls the larger part of the business in his section.

Atlanta District.—On June 1, 1923, Florida was taken away from the Atlanta District and made a separate District. This made it necessary for some old D. O. employes to go to Florida. E. O. Smith, stenographer in the Sales department, was transferred to Jacksonville as Chief Clerk; A. E. DeMore, stenographer in the Lubricating, was transferred to Jacksonville as Lubricating Clerk. While we hate to lose these two young men from our immediate ranks, we are glad to see them have the opportunities that they will have in helping to organize a new District. We are certain that they will make a good showing from the beginning.

Besides being a first class Motor Inspector,

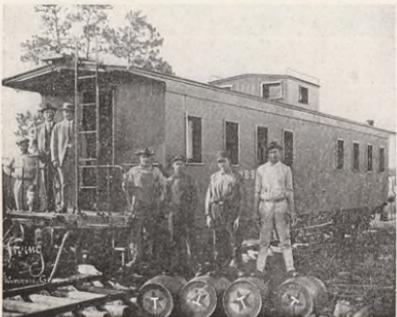
The TEXACO STAR



"Silent Policemen"

Texaco metal drums, which have become worthless, are playing the part of silent policemen at Decatur, Alabama. Twenty of these drums have been filled with concrete and placed at the center of the street intersections. Our Agent states: "These drums make a swell ad for us and the public seems well pleased with them, claiming that they make it much safer to ride down the streets."

"Bill" Church over in South Carolina makes a good news gatherer. Bill helps us out with the items he picks up on his rounds and we appreciate his interest. He informs us that an 8½-lb. baby girl arrived at the home of Ass't



A homemade caboose

Excepting two Texaco representatives, those shown in the picture are employees of the Hebard Cypress Company at Waycross, Ga. Mr. O'Quinn built the caboose, and Henry Spinks says that all that it takes for him to build a caboose is just room enough to put it up and a little material to work with. He carries plans and blue prints in his head.

Left to right: B. Johnson, Mechanic; H. D. Spinks, Engineer Salesman; L. S. Killingsworth, Agent Waycross, Ga.; J. W. O'Quinn, Car Foreman; M. H. Cox, Mechanic; R. F. Allnash, Warehouseman; J. R. Crosby, Mechanic.

Agent M. L. Land of Spartanburg, S. C., on May 7; and that a 9-lb. boy arrived at the home of Warehouseman L. B. Hutto of Columbia, S. C., on May 18. We extend our congratulations to these families and all good wishes to the little ones.

YOU TRY IT

Don't this weather make you quiver
When you start out in your flivver
And you find the roads are in an awful mess?
Then your motor starts to sputter
And a 'cuss' or two you mutter
As she skips and skids and wheezes more or less.

Makes no difference how you 'cuss' her
She gets 'wuss' and then gets 'wusser,'
And your temper doesn't help a single bit;
For she stops there on the highway,
Right there on the muddy byway
You must sit, and sit, and sit, and sit, and sit.

Now for your information
I will tell you of a station
Where I always get my oil and gasoline;
And my Ford, she doesn't chatter,
No she doesn't buck and clatter,
But she runs as smooth as any old machine.

The quality's surprising
And it needs no advertising,
For it's known from California up to Maine;
And I'd walk from here to Mexico
For just one quart of Texaco,
So try it out, and you will do the same.

—Dane C. Burkhalter,
A. F. S. No. 1, Americus, Ga.

Florida District.—Know all men by these presents: While we are the latest creation in District development, we are by no means apprentices in production or performance. Heretofore we have had the distinction and pleasure of being a part of the greatest District in Southern Territory—our dear old Atlanta District; therefore, we should have inherited some of the characteristics peculiarly prominent in the leaders and pinch-hitters of the Atlanta District, which should befittingly equip us to march forth upon the battlefields of new opportunities lying before the Florida District and press forward to greater aims and accomplishments.

There is an inborn desire and determination in each and every one of the Florida fellows to make "Florida First in Everything." This slogan was developed during past performance before we attained our present distinction, and on this, the dawn of a new day for Florida, we are more definitely committed and grimly determined to make this slogan a greater reality in every sense of the word.

Every man in our organization has taken

The TEXACO STAR



Haeger Brothers, Lemon City, Fla.
At Dixie Highway and N. E. 62d Street.

This enterprising firm sends the following highly appreciated letter:

"We are very much interested in The Texaco Star and we are aware of the fact that these magazines are furnished to employes only, but we would be glad to receive your monthly magazine. We feel that we are one of your employes in an indirect way and your Star is very interesting to us.

"Enclosed you will find an amateur photo of our place, which does not show the building as it really looks. Mr. Fairbanks wishes to have a photo of this building made and published in The Texaco Star just as soon as we get the floral effects and the front straightened out more.

"We are catering to Texaco Products exclusively. You would really be surprised to know how many different oil company agents we turn away who try to sell us. We say Texaco Products first, last, and always."

a solemn oath unto himself to smash past records and establish new highwater marks among the Districts in the Southern Territory.

Agent Albert Hirth of St. Augustine Station paid a visit to the District Office this week. We are always glad to see him, and wish we could have had a visit at the same time from his father, Agent L. G. Hirth at Fernandina Station, a splendid gentleman and a regular Texaco Agent.

Agent W. S. Bowles, of Fort Meyers Station, stopped in at the District Office one day this week. He had been appointed by the Fort Myers Rotary Club as a delegate to the St. Louis meeting and was on his way to that city. Mr. Bowles is a progressive business man and not only conducts his station in an excellent and effective manner, but takes an interest in the upbuilding and development of his community and its civic affairs.

**SALES DEPT.
W. TERRITORY**

One Hundred Percent Verifications!—A heretofore unattained record by any Territory as a whole.

Auditors Newton and Breeding report this record attained by the Districts in the order named:

Denver District—One Hundred Percent
El Paso District—One Hundred Percent
Department Sales Territory—One Hundred Percent
Billings District—One Hundred Percent

Prior to the establishment of this record the old Denver District made one hundred percent on verifications for three consecutive years.

This gives the other Territories something at which to aim.

Guides West.



Spokane, Washington

The first two tank cars of gasoline shipped into the State of Washington from our Casper Refinery. At the left with his hand on the ladder is Agent B. B. Gable of our Spokane Station and at the right is General Salesman Robert I. Kerr with headquarters at Spokane.

Denver District.—B. F. Hunter, Engineer Salesman for several years, has been promoted to Lubricating Assistant. Congratulations, Ben.

M. H. Robineau is a welcome addition to our sales force. Mr. Robineau has been appointed Traveling Salesman with headquarters at Alliance, Nebraska.

Effective June 1, the following were trans-



Platte-Cascade Filling Station

On a beautiful boulevard in the world-famous summer resort, Colorado Springs. Automobiles from every state in the union and dozens of foreign countries will be supplied with Texaco motor oil and gasoline from this filling station during the present tourist season.

The TEXACO STAR



He seized an opportunity

Agent W. A. Jones of Alamosa, Colorado, standing beside an airplane which gave exhibition flights at Alamosa using Texaco gasoline and motor oil. The plane had a large Texaco sign painted on the underside of the bottom wing which can not be seen in the picture, but which showed up splendidly while the plane was in the air. Mr. Jones is to be congratulated for the manner in which he handled the publicity incident to this demonstration, as a direct result of which he secured the 100% business of the largest filling station in Alamosa.

ferred from the Denver D. O. to the Accounting department at Billings: Y. D. Grimes, Fred Layne, Albert Arnold, Lorin Peters, T. N. Crawford, Miss Maybell Norton. Mr. Grimes is Chief Accountant in the Billings D. O.

Texaco seems to be popular with the aviators. The Gates Flying Circus now doing exhibition stunts in Denver is using Texaco gasoline and Airplane Oil No. 1 exclusively.

The Texaco Team is still leading the Denver City Oil League, having won all five games in which they have played.

El Paso District.—We extend our deepest sympathy to Agent T. J. Long, Globe, Arizona, whose oldest son Paul died on June 3, following an attack of spinal meningitis. Paul was a student at the University of Arizona. He was a leader in the younger set



Government business

Government plane carrying members of the War Finance Committee takes on Texaco gasoline and motor oil at Roswell, N. M.



A good sign

Agent Farrell, Carlsbad, N. M., (last at the right) puts a good sign on a good plane using good gasoline and motor oil.

of Globe and Miami and his death has saddened the whole community.

Arrived at Artesia, N. M., Station, June 8, 1923, Assistant Agent R. W. Dunn, Jr., weight 9 pounds, 100% Texaco and doesn't care who knows it. Congratulations to Mr. and Mrs. Dunn.

Billings District.—It is with a heap of pride that we tell the world our Billings District Office is in operation. G. W. Schwert was with us for a week instructing employes in the different departments. Mr. Schwert left for Denver on June 21.

Because sufficient space was not available in the Hart-Albin Building to accommodate our new force, we now occupy nine offices on the second floor of the Stapleton Building.

Robt. Blaylock, newly acquired traveling salesman, headquarters Great Falls, was called East on account of the sickness of his wife.

H. R. Day, formerly with Tulsa Works and now salesman in North Dakota, is going good. Some of our more experienced Denver brothers can nearly read Day's writing.

G. Sherman Fischer is our salesman in Bismarck territory. Mr. Fischer has been in the employ of The Texas Company for about ten years in New York.

H. A. Belknap, another new North Dakota salesman, is keeping the trade around Valley City posted on and supplied with Texaco.

We have in F. W. Smith, Agent at the new Thermopolis, Wyo. Station, a live wire. He'll soon be selling 'em all Texaco down there.

G. R. Haun is fast putting to shame the prides of our peaceful village when it comes to fishing. Haun accidentally slipped up on a four-pound Lock Laven trout, which is the largest fish of this variety seen in Eastern Montana in many years.

The TEXACO STAR

SALES DEPT. N. TERRITORY

New York District.—

The splendid courage and presence of mind of Truck Driver H. W. Caney of Norwalk, Conn. Station is well described in the following front page article in *The Norwalk Hour*:

Superb nerve and presence of mind on the part of Harry W. Caney of 3 Academy Street, driver for The Texas Company, yesterday saved him from death and his company from serious loss, when a truckload of gasoline caught fire at the company's station in the Norwalk freight yard. Caney saved himself by jumping into the Norwalk River, after the flames had burnt one hand badly and had burnt off one side of his coat. He was about as usual today, and making little of his narrow escape.

Mr. Caney's fine demonstration of nerve came after he had jumped into the river to save his life. He returned to the truck and although the flames were shooting up from the opening at the top of the tank, he sat upon the seat and drove the truck away from the plant. When he had the truck at a safe distance he reached one hand back through where the curtain had been burnt away and slipped a cap over the opening of the truck, sustaining more painful burns to the hand in doing so but extinguishing the blaze.

Fortunately for The Texas Company, Caney was filling his truck outside of the fence at the time of the fire. A concrete floor is being laid inside of the fence and while the laying of the concrete is under way trucks are being filled from outside of the fence. It is believed that an electrical contact caused the fire. Caney was standing upon the truck when the flames shot into the air. He thrust his hand into the flames and threw to one side the pipe line and funnel through which the gasoline was pouring into the blazing tank. In doing so his coat became saturated with gasoline and it burned fiercely, so Caney rushed to the river and jumped in. He rushed back immediately to save the truck and did a daring thing when he sat upon the seat, only about three feet from the blazing gasoline. In thrusting his hand back through the burnt curtain and capping the tank Caney was fortunate, in that he was accurate in placing the cap so that the threads caught with his first quick turn.



Leaders in the race for pennant

Our Boston Road and Southern Boulevard Filling Station, in the heart of the Bronx on the oldest trail of the old days—"Boston Road."

Agent E. F. Murphy, with his hustling assistant, Gus Mazza, led the field in the race for the pennant on their first lap. The other boys say we haven't started to ride yet.



Fill pipes in lighting posts

The Empire Garage Filling Station recently opened at Syracuse, N. Y., has two Cut No. 99 Bowser air driven pumps and four O. P. Lubricating Oil Outfits. Because of a local ordinance forbidding pumps on curbing, the fill pipes are in ornamental lighting posts. This location is one of the best in the City of Syracuse, on South State Street near the intersection of Genesee, and 5,000 cars pass this spot daily.

Earl Halstead's friends in Newburgh Territory unite in extending congratulations and best wishes upon his marriage with Miss Ellen Graham of Newburgh. Mr. Halstead is Clerk at Newburgh, N. Y. Station. How a present got mixed at this happy wedding is told by a Middleton, N. Y., paper (the donor of the gift, Mr. Tremper is employed as Driver at our Middleton Station) as follows:

Newburgh Bride Given Fresh Eggs

Although eggs do not make an appropriate wedding gift, they are at least useful. Sunday morning J. Edwin Tremper found he could not attend the wedding of Miss Ellen Graham, of Newburgh, and Earl Halstead, of Newburgh, which was held in that city. Mr. Halstead is an employe in the Newburgh branch of The Texas Company.

When Mr. Tremper accompanied his brother, William H. Tremper, to Shandele Lake he left the wedding present he had intended for the bridegroom on the side porch of his residence. In the meantime a farmer of Rock Tavern who supplies the family with eggs left



Some little joke

This photograph shows Representative G. R. Penchard, Metropolitan Territory, on the left, and Salesman C. E. Trainor, on the right. It is evident that these boys are happy and are having a little joke after business has been talked over.

The TEXACO STAR

his delivery alongside the neat little box in which was the gift.

Virgil T. J. Knapp, Middletown representative of The Texas Company, called to take the present over with him. He attended the wedding, accompanied by his wife. And he took the package; but it was the wrong one. Proudly Mr. Knapp passed the package on. Expectant eyes followed the quivering hands of the bride as she unwrapped the paper covering. And lo! there, reposing before the eyes, lay the eggs.

The wedding gift was still sitting prettily on the porch when the Trempers returned. The sad news was broken this morning.

ADVERTISING

Advertising is the act of creating an impression favorable to the product advertised, and designed to produce and increase the demand for it. There are two kinds of advertising, direct and indirect, both necessary and each working in harmony with the other.



W. G. Marsden

Direct advertising consists of that which is seen. This consists of all publicity, such as magazine and newspaper advertising, road signs, exhibits, etc. These must be used systematically and judiciously.

All direct advertising is determined by our Advertising Division whose function is to advertise. What they accomplish in ultimate results is influenced by indirect advertising, which is the real job of all employees, particularly the men in the field.

Indirect advertising is the follow-up impression which we all must create. We must not only create them but we must continue to produce them, thereby keeping our customers in line and through their efforts coupled with ours draw and hold new business for the Company.

Seeing is the first sense through which the employe begins. Appearances count, and will score heavily either for or against the Company. Every employe must be careful of his personal appearance. It is not intended that he should be a "dude"; but ordinary business sense demands that he should be clean, and at least look the part of a "live wire." Objectionable personal habits must be eliminated, and he should know when, where, and how to talk. In other words, *he must know his job.*

Secondly, the equipment with which he conducts Company business must be in such condition that a favorable opinion of Texaco is created and maintained at all times. This embraces everything from storage tanks and buildings at the station to delivery units and curb pumps—all must be clean with paint in good shape.

Lastly, but not least, we have the important point of contact known as *service*. We class service as indirect advertising, yet from its direct influence on the whole it may be called direct advertising. It must be willing, snappy, and served with a smile. Advertising is for the purpose of drawing and holding business. Poor

service will repel and destroy prospective as well as regular business, eventually, like the cancer, causing a breakdown of the whole organization.

Every Texaco employe is an example of Texaco service in his locality. By individual action is determined the impression either favorable or unfavorable.

Every Texaco employe, no matter what his duties may be, working harmoniously with the other fellow, in line with our national advertising campaign, can't help but place and keep Texaco on the map.

—Representative W. G. Marsden, Syracuse Territory.

THE TROUBLES OF A MEASURE

Some men like to carry me out to customers when I am very dirty.

Some men like to have my body all smeared up with oil so I can drop it on the customer's car, and then the customer will not come back to see us again.

Some men like to leave me on the fender of the car so that I can be carried away and lost on the road.

Some men like to throw me back on the shelf, thereby dirtying my countenance, and making me look old, and sometimes breaking a member of my body and making me useless.

Some men are different. They like to see me clean and polished, and do not leave me in a car to be lost, but consider me useful and always carry me back to my little shelf and set me there nicely. I hope you are that kind of a friend and not the other kind.

—G. Walls,
Prince and Lafayette F. S., Brooklyn.

HOW I CAME TO USE TEXACO

I've used other gasoline and never felt contented. For every time that I'd go out I surely was tormented. Being in a quandary and not knowing what to do, I felt that something must be done or we'll all go up the flue.

At times my car would go along as against the tide, And we all know from past events that's not the way to ride.

Like a nigger in an alley I kept plugging in the dark, While the old car kept a-wiggling for a quiet place to park.

Many times I felt like swearing, and would like to say "Oh—well

The best thing now for me to do is this car to sell." But like many others in the same boat, I fought to solve the problem,

So I kept on riding on and off and the old car kept on wobbling.

But one fine day I met a friend who asked me to take a ride,

And the car he owned was same as mine, but it made a different stride.

Still being puzzled, I could not understand Why my car ran so slowly and his car ran so grand.

Well, we kept on riding quite a way until the gas ran low,

And my friend pulled up to a Station where the sign read "Texaco".

And that's what solved the problem, and I want you all to know,

If ever you're in trouble just try some Texaco.

—A. Bond,
Alsop and Hillside F. S., Brooklyn

The TEXACO STAR

Boston District.—June 1, 1923, marks the era of the Representative system in the Boston District. The territorial divisions are under the jurisdiction of the following:

E. Richt	Metropolitan Boston
J. P. McHugh	Cape Territory
W. F. Murdy	Berkshire Territory
T. F. Hegarty	Maine Territory
H. P. Davis	Merrimac Territory
J. K. Skillings	Worcester Territory
F. S. Cannon	Rhode Island Territory

Meetings are held in the District Office on the second Friday of each month and we feel certain that before the year is out the hearty coöperation and enthusiasm on the part of the men in the field will show itself in increased gallonage and decidedly improved conditions.

To T. F. Mercer, recently appointed Supervisor of Structures in this District we extend a hearty welcome.

On June 1 J. M. Luke, our "Go-Getter," was transferred to Detroit, Michigan, where he will join his family. Detroit's gain is our loss. As a token of remembrance Boston District employes presented Mr. Luke with a diamond stick pin.

We were pleased to have Mr. Shipman and Mr. Greer say "Howdy" to us on their way to the *Leviathan* for her trial trip.

The following from Berkshire Territory:

Agent Irwin of our Springfield, Mass. Station wondered why it was so easy to sell Mr. Joseph Kuchda the Texaco idea and install a pump at Mr. Kuchda's location. There were several competitive companies after the location and one was selling Mr. Kuchda his kerosene. Was it advertising, sales talk, service, quality of the goods, or what? Before two words had been spoken Mr. Kuchda said, "Yes, I will take Texaco products—put in a pump, send me kerosene—glad to."

Agent Irwin was curious. He investigated and

found that a Mr. Frank Riley of the Ford Manufacturing Company, 98 Broadway, Springfield, Mass., manufacturers of awnings, had spent fifteen or twenty minutes of his time the day before hammering into Mr. Kuchda the merits of Texaco products and the many sterling qualities of The Texaco Company itself. The tale he told as repeated to Agent Irwin would make even an ex-salesman blush.

Agent Irwin investigated further. He went to Mr. Riley with a question mark written all over him. "Well, I'll tell you why," volunteered Mr. Riley. "Over a year ago I was stalled on the road up near Northampton, Mass. One of your trucks came along, the driver saw my trouble and gave me enough gas to get to the next pump. Sullivan was the driver's name (our agent at Northampton), mighty decent of him. From that day to this I have always used Texaco products when possible and always talk up the Company whenever I get a chance."

Here is an actual example, where, through a simple act of courtesy on the road by Agent Sullivan, the Springfield Station gained a desirable customer and the Company as a whole gained a lifelong friend. Title to this tale might be: *The Bird of Courtesy Comes Home to Roost.*

Philadelphia District.—H. C. Watson Company, our distributors at Onley, Belle Haven, Lecato, and Chincoteague, Va., are determined to put Texaco over strong in their territory, and Mr. Watson has organized his forces upon the following basis:

D. B. Marsh will be in charge of Advertising and will see that full advantage is taken of our National Campaign. G. D. Mason will act as Inspector of Equipment; his duties will be to see that the truck equipment is kept in the pink of condition and brightly painted, so that whenever and wherever seen it will be a credit to both the Watson Company and The Texaco Company.

The above gentlemen in addition to Messrs. S. O. Groton, John S. Wheaton, H. B. Rew, and W. R. Grinnalls will represent the selling organization. Mr. Watson will give his personal help and advice which will assure the "Shore" trade being canvassed more energetically and more enthusiastically than ever before.

We hope more of our distributors will put their Texaco connection on a similar business basis.

Mr. and Mrs. C. H. Turner are the proud parents of a daughter, born May 30, 1923.

The third game of the 1923 baseball series between Sales and Accounting resulted, after a bitter struggle for 12 innings, in a tie with the score 13 all. Each team has won one game and there is high tension between the two contestants, and a battle to the finish is promised at the next game.

Pittsburgh District.—We congratulate Salesman J. A. Johnson on his ability in securing a motor products contract with the Union Supply Company and United Supply Company. This Company is a subsidiary of



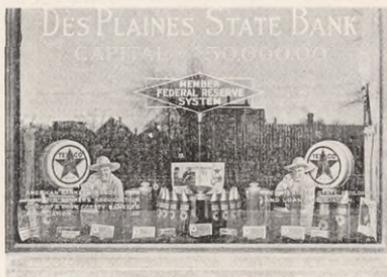
A 100% Texaco Garage at Greenfield, Mass.

Standing by the Texaco Ford is J. E. Watson, salesman in that section; standing in the doorway of the garage is M. J. Treault, proprietor; and by his side is C. J. St. Lawrence, agent at Greenfield, Mass. Station.

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the U. S. Steel Corporation and the contract covers deliveries to eighty branch stores.

Chicago District.—



Texaco in a bank's Window

This display was put in a window of the Des Plaines State Bank by Agent F. L. Richardson of Des Plaines, Ill. Station.

Norfolk District.—Corrected figures in gallonage contest by Distributors Billy Barton, Jim Flanigan, Tom Stocks, and O. A. Costner including all stations operated by each, for the first five months of the year show the following standings:

	Barton	Flanigan	Stocks	Costner
Jan.	3rd	1st	4th	2nd
Feb.	4th	2nd	3rd	1st
Mar.	2nd	3rd	4th	1st
Apr.	2nd	3rd	4th	1st
May	1st	2nd	4th	3rd

As a correction, instead of six stations the Capitol Oil Company, piloted by Barton, operates five stations; Costner of the Carolina Oil Company, four stations; and Flanigan of the Statesville Oil Company, and Stocks of the Carolina Oil & Supply Co., one each.



Tony and his master

"You are at liberty to use the photograph in the Texaco Star if you wish. This publication is greatly enjoyed by myself and wife each month."

Page twenty-six



H. C. Britt

With his Truck U-1400 he delivered 1,232,461 gallons of gasoline during a period of 18 months at Asheville, N. C. Mr. Britt is one of our leading delivery men; he is a Solicitor Bulk Delivery Service, which is a title we give to chauffeurs or drivers who put out more than 75,000 gallons in one month. Salesman Jno. S. Watters writes:

"In *The Texaco Star* for March 1923, Vol. X, No. 3, page 31, is an exhibit "Our Truck Tex-17" shown by the Dallas Office of The Texas Pipe Line Company. That truck was in service only one year and had to go to the shop for repairs. The Dallas people should visit Norfolk District and learn how to handle trucks. Enclosed you will find a photograph of one of Norfolk District's every day trucks, and we have a lot of them, that was put into service October 1, 1921, and has been in continual service since that date except for two weeks in a paint shop this spring. No repairs or replacements of parts has been made on this truck except one fan belt; the same tires are on the wheels and the same lining in the brakes that it started with, and this is regarded as a hilly country hard on tires and brakes. Up to April 1, 1923, U-1400 has delivered 1,232,461 gallons of gasoline in and around the City of Asheville, N. C., and was gallantly climbing the hills today on its regular route dispensing the premier of all motor fuels, Texaco gasoline, the kinetic kind. Of course, Texaco Motor Oil has been used exclusively and that in a large measure accounts for the perfect condition of this machine, not a bearing of which has been interlarded with. H. C. Britt has handled U-1400 exclusively and to his skill and care is due the excellent condition of this truck after more than eighteen months of constant hard service. Tell Dallas."

We extend congratulations to the following stations and distributors who did the largest business during May ever done by them in any one month:

Salaried

Berkley, Va. Agent J. H. Watson
 Portsmouth, Va. Agent Theo. Herbener
 Reedville, Va. Agent P. S. Davis
 Edenton, N. C. Agent E. C. Conger
 Warrenton, N. C. Agent S. E. Edens
 Roxboro, N. C. Agent C. B. Davis
 Concord, N. C. Agent L. I. Beasley

Distributors

Blackstone, Va. Capitol Oil Co.
 Appalachia, Va. Independent Oil Co.
 Murfreesboro, N. C. Watson & Co.
 Elkin, N. C. Johnson Oil Co.
 Reidsville, N. C. Sprinkle Oil Co.
 Caroleen, N. C. J. T. Harris
 Warsaw, N. C. Holt Oil Co.

Inasmuch as the summer season had hardly started this is quite a promising beginning.

Representative Katz reports an interesting trip to the Shrine meet at Washington, but

The TEXACO STAR

says the next time he is going to take Superintendent Williar Thompson with him. What's the idea, Rep?

Creditman Foster has checked in from attending the National Association of Credit Men's meeting in Atlanta, Ga., and has about recovered from the effects of the trip.

Transfers effective July 15:

Representative H. S. Gruet, Richmond Territory, to Assistant Superintendent in charge of Operation, Norfolk Office.

Representative W. A. Stokely, Norfolk Territory, to Representative, Richmond Territory.

Marine Salesman W. W. Roberts, Norfolk Office, to Representative, Norfolk Territory.



Praise for Texaco products and service

Salesman C. W. Meyers writes:

"Last Wednesday I was in Winston-Salem and heard that the Government was sending a large Martin Bombing Plane to Winston and then to other points to pick up data on possible landing fields. When they arrived I got in touch with the plant and had a truck there within thirty-five minutes after they landed. We put in 100 gallons of gasoline, and 8 gallons Airplane No. 1. The sale did not amount to so much, but I figured the publicity we got would help some. The crew were very loud in their praise of Texaco Products and the service we had given them there and at other points. This plane was one of the largest the Army has, twin motored, carrying a crew of four men, and, when in service, several thousand pounds of bombs. It naturally drew a large crowd from Winston and it did me good to hear people talk when they saw a Texaco truck backed up to it putting in gas and oil. Am enclosing a snapshot."

ASPHALT SALES DEPT.

Effective July 15, L. W. Kemp, Superintendent of the Southwestern Division of the Asphalt Sales Department, discontinued his connection with our organization, and Colonel A. D. Stivers, Representative of the Dallas District, was appointed to succeed him.

The span of Mr. Kemp's service in the Department covered exactly fifteen years, all of which were devoted to the sale of Texaco asphaltic products in the State of Texas. He had the distinction of being the oldest member of the Asphalt Sales Department. That he accomplished things during his fifteen years' service is strikingly demonstrated by the tremendous yardage of Texaco pavements to be found today on the streets and highways of

Texas. Mr. Kemp started, and up to the time of his resignation edited, that popular little sheet known as *Texaco Tips*, for which there is a warm spot in the heart of the majority of Texas road builders. His resignation is a source of deep regret to all his associates in the Asphalt Sales Department and throughout the entire Company, but all unite in wishing him success in his new connection.

Colonel Stivers was appointed Representative at Houston in September 1919. In April 1922 when the Department opened an office at Dallas Mr. Stivers was placed in charge. In addition to his position in the sales organization, he is a member of the Engineering Committee. His broad knowledge and wide experience in road building qualify him admirably for his new position as Superintendent of our Southwestern Division.

A new edition of the booklet *Texaco Road Oil and Surfacing Material* has been issued. New up-to-date illustrations and a new cover design have been used for this edition and the text has been revised.

Naturally Texaco Asphalt pavements are to be found on our great transcontinental routes as well as in our cities and on county and state roads. It is noteworthy that the sections of the much traveled Lincoln Highway passing through Newark, N. J.; Massillon and Canton, O.; Elkhart, Ind.; Kearney, Grand Island, and North Platte, Nebraska, are paved extensively with Texaco. The entire section of this highway within the city limits of North Platte is Texaco Sheet Asphalt.



Ten years under traffic

Despite its ten years under traffic, this Texaco Asphaltic Concrete pavement in Lake Forest, Illinois, continues to contribute to the beauty of the Delavan Smith Estate, the entrance to which is seen to the right of the pavement.

The TEXACO STAR



Facsimile of medallion struck off in commendation of the golden jubilee of Mr. J. B. Mignaquy, head of the firm of Mignaquy & Company, Agents for The Texas Company in the Argentine Republic.

J. O. Beebe, salesman in Nebraska, reports that Cheyenne, Wyo., let its first paving contract on May 22. This contract called for Texaco Sheet Asphalt on Capitol Avenue from 12th Street to the Capitol Grounds.

Another asphalt representative who is steadily adding to the yardage of Texaco in his territory is W. A. Gill, Minneapolis. This year and last year Mr. Gill sold considerable Texaco Asphalt to Alger County, Mich. In a recent letter he says that the excellent service which this material is now rendering will result in the sale of an additional and greater tonnage in this county in the future. The cities of Marquette, Ishpeming, and Negaunee, Mich., were converted to the use of Texaco by Mr. Gill in 1920, and have used nothing but Texaco since then.

EXPORT DEPT. Fifty years ago, Juan Bautista Mignaquy began his life's work as a clerk in a retail grocery store of Buenos Aires. Despite its modesty that position was the beginning of a large and brilliant career. By close attention to his work, through intelligent application of new ideas, and because of upright methods in all his dealings Mr. Mignaquy soon became a partner with his employer, developing the business into the largest wholesale grocery concern in South America. The present spacious offices and up-town warehouses occupy the same site where the original store first stood—a contrast eminently reflecting the vital forces which for

half a century have directed the destinies of the undertaking.

Aside from this business, Mr. Mignaquy is also identified with other important enterprises, owning, among other things, several large ranches, or "estancias" as they are called in the Argentine.

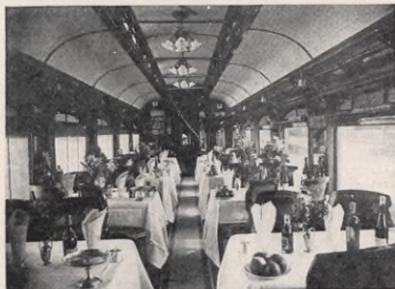
The Texas Company, whose agent the firm of Mignaquy & Company has been since 1910, has therefore been excellently and most fittingly represented, and although the population of that country does not exceed twelve million souls, our company has today one of its most important markets in Argentina.

On this happy occasion of his golden jubilee, The Texas Company extends to Mr. J. B. Mignaquy its sincere congratulations, wishing both him and the firm of Mignaquy & Company continued prosperity.

We have recently had the pleasure of a visit from Senor F. Marsellan of Buenos Aires who was introduced to us by Messrs. Mignaquy & Company, our very successful distributors in the Argentine. Senor Marsellan is a highway construction engineer and it has been our privilege to make him familiar with each type of road constructed with Texaco Asphalts in the United States. Through the efforts of Messrs. Mignaquy & Company, Texaco Asphalt highways are gradually becoming a standard in the Argentine.

James G. Craig, of the Export Department, who recently returned from Brazil was much

The TEXACO STAR



Restaurant Car, Paulista Railway, Brazil
These splendid cars are roofed with Texaco Roofing No. 2.

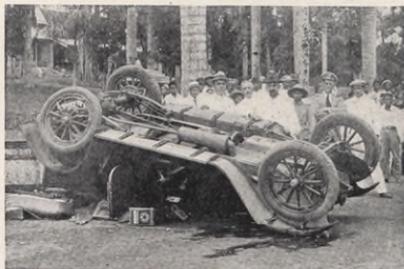
impressed with the excellence of the rolling stock of the Paulista Railway of that country and brought with him the two pictures here shown. All restaurant, sleeping, and chair cars on this railway are built at the Rio Claro Shops, Rio Claro, State of Sao Paulo, Brazil, of different colored hard woods of native growth, highly polished and very beautiful—in fact very much handsomer cars, inside and outside, than similar cars on our American railways. A fine meal can be had on these restaurant cars for about sixty cents and the service is good.

The roofs of these cars, also of ordinary passenger cars and express stock cars, are being covered with Texaco Roofing No. 2, and present a very smooth and clean appearance. Mr. Craig says: "In comparison with the roofs of similar type cars on other railroads which I saw they are away above anything in Brazil."

Mr. L. D. Wang, one of the highest types of Chinese in The Texas Company's organization in China, died of pneumonia on June 15. Mr. Wang's family has the sincere sympathy of all members of the Company.

Miss Texaco

This is Miss Texaco and she is from Java, Dutch East Indies. This charming young lady is the daughter of the chief engineer of one of the many large sugar mills in Java; she attracted exceptional attention when she appeared recently in this Texaco attire at a fancy costume ball.



A mishap

Mr. Kinsey of Java, Dutch East Indies, a representative of our agents Maatschappij T. V. D. Z. Ruhaak & Company, narrowly escaped death when his car, a Chalmers, was overturned by another car rushing out from a side street. Mr. Kinsey and his chauffeur were caught underneath the overturned car but were rescued promptly.

PRODUCING DEPT.

The accompanying picture illustrates what may happen at any moment while drilling a well for oil. This well was being drilled by Blackstock & Gracey for The Texas Company, under contract. While they were drilling at about 2500 feet the well blew out. After blowing for about one hour the well ignited by friction, causing the complete destruction of drilling rig and equipment representing an investment of \$35,000. The well continued to burn for two days before a sufficient number of boilers could be transported to the scene

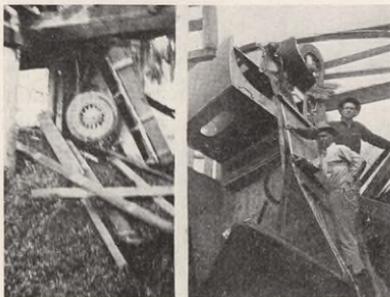
The TEXACO STAR



Morrow Well No. 1

Showing bent and twisted drill stem. What looks like smoke in the picture is the blaze of the burning gas. The rotary table is still over the hole causing the flames to spread out instead of going straight up.

and rigged up, but when once ready the fire was soon extinguished.



Difficulties encountered by our truck drivers

These pictures illustrate some of the difficulties encountered by our truck drivers in driving over country roads. At the left is shown one of our Pierce Arrow trucks which broke through the bridge over the San Bernard River near West Columbia. The other picture shows one of our Pierce Arrow trucks which fell through a bridge near Brenham, Texas. Luckily, no one was injured in either accident nor were the trucks damaged to any great extent.



Heines Lease Boiler Station, Mexia, Texas

On the floor of the interior is a large Texaco emblem made of cement in the proper colors—red Star and green T.

We send tabulated record of baseball game

Page thirty

played at Parks on June 10 between the crack Breckenridge City Team and the Parks Texaco Stars. It would seem that a game as remarkable as this should have space in our *Texaco Star*, as it is seldom that one sees in the big leagues better baseball than was displayed on this occasion, resulting in a two-to-one victory by Parks. Note that twelve innings were played, all scores being made in the twelfth inning; also note Parks went through the twelve innings without an error.

The attendance of 1,010 people indicates the interest that is taken by Breckenridge and Parks people.

Breckenridge	AB	R	H	PO	A	E							
Tabor	ss	4	0	0	2	4	1						
Williams	1b	5	0	0	11	0	0						
Josephson	cf	5	1	1	2	0	0						
Gober	3b	5	0	1	1	5	0						
Scroggins	2b	5	0	2	2	2	1						
Robinson	rf	5	0	1	4	0	0						
Greisenbeck	c	4	0	1	5	1	0						
McElreath	lf	4	0	0	6	0	0						
Freeman	p	4	0	1	0	3	1						
Totals		41	1	7	33	15	3						
Parks	AB	R	H	PO	A	E							
Pittman	cf	4	1	0	4	0	0						
Supina	lf	4	1	0	2	0	0						
Sisk	2b	3	0	1	2	1	0						
McArdle	ss	3	0	1	1	7	0						
Duddy	3b	3	0	0	5	1	0						
Hellman	1b	4	0	0	13	0	0						
Newport	rf	4	0	0	0	0	0						
Johnson	c	4	0	0	9	0	0						
Purvis	p	4	0	0	0	4	0						
Totals		33	2	2	36	13	0						
Innings		1	2	3	4	5	6	7	8	9	10	11	12
Breckenridge		0	0	0	0	0	0	0	0	0	0	1	
Parks		0	0	0	0	0	0	0	0	0	0	2	

Summary.—Bases on balls: Freeman 2; Purvis 0. Struck out: Freeman 7; Purvis 7. Time: 1:55. Umpires: Elliott and Price. Attendance 1010.

TEXAS PRODUCTION COMPANY The accompanying photograph shows Main Street, Craig, Colorado. Craig is situated at the end of the Moffat Railroad in northwestern Colorado. Texas Production Company has just spudded in their first wildcat well about 17 miles southwest of Craig. J. C. Wilson, in charge of this operation, writes that the flag pole shown in the picture was loaned us to use in unloading the material shipped to Craig.



Main Street, Craig, Colorado

The TEXACO STAR

PIPE LINES

After many difficulties Superintendent Colligan celebrated July 4th by flanging up the Louann-Haynesville line.

The Pipe Line Office at Louann, Ark., has been moved to El Dorado.

On June 18 Assistant Superintendent O. E. Stinson of El Dorado brought his wife to Houston where she was operated on at St. Joseph's Infirmary. She is now convalescing at the home of Mr. Stinson's mother in Houston.

G. R. Maddox, of the Dispatchers office, and wife announce the birth on June 5 of Miss Marilyn Maddox.

J. W. Flagg, Houston Office, was married June 18 to Miss Maydel Farrington at Huntsville, Texas. After a trip to New York City the happy couple are at home to their friends in Houston.

Sympathy is extended to W. L. Mack for the death of his mother in New York City on June 30.

THE TEXAS CO. OF MEXICO S. A.

Anent the question of investment in the oil business in Mexico, *El*

Universal, the leading daily paper of Mexico City, recently published official figures from the Department of Industry and Labor and Commerce for the investment of capital in the oil industry in Mexico by the different nationalities. The figures are in Mexican money, at an average value of two for one in American money:

Investment in Wells

American.....	\$114,000,000	
English.....	74,000,000	
Holland.....	6,000,000	
Mexican.....	4,000,000	
Spanish-Cuban.....	2,000,000	\$200,000,000

Investment in Pipe Lines

American.....	\$137,662,898	
English.....	39,118,045	
Holland.....	31,393,019	
Mexican.....	58,595	
Spanish-Cuban.....	126,607	\$199,359,164

Investment in Tankage

American.....	\$ 38,108,500	
English.....	17,454,180	
Holland.....	8,884,289	
Mexican.....	143,810	
Spanish-Cuban.....	488,871	\$ 65,079,650

Investment in Refineries

American.....	\$ 31,301,841	
English.....	31,733,974	
Holland.....	9,000,000	\$ 72,035,815

Investment in Floating Equipment

American.....	\$ 83,200,000	
English.....	71,000,000	
Holland.....	5,300,000	
Mexican.....	300,000	
Spanish-Cuban.....	200,000	
Miscellaneous.....	57,805	\$160,057,805

\$696,532,434

Total investment in lands is given as... 354,000,000

Grand Total.....\$1,050,532,434

This grand total is distributed as follows:

American.....	\$606,043,239	
English.....	354,776,199	
Holland.....	71,197,308	
Mexican.....	11,582,405	
Various.....	6,933,283	\$1,050,532,434



Home of Wilson Fisher

Sales Manager for The Texas Company of Mexico S. A., Tampico.

This cottage is the property of the Company and is one of five such located in the Aguila Colony.



Mexico City

Headquarters of our Sales Agency, Calle Grante 2a No. 15 Mexico City.

The TEXACO STAR



Home scenes in Cicero Camp of The Texas Company of Mexico S. A. near Panuco

Barney is the family pet, having been taken young and raised on the bottle. Now he likes "Bull Durham" tobacco. Note the well known tag on the sack of smoking tobacco. Left to right: Marcus H. Cullum (Camp Boss), James R. Graham, Mrs. F. M. Alexander.



Barney enjoys a piece of cake

Left to right: Mrs. F. M. Alexander, James R. Graham, Mrs. M. H. Cullum.



Chihuahua, Mexico

Trucks loaded with Texaco Roofing in front of our Agency in Chihuahua.



Warehouse in Jalapa, State of Vera Cruz

Warehouse of our agents Jose P. Salomes y Cia. From the advertisements note that they are also agents for Toluca and Mexico beer, La Antorcha matches, and Tolteca cement. As they handle no gasoline the combination with the matches is not especially dangerous.



Sign at rear of our warehouse in Vera Cruz

It is over 15 feet high and 75 feet long and familiar to residents of the city and to everyone who travels *via* the Mexican Railway.

SUGGESTIVE INDEX OF CURRENT ARTICLES

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.

EXECUTIVE. The Savings We Make by Planning 20 Years Ahead, by Harry B. Thayer.—*System*, July 1923.
Success of Future Policy Depends on Knowledge of Markets, by Harry Tipper.—*Automotive Industries*, June 14, 1923.

Definite Working Outline Needed for Market Research.—*Automotive Industries*, June 21, 1923.

PRODUCING. The Future of California Oil.—*Oildom*, June 1923.
East Venezuela Shows Good Possibilities.—*Oil Trade Journal*, June 1923.

PURCHASING. The Purchasing Agent and the Plant Engineer—The Value of Better Team Work between These Two Departments, by W. E. Irish.—*Industrial Management*, June 1923.

SALES. Making Dull Months into Busy Ones.—*System*, July 1923.
Sales Managers of Future Must be Real Economists, by James Dalton.—*Automotive Industries*, June 14, 1923.

GENERAL. We Can Hold the Prosperity We Have, by Herbert Hoover.—*The Nation's Business—Extra*, June 5, 1923.

The High Cost of Convenience, by A. Lincoln Filene.—*The Nation's Business*, July 1923.

One Lesson Learned from Europe, by Julius H. Barnes, President Chamber of Commerce of the United States.—*The Nation's Business—Extra*, June 5, 1923.

Taxed Rails and Untaxed Roads, by Charles H. Markham.—*The Nation's Business—Extra*, June 5, 1923.

Who Next? Oil May Escape Harpooning as Radicals Turn on Railroads.—*National Petroleum News*, June 13, 1923.

What We Have Done to the Railroads, by Charles Frederick Carter.—*The Nation's Business*, July 1923.

Trend of Gasoline Prices, by M. C. Ehlen.—*Oildom*, June 1923.

We Shall Find the Oil We Need, by Edward Prizer.—*The Nation's Business*, July 1923.

"America Has Earned Its Automobiles"—Herbert Hoover.—*Automotive Industries*, June 21, 1923.

Problem of Parking More Important than Control of Traffic, by John Ihlder.—*Automotive Industries*, June 21, 1923.

The New World of the Atom, by W. L. Bragg.—*Yale Review*, July 1923.

The Weather Chart of Population, by C. Reinold Noyes.—*Yale Review*, July 1923.

Recent Biology and Its Significance, by Vernon Kellogg.—*North American Review*, July 1923.



At the Recent Automobile Fair in Madrid

The Automobile Fair held in the Palacio de Hielo in Madrid was the first automobile exhibition held in Spain. This Texaco stand was greatly visited. It was arranged by the Cia. Petrolifera Hispano Americana, our distributors in Spain; the gentlemen in the photograph are Sr. Enrique de Orbe and Sr. J. A. Munoz, manager of the Company.

BUSINESS IS SENSITIVE
•• IT GOES ONLY WHERE
IT IS INVITED •• AND ••
•• STAYS ONLY WHERE
IT IS WELL TREATED