

# TEXACO STAR

LUBRICATING DIVISION OF SALES DEPARTMENT  
NORTHERN TERRITORY NUMBER



LUBRICATING DIVISION  
OF  
Sales Department Northern Territory

STAFF

W. F. PARISH  
Manager

C. H. PARKER  
Assistant to Manager

MISS B. BLOODWORTH  
Secretary to Manager

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O. J. MAY	- - - - -	CHICAGO DISTRICT
H. L. BUCHNER	. - - - -	BOSTON DISTRICT
G. L. CLIFTON, Gen'l and Lub'g Asst.	- - - - -	NORFOLK DISTRICT
R. W. CUNNINGHAM	- - - - -	PHILADELPHIA DISTRICT
J. M. LA FRANCE	- - - - -	NEW YORK DISTRICT

Lubricating Engineers

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E. NIELSEN, Assistant to Chief Engineer  
H. COOPER, Staff Engineer  
J. J. SIMON, Staff Engineer  
J. A. HANSGEN, Staff Engineer  
W. H. OPENSHAW, Salesman Engineer, BOSTON DISTRICT  
C. E. VAN BIBBER, Salesman Engineer, BOSTON DISTRICT  
H. J. WILSON, Salesman Engineer, PHILADELPHIA DISTRICT  
C. M. LARSON, Salesman Engineer, CHICAGO DISTRICT  
W. O. KRONKE, Salesman Engineer, NORFOLK DISTRICT  
J. L. PITKIN, Salesman Engineer, NORFOLK DISTRICT

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IF—

If you can keep your head when all about you  
Are losing theirs and blaming it on you;  
If you can trust yourself when all men doubt you,  
But make allowance for their doubting too;  
If you can wait and not be tired by waiting,  
Or being lied about, don't deal in lies,  
Or being hated don't give way to hating,  
And yet don't look too good, nor talk too wise;  
  
If you can dream—and not make dreams your master;  
If you can think—and not make thoughts your aim;  
If you can meet with Triumph and Disaster  
And treat those two imposters just the same:  
If you can bear to hear the truth you've spoken  
Twisted by knaves to make a trap for fools,  
Or watch the things you gave your life to, broken,  
And stoop and build 'em up with worn-out tools:  
  
If you can make one heap of all your winnings  
And risk it on one turn of pitch-and-toss,  
And lose, and start again at your beginnings  
And never breathe a word about your loss:  
If you can force your heart and nerve and sinew  
To serve your turn long after they are gone,  
And so hold on when there is nothing in you  
Except the Will which says to them: "Hold on!"  
  
If you can talk with crowds and keep your virtue,  
Or walk with Kings—nor lose the common touch,  
If neither foes nor loving friends can hurt you,  
If all men count with you, but none too much:  
If you can fill the unforgiving minute  
With sixty seconds' worth of distance run,  
Yours is the Earth and everything that's in it,  
And—which is more—you'll be a Man, my son!

—Copyright 1910, by Rudyard Kipling

*This poem by Kipling is popular in our offices, copies of it being hung up in several places. If possible, would you print this as the foreword in the April issue of the Star.* Yours very truly,

W. F. PARISH  
Manager Lubricating Division

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LUBRICATING DIVISION OF SALES DEPARTMENT  
NORTHERN TERRITORY STAFF



1. W. F. Parish, Manager. 2. C. H. Parker, Assistant to Manager. 3. Miss B. Bloodworth, Secretary to Manager. 4. O. J. May, Lubricating Assistant, Chicago District. 5. H. L. Buckner, Lubricating Assistant, Boston District. 6. G. L. Clifton, General and Lubricating Assistant, Norfolk District. 7. R. W. Cunningham, Lubricating Assistant, Philadelphia District. 8. J. M. La France, Lubricating Assistant, New York District.

# TEXACO STAR

VOL. II

APRIL 1915

No. 6

PRINTED MONTHLY FOR DISTRIBUTION TO EMPLOYEES OF  
THE TEXAS COMPANY

"ALL FOR EACH—EACH FOR ALL"

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

The world itself keeps Easter day,  
And Easter birds are singing,  
And Easter flowers are blooming gay,  
And Easter buds are springing;  
The Lord of all things lives anew,  
And all His works are rising too.

—Easter Carrol.

PERHAPS many of his readers do not know any more about the beautiful Easter festival that has become an established institution at Mt. Rubidoux in California, than did the writer before he read Katharine T. von Blon's charming description of it in *Leslie's* for April 1.

Six years ago a towering cross was erected on the very top of Mt. Rubidoux, in Riverside County, dedicated to Father Junipero Serra, the great pioneer of California. Jacob Riis happened to see the cross in its noble setting of brown mountain and turquoise sky, and it was he, we are told, who conceived the idea of the sunrise Easter ceremony which quickly became a fixed institution—one of the most remarkable celebrations in the world. Last year six thousand persons—pilgrims from every quarter of the earth—assembled, and this year probably seven or eight thousand, representing every civilized country, were in the picturesque daybreak assemblage. This Easter service recognizes no creed; persons of every sect gather before the little shrine at the foot of the towering cross.

On the night before Easter Sunday the city of Riverside, nestling among the oranges and magnolias in the valley below Mt. Rubidoux, is astir with the bustle of preparation. Last year, at four o'clock in the morning a bugler thrilled the air with his clear notes. The call was answered wherever it reached.

Then the pilgrims gathered from every nook and cranny of the town. Many made the ascent by

foot, even some that were very old but who wished to keep the sweet spirit of the thing alive. And there were carriages and old Spanish carretas and countless automobiles. . . . They moved up the steep paths in the glimmering dawn, silently, reverently. Some followed the narrow trails, pressing through close-hanging brush, fragrant with sweet sage. Others chose the wider walks, while the automobiles and those in carriages, followed the five-mile drive which circles upward, edging closer to the cliff as it approaches the summit with terrifying turns and ever-sharpening curves. Early though they were, these people from Riverside found hundreds ahead of them at the foot of the cross. These had come from other cities and towns within a hundred miles, traveling through the moonlit night to reach the shrine by daybreak.

As the sunlight slipped across the ranges, glorifying the peaks and turning from silver to aureate snow-capped Mt. San Antonio, two miles high, the bugle again burst forth. The strains of "The Holy City" floated through the air, and the 6,000 voices were raised as one. The words pulsed far out over the green valley, reaching through the mountain pass, and were wafted into the deeper mysteries of the canyons, startling the wild creatures.

Again the voices of that host were as a great sonorous organ and the words of John Bowring's "In the Cross of Christ I Glory" penetrated the upper stillness. The singing was led by trained choristers from Redlands and afterward the concourse recited in unison the Lord's Prayer. Henry Van Dyke's "God of the Open Air" read in clear sympathetic tones by DeWitt W. Hutchings, a former Oxford don, as he stood on Pulpit Rock, was most impressive. Two years ago Dr. Van Dyke himself recited the ode and its peculiar fitness for this outdoor rite marked it as one of the permanent features of the yearly ceremony. At the conclusion of the reading Z. E. Meeker sang "Hosanna," followed by the "Cantadares," a trained male chorus, who chanted Kipling's "Recessional." Gustave Hilverkus, the bugler, rendered "Calvary" touchingly and beautifully. There were prayers and scriptural readings by clergymen of many Christian denominations, and a silent reading of St. Francis of Assisi's exquisite poem, "The Canticle of the Sun," and Longfellow's beautiful words "The Sermon of St. Francis," which embellished the artistic souvenir programmes provided by generous Riverside citizens. As the service was closing the sun burst forth in wondrous glory and the valley

## TEXACO STAR

responded to the bright light with a thousand colors, and the throng, happy and all faces alight with good will toward mankind, slowly, almost wistfully, dispersed down the slope.

The value and the importance of such customs in the life of a people is not generally appreciated. We have been so busy about the most immediate necessities for possessing a new territory of continental extent, that many things of vital worth have been little regarded.

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The *Standard Oil Bulletin* for March gives an interesting description of the Rancho La Brea's Fossil Beds, and its pictured cover shows "A Tragedy of the Pleistocene," in which a gigantic ground sloth caught in a tar pool has attracted a saber-tooth tiger to his doom. The great cat has forgotten his carnivorous intention and his one thought is to get out of the engulfing mass, from which his bones were excavated after the lapse of countless thousands of years. Measureless ages ago, in the territory now known as Rancho La Brea, on the outskirts of Los Angeles, petroleum made its way up from deep-uried strata through "chimneys" or "pipes," forming tar pools on the surface, which are now La Brea's asphalt deposits. In these deposits have been found the bones of thousands of animals that long ago became extinct. The number of the skeletons of beasts and birds of prey thus preserved is out of all proportion to the remains of other kinds. This peculiarity is explained by Dr. J. C. Merriam, of the University of California, as a process of selection which may be seen in operation in the tar pools of the present time:

Whenever an animal of any kind is caught in the tar, its struggles and cries attract carnivorous animals or birds. . . . A single small bird or mammal struggling in the tar might be the means of entrapping several carnivores, which in turn would attract others. This suggestion that struggling animals have served as a nearly continuous lure for carnivora seems to be the only theory by which we can explain the entangled masses of bones which have been entombed in several places. . . . A bed was encountered in which the number of saber-tooth and wolf skulls together averaged 20 per cubic yard. A depression about 3 by 6 ft. in diameter contained 13 individuals of saber tooth [tiger], lion, and wolf in a depth of 8 feet. . . . There have been found, besides skeletal remains of most of the meat-eating animals that exist in the region today, bones of birds and mammals foreign to the locality now, and to any other known locality on this planet at the present writing. Many were of gigantic proportions, weird exaggerations of present-day representatives. The elephant, the mastodon, and the camel fore-

gathered at Southern California waterholes in the Pleistocene.

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Of the two bills urged by The Texas Company before the Texas Legislature, one was enacted and signed by the Governor, as reported last month. The Legislature adjourned before final action upon the other could be reached. A majority in both houses were favorable to the measure; but it remained on the calendar without being called up, on account of an early adjournment and the pressure of numerous other bills which had precedence.

The Texas Company can continue, for the time being, under its present plan of organization. We are confident that the day is not far distant when the people of Texas will better understand the motives and the business of our Company, and will gladly grant its reasonable requests. The only point in its requests not granted at this time, was merely the express charter right to buy oil in the ground from the land owner and lift it to the surface,—a right which it may



Edna May Van Bibber and nurse, taken at the age of ten days, born Feb. 18, 1915, weight 10½ lbs., daughter of Mr. and Mrs. P. T. Van Bibber and grand-daughter of Salesman Engineer C. E. Van Bibber, whose picture is shown on page 8.

## TEXACO STAR

have already, since it has now expressly lifted the right to buy the oil after it has been lifted to the surface.

The Texas Company feels that the effort it made to secure charter powers adapted to the business in which it is engaged (powers enjoyed by all competitors incorporated outside of the State of Texas) has not been in vain. The great number of friends it won was worth while. To them it is grateful; and it believes that those who opposed its requests will, when the day of better understanding arrives, cheerfully grant the needed privilege which is earnestly believed to be not only for the good of the Company itself but for the best interest of the public at large.

★ ★

The figures of this country's exports and imports for March are now practically all in. They are amazing: Exports \$321,420,500; imports \$159,251,300. For every dollar we owe the foreigners for March, they owe us more than two. No approximation to such a condition ever occurred



David Lawrence Lindsay, Jr., born Nov. 1, 1914—Mr. and Mrs. David Lawrence Lindsay (Refining Department, Houston Offices).

In three months little David doubled his original weight of nine pounds.

before the outbreak of the present war.

Our imports in March 1915 were only \$23,000,000 less than in March 1914, whereas our exports were \$134,000,000 more.

★ ★

It seems evident that the up-leaping and extraordinarily profitable exports of the last eight months averted the immense stagnation and the financial crash which appeared to be inevitable a year ago. But this artificial help cannot last beyond the end of the European war. Meanwhile, it is of paramount importance that confidence for industrial enterprise be put on a firm foundation; and such a foundation can exist, under our political institutions, only in a calm public opinion and rational understanding of the principles and conditions of modern business.

★ ★

Worldwide trade requires vast capital and untrammelled management. This cannot be disputed. Nor can there be intelligent doubt about the struggle for world-commerce that must follow the termination of the present conflict in Europe. Individuals or dismembered corporations would be powerless against the mighty European companies which will gird themselves to recover lost trade. American business, if not hampered by misgovernment, may be equal to advancing this country to the status of a creditor instead of a debtor nation; but if it is to be handicapped by foolish or ignorant control, then the condition threatened a year ago will prove to have been only temporarily averted. The people must choose. The writer believes they will choose rightly.

★ ★

In many other States besides Texas indications are appearing that the drift into unreasonable interference with business will be checked. Reckless accusations against all large business enterprises are no longer being listened to as they were less than a year ago. Many governors have raised the standard, "A square deal for capital"—to use the phrase of Gov. Hays of Arkansas, and champions of calm and reasonable and just laws have arisen in many legislatures. Court decisions are showing the same swing of the pendulum—back from the abyss toward which we seemed to be plunging. The recent reversal of the first decision in the National

## TEXACO STAR

Cash Register case, and various others, express the new and truly progressive trend. In the administration of the Federal Government, we may believe that such counsels as the following by Senator Oscar Underwood must be heeded:

Let us inspire courage and give aid to those leaders who, not by chance but through merit, direct our industry, control our trade, and manage our finance. It is not enough for our Government to permit them to rise from the prostration that has overtaken them and their affairs; it must occasionally assist them. We have reached the point where sound progressivism must recognize that the proper regulation of business requires that it must be sometimes helped and not always hindered, that we must occasionally say "You may," and not always "You shall not."

Another illustration of the change that is "coming o'er the spirit of our dream" may be seen in the courage and good sense of the passage in Governor Ferguson's message to the Texas Legislature, in which,—unlike the fawning flatterers who have been telling the people that all their troubles were to be blamed on the captains of industry and the high cost of living,—he wrote these candid words:

Let us again turn to first principles. Can the average man today, who finds his troubles enveloping him, conscientiously say to himself "I have spent less than I have made. I have bought less than I could pay for. I have lived within my means. I have been frugal and economical. I have been free from wasteful and riotous living. I have made investments in reasonable proportion to my own worth."

No people who do not recognize and respect these simple truths can ever survive misfortune, let alone rise to prosperity and affluence.

We must start again and start right. As a law making body you will be beset and besieged by persons and petitions seeking in different forms and ways to cure these simple evils by legislation. No law can be passed that will provide against wasteful extravagance, excessive expenditure, or incorrect living.

Contrast this advice with the fantastic assertion, made in reference to the "Shipping Bill," by what ought to have been the most reliable authority of the national government: "The farmers of the United States, those who raise grain, cannot get any profit out of the great prices they are willing to pay on the other side of the sea because the whole profit is eaten up by the extortionate charges for ocean carriage." This assertion, calculated to inflame the passions of all who were not informed of the truth, was made on a day when farmers were selling their wheat in

Chicago—not "on the other side of the sea"—for \$1.40 a bushel.

We have recently set up an extraordinary Federal commission to see that everybody competes just enough and nobody competes too much. It is still as regrettably true as in *The Mikado's* time that "A is happy—B is not;" but it is probably not beyond the ambitions of statesmanship to change all that by a judicious shuffling of weights. Personally we hope for the day when a handsome man will be required by the Government to wear a green patch over his left eye in order to keep him at par with those whose features Nature has fashioned absent-mindedly and less successfully.—*Sat. Evening Post.*

Our great merchants are men of character that stands four-square. If they were not, they would not be great merchants. There is too much criticism of big business simply because it is big. The big store is just as honest as the little store. The big railroad is as honest as the dinky little stage route. Acute memories suggest the thought that the big road is sometimes more honest. And so on, down the line of human industries.—*Arthur Brisbane.*

We have secured three recent photographs of "Ursa," the mascot of the *U. S. S. Texas*. These photographs are copyrighted but we have permission to reproduce. (See pp. 19 and 20.) This cub bear is a great pet aboard the battleship. He has the run of the entire ship and many stories are told of him, some of which bear suspicion of collusion on the part of some of the jackies. For instance, it is told that once Ursa, after having had a good time for quite a while in one of the coal bunkers, was found later in the chaplain's stateroom in his bunk, much to the amusement of everybody concerned including the chaplain. Ursa takes a great interest in all of the details of the various offices of the ship. He can stand up and open the file cases and with one stroke can take all of the papers out. It has been suspected that admission to the offices is secured for him by some of his close friends among the tars.

After leaving Galveston Ursa spent most of his time in the sick bay on account of being overfed, until finally he was put on a strict diet and given into the charge of one jackey with strict orders that no one else was to feed him. Since that time everything has gone smoothly, and the cub has grown to such a size that the collar he wore at the time he was presented by The Texas Company (Nov. 9, 1914) has become entirely too small. A new collar is to be furnished him.

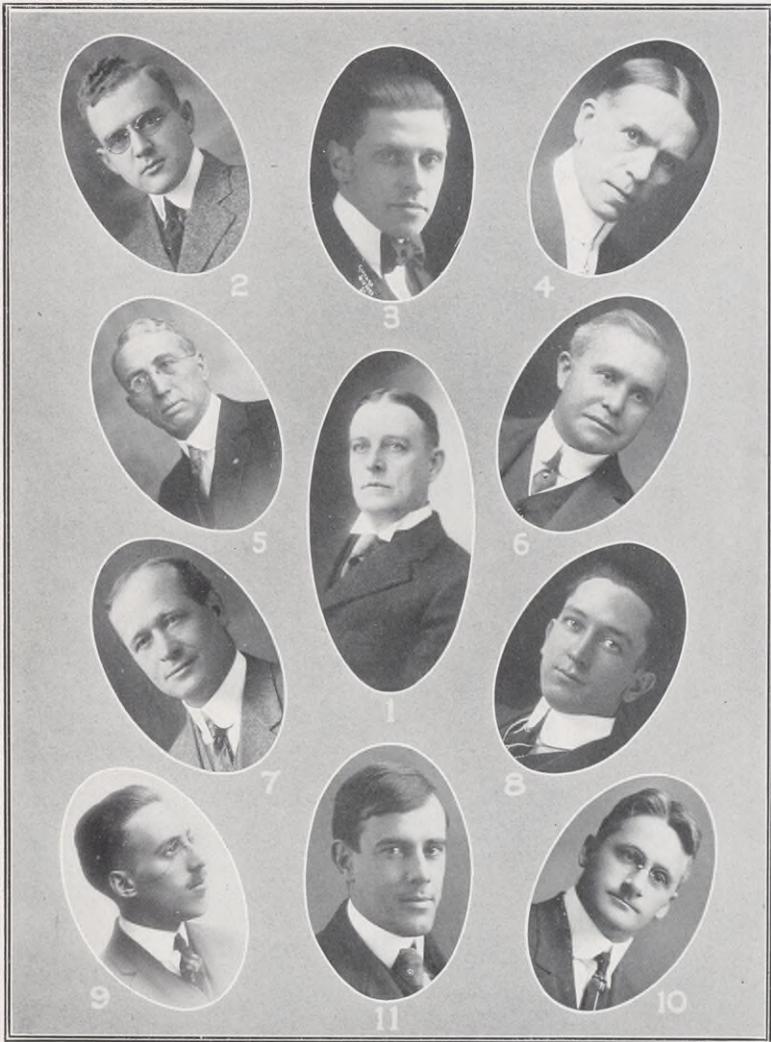
## TEXACO STAR



All machinery has been placed and tested out. All elevators installed. All limestone placed, except two columns, two arches, and balustrade. Painting has been completed up to the 9th floor. Electric light fixtures are now (April 3) being installed.

The building will be completed by April 17, and moving will be begun on April 19. All departments will be located in the new building by May 1.

## LUBRICATING ENGINEERS NORTHERN TERRITORY



1. G. R. Roland, Chief Engineer. 2. E. Nielsen, Assistant to Chief Engineer. 3. H. Cooper, Staff Engineer. 4. I. J. Simon, Staff Engineer. 5. J. A. Hansgen, Staff Engineer. 6. W. H. Openshaw, Salesman Engineer, Boston Dist. 7. C. E. Van Bibber, Salesman Engineer, Boston Dist. 8. H. J. Wilson, Salesman Engineer, Philadelphia Dist. 9. C. M. Larson, Salesman Engineer, Chicago Dist. 10. W. O. Kronke, Salesman Engineer, Norfolk Dist. 11. J. L. Pitkin, Salesman Engineer, Norfolk Dist.

## TEXACO STAR

### A GENERAL SURVEY OF THE LUBRICATING BUSINESS

W. F. PARISH

Manager Lubricating Division Northern Territory

We are dealing with present day conditions, so it will be unnecessary to dwell long upon the history of the lubricating business or upon its development from a simple marketing problem when only one or two products were manufactured, and when the old time mechanical conditions did not require any better treatment than they received with those few products. During those not-so-long-ago days one good salesman could sell what he had, laugh off the trouble, and do whatever was practical in the handling of the business. Firms, both selling and consuming, were not large; technicalities were not indulged in; power and oil economies were never seriously considered, and the people actually buying the oils were rarely more ambitious to study them than were those engaged in selling them.

To-day, we have in the Northern part of the United States, in many places in the South and West, and almost universally in the higher developed foreign countries, a technically trained consuming public that is becoming better educated every year. The larger plants are generally well equipped with physical and chemical laboratories, and it is the rule in the largest plants to find the engineers and buyers who are responsible for the purchase of lubricating oils, to be men of wide knowledge in the selection and use of oils, often, no doubt, being better posted than the majority of oil men who try to sell them their requirements.

The last few years have seen a great development in chemical engineering research work in all the large industries. The chemical engineers have taken up the study of oils and have reduced the science of lubricating to a remarkably fine point; and they have, with the aid of their technically trained co-workers of the engine room and plant, practically eliminated the big field for the disposal of anything a refiner desired to make, which was sold through salesmen equipped with a price list and order book and nothing else.

A great body of technically trained buyers confronted us in the industrial fields of the North when it was decided to open up our Lubricating Sales Division

in 1911. At this time we had every disadvantage possible to imagine. We were in the enemy's country; we were introducing a new line of lubricants different from those manufactured by the competitive refineries. Our competitors had prepared the consuming public for the inevitable arrival of oils made from the Southwestern crudes by carefully coaching and teaching them to ask for only Northern paraffine oils under various guises, usually in specification form, and they had instilled in the minds of the consumers the idea that their machinery would be ruined if oils made from asphaltic base crudes were used. During the latter part of 1910, when the first experiments were made with our oils for turbine lubrication, it was almost impossible even to give away enough oil to fill a turbine for a test. The engineer who was with us at that time has recorded the fact that he spent weeks in practically a house-to-house solicitation, looking for a chance to try out some of our Southern oils on a turbine under actual working conditions. At last, simply through personal friendship, he was able to get one concern in New York to allow a trial at no expense to them and under guarantee not to damage the plant.

On the first large contract with which our business practically started, we found a great list of supposedly different competitive oils at all possible prices, many cylinder oils and still more engine and machine oils, the duplication of which was an impossible proposition with the small number of oils that we had available at that time. We were forced away from the lines laid down by the competitor, and had to get into the business by the application of first principles—the taking of exactly what we had to sell and making it go as far as possible without reference to what the competitor had or was doing. This required entirely different handling, and the first development work was done by engineers.

We found two very interesting conditions confronting us. First, the consumer was afraid to use an asphaltic base oil. Second, the competitor had been talking long against us but he had left open a place where it was easy to attack him. We found

## TEXACO STAR

all of the large plants, which the people would let us enter, in deplorable condition as far as lubrication was concerned. This was the natural result of the competitors' holding easy business and letting things take care of themselves. The condition was practically that the office would buy well known oils and suppose the utmost satisfaction was resulting from their use. In the plants (and this means in hundreds of cases) we found that these well known oils were hardly ever being used exactly as furnished, but were being "improved" by mixing back and forth with one another until the cost was increased out of all proportion to the work being done. This gave us our field to work in.

It usually happens in general lubricating work that an operator will almost discontinue the use of light engine oil and increase the use of cylinder oil if he is left alone sufficiently long,—the reason being that he discovers that the heavier the oil, the longer it will last and the less attention the oil cups and bearings will require of him. He will, therefore, extend the use of cylinder oil to every place where it will not cause trouble, and he will usually end up with a grand mixture of nearly 75% cylinder oil and 25% engine oil for all external work. This is founded on human nature and only requires an uninterrupted period for working out. Therefore, as this was the condition we found inside the plants, it would have been folly to have tried to make our oils like the competitors' and let it go at that. What we actually did, and this has formed the basis of our development, was to get as far away from the competitor as possible and retain all the natural strength of our oils; then do mechanical work that had never been done before.

The marketing of lubricating oils is a specialty business, governed by a great number of technicalities, the understanding of which is essential to the successful salesman or manager. If the oils are to be sold to jobbers, other elements govern the trading. The jobber or his distributor then has to have the necessary training for disposing of the product to the ultimate consumer. The consumer business is slow in development, requiring constant, steady, conservative building work along the lines used by the detail specialist.

There is no doubt about the ultimate outcome of the direct-to-the-consumer busi-

ness, when properly handled, being much more beneficial than the same amount of gallonage moved through other sources not as easy to control and where the price is subject to fluctuation by a market condition also beyond control.

In a business conducted for selling oils direct to the consumer there are certain basic principles which have been developed during the years the lubricating oil business itself has grown, and no successful business can be built that does not take them into consideration. The entire development, as far as the solicitation and handling of business is concerned, must be governed by the conditions of the trade in each field but the foundation of the entire business must be the same all over. The variations are only those required in meeting competition or handling specially developed trade. The very foundation must be service; not alone the service that has to do with the physical delivery of the product to the customer's plant, but that greater service that includes the successful and proper presentation of the goods preceding the sale and the successful working of the product on the customer's machine. This takes co-operation in the finest sense, the working together of all departments that had to do with the oil up to the customer's door and the most essential co-operation that must be secured by the salesman; and this last governs the stability of the account. The salesman must represent the customer and see that he has service from the oil that has been sold him, for without the necessary service the repeat orders will not materialize.

The proper training of the salesman so that he will use the proper presentation methods and the proper follow-up system requires the greatest thought. The consuming trade is becoming better educated every year, and the arguments presented must be gradually improved to keep up with the times. Policies must be improved and all this requires constant attention to the consumer's viewpoint. The manager can guide his forces properly only if he has the necessary experience and keeps closely in touch with the big events as they develop in the mechanical world affected by lubrication.

It was formerly said that the selling of lubricants was a peddler's game—only order takers were necessary, and that the last place an unsuccessful man went for a

## TEXACO STAR

job was to an oil company. Those days are past, if they ever did exist. Now the solicitation of lubricating oil business is one of the most highly specialized lines that exist. The fully equipped salesman for lubricating oils must be a past master in all the rules of salesmanship; he must be a master of the technique of lubrication; he must have a speaking acquaintance with the language of the laboratory, the technical school, and the plant; and he must have close familiarity with the trade language of the many various classes of business he calls upon. Even among salesmen who are successful, this specialization is further sub-divided; one will lean toward this class of trade, another toward that,—requiring different oils, talk, and treatment. The proper guiding of these men requires a general insight into all the numerous grades and sub-divisions into which our complex, modern manufacturing business is divided.

It is true that a sales company ideally organized takes care of this necessary subdivision of work in a more or less routine manner, the motor oil salesman going his way, the smoke stack man, his; but no sales organization can live in these days of severe competition through the momentum given by the detached salesmen alone. It requires organization, the using of the best methods of one for the uplift of the rest, the gradual forging ahead by the combined efforts of the team, and the team must be kept ahead of all competition in training, spirit, and loyalty.

Two factors are used in approaching the customer to secure his business and to make the business permanent,—the salesman and the engineer:

The salesman who will be most successful must study his oils so that he can endow each one with individuality. This rule requires the most painstaking, practical, and studious application, but it leads to success. When a salesman knows an oil as an individual character, he has studied that oil and knows just how far it will go; he will know its strong points and its weak ones; whether it can be depended upon absolutely for the work he wants it to do, or whether the utmost care must be exercised in putting it to work. He will be able to state with the greatest confidence the exact range of work that oil will do, and he will eventually be able to say how

much better it will do its work than any one of the various oils used in his territory. His statements will have to be based upon accurate knowledge to give the oil its individuality; and when this is arrived at, the salesman's talk carries honest conviction and he makes sales wherever he wants to. The salesman must, of necessity, follow the use of the oil he sells to see that it is giving satisfaction. Even when a sale is made in the office of the consumer he must be instructed to watch for the good points that will follow the use of the new oil, so that the salesman's presentation talk can be confirmed by reports from the plant. Unless this is done and care taken to see that the oil has been carefully watched, the conditions that are necessary for permanent business have not been considered. The salesman who simply picks up his orders on his own personality alone will usually have to be always picking; he will never build. It is only a small minority of such accounts that will stay on the books for a long time. If the salesman has not given the service the customer is entitled to, some other oil man comes along who will actually see that service is given on the machine itself, and he takes the business away. The salesman who endows each oil he has to offer with individuality, makes of each oil—figuratively speaking—a friend to be called on under certain conditions; and he will feel the same responsibility for the ultimate "making good" of each product that he would feel had he recommended a personal friend to fill some important position. The salesman who starts an account, watches it carefully, sees that every oil he has placed in that plant has made good and has closed up his work on that basis, has put in the foundation for a lasting business. Such a man builds a permanent trade that will always be satisfied and valuable.

It cannot be expected, however, that salesmen alone can handle the largest accounts where a great deal of oil is used in a multitude of ways on intricate machinery. It is for such accounts that engineers are especially necessary. The engineer in the oil business is a highly trained specialist. The most successful combinations are engineers with commercial training. Oil engineering is a business of itself, developed along many different lines. We have in our Company to-day the railroad experts,

## TEXACO STAR

textile mill experts, and experts for general mechanical plants. In the latter branch we have the electrical-mechanical engineers for power house work, the general men for other work, and the power testing engineers. Power testing of itself is a highly developed science. The development of an expert oil engineer requires some years of careful training, and it is only a particular type of engineer who can make a success of this painstaking work. There have been very few really brilliant oil engineers produced during the past ten years by all of the great oil companies combined, and these have been men who have made an art of their work simply through their intense interest. The oil engineer is one who is a student of cause and effect. He can do more with lubricating oil than another man can by changing designs and metals. He can effect economies at no extra expenditure of money, which can not be secured in any other way except at great cost. He can improve upon the designs of devices for handling oil; he can increase the efficiency of every oil system; he is familiar with practically every mechanical detail of every line of manufacturing business. He is equally at home in rubber coat and boots in a mine, or overalls in a submarine; in leathers and helmet in a flying machine, or a duster in a cotton mill; or in just old clothes in a steel mill. He can secure the immediate interest and co-operation of everybody in the plant who has anything to do with the lubrication. He can get hearty support for any system he wishes to establish. He is a diplomat and an ambassador, and often under some of the conditions he has to work he is a wizard. Such a man can handle any lubricating business from its very inception, but the greatest efficiency is probably to be secured by having him take hold after preliminary details have been arranged by the salesman. In this way several salesmen can act as feeders for one good oil engineer.

There is no royal road to success in the handling of this combination work. There is no point where the work of one can stop and the duties of the other begin. Each consumer's case is different and requires individual handling, and the organization must be elastic and suitable for all conditions. The guiding hand over the sales unit in direct control must know the re-

sults that can be best obtained by using either one or the other element of this sales combination; he must be able to judge the progress of the work and be able to consult intelligently with both, so as to make sure that the work will have a successful termination.

The office in control of the lubricating sales work must have records of such a nature that a complete history of every consumer is kept for ready reference. Whenever a sale is made it should be recorded in such a way that a repeat order not specifying the brand would bring forth the proper oil. The record must be extended to show the sales development in several ways that have been proved by time to be essential for the proper handling of the business. The office work should not be stinted. All of the expensive field work will go for naught if the office details are improperly attended to.

In our remarkable work in the Northern Territory, working against the greatest odds, we have been fortunate in having had the assistance of men who have been trained for years in the particular necessities of the business of marketing lubricating oils to consumers. These men have the history of the oil business to guide them, and the profit that comes from knowing the mistakes of the competitor; and it is to them that the credit for our remarkable business is due.

With the hearty loyalty that is engendered through our social organization, The Crater Compound Club, and the great momentum of our past three years of hard work, we shall reach a mark that will stand for all time in the history of the oil business. We shall have accomplished the task of uplifting the oil business from the "peddler's game" to a scientifically specialized service business, worthy of being entered into by the best young men in the land.



## TEXACO STAR

### THE LUBRICATING DIVISION NORTHERN TERRITORY

C. H. PARKER  
Assistant to Manager

The Lubrication Division of the Northern Territory was started in the Spring of 1911. Mr. Parish came with the Company February 1, 1911, and the writer joined him a month later as his assistant. Mr. Rowland, who afterward took on the duties of Chief Engineer, had been for some time previously assisting Dr. Sommer in his investigations. There were at that time four District Sales Offices:

New England District	G. H. Reinhardt, Sup't
New York District	J. P. Cook, Sup't
Philadelphia District	C. R. McCarthy, Sup't
St. Louis District	W. T. Leman, Sup't

These offices were handling sales of Refined Oils, Gasoline, Fuel Oils, Road Oils, and Asphalt. A small amount of lubricating oil had been sold, principally to jobbers, but no sales organization existed for soliciting lubricating business direct from the consumer. It was necessary to secure competent lubricating assistants and for them to train and develop lubricating oil salesmen and engineers.

We had to try out and study our products so that we could instruct the men in their best use, get up a price list that would supply routine information, install reporting systems that would bring in necessary information from salesmen for the handling of business and from engineers reports that could be used for publicity purposes both in advertising and in developing new business. Finally, a record system was imperative, so that the information reported upon would become available in permanent and easily accessible form.

A few tests of our products on various classes of work in a very short time indicated their wonderful possibilities, which were amply confirmed as time went on.

The many problems involved in getting the oils up from Port Arthur, the subsequent storage, barreling, and distribution were considerable and took great care to work out. From very unsatisfactory facilities at the start, we are now in a good position to handle all deliveries, and much praise is due Mr. L. R. Holmes, Superintendent of Northern Terminals, and his assistants for the manner in which the many difficulties have been gradually overcome. Now, light pale oils, such as our

Motor Oils, are shipped in bulk in tank steamers from Port Arthur to Delaware River Terminal where they are pumped into large storage tanks. From this point they are reshipped in tank cars and placed in storage tanks at other terminals. At those points they are put into wooden barrels and shipped to stations or customers. When I say that the oils so handled reach the ultimate consumer differing almost imperceptibly in color from their condition when leaving Port Arthur, it speaks well for the care given by the Marine and Terminal Departments.

We had markets at our doors, but they were markets controlled by competitors with no disposition to welcome a newcomer and the business secured has been in the face of the bitterest competition. We found a consuming public forewarned against our products, afraid to use them on their machinery, and they had specifications all drawn up to favor Pennsylvania oils. We took the challenge, made capital of every point urged against our oils, proved their superiority, and discredited the statements of our competitors. To-day, we write prospective customers that we guarantee that Texaco Motor Oils are absolutely free from Pennsylvania oils.

Naturally our progress was slow at first, but we managed to sell a considerable amount of oil during 1911 in spite of all difficulties.

In 1912, we sold 98% more oil and 23% more grease than in 1911, and our revenue increased 93%.

In 1913, we increased over 1912: Oil 23%, Grease 86%, Revenue 32%.

The good work kept up during 1914, and increases over 1913 were: Oil 33%, Grease 42%, Revenue 37%. Our total increases in 1914 over our first year, 1911, were: Oil 224%, Grease 519%, Revenue 249%.

In February, 1912, we started to market Texaco Motor Oils, and did a remarkably good business for a new product. The next year we increased our gallonage 84% over 1912; and in 1914, 84% over 1913 and 239% over 1912. This year we expect to make a much greater increase than ever before.

It will be seen from the foregoing that we have succeeded in securing at least a good foothold in the extensive market about us.

As important as securing a market, is maintaining one. If we do not keep cus-

## TEXACO STAR

tomers once secured, our hold on the market is not a sure one. There are many reasons that make it difficult to hold customers, granting that our product is satisfactory and our solicitation of the customer ideal. Chief among those which exist outside of our organization are active competition, price cutting, and reciprocal business; also, business that comes quickly is apt to go quickly as there is always a large amount of floating trade. But there are other reasons that are more important for our consideration and lie within our own organization. Assuming that solicitation has been ideal and the products first tried out have proved satisfactory, there are factors over which the salesman has no control but which have a bearing on retaining our business. These might be stated about as follows:

- 1 Uniform quality of products.
- 2 Quality of packages.
- 3 Stencilling and general appearance of packages.
- 4 Prompt shipments.
- 5 Prompt delivery.
- 6 Prompt acknowledgment of orders.
- 7 Prompt mailing of invoices.
- 8 Correct invoices.
- 9 Accurate statements of accounts.
- 10 Careful credit handling.
- 11 Courteous and intelligent handling of telephone calls.
- 12 Courteous and intelligent correspondence.
- 13 Prompt handling of complaints.
- 14 Prompt and satisfactory settlement of complaints.

It will be seen from this that many departments are involved in the factors which may contribute to the loss of an account once secured,—Refinery, Terminal, Traffic Department, Accounting, Credit Office, District Office employes, Lubricating Division office. In fact, every employe of the Company is in some way involved in every sale. The driller in the oil field is as essential to the salesman as the salesman is to him in securing the market for the product that insures him work.

Among the factors enumerated, the handling of complaints is given particular attention by the Lubricating Division. A customer with an imaginary grievance is just the same as a customer with a real one. Both need prompt and careful attention.

We are reasonably sure from past experience that our products are properly manufactured and reach our terminals in

good condition. At these points the oil is barreled; this requires great care.

The barrels are first washed and dried, after which they are given an inside coating of glue to make them perfectly tight. They are then set aside to dry before filling. When ready to fill, the barrels are inspected with an electric light to see that they are perfectly clean and dry. All oils are carefully strained as they come from the tanks to the barrels. When filled the man who does the filling is required to stamp on the bottom of the barrel the name of the terminal, the date of filling, and his initials. By this method all barrels can be traced to the man who does the filling. From this can be seen the care given to insure the oil's going to a customer in proper condition and in a good package.

In spite of all this care we receive complaints from customers, but I think it will be realized the chances are that the majority will be due to the wrong grade of oil having been sold by the salesman, some mechanical condition that is wrong, damage in transit, contamination after having been placed in customer's tank, or prejudice or worse on the part of the customer's employes.

Many complaints can be eliminated by the salesman's giving study to the problems of lubrication and educating himself to a point where he will make no mistakes in his recommendation. Furthermore, by a careful handling of accounts the personal element can be minimized. In any case where a complaint is made the salesman can be of great service in investigating all the conditions surrounding the storage and use of the oil.

In reporting a complaint in regard to the quality of an oil to the District Office we instruct the salesman in every case possible to secure at least a four ounce sample, and in case of cylinder oils an eight ounce sample. These are labelled with a numbered label, a book of these being given each salesman, on which full information is written. The same information is also entered by him on the stub which he retains in his book. The number is then referred to on his report form with any additional information regarding the complaint. No oil is allowed to be returned until a full investigation justifies such a course. The salesman is instructed to report:

- 1 All facts surrounding the receipt and storage of the oil.
- 2 All details obtainable in regard to its use.
- 3 Full reasons why the oil would not do.
- 4 Marks on the bottom of the barrel showing terminal filling, date, and filler's initials.
- 5 If barrel has been emptied into a tank, this should be noted and the empty barrel looked up for above information. If this can not be found, the invoice number and date of shipment should be given.

As soon as this information and sample are received at the District Office, if the complaint can

## TEXACO STAR

not be settled then and there, a complaint form is made out giving all information which is sent in triplicate together with the sample to the Lubricating Division Office.

If the complaint cannot be settled without further investigation, the label is removed from the bottle with the exception of the number, and the sample is sent to the Laboratory so that the testing man will not know what the sample is. (This information, however, is sent to the head of the Laboratory in a separate letter for his information.) When the Laboratory returns its report, if this shows that the oil in all right the papers so endorsed are returned to the District Office, one copy being retained for our file; if the report indicates that the oil is not up to standard, the forms with such information are sent to the Terminal Division for investigation. They, in turn, endorse the papers, keeping one for their file and returning two to the Lubricating Division Office, one of which we forward to the District Office which can then settle with the customer.

Our file at all times indicates the unnecessary complaints made by the Districts and also the faults, if any, that need correction and where they lie. From these we can judge whether the subject justifies the services of a trained engineer to straighten out the difficulty, and careful attention to such important details as this is absolutely necessary for proper development.

Since 1911, our organization has been changed somewhat. The Norfolk District was cut off from the original Philadelphia District, and the Chicago District has been formed. Numerous changes have taken place in personnel. We now have a corps of Staff Engineers under Chief Engineer Rowland, who look after expert technical work. We have in each District a trained Lubricating Assistant to the Superintendent. Under the Lubricating Assistants is a large force of lubricating salesmen and engineers. The training of these men, who, generally speaking, came to us without knowledge of the lubricating oil business, has meant an immense amount of work. During the last year the Texaco Correspondence School lessons have been of great assistance in giving new men a rudimentary knowledge of the business, and will undoubtedly make this work easier in the future.

The careful attention given to all the details that go to make up satisfactory lubricating service has won us a considerable amount of success, as attested by constantly growing sales. We feel that our position in the markets of the Northern Territory is a secure one, and we look forward to the future with the greatest confidence.

### CO-OPERATION OF ENGINEER AND SALESMAN

GEORGE R. ROWLAND

Chief Engineer, Lubricating Division

When The Texas Company first introduced lubricating oils in the Northern Territory engineers were employed and placed in a number of plants to demonstrate the efficiency of these Texaco products. Those demonstrations established results that enabled us to give the selling forces practical evidence of the merits of the products manufactured by The Texas Company. This work is the basis upon which the volume of business that we now hold has been developed, and it has been the means of removing the many prejudices formerly held against our goods.

The purchasing of oils upon specification was one of the hardest factors that our salesmen had to overcome. This method of purchasing oils was largely due to the fact that competitive companies, realizing that the manufacture of oils in large quantity from asphaltic base crude would materially affect the volume of their business, naturally desired to delay the entrance of these oils into the market as much as possible, and they therefore advised the drawing up of such specifications by the oil consumers as would exclude the use of asphaltic base products. In addition to this, their representatives took every occasion to impress upon the minds of the consumers the possibility of damage being done to their machinery if any other oils than those specified were used. The results of the practical tests of our engineers have placed our salesmen in a position to combat the situation successfully, and today such specifications are very rarely heard of.

If oils are bought strictly on a price basis, and the competitive price is very low, the higher quality argument of our salesman will probably be of no avail. In such cases, an inspection of the plant by a practical engineer will often result in the elimination of low priced oils and the introduction of high priced oils which, under the direction of our practical men, will bring about the desired economy and efficiency, thus confirming the promises of the salesman and securing the business.

The situation often develops in large plants, where the operating forces have been furnished with special grades of

## TEXACO STAR

lubricants for years and have been led to believe that no other oils would meet their requirements, that our salesmen quite properly will recommend one grade of oil to take care of many conditions and this usually will meet with opposition from the operating men. When this state of affairs arises, who but the engineer is qualified to demonstrate the claim that the lubricants offered by our salesmen to replace those of our competitors are efficient and will take care of the machines if properly handled?

Under all mechanical conditions, defects of operation are liable to occur at any moment; and in the majority of cases, when a hot bearing or a scored cylinder develops any time after the change of oils has been made, the responsibility is immediately placed upon the new oil without any effort being made by the operating men to ascertain whether the trouble is due to a mechanical defect. With an oil expert on the job, the exact truth is quickly arrived at, and the business made secure.

It can not be expected of a salesman that he spend his time in making practical demonstrations, inspecting large plants, and regulating consumptions; or that he should be in a position generally to take care of the technical end of the work as a whole, any more than it should be expected that a salesman representing an engine or machine manufacturer should erect every engine and machine he sells. The salesman who has the ability to interest large consumers of oils to the point where they are willing to be shown that a change of lubricants and a change in their method of handling same will result in financial benefit, should be fully assured that his claims for economy and efficiency can be and will be backed up, not only by the furnishing of high grade lubricants but by a high class technical man who has been properly trained to meet all problems of lubrication and who will advise with the operating men in such a manner as to convince them of the merits of our products. There are undoubtedly many concerns who, if proper and intelligent arguments were presented to them, would be desirous of changing their system of lubrication; but the individual salesman, working alone, rarely possesses sufficient positive information to bring about the desired effect. It is not possible to have enough information in the

salesman's price-list to qualify him to advise where and how all oils should be used in order to bring about the most economical and efficient results, and to afford sufficient equipment for him to combat the many arguments which are brought up from time to time by the users of oil; and for cases where trouble develops, it is not possible to cover in a book every conceivable form of complaint and its solution. To handle properly these many semi-technical matters, it is absolutely necessary that the engineer, who is the real source of positive information should be in close contact with the salesman to see that the practical side of the work develops along safe lines.

Every lubricant now being marketed by our salesmen has at some time been practically tested out by our engineers, and a careful record of all of these demonstrations has been kept. The salesman should have free access to these records and as much personal contact with the engineers as time and conditions will permit.

In connection with the construction of all types of engines and machines there is a decided variation of opinion, even among the manufacturers, as to the most efficient and economical systems of lubrication; and as the fact has been established that often improper lubricants have been recommended by the manufacturers of engines and machines, it is now being left to the oil manufacturers to provide the lubricants that will develop the proper efficiency in the units, and this is a problem to be handled through the engineers. Many lubricating practices have been revolutionized during the past four years, which is the period that our Company has been marketing lubricating oils in this territory. We have demonstrated through our technical engineers that Texaco oils will not only properly lubricate internal combustion engines, but will, if the proper grade is used, greatly increase their efficiency. On large gas engines, the manufacturers of which have always demanded that the purchasers of their units use certain grades of oil—consisting mainly of a straight mineral stock, the results shown by our engineers have proved that these oils are neither efficient nor economical; that they have the effect of decreasing the efficiency of this type of engine and increasing the cost of maintenance through unnecessary

## TEXACO STAR

wear, particularly on the stuffing box packing; and that the heavy mixture carries through with the piston rod and thickens up the oil in the external system to such an extent that it is necessary frequently to clean out the system and install new oil. With Texaco Ursa Oil these difficulties have been eliminated, the lubrication of the units has been made perfect, the efficiency increased, the cost of lubrication and maintenance decreased, and the life of the oil used for external lubrication extended to an interminable period. It is an important advantage to the salesman to be able to assure the purchaser that such results can be obtained through the use of our products for this class of work.

Manufacturers of steam turbines of all classes for a number of years, or until we entered the market, demanded of the purchasers of their turbines that a certain grade of oil be used, the specifications of which were quite different from those of our products; otherwise, they would not guarantee their units. This theory has been entirely dispelled by our engineers, and we are to-day lubricating some of the largest turbines in the world, and several manufacturers have discontinued the recommending of any special lubricant.

The efforts of our engineers in connection with gravity feed and filtering systems have been developed along the same lines as our other work. One of our first great victories in this class of work was in the case of a large blowing engine room in which a filter manufacturing concern had installed a system to take care of five large units and guaranteed it to take care of five more units of the same size which were to be installed within a short time. We took over the lubricating requirements of the blowing engine room in question and placed Texaco Aleph Oil in the system; this worked satisfactorily until the other five new units were added. Prior to this time our engineers had carefully measured the system and had advised the management that it was not of sufficient capacity to take care of the additional units. The management claimed that inasmuch as a reputable filter concern had put in the system under a guarantee, no changes would be made. As soon as the new units were installed, trouble developed with our oil. Our engineers were called in and naturally took the stand that the trouble lay with the filtering system and not with

the oil. The representative of the filter company was then called in. He took samples of our oil, had them examined, and reported back to the management that the trouble rested wholly with the oil; and this theory, quite naturally, was backed up by the representative of one of our competitors who originally furnished the lubricants for this plant. This started a long controversy extending over a period of more than a year, and during that time thousands of gallons of oil were lost to the firm on account of the imperfect system, and to us on account of the temporary removal of our Aleph Oil and the use of a competitive engine oil. This latter oil was put in under a guarantee to take care of the conditions without any change being made in the filtering system, but after it had run sixty hours it was so badly emulsified that it was necessary to break the pipes throughout the whole gravity feed system and blow them out with air. Our competitor's representative then claimed that the difficulty lay with the Texaco cylinder oil which was being used for internal lubrication, claiming that our cylinder oils were made from asphaltic base crude and were full of tar and other mixtures, which they claimed not only caused the trouble in the filtering system but were injurious to the cylinders and valves of the engines. The use of Texaco cylinder oil was discontinued and a competitive brand put into use, and the filtering system was again filled with a second brand of the competitor's oil. The result was that after a sixty hours' run the conditions were as bad as with the last oil used. The filtering system was then discontinued altogether, and hand feed cups were used until the system was improved and enlarged in accordance with the suggestions of our engineers. Aleph Oil has since worked successfully with even better results than we claimed for it. The outcome of this practical demonstration, in connection with others of similar nature, has been the removal of prejudice on the part of many filter manufacturers against Texaco products; also, practically the compelling of a number of them to change their whole system of construction.

At the time our Company first started the Lubricating Division in the Northern Territory, one of our engineers was placed in the plant of a large company for the purpose of demonstrating the merits of Texaco products. This demonstration re-

## TEXACO STAR

sulted in an enormous saving in oil consumption and in increased efficiency throughout the whole plant. We held this business for a period of two years when it became necessary to increase the prices on all the grades of oil which were being used. Our District Office was advised by the Purchasing Agent in question to the effect that he would discontinue purchasing lubricants from us and that one of our competitors had agreed to lubricate the plant for 25% less than the average monthly cost with our oils. After considerable argument we secured permission to place our engineer on the job again, and the use of the lubricants was lined up in such a manner that we still retain the business and have secured the advanced prices on all of our products. This latter illustration demonstrates very forcibly the value of co-operation between the salesmen and the engineers, as in this particular instance it devolved entirely upon the technical man to show that with the proper application Texaco products could be used to a greater advantage at an increased price, than those offered by our competitors. Had this sales proposition been left entirely to the salesman our Company would have lost a very large account, and competitors would have used this case for advertising purposes—no doubt to good advantage.

The development of the use of Crater Compound during the past three years is one of the most remarkable features of the work performed by the salesmen and engineers. When this material was turned over to the engineers for test purposes there was but one idea as to its use, which was to place it in competition against a so-called "Fireproof Oil." Our engineers, realizing the value of this lubricant for other purposes, have developed its service for many other places where no lubricant had formerly met the extreme conditions for which Crater Compound has proved to be an ideal material. One of our latest demonstrations with this product for saturation of the cores of wire ropes and the lubrication of large pump plungers in the mines in the Anthracite Coal Regions has proved that Crater Compound will meet conditions which the products of all of our competitors who have made a specialty of manufacturing rope dressings and protectors, have failed to meet. Our tests have shown that Crater Compound will resist the effects of the high percentages

of sulphuric acid which contaminate the water of coal, copper, and lead mines; that it will penetrate between the wires of each strand, between the strands to the core, and will penetrate the core itself, and will act as a lubricant of sheave wheels and engine drums. When properly applied, it will remain soft and pliable at low temperatures, which is a very important feature in wire rope lubrication. In our series of tests we have used it on many jobs in competition with Black Oil at 10 cents per gallon, and on account of its unusual qualities we have, in some instances, succeeded in showing as great a saving as 50% on the actual cost of lubrication, as well as increasing the life of the wire rope.

We therefore claim, and we think this is borne out by the facts presented in this paper, that the success of the use of Texaco products in the North is, in a large measure, due to the efforts of the engineers. Much credit, however, must be given to the salesmen, for without them the work of the engineers would have been for naught.

A continuance of the success that has been attained depends largely upon a strict co-operation of salesmen and engineers in the future. The salesmen, by their system of reporting very clearly all complaints made by customers which need attention from the engineers, can bring to the notice of the proper authority such matters as involve the holding of the business. The salesman can greatly assist the engineer in settling the complaint, and can secure information which can be used for the benefit of many other departments. When there is any doubt in the mind of the salesman as to the proper oil to be used, he should feel no embarrassment in questioning the proper authority in order to be set perfectly clear on the matter. The salesmen are fortunate in having Lubricating Assistants upon whom they can rely for any information they desire in regard to selecting the proper oils to meet conditions, the settling of petty complaints, and the handling of the service end.

The engineer has played a large part in the development of our oils, and no other company than ours has given its salesmen such opportunities in the way of educational advantages and the benefit of the assistance of a large technical force. The closer the relationship is made between these two classes of men, the greater will be the benefits to all concerned.



"Ursa," cub bear mascot of *U. S. S. Texas*, presented to the Battleship by The Texas Company.—Copyright by E. Muller, Jr., all rights reserved.

## TEXACO STAR



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## TEXACO STAR

### CO-OPERATION IN CREDITS

D. B. TOBEY

Assistant Treasurer

There is no more vital need in credit work than co-operation between all those interested. This co-operation is supposed to include everyone from the tank-wagon driver up to the Superintendent and the General Credit Man—everyone interested in the sale and delivery of our products, and the payment therefor. It should also be made to include our customers.

Agents and salesmen have certain fixed rules on credits and collections which should be followed to the limit of their ability. These rules cover the sending of reports on new customers, reports of calls for collection, and the collection of accounts promptly as per lists issued monthly. I will not enlarge on these rules as they are well known to all. But rules are no good on paper unless they are put into force, and you will never carry out these rules unless you take to heart their importance and resolve to do your part to co-operate in their execution.

There is always a certain amount of feeling among salesmen and agents that credit men do not care about sales, but only about getting the money for sales. This is due, to some extent, to lack of tact and judgment on the part of some credit men and also to the natural division of interest in the two branches of the work. It is easy, however, to let this feeling grow too strong and interfere seriously with proper co-operation between the Credit and Sales departments. Owing to the nature of the work, there will always be some misunderstandings and disagreements, I suppose. But, in The Texas Company none of these differences should ever be the result of anything but over-zealousness on the part of either salesman or credit man, or both. A "live" salesman makes every effort he can to get sales across, taking a chance now and then on a loss. In the same way, a "live" credit man makes every effort he can to get collections across, taking a chance now and then on losing the customer. These two attitudes should not cause friction, however, if both salesman and credit man remember that each is working his own job to the limit in the Company's interests.

Under our system, agents and sales-

men act as both salesmen and credit men very largely, in so far as the small accounts are concerned. It is necessary, therefore, that you should look at both sides of the problems presented, pushing the sale where the risk is good and pushing the collection where there is more need for that part of the work. The District office meanwhile stands ready to assist you with advice and direction if you will report all matters involving doubtful credit, or where advice is necessary in order to get the money and yet save the business. If you put these matters up to the District office in such a way that they can see all sides of the questions, many of the tangles and disputes which now lose us business will be avoided. In most of these matters there is the customer's side, the sales side, and the collection side. Present all three in your report, and then the District Credit Man can judge fairly and help you straighten out the trouble. Many of our cases of lost business go back (1) to your failure to report the situation at all to the District office, or (2) to your failure to report the situation fully enough to get the assistance and co-operation you ought to get.

The Treasury Department receives the files of accounts transferred to Accounts Receivable "B," and my examination of them shows that collection reports are not given the attention that they ought to be. Many files contain no such reports whatever, although, of course, all the accounts which come to me are four months overdue. Often the result of this is that when I write a customer and ask for an explanation of his failure to pay, he writes me back in strong language saying that he has told this or that trouble to this or that salesman and expected that it would be straightened out. The customer naturally thinks that The Texas Company has acted in bad faith, and he notifies me that he will give his business to our competitors where he gets "service." There are too many letters like this in my files. This is the result of lack of co-operation; the failure to co-operate between the customer and the District office, in accordance with rules laid down.

There is a large company in this city

## TEXACO STAR

which maintains a Business Service Department in connection with their Credit Department, for the sole purpose of giving advice and assistance to their customers who, for one reason or another, get into trouble. This company supplies forms to salesmen on which they are supposed to report what assistance they think that some of their customers need, such as information as to how to put across cash sales; how to get in collections; how to systematize their accounting; how to arrange for bank loans, etc. The Business Service Department then offers suggestions to the customer based on the salesman's report, and not only helps the customer, but makes so strong an impression upon him that he is theirs for life. Personally, I think this is carrying the idea too far, but I cite this case as showing how much importance some large companies give to the matter of co-operation with their customers. It is certainly a far cry from the above method to what is occurring with many of our people.

Our system of credits, like any system, depends upon every part to make it complete. If one link of the chain is broken,

the whole system falls down. If you fail to report disputes or complaints or tangles, then the District office or the Treasury Department goes at the customer blindly and maybe gets the money and loses the business, or else loses both the money and the business. I suggest that more thought be given to the need of working together in credits so that everybody's part will work in its full measure for the interest of the Company.

What I want to emphasize is that co-operation, as above outlined, results in holding business that cost money to get and means money to keep. Failure to follow out rules and to work together in these matters results in much desirable business being lost, and lost for good. It's harder to get a disgruntled customer back than to get a brand new one. It's easier, however, to hold on to a customer once you have him (if you follow rules), than to get a new one. This may not seem to have much to do with credits and to border on salesmanship, but I state this in connection with the large number of accounts that are being lost to-day through lack of co-operation in strictly credit and collection work.

A price-cutting retail merchant sells certain standard articles at ruinously low prices. He takes a loss on the sale. But of course he benefits in some other ways, else he wouldn't have held the sale. So, also, do the few customers who get the bargains receive a temporary benefit.

But.....it is not good for the public to have the competition of honest standard goods removed from the market.....The whole community suffers:

First, the price-cutting shakes public confidence in the value of the articles cut. If people have once bought a thing for 19 cents, it is hard to make them believe that it is worth 25 next time. So, if the price-cutting continues, it becomes more difficult to sell the article for what it is really worth. Something else, without a known value, takes its place.

Second, price-cutting breaks down the established standard of values. It makes it hard for the public to know what merchandise is really worth. It thus opens the way to general overcharging by unscrupulous merchants.

Third, price-cutting undermines the

small store which maintains an honest, steady level of prices on all goods the year round. The small store thus threatened is one of the important economic factors of community life.

Fourth, price-cutting hurts the trade of reputable manufacturers by creating an unfair doubt as to the real worth of their goods.

All for the sake of a questionable advantage to the price-cutter and a few bargains to a few hundred individuals.

This is hardly for the greatest good to the greatest number.—*Sat. Evening Post.*

The late King Christian of Denmark never wore a cloak when riding. He was protected from the cold by a suit of paper. Experiments in cold climates by Dr. Klein, of Budapest, show the efficacy of a covering made from so called "silk" toilet paper. A paper vest reaching to the hips made of good chemical pulp paper will be warmer than the heaviest underwear. The paper should be worn over the shirt.—*Paper.*

The oak if out before the ash,  
'Twill be a summer of wet and splash;  
But if the ash is before the oak  
'Twill be a summer of fire and smoke.

—*Gulf Coast Lumberman.*

## TEXACO STAR

### BY THE WAY

Supt. C. C. Blackman of our West Dallas Works gives us this selection:

"Once upon a time my ideal of opulence was a salary of \$50 a month," continued the elderly man.

"The boys don't think that these days," stated the thin man. "I have a boy at home who is counting on starting in at the small sum of \$50 a week. Nothing less than that paltry amount will satisfy him."

"Our children are thinking in too big figures," asserted the other. "They expect to jump square into good things where their dads had to work into them and earn them. Our children want a whole lot for nothing—that's just about the way of it. They don't seem to realize that a fellow gets just about what he's worth, and that it's up to a boy to be worth what he expects to get.

"I'll wager I was happier with my ideal of \$50 a month than the boys of these days who are looking for \$50 a week as a starter. And I want to say right now that, high cost of living and all, a decent young fellow can get along right on \$50 a month and be a great deal better off than many a chap that's earning \$100 a month. If you haven't got much you acquire no expensive habits. The general stumbling block to the average young man's rise in the world is made up of the habits he gathers as his salary increases."—*Copyright, 1913, by E. K. Wooley.*

★ ★

Dr. L. H. Canfield calls attention to this, from the March 1915 Bulletin of The National Association of Corporation Schools:

If you applied to yourself for a job—would you get it?

Think it over.

Just be "boss" for a few minutes—then check up your record for the past month as an employe.

Remember now, it's your money meeting the payroll.

Have you, as an employe, filled your hours with productive conscientious labor, or have you been too busy watching the clock?

Have you produced enough in that month to make you a profitable investment?

Have you put your shoulder to the wheel—for-gotten petty differences and difficulties, or have you put sand in the bearings?

Have you asked questions and improved, or have you been too wise to learn?

Have you analyzed what you are doing, and why, or used instinct instead of reason and gotten an indifferent and methodless result?

Have you allowed your mind to become poisoned with anger, worry, or envy, and by so doing contaminated and reduced the efficiency of others?

Have you gone through the month, a vision of pay-day the oasis in your desert of work? And have you let this vision shut out from view all else in the days work that would build you to a size where you would give yourself a job?

★ ★

Mr. Howard Cooper sends from St. Louis several definitions by *Printers Ink* of "Business Jokes:"

The clerk who thinks the house can't do without him.

The salesman who has his trade personally anchored.

The buyer who cannot be fooled.

The stenographer who knows best what the old man ought to say.

The credit man who can always trust his intuition.

The head of the firm who sticks to the way he always did it.

★ ★

He who sings at his work does not grow weary. As Shakespeare says: "A glad heart goes all the day, your sad tires in a mile." The muse has inspired Supt. M. E. Crawford, Mobile Terminal, to this refrain:

My Texaco 'tis of thee,  
Sweet oils of purity,  
Of thee we sing:  
Long may thy star shine bright  
With Quality's pure light;  
Protect us with thy might,  
Great Texaco, our King.

★ ★

Agent W. G. Heard, Roswell, N. M. writes of a gratifying experience from "getting out between times"—amid his busy occupation with the details of the station—to solicit future orders in his "small town," in which he secured an interesting lot of orders for April 1 delivery, "new business not covered by contracts."

★ ★

Employes of The Texas Company have formed a baseball team, the Texaco Stars, in the Houston City League. Officers: Pres., Ernest Carroll; Sec'y-Treas., J. (Dick) Harrod; Manager, C. W. Redman; Capt., J. E. W. Herndon; Press Agt., G. M. Redwine; Mascot, Ben Thurman. The Texaco Stars will be made up entirely of employes of The Texas Company, and Manager Redman and Capt. Herndon expect to pick a pennant winning team.

★ ★

"Look here, waiter, I'm sorry, but I've only just sufficient money with me to pay the bill, and nothing left for a tip for you."

"Would you mind just letting me 'ave another look at the bill, sir?"—*London Sketch.*

★ ★

When she letheth thee recklessly spend,

And laugheth to see thee go broke,  
Thou mayest jolly her on without end,  
For she taketh thee but as a joke.

But when she demureth at price,

And chideth for what thou hast spent,  
Thou art treating on treacherous iec,  
For the maiden hath solemn intent.

—Puck

## TEXACO STAR

We will discover a way to fly, too, as soon as we take a good look at the bumblebee. The bumblebee is really the bird, after all. Just note how the bumblebee's body is several hundred times heavier than his wings, and yet he beats the air with such tremendous rapidity that he lifts his weight, goes where he pleases, and comes down when he wants to. It is a matter of striking the air enough times per second. The atmosphere is solid when you hit it quick enough. What we want is to invent a machine that will work wings with a rapidity of two thousand vibrations a second.

—Edison.

\* \*

I. T. Nedland, a jeweler of Hillsboro, N. D., recently exhibited at the University of North Dakota a working electric motor weighing 34 grains, the construction of which occupied his spare time for a month. The dimensions are: Length, 0.563 inch; height, 0.291 in.; width, 0.336 in.; diameter of armature, 0.071 in.; diameter of commutator, 0.0106 in. The armature, which weighs 4 grains, has six slots and six commutator segments. A 2.5-volt battery supplies the force for this tiny motor.

\* \*

The Australian Hard Wood Yate is claimed to be the strongest of woods; its average tensile strength being 24,000 pounds per square inch, which is the tensile strength of cast iron. Specimens have been tested which showed a tensile strength equal to the tensile strength of wrought iron. The tree grows tall and slender, up to 100 feet in height and 30 to 36 inches in diameter.—*The Practical Engineer*, London.

\* \*

An excellent blueprint can be made of typewritten work on a good quality of bond paper, if the grain of the same is not too much mottled, like tissue paper, and if a carbon paper is reversed in the machine with the white paper. This will produce work which has the type on the front and a carbon impression on the back. To give best results the paper should be white and free from water marks.

\* \*

A Philadelphia factory is making a large quantity of absorbent cotton for a foreign army. The test of absorbent cotton is the rapidity with which when placed in water it will sink. This factory manager was

greatly annoyed when the cotton failed to meet the requirement laid down by the purchaser. That's where the man who knows stepped forward. In this case it happened to be E. W. France, principal of the Philadelphia Textile School. In a few minutes he found that a little too much soap was being used to wash the cotton. "I told them," Mr. France said, "to save soap, which they have done, and they have also saved \$150 a week in addition." In this busy land there is ever a demand for the man who actually knows how.

—Philadelphia Public-Ledger.

\* \*

A woman has just told us what she did the night her young husband found himself bankrupt. His factory was closed, he had lost all he owned—plus a good deal more—and, as he looked at it, life was about at an end. It occurred to him that a well-placed bullet might be the best solution of difficulties.

His wife at home made a poignant surmise as to what he was thinking. Suddenly it occurred to her that here was a chance for team work—an opportunity to show what being a wife really meant. She prepared a delicious little dinner, she made the home as inviting as she could, and she arrayed herself in her most becoming dress. Her husband returned, not to a disheveled and sobbing woman, to a neglected house and a drama of disaster; but to a home where everything spoke of a resolution of continuity, of expectation. The fire on his hearth, the simple well-cooked dinner, the courageous eyes of his attractive wife, restored him to a true sense of values. He was able, amid all his confusion of purpose and torment of realization to see his failure as a retrievable episode in his life.

He is now a successful manufacturer, his debts are paid, and he has a happy home with a son and daughter in it. He was saved from being a suicide by the fact that a woman was sportsmanlike at the right moment. Not a bad thing to think about in these days when unaccustomed poverty is bringing dismay to thousands.

—Collier's.

\* \*

There are two reasons why some people don't mind their own business. One is that they haven't any mind, the other that they haven't any business.—*Harvard Lampoon*.

## SAFETY AND SANITATION

V. R. CURRIE,  
Chairman Central Committee

At a recent Safety rally held in the auditorium of the Commercial Club, of Tulsa, Oklahoma, Mr. W. G. Ashton, State Commissioner of Labor, delivered an address on "Safety First." The Sub-Committee on Safety, West Tulsa Works, attended the meeting in a body, and Chairman L. L. Newton was called on and made an impressive talk, reviewing the work and success of the organization at his plant.

★ ★

The Chairman of the Central Committee of Safety will welcome correspondence or suggestions from Employes pertaining to Accident Prevention, Health, Sanitation, etc., as well as methods through which the co-operation of all employes can best be secured. Address V. R. Currie, Box 1805, Houston, Texas.

★ ★

The success of any accident-prevention campaign will depend largely upon the nature of the relation between the foreman and the employes over whom they are in authority. The foreman must be considerate of the men and women working under him. He should take a genuine and sympathetic interest in their welfare, but he should never lose his sense of dignity and leadership. He ought to maintain a certain amount of unobtrusive reserve, which will be instinctively felt by the workers rather than forced upon their notice by arbitrary acts and orders.

If the workers realize that the foreman is a man of the right type, they will usually be ready and willing to follow his instructions in spirit as well as in letter; and this makes discipline easier to maintain, and helps wonderfully toward the prevention of accidents. . . . Above all, the foreman should be fair to those under him, and personal likes or dislikes should never influence him in the least, in any matter connected with the work. Even though his rules and orders involve hardship, they will be respected if it is evident that they are intelligent attempts to cope with the conditions under which the work must be done, and that they are just.

The foreman must obey all the rules himself, however onerous they may be; and he should be particularly careful to

conform with those that are established for securing safety. Breaking a safety rule is a dangerous act in itself, and it also sets a bad example which the employes are likely to follow. A foreman who issues a safety order and then violates it himself, can hardly expect the employes under him to believe that it is of great importance. Such a violation on the part of a foreman minimizes the effect not only of that order but of others as well.

Careful selection of employes is important, and it should be undertaken with due regard to the nature of the work to be done. A man who is naturally slow should not be required to operate machines that call for rapid movements or quick judgment, nor to engage in any kind of work demanding marked activity of mind or body. Points of this kind should be carefully considered, and it may be necessary to shift some employes several times before their capabilities and limitations can be ascertained, and they can be assigned to the work for which they are best fitted.

It sometimes happens that little can be done in the way of adjusting the work to the worker. The help that is available may be such that classification and selection are not feasible, or the work may be so urgent and pressing that it is beyond the power of the foreman to consider all the employes individually and treat them in an ideal way. He should bear in mind the importance of the foregoing suggestions, however, and should apply them advisedly. He should not try to persuade himself that the task is impossible, if the real reason is that he shrinks from making the effort. Much can often be accomplished when the conditions, at first thought, appear forbidding, and the difficulties insuperable.

Among the gravest responsibilities of the foreman are those that relate to the protection of the workers from the effects of their own carelessness, inexperience, ignorance, or poor judgment.

Finally, the foreman should be entirely sincere, in every way and at all times. The safety rules that are in force at the workplace should be absolute and paramount, and the foreman should never criticize a worker in the smallest degree, either in word or in thought, for following them.—*Foremen and Accident Prevention*, Travelers Insurance Company.

# TEXACO STAR

## DEPARTMENTAL NEWS

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

Pipe Line Dept.	A. M. Donoghue, Houston.
Natural Gas Dept.	D. P. Harrington, Fort Worth.
Fuel Oil Dept.	E. B. Joyner, Houston.
Refining Dept.	C. K. Longaker, Houston.
Marine Dept.	{ E. C. Macmillan, Port Arthur.
Legal Dept.	{ A. R. Weber, New York.
Treasury Dept.	{ J. S. Ballard, Houston.
Comptrollers' Dept.	{ Lee Dawson, Houston.
Sales Dept., S. Territory	{ B. E. Emerson, Houston.
Sales Dept., N. Territory	{ J. R. Poanney, New York.
Export Dept.	{ M. G. Jones, Houston.
Purchasing Dept.	{ S. Slattery, New York.
Railway Traffic Dept.	{ J. B. Nielsen, New York.
Producers	{ J. E. Byrne, Chicago.
	{ J. W. Painter, Houston.
	{ P. C. Harvey, Houston.

Since the Missouri Pacific Railway moved its passenger equipment to the Kansas City Terminal, a number of amusing incidents have occurred concerning comparisons between the lubrication of its cars and the cars of other railroads. The Missouri Pacific, as is well known, uses Texaco lubricants. Not long ago, some officials of another line using the Kansas City Terminal stopped there on a tour of inspection, having with them a lubricating expert of another oil company. In looking over the passenger cars, they asked the head oiler, who was going around with them, to raise one of the oil box lids on a Missouri Pacific car. He promptly answered: "Never mind looking into that box; that box has Texas oil, and there is no trouble wherever Texas oil is used." The road represented by the officials was experiencing trouble with hot bearings on both passenger cars and locomotives, and this unpremeditated remark by the head oiler caused everybody to give the accompanying lubricating expert the laugh.

Shortly after this occurrence, the General Manager of the railroad referred to came into the Union Station at Kansas City with several hot boxes on his private car. He said to the oiler: "When this car goes down to the yard, I want you to pack it with your best packing, and oil it well." The oiler replied he would then have to use Texaco oil, as that was the best oil they had. The General Manager asked how he knew it would be necessary to use Texaco

oil, and the oiler replied that the Missouri Pacific used Texas oil, and they never had a hot box.

**REFINING DEPT.** The Refining Department is making preparations to secure the "Blue Ribbon" in

the 1915 Texaco Baby Show. On March 19th a ten pound boy arrived at the home of Mr. and Mrs. Frank C. Jones. On March 29th an eight pound girl arrived at the home of Mr. and Mrs. J. H. Gleckler.

R. H. Waldron resigned his position April 1, to accept a position with the Farmers Petroleum Company. He will be located at Humble, Texas.

J. D. Dodge has been transferred from Charleston Terminal to Jacksonville Terminal.

V. R. Currie is spending a few days at Port Arthur.

The employees at Port Neches Works are planning to hold a dance in the new Commissary sometime during the latter part of April. Committees have been appointed and invitations will be issued announcing the date.

What has become of the Port Arthur Works Baseball Team?

Frank Lopez, Export Department Representative at San Juan, Porto Rico, stopped in Houston for a day on his way to Brownsville, Texas.

### CARGOES SHIPPED BY THE TEXAS CO. FROM PORT ARTHUR, TEXAS, MONTH OF FEBRUARY, 1915.

DATE	VESSEL	BARRELS Refined.	DESTINATION
1st	Brg. City of San Antonio	5,434	Bayonne, N. J.
1st	S.S. Arethusa	27,293	Guantanamo, Cuba
2nd	S.S. San Valerio	57,039	Dartm'th, Eng.
3rd	S.S. Texas	58,537	Charleston, S.C. Norfolk, & Delaware River
4th	S.S. Socony	2,639	Bayonne, N. J.
7th	Brg. Tulsa	7,904	Amesville, La.
7th	S.S. Lucigen	43,479	Dartm'th, Eng.
7th	S.S. Northwestern	21,768	Bayonne, N. J.
8th	Brg. Atlantic	9,606	London & Liverpool
8th	S.S. Bellagio	15,895	South America
12th	S.S. Margaretha	19,062	Messina, Italy
13th	S.S. Paulpaix	40,372	Dartm'th, Eng.
14th	S.S. Arca	49,434	Lizard, Eng.
15th	Brg. Tulsa	8,135	Amesville, La.
15th	S.S. Alabama	27,146	Bayonne, N. J.
17th	S.S. Illinois	56,635	Providence, R. I.
19th	S.S. Florida	10,398	Norfolk, Va.
19th	Brg. Dallas	16,966	Norfolk, Va.
19th	Brg. Magnolia	6,841	Charleston, S.C.
20th	S.S. San Ricardo	49,672	Dartm'th, Eng.
22nd	Brg. Tulsa	8,015	Mobile, Ala.

## TEXACO STAR

25th	Brg. Tuxpam	106	Tampico, Mex.
25th	S.S. Vesta	2,113	Bayonne, N. J.
26th	S.S. Lucerna	30,178	Lizard, Eng.
27th	Sch. Curacao	2,655	Jamaica
28th	S.S. Roma	24,717	Bayonne, N. J.
		602,039	
Crude.			
4th	S.S. Socony	36,080	Bayonne, N. J.
7th	S.S. Northwestern	613	Bayonne, N. J.
15th	S.S. Alabama	1,819	Bayonne, N. J.
17th	S.S. Illinois	1,313	Providence, R. I.
19th	S.S. Florida	1,170	Norfolk, Va.
25th	S.S. Vesta	33,703	Bayonne, N. J.
		74,698	

### MARINE DEPT.

Thomas F. Purcell, who, as reported some time ago, found it necessary to go to the mountains for his health, has returned to his position in the Marine Dept. Accounting Office greatly benefited in health and appearance.

F. C. Riley, Jr., has been transferred from the General to the Accounting Office of the Marine Department.

Fred. Smith has been transferred from the Hall to the Marine Department.

### THE TEXAS COMPANY'S TANK STEAMERS

Contract placed with Fore River Ship Building Corporation for two steel tank steamers.

Length between perpendiculars	415' 0"
Length over all	430' 0"
Moulded beam	56' 0"
Moulded depth to upper deck	32' 9"

Vessels to be built of steel, of the two deck type with poop, bridge, and forecastle decks. Ships will be framed longitudinally on the Isherwood System of construction. Hold divided by oil-tight bulkheads to provide for eight pairs of main cargo tanks and eight pairs of wing or summer tanks. Two pump rooms, one placed between No. 2 and No. 3 tanks and one between No. 6 and No. 7 tanks. These pump rooms, extending clear across ship and from keel to deck, form absolute separation of three divisions of cargo.

Large package freight hold forward of cargo oil space and cofferdam aft of oil space.

Machinery placed aft, consisting of a triple expansion engine, 26½-44-74x51; and three Scotch boilers, each 15' 3" diam. and 11' 0" long, built for 190 lbs. working pressure. Heated forced draft of the Howden type in connection with mechanical system of oil burning.

Cargo handled with eight 12x10x12 duplex pumps connected to main and wing tanks, and four 10x7x12 duplex pumps for handling wing tanks independently.

Total deadweight capacity on 25' 6" draft is 9,100 tons. Cargo tanks with the usual space for expansion will have a capacity of 74,000 bbls.

Permanent oil bunkers will have a capacity of 7,500 bbls., with reserve oil bunker space in lower forward hold of 2,500 bbls. more. Permanent coal bunkers, part of which are used for either oil or

coal, have a capacity of 850 tons. The two after wing tanks in each side are arranged for use as reserve coal bunkers, if necessary, with capacity of 230 tons.

Two pole masts, derricks, winches, etc., for package freight, and the usual equipment of steam windlass, steam steering gear, steam capstan, electric lights, etc., as well as a wireless outfit.

Contract speed is 11 knots per hour fully loaded. These steamers will have exceptionally good quarters for officers and crew.

It is expected that the first ship will be completed shortly after Jan. 1, 1916, and the other about one month later.

### LEGAL DEPT.

General Counsel Amos L. Beaty has returned to New York after spending the greater part of the winter in the South.

The personal injury suit of O. A. Kenworthy vs. Producers Oil Company was tried recently at Wichita Falls, the jury bringing in a verdict for the defendant. The company was ably represented by T. J. Lawhon of Houston and John C. Kay of Wichita Falls. The magnitude of this victory will be better appreciated when it is remembered that this is the Legal Department's first uninstructed jury verdict in a personal injury case.

George O'Connor, Secretary to the Chief Attorney, is now able to be at his desk, but is still somewhat sore as a result of the unlady-like performance of his fine Jersey cow a few days ago. George should take more interest in the Safety First movement and patronize a dairy.

We regret to announce the transfer of J. F. White from the Legal Department to the office of the *Texaco Star*.

### SALES DEPT. Appointments and changes, S. TERRITORY effective April 1, 1915:

Assistant to the Manager: M. G. Jones, Houston, Texas, headquarters.

General Lubricating Assistant: R. C. Galbraith, Houston, Texas, headquarters.

Department Agent: E. A. Rulfs, Houston, Texas, headquarters, vice L. A. Smith assigned to Comptroller's Department.

Atlanta District: W. E. Bradford, Superintendent, Atlanta, Ga., headquarters.

New Orleans District: H. N. Cook, Superintendent, New Orleans, La., headquarters.

Oklahoma District: A. T. Smith, Acting Superintendent, Oklahoma City, Okla., headquarters.

El Paso District: W. H. Wagner, Superintendent, El Paso, Texas, headquarters.

Dallas District: H. D. Deacon, General Assistant, Marshall, Texas, headquarters.

Dallas District: E. H. Browder, Chief Clerk, Dallas, Texas, headquarters.

## TEXACO STAR

*We wish to express our thanks and gratitude for the loving remembrances and the beautiful Floral Offering sent by the many friends, also the kindness shown in our sad hour of the passing out of our dear son and brother, Joe Henry Heil.*

*Mr. and Mrs. J. H. Heil, San Antonio  
Willie W. Heil, San Antonio  
John L. Heil, Houston*

Joe Henry Heil was employed in the Houston District Office from November 1912 to February 1914. His health failed and he went in search of better health to San Antonio, where he died March 16, 1915.

Superintendent H. N. Cook, having been transferred from Atlanta to New Orleans, was presented, on March 19, the day he left Atlanta, with a beautiful loving-cup engraved: "Presented to H. N. Cook as a token of esteem and appreciation by the employes of Atlanta and Birmingham Districts March 19th, 1915." His host of friends in both districts will miss Mr. Cook, but wish him success in his new field.

### TO "GORDON" JONES

No gain without a loss, they say,  
In olden times or present day;  
So Texas gains—the loss is ours,  
As Houston claims your active hours.  
Afar we fondly note your rise  
And voice farewells—with dimming eyes,  
We're proud of you, Lord bless your bones,  
Our "Gordon" Jones.

Adieu! The phrase is all too tame  
To voice the void our hearts proclaim.  
We'll note your progress, always feel  
As bound to you with hoops of steel.  
Pass on to honors well deserved,  
From fields where you've so nobly served  
In minor posts—but stepping stones  
For "Gordon" Jones.

Not one in all this District's throng  
But loved you ere he'd known you long;  
Your sympathetic tactful style  
Has eased o'er many cares the while:  
That's why goodbyes thus flock to you,  
Coming in scores—you know they do—  
By mails and wires, by words, by 'phones,  
Friend "Gordon" Jones.

—One of the bunch.

New Orleans, La., April 7, 1915.

W. H. George, Agent Atlanta Station, spent several days in Rome, Ga., opening up new tank station and installing Agent E. E. Holder. Rome is a good town and Mr. Holder is an exceptionally good agent, and we expect a good business at Rome.

John P. Kinloch has been appointed Agent at Charleston, S. C., to succeed E. R. Williams transferred to Birmingham, Ala. Agency.

C. P. Dodge, Jr. of Houston, Texas, has been appointed Agent at Columbia, S. C. to succeed Kelly Cook, now Traveling Salesman, headquarters Charleston, S. C., succeeding O. L. Wilson who has been transferred to Jacksonville, Fla. as Agent.

J. C. McCullough has been in Jacksonville, Fla. for the past month building a new station. The work has been completed and Agent O. L. Wilson reports favorably.

Frank J. Davis has been appointed Traveling Salesman, headquarters Greenville, S. C., to succeed M. C. Sanders who resigned to go into business for himself. Mr. Sanders' many friends will miss him.

R. T. Hubbard, formerly Traveling Salesman out of Sumter, S. C., has been appointed Agent at Savannah, Ga. to succeed D. W. Maneval, resigned. Agent



Fire at Pensacola, Fla. Station, March 24, 1915. Supt. H. N. Cook reported to Manager C. P. Dodge: "The warehouse was completely destroyed, but the contents of the tank did not burn. Gasoline was in the compartment nearest the fire, and oil was burning underneath the tank. The paint was burned off the tank, and it was heated up considerably. Several hundred gallons of gasoline evaporated owing to the intense heat. This should be an interesting item for the Star."

## TEXACO STAR

Hubbard and Salesman Vick between them will make a great team for Savannah. W. B. Sassnet has been appointed Salesman to succeed R. T. Hubbard.

W. G. Craig, formerly Cashier, Macon, Ga., has been appointed Traveling Salesman for South Georgia, headquarters Valdosta, Ga., succeeding C. M. Martin assigned to special work.

C. F. Elder, former Agent at Sheffield, Ala., has been appointed Credit Man for Atlanta District.

Gen'l Asst. J. S. Jones, Birmingham District, spent a day in Atlanta.

Supt. Williar Thompson, Norfolk District, spent a day in the Atlanta office.

Salesman G. H. Seawell, headquarters Atlanta, is to be congratulated for two of the best lubricating contracts of the past month.

Weddings among the Atlanta Station are getting to be a regular occurrence. J. H. Dunn, Warehouseman, and W. F. Neal, Truck Driver joined the ranks of Benedicts during the past month.

Many readers of the *Star* will be interested to hear of the marriage of Wells Littlefield, Agent at Denver, and Miss Leah Maxwell, which took place in Denver Feb. 22. Mrs. Littlefield is the daughter of Mr. and Mrs. J. F. Maxwell, formerly of Corsicana, Texas.

J. N. Rea, City Salesman at Denver, was married March 25 in Denver to Miss Mollie Kerr of Beatrice, Neb. Denver Office doesn't agree to furnish a wedding every month, but there are very promising indications of more to follow before snow flies again—and snow flies early in Colorado.

Dr. G. W. Gray, Chairman of the Refining Committee, and Efficiency Engineer W. M. Davis, visited Denver District the latter part of February.

Western Representative Fred W. Freeman spent a few days in Houston the latter part of March.

Agent Wells Littlefield at Denver recently succeeded in closing contract with an important Denver concern covering 50 bbls. Lubricating Oils and 3,000 to 5,000 lbs. Grease. This is the result of persistent effort on his part in the face of keen competition. This particular contract has been under fire of The Texas Company's guns for the last two years.

Agent J. O. Law at Pueblo, Colo. recently made a couple of trips over the ter-

ritory adjacent to Pueblo, and subsequent business is showing the effect of his personal touch.

A fine team of well matched black mules is now an important part of our Oklahoma City delivery service. These mules were selected with great care, and are named "Valor" and "Honor," the names of two of our leading brands of Engine Oils.

### LUBRICATING DIVISION HONOR ROLL, FEBRUARY, 1915.

SOUTHERN TERRITORY  
F. E. Castleberry, New Orleans District.

DALLAS DISTRICT

W. H. Gray 1st J. McAdams

HOUSTON DISTRICT

L. T. Bass 1st T. E. Meece

NEW ORLEANS DISTRICT

F. E. Castleberry 1st V. L. Seddon

EL PASO DISTRICT

H. B. Roeder

ATLANTA DISTRICT

J. W. Lovejoy 1st R. T. Hanna E. A. Fripp

The February Honor Roll is one to be proud of. The shortest month in the year had no effect on the "old reliables," except to roll up higher totals, in some cases, than in longer months.

M. H. Langford, Houston District, missed connection by a very, very narrow margin.

### PRINCIPAL LUBRICATING BRANDS AND SALES LEADER ON EACH FOR FEBRUARY, 1915:

Product	Leader	District
Motor Oil	W. P. Vick	Atlanta
Transmission Lub.	H. B. Roeder	El Paso
Cup Grease	J. McAdams	Dallas
Liq. Wax Fl'r Dress.	B. L. Kawalski	Houston
Home Lubricant	O. F. Taylor	Atlanta
Harness Oils	D. T. Monroe	Houston
Castor Axle Oil	W. P. Vick	Atlanta
Axle Grease-Graph.	W. H. Gray	Dallas
Separator Oil	W. C. Arnett	Houston
Harvester Oil	C. S. Meece	El Paso
Belt Dressing	O. S. Calloway	Dallas
Zenith Valve	B. L. Kawalski	Houston
Vanguard Cylinder	O. S. Calloway	Dallas
Leader Cylinder	W. F. Campbell	Dallas
Pinnacle Cylinder	J. W. Lovejoy	New Orleans
Alcaid Oil	M. A. Dyer	New Orleans
Cetus Oil	G. H. Seawell	Atlanta
Honor Oil	J. McAdams	Dallas
Altair Oil	B. L. Kawalski	Houston
Alph Oil	C. W. Levy	Birmingham
Valor Oil	L. T. Bass	Houston
Canopus Oil	J. A. Gallagher	Atlanta
Gas Engine Oil	D. T. Monroe	Houston
Winner Oil	M. H. Langford	Houston
Thread Cut. Oils	J. N. Rea	Denver
Transformer Oil	C. M. Martin	Atlanta
Ammonia Oil	R. T. Hanna	Atlanta
Crater Compound	F. G. Smithson	Birmingham

### STATIONS SHOWING LARGEST GAINS ON LUBRICATING OILS AND GREASES FOR FEBRUARY 1915 AS COMPARED WITH FEBRUARY 1914, PERCENTAGE BASIS

Station	District
Lufkin	
Sweetwater	Dallas
Orange	
San Marcos	Houston

# TEXACO STAR

Hobart	
Muskogee	Oklahoma
La Fourche Crossing	
Brookhaven	New Orleans
Bessemer	
Selma	Birmingham
Savannah	
Chester	Atlanta
El Paso	
Pecos	El Paso
Berthour	
Ault	Denver

## FEBRUARY GALLONAGE LEADERS

Class of Product	February Leaders	
	1915	1914
Motor Oils	Dallas	Dallas
Harness Oils	Atlanta	Atlanta
Harvester Oil	Houston	Houston
Home Lubricant	Atlanta	Houston
Liq. Wax Fl'r Dress.	Houston	Atlanta
Gen'l Lub. Oil	Birm'ham	Birm'ham
Axle Grease	Houston	Atlanta
Cup Grease	Dallas	Houston
Transmission Lub.	El Paso	El Paso

A comparative average on all classes again gives Houston District first place on best general results, with Dallas second and Atlanta third, the latter two Districts changing places since January.

## GENERAL COMPARATIVE SUMMARY OF FEBRUARY LUBRICATING LEADERS

Class	February Leader	
	1915	1914
Lub. Sales by Classes	Houston	Atlanta
Motor Oil Sales	Dallas	Dallas
Motor Oil Contr'ts closed	Dallas	Dallas
Lub. Tank Wagon Sales	Dallas	Atlanta
Future Orders Secured	Houston	Houston
Contracts Renewed	Denver	Dallas
Deliveries on Expiring Contracts	El Paso	
% Total Lub. Deliveries to Min. Contr't Estimates	Houston	Denver

Atlanta District increased their Motor Oil gallonage 145% during February as compared with February 1914, and expect to do better each month. Spring is with us, the season that increases automobile mileage many hundred per cent, which, of course, means increased demands for Motor Oil and Transmission Lubricant. Talk Quality and superior service. It wins.

Information has just been received that the Southwestern Sales Manager for the New Dodge Car is "particularly pleased" with the results secured from Texaco Motor-H, which has been given a careful test in his own car.

Crater Compound makes friends for Texaco Boys. Push it hard for lubrication of gears, pinions, chains, and wire cables. Most of the large wire rope manufacturers are using it to treat the inner strands of rope during the process of manufacture. Ask the big wire rope users in your Territory to specify on their next order for wire ropes, that it must be treated with Texaco Crater Compound; also sell them Crater Compound to dress the cables now in use.

W. G. Craig has again joined the Texaco Ranks in the Atlanta District. He reports on a big cotton mill, where he is "showing them" a 50% saving with Texaco, and as a result has been promised all the business.

Salesman G. H. Seawell, Atlanta District, recently closed a contract with the largest sawmill in Georgia, covering all lubricating requirements. Superintendent H. N. Cook says: "The solicitation of this business was successful by reason of exceptionally good handling on the part of Salesman G. H. Seawell and the exceptional showing made by our high grade oils; otherwise, would not have had a look-in, by reason of the fact that each of the competitors made prices materially lower than those shown in our contract." This adds one more State to our list of largest Sawmills lubricated by Texaco. We now lubricate exclusively the largest mills in Georgia, South Carolina, Florida, Alabama, Louisiana, Texas, and Oklahoma.

Dallas District has just closed contract with the largest sawmill in that District. Lubricating Asst. J. E. Taylor did a fine piece of work on this job. Mr. Taylor, also, recently concluded an unusually successful demonstration of the merit of Texaco Ursa Oil on a 625 H. P. Snow Horizontal Single Tandem Double Gas-Engine-Gas-Compressor.

B. L. Kawalski, Houston District, made the largest single sale of Axle Grease for the month early in March. Watch for his name on the March Honor Roll.

Salesman J. M. G. Jones, Houston District, started in to boost the "brighten-up" movement a few days ago by selling the merchants Liquid Wax Floor Dressing to clean up their floors with. He reports lining up six the first day.

P. H. Burger, Lubricating Assistant, Houston District, recently boosted Liquid Wax by the following method:

"Mr. Suder and myself had a little booth at the 'country store' pulled off by Alkemeyer's. We sold 45 customers Liquid Wax Floor Dressing and Home Lubricant. After the demonstration was over we sold Alkemeyer's 9 cases of Home Lubricant and Liquid Wax Floor Dressing. I believe that this was one of the best advertisements that we have had in Houston for some time, as we came in direct contact with the house-wives, demonstrating to them our Liquid Wax Floor Dressing for floors and Home Lubricant for sewing machines, phonographs, etc. We are now figuring with another Houston firm and hope to get about one week's demonstration in their store."

Mr. Agent and Salesman, co-operation with your dealers pays. Create a great demand for Liquid Wax by demonstrating it,—that is all that's necessary to sell it.

Salesman H. S. Robertson, Birmingham District, formerly in charge of lubricating sales record and follow-up, is showing good ability in securing creditable orders on the contracts he closes. Note that well, Mr. "contract man." It matters not, on your efficiency showing, how many contracts you close up if you don't "deliver the goods." Get the first order when the contract is signed.

Salesman D. T. Monroe, Houston District, reports selling all the rice irrigation pumping plants in his district their entire season's needs of Texaco Lubricants.

Mr. Monroe is also setting the pace this year on Harness Oil sales. *Texaco Star* readers will remember Mr. Monroe as the man who sold Liquid Wax Floor Dressing to all the churches, schools, and jails in his territory last Fall.

J. B. Jackson, Atlanta District, Lubricating Sales Record Clerk and Follow-Up Man, is showing results in keeping in touch with the lubricating trade.

## TEXACO STAR



SALES DEPT. Members of the Sales Department sympathize deeply with Mr. L. C. Oakley, Land Agent, Legal Department, in the recent loss of his wife. Mrs. Oakley died on March 20 after a very brief illness.

C. Franklin Fretz entered the service on March 1 as stenographer and record clerk in the Lubricating Division, Philadelphia District.

The wonderful wearing qualities of Axle Grease Graphite were most convincingly demonstrated recently at Wilkes Barre, Pa. in the Anthracite Coal regions. Our representative Wm. Jones found a contractor there, Geo. W. McAlarney, who had developed a novel gravel haulage system. A Fulton and Walker gravel dump wagon with the front wheels removed is coupled up to a converted automobile touring car, and is hauled in this manner at a speed of from twenty to thirty miles an hour. In this arrangement, however, a lubricating problem developed. Several different competitive brands of Axle Grease were used on these gravel carts, but on account of the high speed of travel they would not stand the wear, and it was necessary to grease the axle spindles twice a day. Mr. Jones was successful in getting in a trial order of Axle Grease Graphite, feeling confident that it would beat out the competitive brands. Returning several days after it was applied, he was advised that one greasing had lasted more than two days, and that it would be good for at least three days.

While we have made some very good demonstrations with Axle Grease Graphite, this is the most severe condition we have found, and it gave a truly wonderful performance. The photograph shows one of the outfits described.



Display of Texaco Liquid Wax Floor Dressing in one-gallon lithographed cans, made in the House Furnishing Department in one of the largest department stores in Philadelphia.

We are pleased to report that Salesman John S. Watters, of the Norfolk District, has renewed our contract with the Champion Fibre Company, Canton, N. C., covering their lubricating requirements for the next two years. This is the largest

## TEXACO STAR



The Mendlin Tire & Supply Company of Wilmington, Delaware, one of our enthusiastic customers, makes attractive window displays of Texaco Motor Oils, Transmission Lubricant No. 2, Grease No. 3, Sponge Grease, and Qckwork Metal Polish. This company handles Texaco Products exclusively.

paper pulp mill in the United States and uses between 900 and 1000 barrels of Lubricating Oil yearly, purchasing Engine and Cylinder Oil in tank cars.

Ira A. Oursler, Stock Clerk Norfolk District Office, has resigned, effective April 1st. He is succeeded by L. W. Clements.

Assistant Manager F. D. Gatchell of the Sales Department, Northern Territory, was a very welcome visitor to the Norfolk District Office on March 11 and 12. This is the first time we have had the pleasure of seeing Mr. Gatchell since he was promoted from Superintendent of this District to his present position.

The 15 gallon drum campaign on Motor Oils is now on in Chicago City; and, if the first section covered is any kind of a criterion, results will far exceed our expectations.

E. L. Ketcham of the Chicago District succeeded in closing contract with a large Wisconsin motor factory for 400 barrels of

Texaco Motor Oil E. H. and 1,000 barrels of Nabob Oil.

As it seems to be in order to instruct our employes in the proper meaning of the technical terms used in the Petroleum Industry, the following item taken from the *Chicago Chemical Bulletin* may be of value in throwing a new light on the meaning of one of the terms, or of some assistance to our Mr. Parish, when expatiating on the qualities of our products:

At a recent meeting of one of the neighboring branches of the American Chemical Society the representative of a flooring concern was invited to talk. After giving his "Spiel," as is the custom, some of the members asked him a few questions, and one of these questions referred to the specific gravity of a solution used in the composition of the flooring. For a second the speaker hesitated, then with the aplomb which characterizes our alert American salesman he answered: "Specific gravity? Why, gentlemen, we remove all that from our product when we refine it."

St. Louis Office experienced a few changes

## TEXACO STAR

uring the last month, which it is thought will benefit the organization there. Wm. McCalpin, formerly Cashier, has been transferred to the Sales force and will specialize on Naphtha and other solvents used by the paint and varnish trade. Mr. Tucker, from 35th St. Station, Chicago, has come down to fill the vacancy left by Mr. McCalpin. Mr. Richt, who is in charge of the tank wagon service, now has four solicitors under him and is rapidly building up this end of the business. F. P. Davis, Jr. has recently been added to the force at the Washington Blvd. filling Station, having moved to St. Louis from Texas.

Miss A. W. Guerin, for several years stenographer in the St. Louis Office, has resigned, her place being filled by Miss Joyce B. Cooke, formerly telephone operator.

Our Lindell Blvd. Filling Station has recently been improved by an attractive little office, designed to harmonize with the general outlines of the station. The gasoline season is just beginning to open up in St. Louis, and both filling stations and salesmen are pushing the sale of the coupon books, which are meeting with much favor with the public.

Speech of A. O. May, Official Mascot of the Chicago Chapter of the Crater Compound Club, at the meeting on Feb. 26:

"Gentlemen: Having heard considerable of the Three C Club of the Sales Organization through our esteemed Moderator, I wish, first, to assure you that it affords me great pleasure to be with you on this occasion, and to represent you as your Mascot. You will appreciate that, although being very closely related to our Moderator, I have to look upon him only as such on this occasion, and will therefore be pleased to intercede for any one of you should you deem my assistance necessary. I can say with positive assurance that the principles of this Club are identical to those that are being taught me from day to day by your Moderator, and you can rest assured that he who follows the lines as laid down will benefit thereby. I wish each and every one of you the greatest success, and sincerely trust that I may have the pleasure of being with you at your regular monthly meetings."

On March 20 the Philadelphia salesmen formed their social club, named the Saxet Club, which is going to be made a chapter of the Crater Compound Club. This gives a chapter of the Crater Compound Club in each of the Northern Districts.

It has been suggested that it would be well to record in these columns a brief history of the origin of the Three C Club and its rapid growth in the Northern



A. O. May

Territory, and Mr. W. F. Parish supplies the following data:

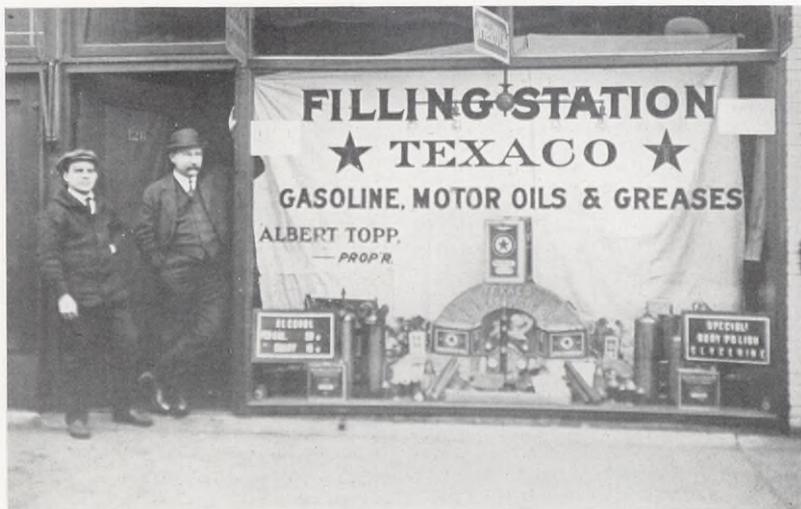
Last year one of the salesmen in the Chicago Office had an attack of appendicitis and was taken to a hospital. At the next Saturday meeting of the city salesmen a collection was taken up to buy some flowers and delegates were appointed to call at the hospital each day, and a regular method was to be followed of showing interest in the salesman so unfortunately indisposed. The expected surgical operation, however, was not necessary, and the salesman came back to his work the following week. At the next Saturday meeting the city salesmen found themselves confronted with a considerable amount of money in their temporary treasury, and it was then decided to form a permanent organization and to have some regular method of taking care of the social side of the semi-annual meetings. Officers were elected as follows:

Moderator	O. J. May
President	C. B. O'Hare
Vice-President	M. A. Macomber
Secretary-Treasurer	D. J. Stevison

The club was called after our wonderful product, Crater Compound. Later it was referred to as the Three C Club, the initials being taken to represent Courage, Constasy, and Conviction, the three necessary elements for the successful salesman and organization man.

The club developed rapidly and it was found that it greatly increased the spirit of co-operation and

## TEXACO STAR



Albert Topp's Filling Station, Chicago, Ill.

loyalty. The financial end was taken care of by weekly dues amounting to a very small item for each member. The money that had been collected was disbursed in various ways, mainly in paying for the first dinner at which the organization was brought generally to the notice of the officers of the Company. This dinner was entirely handled by the Crater Compound Club and the play part was so well managed that there soon leaked through the Northern Territory stories of the fine team work of the Crater Compound Club, especially in regard to initiations.

About this time the salesmen of the New York District formed a social organization called the Texaco Greasers. This was separate from the Chicago Club but the object was quite the same.

At the annual meeting of the Chicago District sales organization, the Crater Compound Club gave a banquet, and at this banquet a great initiation was held in which the outside members of the Chicago sales organization were ushered into the Club. The arrangements for this banquet were perfect, and the fine team work made the entertainment of the highest class. The proceedings were dignified and orderly, and the utmost good will and greatest amount of fun resulted. The desire was expressed by President O'Hare of the Chicago Club that the Crater Compound Club be extended to all of the offices of The Texas Company so that all might benefit by the co-operation and feeling of fellowship which such an organization engendered.

Soon after this meeting, the Norfolk Chapter of the Crater Compound Club was formed; then the Boston Chapter, which has taken as its name the Buchner Chapter. The Greasers Club of the New York District was then made over into the Greaser Chapter of the Crater Compound Club; and last

the Philadelphia or Saxet Chapter of the Crater Compound Club was formed, so that now we have in the Northern Territory a social organization, the Crater Compound Club, which has been incorporated under the laws of the State of Illinois, the mother chapter giving the charters of organization and by-laws to the various local chapters.

The Club has a very mysterious pass-word, and the official emblem is a needle. This needle is historical. The charters are properly printed and contain a creed which expresses in the loftiest manner the highest ideals of fellowship, co-operation, and mutual support. Meetings are held whenever convenient. While the object of the Club is primarily a social one, that is to furnish a way for the salesmen and other members to get together; yet back of it all is the idea of co-operation and study of the methods we are using in advancing our business.

The club pin of the Crater Compound Club is beautifully made of gold, with a red Star and green T surrounded by three C's in black and white, the official colors of the club. The Greaser Chapter have a pin of their own consisting of a red Star and green T surrounded by a gold G. The Buchner Chapter also have a pin of their own, consisting of a red Star and green T with a gold B as a background. These pins are paid for by the members.

The Crater Compound Club is a center of great activity. They give fine team work on our campaigns, and our special drives for business are also put up to the Crater Compound Club. This social organization bids fair to be a considerable factor in our development, and through it we are securing the finest kind of team work and enthusiastic co-operation.

## TEXACO STAR



Launching of the racing boat Disturber IV. Commadore Pugh being congratulated by O. J. May, Lubricating Representative of The Texas Company, Chicago. Texaco Motor Oil E. H. and Texaco Gasoline always used in the motors of this racer.

**EXPORT DEPT.** We have received through one of our foreign representatives, a statement showing the result of a test between Texaco Auto Gasoline and the best known brand of competitive Gasoline marketed abroad. The test was of a most impartial nature, and Texaco Gasoline proved to give nearly 10 per cent more mileage than the competitive product.

Our Manila people have sent us the following two letters from Messrs. R. Dixon and L. N. Breaker, successful contestants in races recently held at Baguio, Philippine Islands. Mr. Dixon rode a Harley-Davidson Motorecycle in the motorcycle races, while Mr. Breaker drove an Overland Car in the automobile races.

Manila, P. I., Jan. 10, 1915.

The Texas Company,  
Manila, P. I.  
Gentlemen:

I beg to advise you that I used Texaco Motor Oil and Texaco Gasoline throughout the meet at Baguio on my Harley-Davidson Motorecycle. I came in first on the 5 lap, 10 lap, 25 lap, 50 lap, 60 lap, and the Hill Climb. I was first in every race

that I entered and found that your Motor Oil and Gasoline gave perfect satisfaction.

I would state that I had absolutely no trouble and rode my machine to Baguio, through the races and back to Manila, and did not even have to remove a spark plug.

Very truly yours,  
(Signed) R. Dixon.

Manila, P. I., Jan. 5, 1915.

The Texas Company,  
Manila, P. I.

Dear Sirs:

Be glad to advise you that I used Texaco Auto Gasoline and Texaco Motor Oil M throughout the entire meet at Baguio, including the endurance run from Manila to Baguio.

I came in first in the endurance run and the hill climb, and second in the 100-mile run and in the 16 lap race.

I had no carbon trouble whatever and both the oil and Gasoline were entirely satisfactory. In fact, I think that Motor Oil M is the best that I have ever tried for an Overland car.

Very truly yours,  
(Signed) L. N. Breaker.

W. G. Moore has returned to New York after an extensive trip through the West Indies.

## SUGGESTIVE INDEX OF CURRENT ARTICLES

THE MAIN INTEREST IS INDICATED BY CLASSIFICATION OR BRIEF COMMENT

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

**PIPE LINE** The Corosion of Iron—III. Protective Measures, by L. C. Wilson—*The Engineering Magazine*, March 1915.

**REFINING** Two Startling Discoveries in Oil Refining—*Scientific American*, March 20, 1915.

Dr. W. O. Snelling's Discovery—*Oil and Gas*, March 1915.

Dr. W. F. Pittmann's Discovery—*Ibid.*

Goggles for Gas Welding and Cutting, by W. F. King—*The Iron Age*, Feb. 4, 1915.

Great harm if correct color screen is not used.

A Factory Built at 60 cents per Square Foot—*The Iron Age*, Jan. 28, 1915.

The Perpetual Inventory in Practical Stores Operation, by J. B. Green—*The Engineering Magazine*, March 1915.

**SALES** Properties and Selection of Lubricating Oils, by E. H. Fish—*American Machinist*, Feb. 4, 1915.

**PURCHASING** Purchasing for Scattered Factories, by H. L. Evans—*The Iron Age*, Feb. 1915.

**PAVING AND ROADS** Modern Road Construction, by Hugh Boorman (a book)—The William T. Comstock Co., New York. 25 cents.

Asphalt maintenance, asphalt macadam, cold-laid asphalt, bituminous surfaces, asphalt blocks.

**GENERAL** A New Theory of Crises—*The Annalist*, March 22, 1915.

Scientific Management, by J. George Frederick—*The Annalist*, March 29, 1915.

Employees' Injuries and What They Cost, by Arthur L. H. Street—*The Iron Age*, Feb. 25, 1915.

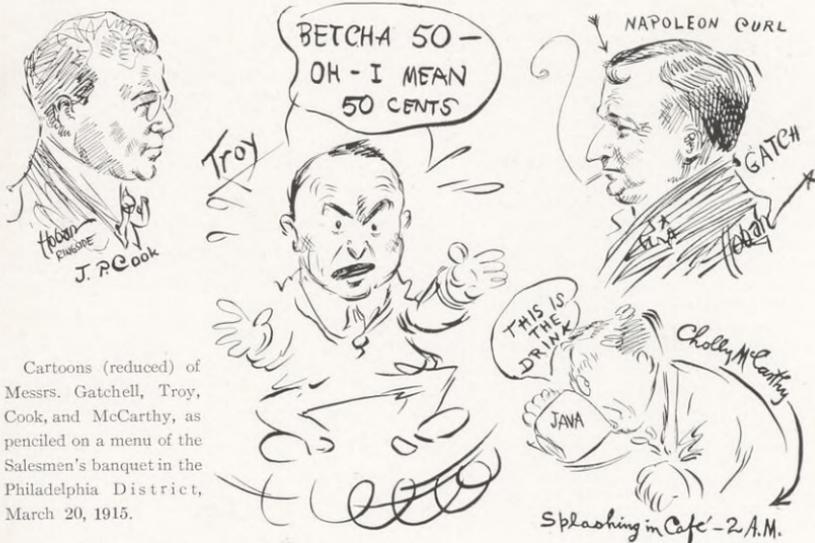
Making of Right-Hand Men—III. Developing a Credit Manager, by Frederick Sanger—*System*, March 1915.

A Tested Apprenticeship System, by C. B. Lord—*American Machinist*, Jan 28, 1915.

Personality in the Shop—Psychology of the Man, by C. B. Lord—*American Machinist*, Feb. 11, 1915.

Financing Small Borrowers—*The Annalist*, March 29, 1915.

"A bank in New York which makes loans in small sums on personal responsibility—a moneymaking enemy of the loan shark."



Cartoons (reduced) of Messrs. Gatchell, Troy, Cook, and McCarthy, as penciled on a menu of the Salesmen's banquet in the Philadelphia District, March 20, 1915.



This is the mark of The Texas Company. We place it on every package and every article which leaves our Refineries.

This mark stands for the Company, and its principles of integrity, value, quality, and courteous treatment.

This mark is our banner. It is the standard by which we are measured.

The reputation of any firm is gauged by the worth of the goods themselves, and by the service with which the transaction is accomplished.

We are judged equally by the worth of the smallest package as by the greatest in our line.

Knowing this, we have placed the Texaco mark on duty to protect our reputation. It is the sentinel that safeguards the interest of our patrons.

If you purchase any petroleum products or any article bearing the Texaco mark you will not be deceived in price, value, or quality.

## THE TEXAS COMPANY

*Petroleum and Its Products*

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THIS ADVERTISEMENT WAS SENT IN BY  
MR. B. L. SWEAT, AGENT AT HUGO, OKLAHOMA



**A**GES AND AGES ago this huge beast, the Dinosaur, roamed the earth.

He took up a great deal of room and consumed too much food.

He could not meet changing conditions and so passed away.

That ability to meet changing conditions is the secret of permanency and success. You can see it in our business.

We owe a great part of our steadily growing sales and the permanency with which customers stand by us, to our ability to meet conditions.

Careful study of mechanical features and improvements keeps us in a position where we can supply you with a

## TEXACO LUBRICANT

which is the right oil for the right place, at any time.

If you are using heavy, slow moving machinery, we have a sturdy lubricant to reduce the friction and save wear.

If you are using superheated steam, we have a Texaco Cylinder Oil intended for just that service.

If your machines are exposed to cold, we can meet THAT difficulty, and so on through an endless list of requirements.

Try any one—or, better yet—the line of Texaco Engine and Machine Oils, Texaco Cylinder Oils, and Texaco Greases.

You will see why our business keeps growing.

### THE TEXAS COMPANY

Department "P" 17 Battery Place, N. Y.



#### New York

Boston  
Atlanta  
Philadelphia  
Dallas

#### BRANCH OFFICES

Youngstown  
Birmingham  
Chicago  
Oklahoma City

#### Houston

St. Louis  
New Orleans  
Norfolk  
Denver

