



THE TEXACO STAR

"MINE HOST OF THE GAS PUMP"

NOT so many years ago, traveling was high adventure, not the commonplace it is today. For long-distance journeys in comparative comfort the stage coach was the only means of transportation. In those days, the weary traveler looked forward to a welcome pause in the dusty, bone-shaking journey—a stop at the wayside inn.

Mine host would greet you at the door. His house was yours and he was yours to command. While you freshened up for the next stage of your journey, he attended your horses and the lumbering, swaying vehicle in which you rode.

Nowadays you are your own stage driver. Your car glides smoothly for hundreds of miles a day over paved highways. But the modern wayside inn, the gasoline service station, is still a welcome haven of rest and refreshment. Today's "mine host" doesn't wear picturesque sideburns or a white apron, nor does he address you as "your worship." But his welcome is none the less hearty. As your car glides to a stop, he is at your side, takes your orders, and quickly, cheerfully carries them out. Clean, well-equipped rest rooms are at your disposal while he grooms your car for the next lap of its journey.

A recent cartoon in a humorous magazine showed a service station attendant kissing his customer's forehead and saying, "And now, good bye, sir, and God bless you." Mirth-provoking to be sure, but the fact remains that in no other retail establishment in the world may the customer command such cheerful, courteous service as in the modern wayside inn, the service station.

This issue of THE TEXACO STAR is dedicated to these modern wayside innkeepers. Independent, local American merchants, it is they who are responsible for the good relations which exist between the oil industry and its customers.

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THE TEXACO STAR

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Our front cover is the work of two men. The background, representing the old-time innkeeper, is a painting by Leon Soderston. The foreground was photographed in color by Wendell MacRae

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★ Service station retail sales in 1938 amounted to \$2,404,000,000, according to the Bureau of Foreign and Domestic Commerce.

★ The average motorist consuming 600 gallons of gasoline yearly pays only half as much for it as he did in 1920, but he pays 60 times as much in taxes.

Brief

AND TO THE POINT

★ Scientific exploration and increasing knowledge of the best methods of producing petroleum are building up this country's underground reserves of crude oil at nearly twice the rate at which it is being produced. More than 800,000,000 barrels of petroleum have been added to the nation's proved reserves every year since 1934.

★ Most people think only of profits in regard to oil. A noted economist has estimated that almost four billion dollars has been *lost* in the industry since it started 76 years ago.

★ Only two other wholesale businesses in the United States employ more people than the oil industry. They are wholesale grocers and wholesale dealers in farm products. About one person in ten in the wholesale trade is engaged in oil distribution.

★ Large oil companies operate only about 18,000 of the 30,000 wholesale bulk stations from which gasoline and oil are delivered to retail dealers, large commercial consumers and the farm trade. In most states the independent jobbers or wholesalers do about half the total business.

★ Last year's gasoline tax collections amounted to \$959,058,000, according to the best available estimates. This amounts to approximately twice the cost of building the Panama Canal. State gasoline taxes last year produced \$758,177,000, and the duplicating Federal motor fuel tax cost \$200,881,000 more. No commodity, other than tobacco and liquor, is subjected to such a heavy tax.



R. L. NESMITH

Courtesy is part of the service station man's stock in trade, for it often means the difference between operating at a profit or a loss

Your Neighbor—THE SERVICE STATION MAN

EVERY KIND of retail store has undergone change and improvement in recent years. Few, however, can match the gasoline service station in this respect.

Primarily, a service station is a retail store. It differs in physical set-up from other retail establishments, but it sells direct to the consumer, and it competes with stores of other kinds as well as with competitor stations. On the one hand, it is part of the oil industry; on the other, it is part of the country's general retail system.

In large part, service stations are individually owned and operated. In numbers, they amount to 11 per cent of all retail establishments.

Development of the service station from no investment at all to an investment of \$1,250,000,000 in little more than 30 years is without parallel in retail merchandising history. The first "drive-in" service station, built about 1907, marked the end of one era for the oil industry, the beginning of another. The days of selling kerosene for lamps and stoves at the corner grocery were just about over. The new job at hand was to serve increasing millions of automobiles with gasoline and lubricants.

In the early years of the motor car, the oil man's

only equipment was a tin shed for an office and a tin can to hold his product. Gradually he developed special equipment for handling gasoline, lubricants, water, and air. Gasoline pumps were very crude affairs at first, but each new model was an improvement over its predecessor. Early lubricating equipment consisted of a barrel of oil, a tin measure and a wrench. Later came crude drain racks, which in turn were replaced by cement pits, and finally by hydraulic lifts. Special air-operated grease guns were developed for specific lubrication jobs. Motor oils, first sold in bulk, are now marketed in neat, attractive cans, sealed against contamination and substitution. Bicycle pumps were used to inflate tires. Then came the large hand pump, the small air compressor, and finally the present air tower, which can be set to give any desired pressure automatically.

In like manner, the financial side of the business grew slowly at first. For a long time automobiles were considered luxuries—in 1907 there were only 142,000 of them in the United States. The new "gasoline stores" created little stir in merchandising circles. The business was highly competitive, virtually uncontrolled, and its very nature made it attractive to

men of limited means. In 1920, with 9,200,000 automobiles on the roads and gasoline consumption approaching the four-billion-gallon mark, there were about 15,000 service stations in the United States. In 1933, there were more than 156,000 individual proprietors and 170,000 service stations. This does not include about 200,000 other places where gasoline and oil are handled as a side-line.

There are in the United States today about 10,000 independent, local jobbers, operating bulk storage plants and service stations. About 95,000 retailers operate service stations supplied by these jobbers. These local oil merchants employ an estimated 270,000 people, including sales and service men in service stations and oil storage plants, office help, and truck drivers. These 270,000 plus the 105,000 local oil men total 375,000 persons, all making a livelihood from purely local oil companies. The annual payroll for these people totals about \$400,000,000.

Small indeed were the beginnings of many of these local businesses. Frequently husband and wife pitched in together to make the enterprise prosper. By dint of hard work the outstanding merchants achieved a measure of prosperity.

But this prosperity did not flow exclusively into the pockets of the local oil man or the companies who supplied his products. He spent liberal amounts for payrolls, for taxes and for investment in materials to build his business. As more and more bulk plants and service stations were erected, the oil man bought labor and material from the building trades. In addition, he bought storage tanks, pumps, barrels, air compressors, trucks, lighting equipment, plumbing supplies and signs.

In the competitive struggle for the motorist's dollar, the service station man has provided every possible convenience. The most important of these is clean, comfortable rest rooms. Today these facilities are available even at small wayside stations, where in many cases the owner has installed his own water power and sewage systems. Service station operators spend an average of \$16 a month for power and light. As a whole, service stations use about 2,000 gallons of paint per day.

The competitive char-

acter of the business is best seen in the number of gasoline brands available in any one community. Each state has 10 or more national and state brands, and as many as 50 to 100 local brands. One hundred and forty-six brands of gasoline are sold in Pennsylvania, 150 in Ohio, 77 in New York.

This marketing system, which furnished about 22,000,000,000 gallons of gasoline last year to American motor vehicles, was not developed as the result of any particular plan, but rather by the drive of American competitive enterprise. Its owners have bid for the public's favor, each trying to outdo the other in character of service, quality of merchandise, and in common courtesy.

Professor Robert A. Millikan, noted scientist, has observed that the men who operate service stations have done more to teach the American people courtesy than all the professors in the colleges. Service station men realize that their business is highly competitive, and that the slightest discourtesy to patrons will be reflected in dwindling revenues.

But courtesy is only a small part of the gasoline dealer's stock in trade. When a motorist drives into a service station he may demand any of half a dozen services, all of which are given gratis, without question. He may want air for his tires, water for the battery and radiator, the windshield may need cleaning, or he and his family may want to use the rest rooms. The attendant will, if asked, provide the driver with a splendid highway map and accurate, up-to-the-minute road information, all without charge. Whether he buys gasoline or not, the customer's wants will be catered to cheerfully and courteously.

This issue of THE TEXACO STAR will tell about some of these local, independent merchants—the men

who own and operate Texaco service stations and those who operate individual wholesale organizations. They are typical American business men, and as such they are part of the American system of free enterprise.



Special products and equipment as well as specific knowledge of how to use them are required to lubricate a modern car correctly and safely

NOTE: Much of the material contained in this article was adapted from several articles which appeared in a special edition of *National Petroleum News*, known as the "Public Education Number," published February 5, 1936.—EDITOR.

MEET THE TEXACO CONSIGNEE

THE TEXACO Consignee is an independent wholesale merchant who sells Texaco products on a commission basis. He employs what help he needs to conduct his business satisfactorily. He also provides adequate truck and office equipment. Texaco Consignees constitute the backbone of the Company's Domestic Sales business.

There are nearly 1,500 Texaco Consignees in the United States. Each operates complete distributing facilities for his own clearly defined area. These facilities include a warehouse with suitable office space, bulk storage tanks, and loading and unloading equipment.

The Texaco Consignee must be on friendly terms with the farmer, the merchant and the banker. He must understand and be able to discuss conditions affecting business in his community. His work brings him in close touch with all strata of business life.

Since the bulk of the Company's sales volume moves through service station outlets, the Consignee must devote a large part of his time to work with dealers. Of course the District Office and salaried traveling personnel assigned to coöperate with Consignees are able to help and guide him. He also has at hand complete information on the successful operation of a bulk plant, as well as a description of the characteristics and recommended uses of every Texaco product.

The Texas Company is proud of the men who represent it as Consignees throughout the country. Owing to lack of space it has been possible to feature only a few of them in this issue of *THE TEXACO STAR*, but we salute them, one and all.



(Left) Potter P. Howard seated at his desk in the office of the Boise Community Chest

POTTER P. HOWARD

By E. G. HARLAN
Manager, Boise Chamber of Commerce, Boise, Idaho

IF THE people of Boise were to award a distinguished service medal to one of its citizens based on a record of successful activities conducted in the interests of the public generally, one of the leading

contenders for the honor would be Potter P. Howard, local Texaco Consignee.

A large block of votes would be cast for him by the nine charitable, welfare and character-building groups which are members of the Boise Community Chest, and the five thousand contributors who recall his term of office as President of the Chest.

Hundreds of boys throughout the city and surrounding area would drop a ballot in the box for their "Fire-Chief" friend who was Chairman of the Civic Committee of the Boy Scouts of Boise.

"Potter" would be a favorite in the voting among his fellow Rotarians, where his smiling countenance and general good-fellowship at the weekly meetings are prized by this group of Boise business leaders.

One of the "precincts" where he would poll a heavy vote would be the business district, populated with members of the Boise Chamber of Commerce. As a director of the Chamber for two years, "Wax Free" Howard has widened his acquaintanceship by serving on various committees.

One of Boise's outstanding fraternal groups is the Shrine. Shriner Howard is a member of the patrol team and would attract a big vote among the Masonic membership.

The foregoing, we know, would win the medal for him, but to have a comfortable margin of safety let us list the votes his campaign headquarters would muster in the ranks of the Elks, where Brother Howard reports every Wednesday night. The Elks have been interested in a nation-wide safety movement. When the city-wide safety council was set up recently in Boise, composed of representatives of all civic and lodge groups, the Exalted Ruler looked over the 1,500 members and selected "Safety First" Howard. That meant another night away from home and family, working for the entire community in this great "drive death from the highways" undertaking.

Well, the votes are in. All we need to do is count them, engrave his name on the medal, and let Potter take a few minutes off from pushing his "sold in every state" line of Texaco products so the Mayor can pin it on him.

FRED L. ROBINSON

STATE SENATOR Fred L. Robinson of Phillips County, Montana, is also Texaco Consignee at Malta, Montana. Mr. Robinson is a splendid example of a local merchant who has entered into the civic life of his community.

Enactment of conservative legislation, particularly affecting agriculture, mining, and the state's highway



system, is Senator Robinson's chief interest. During the recent drive to initiate a \$3,000,000 debenture bond issue for state highway construction, Senator Robinson was chairman of the Montana Highway Finance Committee which pushed the drive. A Republican, Senator

Robinson is engaged in farming in Phillips County in addition to his duties as a Texaco Consignee. He is a former mayor of Malta and has been County Assessor.



SPENCER MARROW

WHEN THE citizens of Quanah, Texas, wanted to build a county-owned hospital and make it self-supporting, Spencer Marrow became a member of its non-political Board of Governors. He helped to draft the by-laws for the institution and worked

diligently to perfect its plan of operation. Only five per cent of publicly owned hospitals in the United States are self supporting. The Quanah Hospital is one of them. Moreover, its mortality rate is half that of the average city hospital.

At one time there was no institution in Quanah which encouraged thrift by making available the facilities of a savings bank. Nor was it possible to borrow locally, at reasonable rates, funds for home construction and renovation. This same Spencer Marrow was instrumental in the organization of a Federal Savings and Loan Company, and has served as its president since its organization. Not a loan is past due, and four-per-cent dividends are regularly paid. Its officers and directors serve without pay, and the community benefits.

The Quanah school system had been badly crippled by depression years and declining property values. Spencer Marrow, as president of a "hand picked" board of trustees, is engaged at present in solving the financial problems of the school system.

Spencer Marrow has been a Texaco Consignee in Quanah, Texas, since 1933. He has made an ever-widening circle of friends for Texaco.

CHARLES BACON

TEXACO CONSIGNEE Charles Bacon of Pawhuska, Oklahoma, also serves as State Representative for District No. 1, Oklahoma. Pawhuska is in the heart of the Osage Indian country, and Representative Ba-



con is a loyal friend of the tribes.

Mr. Bacon has served his community as City Commissioner and Mayor, as a director of the Chamber of Commerce, and as a member of the Kiwanis and Rotary Clubs and the American Legion. He was elected to the State Legislature last Fall.

Consignee Bacon has also done a good job of selling Texaco products, employing capable men and directing them efficiently. He has made many friends for Texaco during the 13 years he has been associated with the Company.



Consignee Bass (left) and Mayor Peery of Ogden

L. T. BASS

IF YOU decide to stop off at Ogden, Utah, on your way to the Golden Gate International Exposition this year, you'll probably run across Texaco Consignee L. T. (Lou) Bass. Mayor Harmon W. Peery of Ogden recently appointed Mr. Bass chairman of a committee known as "The Ogdenites" whose purpose it is to promote Ogden as "The Gateway to Scenic America."

It was Lou Bass who proposed and sponsored the idea of uniting all the civic, fraternal, municipal and state organizations into one huge committee to boost Ogden as a stopping point for tourists on the way to and from San Francisco. In addition to his work with the Ogdenites, Mr. Bass has been Mayor Peery's right-hand man in connection with the annual "Ogden Pioneer Days," which commemorates the coming of the Mormon pioneers to that community.



Consignee Gregorie and his brothers

LOUIS R. GREGORIE

LOUIS R. GREGORIE, Texaco Consignee at Yemassee, South Carolina, has been totally blind from birth. He started in business more than 15 years ago with Texaco. At that time he secured his requirements, consisting mostly of kerosine and oils in barrels, from Charleston, S. C.

Since that time he has steadily increased his business until he now enjoys the largest petroleum business in his territory. Yemassee proper has less than 400 inhabitants, but that hasn't discouraged "Louie" Gregorie. He has "pumped" more than 100,000 gallons of gasoline per month.

Consignee Gregorie has in his employ two of his brothers, also totally blind since birth. Each has a tank truck driver and a route which he works daily.

Mr. Gregorie is a member and vestryman of the Episcopal Church. He is also a member of Rotary and a well-known and popular citizen of Beaufort, S. C.



(Above) Mr. Brophy in 1883 and (left) as he looks today at 87

J. E. BROPHY

J. E. (JIM) BROPHY, Texaco Consignee at Lowell, Arizona, is 87 years old and still going strong. He has lived in and around Lowell since the turn of the century, and has been handling Texaco products there since 1914.

Recalling the beginning of his career, Mr. Brophy says, "In the early days, the bulk of our sales was kerosine. It was shipped to us in iron barrels and in cases of five-gallon cans. Gasoline was handled in iron barrels and all deliveries were made from a horse-drawn wagon. Now there are about 40 stations selling Texaco, which is pretty good in an area with a population of 8,000 people."

In addition to his work as a Texaco Consignee, Mr. Brophy has been in the cattle ranching business for 25 years. He is also engaged in the garage, hay, coal and grain business, and holds real estate in various parts of the state. He is Director and Chairman of the Board of the Bank of Douglas and the Bank of Bisbee; a member of the Democratic Central Committee; a charter member of the Bisbee Elks Lodge (founded in 1901), and a charter member of the Bisbee Country Club.

Jim Brophy has many hobbies, but his favorite one is breeding pure-bred Polled Hereford cattle. For the past 22 years he has been developing thoroughbreds on his ranch, and as a result of experiments in the breeding of hornless cattle, 90 per cent of the calves born on the ranch are hornless.



HERE'S MY STORY

By J. S. HARRIS

Consignee, Ruston, Louisiana

MY FIRST Consignee agreement with The Texas Company was dated June 9, 1924. Prior to the opening of the station, there had never been any Texaco products sold in this territory except for some industrial oils shipped from Shreveport. I opened the bulk plant without a gallon's worth of business, and have always enjoyed a nice volume.

In my 15 years with The Texas Company as Agent and Consignee at Ruston, my largest volume was during 1937, when one million gallons were sold. The only facilities owned by The Texas Company in my territory are the bulk facilities. The majority of my outlets are owned and operated by independent merchants.

I own my own home, which is located in front of our State University. I am married, and have two sons and a daughter. My wife, children, and myself are all members of the First Baptist Church of Ruston.

During my 15 years membership in the Ruston Chamber of Commerce, I served nine years as a director. I am a stockholder and active member of the Ruston Country Club and have served as a director

of that organization. In 1928, I was elected a member of the City Council for a term of two years. In 1930, I was reelected for a term of four years. Again in 1934, I was reelected for another four-year term, having served my city in this capacity for a total of 10 years as Councilman and Mayor Protem.

The Louisiana Industries Committee, which has headquarters in New Orleans, appointed me chairman of their committee in the district embracing the parishes of Lincoln, Union, and Jackson. I am a member of the Woodmen of the World, The Maccabees, Odd Fellows, Elks, and am now an active member of Ruston Lodge #160, F. & A. M. and of the Eastern Star. I am a thirty-second degree Mason and Shriner.

I have lived in Ruston most of my life, during which time I have done what I could to build a better, bigger and cleaner town and make it a more pleasant and desirable place in which to live and educate our families.



E. H. RILEY

E. H. RILEY of Fredericksburg, Texas, has just completed 26 years as a Texaco Consignee. Mr. Riley started to handle Texaco products in 1913. During the early years of his career, the products he sold, principally axle grease and

kerosine, were freighted across the country from Kerrville, Texas. A large wagon, drawn by five horses, usually brought the products to Fredericksburg, whence they were shipped to country stores in the vicinity. The first carload of Texaco gasoline, 65 barrels, rolled into Fredericksburg aboard the first train that ever pulled into the city. In Mr. Riley's territory, Joseph Brothers Garage, which opened in 1916, has handled Texaco products longer than any other dealer.



R. T. REEDER

THE TEXACO bulk plant at Dickson, Tennessee, was opened in January, 1931, with R. T. Reeder as Consignee. It started without a single dealer or a single gallon of business.

Dickson is a town of about 3,500 population, widely scattered. It is located on U. S. Highway 70. It was believed that some day the bulk plant might do 50,000 gallons a month in the Dickson area.

Mr. Reeder was new to the oil business, but was

owner and operator of an automobile business in the towns of Dickson and Burns. He was intelligent and ambitious and he appreciated the value of advertising. He not only sold Texaco products but everywhere he went he continually talked about The Texas Company's advertising. Today, the gallonage in Dickson is not 50,000 gallons, but better than 100,000 gallons a month.

Mr. Reeder's success led to his being called to New York in 1936 to assist in the preparation of a Consignee's Portfolio, which is now used by all Texaco Consignees.



MIKE RACICH

MIKE RACICH, Texaco Consignee at Lead, South Dakota, was born in Austria. He arrived in Lead on March 6, 1910. In January, 1911, he went to work for the Homestake Mining Company and continued until May, 1913, and then worked in the

copper mines at Bisbee, Arizona, from October, 1913, to August, 1914, when he returned to Lead. About this time Mr. Racich sent to Austria for his younger brother and when the latter arrived they purchased a team and wagon and started a dray line known as Racich Brothers. Eventually the teams and wagons were replaced with cars and trucks and the firm is now known as Racich Brothers Transfer Company.

In October, 1924, Mike Racich went into the oil business for himself and became Texaco Consignee at Lead. Since that time he has built bulk plants at Belle Fourche, S. D., and Newcastle, Wyoming, and has built two service stations in Belle Fourche, S. D., and one in Deadwood, S. D. He recently purchased property for the erection of another super-type station in Deadwood, S. D., operates one leased station in Lead and one service station in Lead owned by The Texas Company.

At the present time Mr. Racich has \$69,000 invested in bulk plants and service stations and will soon spend another \$7,000 at Deadwood, making a total investment of \$76,000 in his business. His pay roll for his own operations in Lead and Belle Fourche amounts to approximately \$1,800 per month.

Mr. Racich is interested in all things that promise improvement to the community in which he lives and spends his money. He has done much for the tourists who throng to the Black Hills by furnishing attractive facilities for the servicing of cars and clean Registered Rest Rooms. He attributes his success to honest service and the handling of dependable, nationally advertised merchandise.

LADIES, TOO, SELL TEXACO!



By Mrs. R. D. Graves

Texaco Consignee
Springfield, Tennessee

FOR FIVE and a half years I have been wholesale distributor of Texaco products for the Springfield area. While the work is not easy, it is thoroughly fascinating, and I would not change it for a "softer" job.

For many years, Tennessee, a truly Southern state, permitted its women to follow only one recognized profession other than housekeeping—that of teaching. When I was in my 'teens, even in my wildest dreams I would not have thought of filling the rather unconventional (and, to me at that time, uninteresting) position of agent for gasoline and oil products. But with the increasing popularity of the automobile, the gasoline agent has become an essential person in any list of national occupations. It is to this popularity of the automobile that I give humble thanks for a very interesting field of endeavor.

Two queries which are most often propounded to me are: "How did you happen to choose this rather unusual profession?" and "Do you really find the work interesting?"

Upon the death of my husband, who was a Texaco Consignee, I decided to continue the business. I was the first woman in the state to hold this position.

From the beginning, I was optimistic. It was just one more opportunity for a woman to prove whether she was capable of taking over and carrying on a man's job, and thus blaze for women a new trail in the petroleum industry. With me the work was not a new and untried field, since as business confidante and advisor to my husband, I had become acquainted with the intricate details of the work.

From the very first, I planned my business and solved my problems from the viewpoint of a man. In this particular vocation it is absolutely essential that feminine uncertainties and whims be subordinated. Six days a week I arrive at my office at nine and work until four. Once a week I attempt to contact all of my dealers and try to secure new accounts.

Since I entered this field, I am happy to know that

other women have taken up this kind of work, and it is my prediction that within the near future there will be an added influx of women into this most interesting field.

It has been a genuine pleasure to work with The Texas Company, and I attribute my success in large part to the splendid coöperation of the entire organization.



By Mrs. G. B. Evans

Texaco Consignee
Jennings, Louisiana

G. B. EVANS started with The Texas Company in 1908 as a Salesman and Representative at Jennings, Louisiana, and he remained in that capacity until 1922 when he became Consignee at Jennings. He continued as Consignee there until his death in 1934.

Promptly upon receipt of the news of the death of my husband, I received a letter from District Manager M. A. Dyer of The Texas Company offering his condolences and giving me the opportunity of continuing the business of my husband.

In 1933, I enjoyed the largest volume of business that Jennings, Louisiana, Bulk Station has ever had. Two of the men who worked for my husband are still in my employ. One has 14 years of service, and the other 10 years. A third man has been in my employ two years.

It has been my purpose to support and sponsor civic movements and to support my church and the churches in my community. My business manager is an active member of the Jennings Business Club and my Clerk and Warehouseman is an active member of Jennings, Louisiana, Kiwanis Chapter. My Truck Salesman is active in the Jennings Volunteer Fire Organization.

I sincerely feel that my continued success can be attributed to The Texas Company's national advertising program and their development of quality products, creating tremendous consumer acceptance. I have always found the personnel of the Company to be ready and willing to assist me in any way possible.



Mrs. Walter Johnson

Auburn, Indiana

THIRTY-ONE years ago, Walter M. Johnson cast his lot with the oil business and took a position with the Indian Refining Company at Fort Wayne, Indiana. In 1918, he became a Commission Agent at Auburn, Indiana.

He and his wife, Frieda, whom he married in 1917, foresaw great possibilities in the new assignment and enthusiastically tackled the problems which confronted them. They were happy in their work and in their three children.

Then fate intervened, and Walter Johnson, after a week's illness, died. Today, ten years later, his widow is a successful Texaco Consignee, the proud owner of three service stations, a beautiful home of her own, a loyal organization of employees, and a group of dealers, one of whom has been doing business with the firm for 24 years. Her most cherished possession, however, is her family and the feeling of satisfaction that she is giving them the advantages which she and her husband planned for them years ago.



Mrs. Beulah Carmack

Dana, Indiana

BEULAH L. CARMACK became a Texaco Consignee at Dana, Indiana, in November, 1929, a few weeks after the death of her husband. The business prospect she faced would have discouraged many a hard-headed man. She had no previous knowledge of the petroleum industry. There is not a town in her territory with a population larger than 900, and Vermilion County is one of the smallest counties in the state.

Mrs. Carmack refused to be downhearted. Starting with one driver and eight resale accounts, she has done an outstanding marketing job. Today she has 16 resale outlets—three of which she owns—in a territory where the principal business is farm trade. During the time she has handled the business, her gallonage has nearly doubled.

Mrs. Carmack recalls that many a time in the early days of her career when the going was "tough," she drove her own tank wagon and made deliveries to relieve her tank wagon salesman. She has been actively associated with every department of her business, from driving the truck to soliciting resale and consumer accounts. She maintains her own books without the services of a clerk. She is now well informed on the industry as a whole and can match wits with her ablest competitors.

Guiding her business through the depression, Mrs. Carmack has continued to increase its volume. She has two children, a boy of 14 and a girl of 12. They should be proud of their mother. It's our guess that they are.



Mrs. R. M. Howe

Tuskegee, Alabama

SHORTLY after the death of her husband in March, 1936, Mrs. R. M. Howe became a Texaco Consignee at Tuskegee, Alabama. She had no former business experience and knew nothing whatever about the oil industry. Nevertheless, the gallonage at her station increased approximately 15 per cent during the first year and 25 per cent during the second year. Mrs. Howe now operates her business very efficiently and has developed exceptional sales ability.



Mrs. Ruth Brown

Freeport, Texas

MRS. RUTH BROWN is the proprietor of Brown's Dry Goods store in the town of Freeport, Texas. Freeport is the home of the Texas sulphur industry and, by no means incidentally, is also the home of gigantic tarpon and other denizens of the deep.

Mrs. Brown has conducted this enterprise, one of the leading businesses of the community, in successful fashion for 18 years. She also handles the consignment distribution of Texaco products, supplying the needs of the local sulphur industry as well as the marine fishing fleets, tourists and neighbors, to their benefit and her profit.

GRANT L. HAMM, LOCAL MERCHANT



Eighty miles southwest of Albany, New York, is Oneonta (pop. 13,000, 94.2% native-born white). Grant Hamm, who owns a Texaco service station there, is typical of the 45,000 Texaco Dealers who serve the American motorist



Grant Hamm, native New York stater, came to Oneonta a few years ago, opened a small station on the outskirts of town, prospered. He bought a large house on the main street, built a modern service station in front of it. The station was the first in the section to be built of structural glass, which was furnished by a local company whose truck is regularly serviced by Grant Hamm (right)



Another of Grant Hamm's customers is F. G. Mackin, manager of the local Grand Union grocery store, here shown (left) paying his weekly bill at the station. Most of the money taken in by Grant Hamm goes right back into circulation in the neighborhood. The remaining pictures in this series will show where it goes

Grant's wife, Josephine, an Oneida girl, purchases her groceries from Mr. Mackin at the Grand Union (right)



The Hamms, with their baby girl, live modestly but comfortably in part of the big house in the rear of the station. They have divided the rest of the house into apartments which they rent

There's good hunting around Oneonta, and when the season opens, Grant Hamm dons hunting togs and heads for the hills. He brought a spike-horn home this year, which he shows to his dog, Beauty



PHOTOGRAPHS BY WENDELL MACRAE





Grant Hamm's contact with The Texas Company is the local Texaco Representative, F. T. Spencer, who is shown (left) selling Grant a stock of Winter-grade motor oils. Out of every dollar Grant Hamm takes in, nearly 25 cents must be turned in for state and Federal taxes on the gasoline and motor oil he sells



Grant employs two local boys as helpers (right), his brother, Ellwood (center), and Kenneth Dalley, who receive their pay checks every week



Once a month, even as you and I, Grant Hamm writes checks for gas, electricity, furnace oil, clothing, food, repairs, and equipment. Again, most of the money is spent locally



Like all progressive merchants, Grant Hamm believes in local newspaper advertising. At right he is seen with Bradford O. Mason of the *Oneonta Daily Star* laying out an "ad" for his station. He also bought a car last year from his friend, Robert Oliver, local Studebaker dealer (below)



Hamm pays his local taxes to C. H. Bowdish, City Chamberlain (below) and turns over the balance to R. F. Miller, Teller of the Wilbur National Bank in Oneonta (below, left)



OTHER LOCAL TEXACO MERCHANTS



By ORLANDO JONES, JR.

Jones Garage and Service Station, Rolling Prairie, Indiana

IN 1905, my father, then a village blacksmith in this town of 500, bought a car—one of the first in this community. As more cars appeared in the neighborhood, father's natural talent for repairing machinery made the blacksmith shop the logical place for tinkering with the local horseless carriages.

The customers needed gasoline and oil. At first a few five-gallon cans were ample, but soon we had to keep a 50-gallon drum of "gas" on hand. Father bought from the only source—horse-driven wagons which sold mostly kerosene.

All gasoline taken from the drum was poured into the cars from a one-gallon can through a chamois-covered funnel. In the next few years, dad sold a lot of gasoline out of that drum. He bought from many companies, but always noticed that Texaco was better than the rest. In 1913, we began selling Texaco exclusively from fine, new equipment—a 100-gallon tank in a wooden shed, with a one-quart pump.

Thousands of gallons were pumped through this installation before we installed our first underground tank. From the latter we sold hundreds of thousands of gallons, and on up to our present four-pump island. Although we have 10 times the competition we had when we began, we still outsell the rest and have kept open day and night for more than 10 years.

I began driving a car myself in 1913, with an average yearly mileage of 30,000 miles, using nearly all Texaco. Since then I have probably used as much Texaco as any individual anywhere. My present car, a 1937 "eight" with nearly 40,000 fast miles using only Texaco Motor Oil and Marfak Lubrication, cannot be told from new. With the motor never apart it still goes 1,000 miles per oil drain, with no oil added. I have followed automobile racing closely and I find the drivers I know prefer Texaco.

When Texaco introduced the New Texaco Motor Oil we were handling four brands of oil, but soon switched nearly all of our other brand customers to Texaco. Now, with the Insulated oils to sell, our other brands stay on the shelf.

That's why I'm selling Texaco products, and with all our competition we've grown from a back-street blacksmith shop to one of the best service stations to be found in a town as small as this anywhere.



(Left) Texaco Dealer W. H. Troxell with one of his weather-predicting goose bones

ONE of the many interesting characters of the Pennsylvania Dutch country, justly famous for its folk lore and quaint customs, is Texaco Dealer W. H. Troxell, known as the "Goose Bone Man." Mr. Troxell lives at Laurys, a suburb of Allentown.

Each Fall Mr. Troxell makes a ritual of predicting the weather by "reading the goose bones." With much care he selects two or three special white geese, feeds and nurtures them solicitously until Thanksgiving. Then, as departed spirits, they grace his table in place of the traditional turkey. After every bit of the sacrificial goose is downed, Mr. Troxell salvages the breast bones. Each bone is accurately divided into three sections, representing the following three months, and from the amount of discoloration in each segment, he predicts whether fair weather or storm, snow or sleet can be expected in that particular month.

The Goose Bone Man's reputation as a weather prophet is enviable, and his predictions are eagerly sought by newspapers in the surrounding area. He proudly points to a large scrapbook overflowing with clippings from far distant states, proving the many successful predictions he has made.

Though Mr. Troxell's most recent efforts foretold the snowstorms of Thanksgiving and Christmas, he had a difficult time defending his prediction that January would be mild. Undaunted, he foretold a bitter February and asserted that when the groundhog saw its shadow it retired for quite a spell.



(Left) Charles Rentz became a successful Texaco merchant despite almost overwhelming physical handicaps

CHARLES RENTZ of Linden, Alabama, is physically handicapped in a way that would set many men to begging in the streets. Both arms off at the elbows, and both legs off at the knees, he is part owner and bookkeeper for the Linden Motor Company. He can make change for his customers, writes a beautiful hand, rolls his own cigarettes, drives his own car, runs his station efficiently, and can operate a typewriter. In addition to his bus business, he has been a Texaco Dealer for several years. A good business man, he is a social and political leader in his home town.



Blind since 1919, W. E. Hixon has been handling Texaco products since 1923 and is a leader in the civic life of his community

W. E. HIXON of Hixson, Tennessee, has been blind since 1919—the result of a hunting accident. This handicap has not prevented him from becoming one of the most successful service station operators in the area in and near Chattanooga and Hixson.

Mr. Hixon started in business in 1921, two years after losing his sight. He began with a small grocery store, and in 1923 decided to go into the gasoline business. He has dispensed Texaco products exclusively ever since.

Some of the world's meanest men have tried to pass counterfeit coins at Hixon's station, but his touch is so sensitive that he can spot a spurious coin instantly. He also has a remarkable ability for coupling names and voices. He can remember a man's name after hearing his voice only a few times.

Dealer Hixon is active in the affairs of the Junior Order of American Mechanics and is a steward in the Methodist church. He is well known for his interest and assistance in all charitable and community enterprises.



Mary Graves, who calls herself "Gasoline Annie"

MARY GRAVES lived on a Montana homestead for several years. Snowstorms, drought and grasshoppers drove her into the little town of Lohman, where she opened a small grocery store with a gasoline pump in front of it. One night, shortly after she opened the store, a fire broke out next door, and her building and entire stock were destroyed.

That didn't stop Mary. She started a new store, and is trying hard to recoup. Some day she wants to go into the tourist camp business. She has her eye on a location—a dandy one—and when her ship comes in Mary Graves will have one of the finest tourist camps in the West. She'll sell Texaco Fire-Chief Gasoline, as she finds that tourists prefer it.

Mary Graves occasionally finds enough spare time to write humorous articles for *The Texaco Dealer*, the Company's dealer publication, under the pen name of "Gasoline Annie." Two of her articles have appeared in recent issues.

THE decorated automobile shown here paraded in the 1910 Flower Carnival at Canon City, Colorado.



This car (left) was decorated in 1910 by Clyde L. Farmer, who now operates the garage shown below



The car was decorated by Clyde L. Farmer, who is still selling Texaco products. He operates under the name of the Colorado Auto Company, one of the largest garages in southern Colorado.

Mr. Farmer is a well known and respected citizen of Canon City and is active and interested in anything which will make his city greater and more prosperous. He spends his money locally—much of it in the form of payrolls. He has been displaying the Red Star with the Green T for 28 years.



Jim Harwood (left) keeps in top form as a rodeo artist

YOAKUM, Texas, is known as the Tomato Capital of Texas. Every Spring there is held in Yoakum a festival known as the Tomato Tom Tom Celebration, which attracts tomato growers, produce dealers and visitors from many sections of the country.

Jim Harwood is a typical Texan, and a native of this section. Operating a successful service station, he distributes Texaco products to the tomato growers, ranchmen and visitors. As his hobby he keeps in top form as a rodeo performer and participates in all nearby rodeo contests. Moreover, he has won a large share of the prize money on these occasions.

Mr. Harwood, as chairman of the Rodeo Committee for the Tom Tom Celebration, stages the rodeo each year. Members of the rodeo make Jim's station their headquarters in Yoakum.

GEORGE L. CONAWAY, of Culver City, California, was a Chief Mechanic in the Army in 1916 and 1917. Later he entered the moving picture business and worked with Hobart Bosworth in the Thomas H. Ince Company, during which time he constructed the first large portable power plant to furnish light and power for movie sets.

In 1921, he decided to go into the service station business. His present site was selected when there



George L. Conaway (at right) of Culver City, California

were only three houses in the neighborhood. Today the station is in a thickly populated residential section. Several large picture studios are nearby and Conaway's station has been used many times in movie scenes.

Seven years ago, Mr. Conaway changed his station to handle Texaco products exclusively. He is president of the Rotary Club and has been a director of the Chamber of Commerce for the past 15 years. For the past eight years he has been chairman of the Court of Honor of the Boy Scouts of America.

For many years the locality was harassed each Winter by severe flood conditions. Mr. Conaway was instrumental in the building of a 10-mile storm drain which has benefited his community immeasurably.



A. B. Campbell (left) helps University of Texas students to earn their tuition by working at his service station

A. B. CAMPBELL, of Austin, Texas, began working for a Texaco Dealer in March, 1931. In 1934 he purchased the business from his boss and has since operated it as Campbell's Service Station.

The University of Texas is located at Austin, and Mr. Campbell employs an average of three students a year, during the university term. This enables many deserving young men to continue their education. Incidentally, these students not only work on the station property during their working hours, but are constantly soliciting business for their employer. Mr. Campbell's station is one of the cleanest and best operated in the neighborhood.



Leonard Schneider learned the business from his dad

LEONARD SCHNEIDER, 32, of Hollywood, California, has worked at his father's service station since he was 18 years old. While attending Hollywood High School and the University of California, he worked after hours learning the business from his father, Sam Schneider, who is one of Hollywood's older independent service station men.

More than 50 original customers of the station are still buying automotive products at Schneider's. Many movie celebrities patronize the station, which is located on Sunset Boulevard near many of the large studios.



(Left) W. A. Gore, Jr., an organist by profession, went into the service station business for his health

ABOUT six years ago, a doctor told W. A. Gore, Jr., that he must find an occupation which would keep him in the open air. Mr. Gore is a graduate of the University of Illinois and an organist by profession. His father is Superintendent of Schools in Hempstead, New York, so the young man looked for some suitable business in that area. In 1933 he purchased the corner of Hempstead Avenue and Long Drive, Hempstead, and built one of the most modern service stations on Long Island. Since that time, Mr. Gore has become active in the Lion's Club and the Cham-

ber of Commerce in Long Island, and is today regarded as one of the up-and-coming young business men of his community.



The Progressive Texaco Dealers' Club of Dallas

In 1935, five Texaco Dealers in Dallas, Texas, met to discuss mutual problems and decided to organize the Progressive Texaco Dealers Club. Membership is by invitation only, and applicants must be approved by every member of the club before they are admitted.

The group now owns its own clubhouse on White Rock Lake near Dallas where weekly meetings are held. Speakers are invited to address the members on automotive topics. Seasonal campaigns are sponsored by the club and interest is stimulated among all Texaco Dealers in Dallas. The club holds frequent dances and parties and their social activities create a spirit of friendliness among all dealers in the city.



"555" sells more than a million gallons of Texaco a year

FROM a one-room tire store 21 years ago to "The World's Largest Service Station" is the story of "555, Incorporated" at Little Rock, Arkansas, operated by Roy E. Stueber. 555 is a full block long and half a block deep. A total of 92,895 square feet of floor space is utilized. More than 130 employees are on Mr. Stueber's payroll, which totals about \$200,000 a year.



(Left) Myron B. Brower and his home in Muscatine, Iowa (right), which he says Texaco built



The Man Who Sold His Shotgun

THIS is the story of a Texaco Distributor. In one sense it is a "typical" story of an "average" American business man—a success story, if you will.

It begins in the thriving community of Muscatine, Iowa. Muscatine was started as the result of a boom in the lumber industry of the Northwest about 100 years ago. Since then it has enjoyed a steady growth. Located on the banks of the Mississippi, it holds many reminders of the early river towns. Today Muscatine is a city of about 16,000, and is widely known for its fresh-water pearl button industry.

To Muscatine came a young man who had devoted several years gaining wide experience in the automobile industry. In the early days of the motor car, he had been a technical instructor for the Studebaker Corporation. Born in Detroit, he had visited Muscatine several times on business trips. His name was Myron B. Brower.

Myron Brower met a young lady in Muscatine, married her, and decided to settle down in the community. In those days, the garage business looked promising, and Myron, with his background of automobile experience, opened a garage for general repair service. His business flourished, but he was far-sighted—some people preferred the word "visionary." He foresaw a tremendous increase in the sale of petroleum products to operate these automobiles. He took a trip through the Middle West, and studied the marketing of gasoline. He talked with service station operators, balanced their remarks one against the other, and checked particularly the reputation of the products they handled. The result was that Myron Brower decided to go into the oil business with a Texaco franchise.

The Brower finances were none too healthy. Myron had to sell his house, his car, and a shotgun to get enough cash to build a small service station on a piece of ground in the middle of a block, which he rented without a lease. The station was located several blocks from the center of town, and Brower's neighbors had a name for it. It wasn't a very original name, and it didn't last very long. It was "Brower's

Folly." Well-meaning friends tried to discourage Brower from continuing in such a foolhardy enterprise, but the automobile had come to stay, and Brower's sales of Texaco gasoline and motor oils were good from the start.

As time went on, larger facilities for bulk storage were necessary, and this required additional capital. But by this time, Myron Brower was firmly established in Muscatine, and his reputation for fair dealing secured for him the financial aid he needed. In 1923, he had a bulk plant consisting of two small storage tanks, a small tank truck, and his one station.

Nowadays, the Brower Oil Company serves 12 drive-in stations within a 16-mile radius, operates four modern tank trucks, and has several tank-truck peddlers who operate on a commission basis, selling direct to farmers in the community. Last year, the Brower organization sold nearly one million gallons of gasoline—almost 20 per cent of the total gasoline sold in the county. During the past 10 years, Brower has outsold every competitor in the community. These competitors include six of the so-called major oil companies.

Like all good business men, Myron Brower has a slogan. It is a simple, trite slogan. But it works. It is "Service with a Smile." Every Brower employee lives up to it.

"The credit for the success of my concern," says Myron Brower, "can be attributed to our exclusive handling of Texaco products, plus the fact that our organization is definitely a part of Muscatine community life, and the fact that it is our policy to maintain as close a personal contact with our trade as is humanly possible."

Under his present distributorship arrangement with The Texas Company, Myron Brower is, in effect, a jobber. That is, he buys merchandise from The Texas Company at wholesale, and sells it for his own account. Texaco cannot tell him how to sell his products, nor at what price they may be sold. He, like hundreds of other Texaco distributors, is a thoroughly independent merchant.

Texaco Distributors — COAST TO COAST



Mr. Goode makes a hobby of tank trucks

I SELL TEXACO

BY CHARLES H. GOODE

Texaco Distributor, Orange, California

I WENT broke farming and raising cattle in Colorado. Came to California on a hog train. Incidentally, a part of the hogs were in my name belonging to the bank. Landed in Orange, California, May 30, 1923.

For three weeks I worked in a grocery store. On June 24, 1923, I went to work for a small refinery, which soon folded up.

The bank in Orange, having money invested in the oil company, put me in charge to liquidate. As a winding-up gesture I bought their two Packard tank trucks and \$120 accounts receivable. Soon after, I sold one of the trucks and on January 12, 1925, was in business for myself. I drove my own truck, and kept my own books. It was a one-man organization.

On February 24, 1935, I became a Distributor for The Texas Company for a part of Orange County. I have enjoyed a substantial growth, our business relationship being good.

Now have four tank trucks, two salesmen, one yard man and two in the office. Also own several modern service stations and have leases on others.

I am 46 years old, belong to the Masonic Lodge No. 293, the Rotary Club, the Izaak Walton League, Chamber of Commerce, and other business associations.

My hobbies outside of looking at trucks: Taking



Plant of the Southeastern Gas & Oil Co.

trips both to the desert and mountains as well as extended trips visiting a portion of the 45,000 Texaco Dealers to see what they are doing to help our business here in California.



Typical dealer station, Southeastern Gas & Oil Co.

MOTORING eastward toward Harlan, Kentucky, along U. S. Highway 119, one is impressed by the rugged beauty of the mountains. Beyond the limits of the cities and villages, except for the modern highways and an occasional service station, the country has changed little since its beauty inspired John Fox, Jr., to write "The Trail of the Lonesome Pine" and "The Little Shepherd of Kingdom Come."

Behind nature's screen of hills, one finds a highly developed industry—coal mining. Harlan is now reputed to be the largest bituminous coal producing county in Kentucky and fourth largest in the world. Harlan coal is famous for its quality as well as quantity. Seventeen years after the first carload rolled down along the Cumberland River, the county reached a peak production of 14,500,000 tons. This figure has remained practically constant since 1923.

Today there are 30,000 persons directly and indirectly dependent on the coal industry of Harlan County. Highways began to penetrate the county in 1923, and last year 6,000 passenger automobiles and 2,200 trucks bore Harlan County license tags.

One of Harlan's alert business men, E. V. Albert, saw an opportunity in this growth of population and motor vehicles. After surveying all available brands of petroleum products, Mr. Albert and his associates decided unanimously on a Texaco Distributorship. They formed a corporation known as the Southeastern Gas and Oil Company.

On December 23, 1937, they received their first car of Texaco Fire-Chief Gasoline. At that time they had only two established dealer outlets. Additional service stations, consumers and industrial accounts were added regularly, and the business began to hit

its stride last May. By September their gallonage had grown to about 100,000 gallons per month of refined products, with a well balanced proportion of motor and industrial lubricants. Harlan County is now dotted with the Texaco Red Star with the Green T.

Mr. Albert, President of Southeastern Gas and Oil Company, has had many years of practical experience in mining coal and in burning coal in steam plants. He is as enthusiastic about Harlan coal as he is about Texaco products, and that is saying a lot.

Declares Mr. Albert: "We have just gotten a good start. My associates and I expect to use whatever additional capital is necessary, devote as much of our personal time as required and use all the fair means available to make the Southeastern Gas and Oil Company the largest marketer in Harlan County and one of the largest independent jobbers in the State of Kentucky."

Southeastern Gas and Oil is an outstanding example of the success to be expected when good local business men invest their capital and devote their time to the development of an independent business centered around a well-known and widely advertised product.



W. H. Whipple (left)
and D. G. Crosby,
Texaco Distributors in
western New York

OUTSTANDING Texaco Distributor in western New York State is the Crosby-Whipple Oil Corporation. At the time of its organization in August, 1924, David G. Crosby, the president, was a Ford salesman in the town of Lyndonville. Walter H. Whipple, the secretary and treasurer, operated a tank truck for a competitive oil company.

Crosby-Whipple's first equipment was a small garage, a 10,000 gallon storage tank and a 400-gallon tank truck. The capital was limited and the company was forced to concentrate on farm accounts and

retail business. Within a short time, however, several dealer outlets had been established throughout the territory. Today Crosby-Whipple is one of the largest distributorships in that section of the Empire State.

The organization's headquarters are still at Lyndonville, but it operates four bulk plants in larger cities. To serve its 150 dealers, Crosby-Whipple uses 11 tank trucks. In addition, it owns seven company-operated service stations located in towns on the main highways running through the territory. The firm still obtains a good portion of its business from the large fruit farms in the Niagara County fruit belt and has developed a large oil and grease business through these outlets.

From a modest beginning of 100,000 gallons a year, the company has increased to its present volume of more than 4,000,000 gallons of gasoline, with kerosene, lubricating oils and grease increasing proportionately.

"Dave" Crosby and "Walt" Whipple take an active interest in community life. Mr. Crosby is a member of the school board and the Kiwanis Club, and Mr. Whipple is a member of the town board and the Rotary Club. They know each of their 150 dealers personally and have spared no expense to see that their equipment is modern and well serviced.



Mr. McCraney's station at Leeds, Alabama

By JOHN W. McCRANEY

McCraney Oil Company, Leeds, Alabama

DURING the Spring of 1936 I was practicing law and presiding as Judge of the Inferior Court of Leeds, in Leeds, Jefferson County, Alabama. Deciding to go into business, I entered into negotiations with some major oil companies relative to distributing their products on a wholesale basis. It was my privilege and pleasure to meet Mr. M. D. J. Merritt of The Texas Company, who called on me in Leeds relative to my becoming a Texaco Distributor. In June, 1936, I ordered my first tank car of Texaco gasoline.

I had to create my business in this territory since

The Texas Company had not marketed its product in this area to any large extent. I erected tanks to take care of 27,000 gallons storage and at the same time built a warehouse large enough to care for two carloads of motor lubricants, industrial oils and greases.

On the arrival of my first tank car of gasoline, I had no outlets through which to market the product. However, my brother and I went to work to build an oil business. From that small beginning, in two and one-half years I have built my business from no marketing outlets to 17 during 1933, and marketed more than one-half million gallons of gasoline and kerosine. In addition, I purchased two carloads of motor lubricants, industrial oils and greases during 1933.

All of my employees have attended the Texaco Service Station Training School and every employe on my payroll has a certificate of proficiency from this school. Due to this training, business at my company-owned station in Leeds has doubled its business because experienced men are handling the station and the lubricating facilities.

In the city of Leeds I have led all my major oil competitors in gasoline sales every month I have been in business except the first month.



The Harrison brothers, two boys from Beargrass

GEORGE AND GUS HARRISON were born near the small crossroads town of Beargrass, North Carolina, about six miles south of the city of Williamston. As young men, the brothers entered the retail business. Later the wholesale field attracted them and in 1916 they formed the Harrison Wholesale Company.

In 1919, the Harrisons bought a small barrel plant and organized the Harrison Oil Company. The transaction involved little more than \$300, but it laid the foundation for one of the largest independent oil

companies in eastern North Carolina. Their first tank truck held 350 gallons. Today they serve their territory with seven trucks of 5,000 gallons capacity each. Their present volume exceeds a quarter of a million gallons a month.

The Harrison Oil Company owns or controls 30 service stations and has 105 other dealer outlets. George Harrison has been a member of the Williamston City Council for many years and for the past 12 has been Clerk to the Board. He has played a prominent part in the maintenance of good roads, schools, and in the annual county fair. Gus Harrison has also been active in community affairs and for the past 10 years has been Treasurer of Martin County.

The Harrisons are enthusiastic boosters for Texaco, and for many years have made a practice of distributing back numbers of THE TEXACO STAR to remote sections of their territory where even well-known national magazines are never seen.



Forrest W. Hicks (left) was influential in developing the San Fernando Valley in California

CLOSELY associated with the development and expansion of the Hollywood, California, area is Forrest W. Hicks who has been a Texaco Distributor for 11 years, and a member of the community for 16 years.

Mr. Hicks, formerly in the building business in Hollywood, entered the oil business by selling kerosine. Later he became a distributor for the Ventura Refining Company and then for the California Petroleum Company. In 1926, when The Texas Company (California) was formed, he took over the distributorship of Texaco products in the North Hollywood and San Fernando Valley section.

Mr. Hicks has been influential in the development of the San Fernando Valley. Active in community enterprises, he has served as president and a director of the North Hollywood Chamber of Commerce. He is a member and past president of the Kiwanis Club, a member of the Jonathan Club and of the Masons.

Likeable, well poised, a good mixer and a loyal friend, Forrest Hicks has won the respect of his community and an ever-widening circle of friends.

Helping our Dealers to Help You

I—SALES PROMOTION

By J. K. SKILLINGS

Manager, Sales Promotion Division

ABOUT 80 per cent of the principal Texaco products are sold through Texaco Dealer outlets. To the 29,000,000 motorists and drivers of commercial vehicles these independent dealers and their employees are, in fact, The Texas Company. Upon what these men say and, more important, upon what they do, depends to a large extent the reputation and good will which Texaco products enjoy in the eyes of the motoring public.

Helping Texaco Dealers to become better merchants is a specialized task, requiring a well-rounded

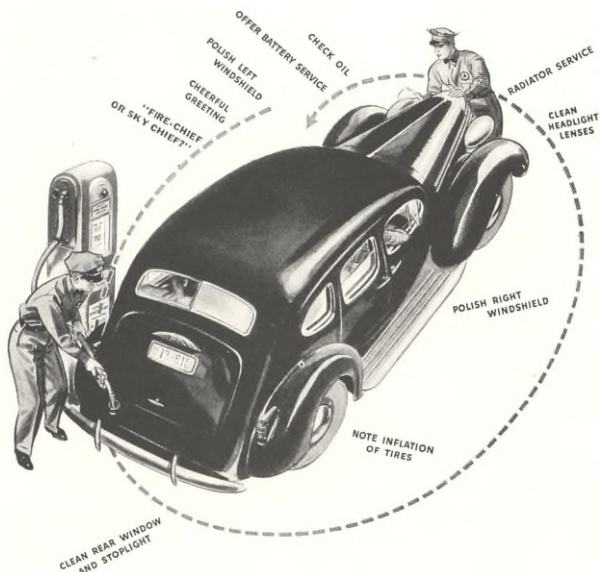
program of dealer education and dealer helps. In recognition of this, a Sales Promotion Division was formed in 1936.

It is the Sales Promotion Division's job to conceive and develop promotional ideas and plans that will help Texaco Dealers to tie in with Texaco national advertising, to solicit and bring new customers into their stations, and to increase the number of their regular customers by serving them properly.

Dealer meetings are held in the Spring and Fall of each year to acquaint Texaco Dealers with new



Thousands of dealers are cooperating in the purely voluntary Texaco Registered Rest Room Plan



By using the Circle Service method (left) the attendant can serve his customers quickly and efficiently

products, advertising campaigns, promotion plans and other aids that have been developed for them. Sound slide films, charts, and other material are used to make these meetings interesting and effective. About 600 such meetings are held throughout the country, and dealer attendance has steadily increased.

The Texaco Registered Rest Room Plan, inaugurated early last year, is an outstanding example of how new customers can be brought into Texaco Service Stations. Rest rooms had long been considered by most service station men as a necessary (and sometimes not too clean) evil. Under the new plan, The Texas Company offered a Texaco Registered Rest Room sign to every dealer who would pledge clean rest rooms to his customers at all times and who would maintain certain minimum standards.

Advertising of Texaco Registered Rest Rooms as a Texaco Dealer service was started nationally last Spring. Forty-eight merchandising representatives, one to each state, were assigned to visit dealers and offer helpful suggestions. The purpose was to provide a powerful and appealing reason for motorists to prefer Texaco Dealers to other dealers. Assured of clean rest rooms wherever the Texaco Registered Rest Room sign is displayed, motorists have responded enthusiastically to the plan. Several thousand Texaco Dealers have pledged themselves to this purely voluntary service.

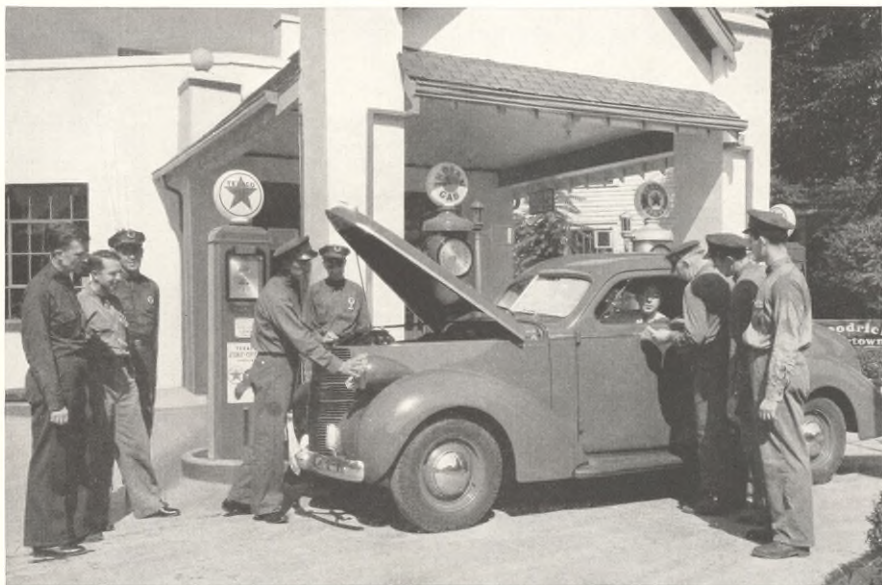
Another dealer aid, a Successful Selling Methods

Manual, presented to dealers definite methods of increasing the sale of their principal products and services. This involved a pledge to do four simple things: To meet all customers with a cheerful greeting; to serve them alertly and efficiently, using the Circle Service method; to thank the customer and ask him to come back; and to keep the station clean and the rest rooms tidy.

Direct mail campaigns are prepared and offered to Texaco Dealers each year. The Company stands 50 per cent of the cost of these campaigns. About 6,000 dealers adopted our mail campaign last Spring and sent four attractive, personalized mailing pieces to more than half a million prospective customers.

At our dealer meetings this Spring, the Texaco Dealer Profit Plan will be introduced. This plan is designed to build dealer profits by a simple, orderly method of bringing in customers, selling them, and bringing them back.

For many years, the motoring public has known and appreciated the good quality points and benefits of Texaco products. The Sales Department has made these products conveniently available throughout the country. We believe our program of sales promotion will result in an increase in the number of motorists who prefer Texaco Dealers to other dealers, will add to the prestige and earnings of our dealers and the Company, and will further improve their position and ours in the market.



Part of the training course sessions are conducted in a service station, in surroundings similar to those of the dealer's own place of business

Helping Our Dealers to Help You

II—THE TEXACO DEALER TRAINING COURSE

By R. C. CATHCART

Educational Director, Domestic Sales Department

TO HELP Texaco Dealers who want to know how to operate their service stations better and more profitably, The Texas Company has set up the Texaco Dealer Training Course. This course is conducted throughout the country by trained men who devote their entire time to the program.

All Texaco Dealers and their employees are invited to attend these training sessions, or conferences. Attendance is purely voluntary, and the conferences are arranged so that dealers attend in small groups, averaging about seven men to a group.

In some areas the period of training covers three day and three night sessions; in other areas, four days with no night sessions. About half the time is spent in the conference room discussing various subjects.

The other half is spent in actual practice at a service station.

In the conferences we discuss all the helps which The Texas Company has made available to dealers. We discuss the Texaco Chek-Chart in detail, as well as the various parts of a car which require periodic lubrication. We demonstrate not only how each particular part of a car functions, but why it requires a certain lubricant. Worn parts graphically demonstrate the damage caused by the use of the wrong lubricant or lack of lubrication.

At the service station we practice lubricating cars by having each member of the group actually go through all or some part of a complete lubrication job. The instructor explains the use of the equip-

ment required. Dealers who may not be entirely familiar with certain operations are thus enabled actually to perform them under the guidance of the instructor.

Considerable time is also spent at the station in rendering "Circle Service," a quick, complete method of servicing a car in the shortest possible time. Each step in the Circle Service method is explained carefully and demonstrated. Then each man in turn practices Circle Service in the recommended routine. This not only gives him practical experience, but helps to establish the rendering of Circle Service as a habit.

Back in the conference room again, the dealers discuss all the Texaco automotive products. In addition to a thorough explanation of these products, the men are given selling points which they can use.

Once more in the service station, under conditions representing a dealer's actual operations, members of the group practice selling a customer a crankcase drain, a change from some competitive brand of oil to Havoline or Texaco, or the sale of a lubrication job or accessory items.

Also at the service station the dealers learn how they can conduct their daily operations. We show the

value of checking Registered Rest Rooms frequently during the day. Dealers actually perform this work. Moreover, wherever practicable, we show the dealers how to set up window displays and outside displays—in fact to practice all the things which a good dealer normally does in operating his own station.

Returning to the conference room, we explain our lubrication "follow-up" system, after which those in attendance prepare sample copies of records which can be maintained at the station. We show our "students" the good business that is available to a progressive merchant, not only in the sale of lubricating oils and lubrication jobs, but in selling tires, batteries, spark plugs and other accessories. We try to relate these items to gasoline consumption, showing possible sales in relation to gasoline volume. We explain the various sales promotion plans.

In general, we try to cover in the brief time available the practical operation of a successful dealer's service station. Training is conducted in an atmosphere similar to that in the dealer's own place of business. Our principal objective is to help the dealer by giving him the benefit of methods and procedure used by other successful dealers.



In the conference room, instructors demonstrate how each part of a car functions and why it requires certain lubricants—worn parts graphically demonstrate the damage caused by the wrong lubricants or lack of lubrication

WHAT PRICE GASOLINE?

Is it cheap or dear? And who gets the lion's share of the profits? This article tells you



One gallon of gasoline has enough power to move a motor car weighing a ton and a half a distance of 14 miles

"I'm willing to admit you fellows sell good gasoline," said the motorist as he pocketed his change, "but if you ask me, I think your price is too blamed high."

"No doubt a good many people feel that way about it, Mr. Roberts," said the service station man. "But don't you think it's a little unfair to say flat-footedly that our price is 'too high' or 'too low'? Why not look at it on a practical basis?"

"What do you mean, 'practical basis'?" demanded Mr. Roberts.

"Well," was the reply, "let's say that every time you buy a gallon of gasoline you're buying enough power to move a vehicle weighing a ton and a half, carrying four people weighing a total of 750 pounds, a distance of 14 miles. That's one practical way of considering it."

"Oh I know gasoline is wonderful stuff," said the customer. "All I have to do is look at your advertising to see that. But what has your clever little illustration got to do with the reasonableness of your price? Why should gasoline cost 12.3

cents a gallon, or 15.5, or six for a dollar? Why shouldn't it cost two cents or three cents, or five cents?"

"If you've got a minute to listen, I think I can explain why," said the dealer. "Gasoline is like any commodity of more or less general use. The price you pay covers the cost of bringing that product from its raw, elementary state to a finished substance ready to be used at the place and time you want it."

"Suppose we start with the price you're paying for gasoline. Here's a chart in the trade paper I get every week. It shows that the present (January, 1939) average price in 50 representative cities all over the United States is 13.32 cents. That's not counting taxes, you know, because taxes are charged by the government, not by us."

"Now out of my price to you I take three and a half cents a gallon to cover my station costs. That takes in my rent, taxes, payroll for my attendants, light, heat, license fees, water, tools, miscellaneous expenses, as well as a little profit for myself. That's fair, isn't it? Three and a half cents from 13.32 cents

leaves 9.82 cents, which is what I pay the company that supplies my gas."

"Oh, so it's really the big companies that make the profit," said the motorist. "I might have known that."

"Wait just a minute," the dealer said. "That gasoline was delivered to me by a tank truck which was loaded by the supplying company at their bulk station—a warehouse where they receive the gasoline in tank cars



DRAWINGS BY LEON SODERSTON

The average price of gasoline, based on 50 representative U. S. cities, is 13.32 cents. Federal and state gasoline taxes are not included



The dealer deducts $3\frac{1}{2}$ cents to cover the cost of operating his station

or by water for redistribution to us dealers.

"To deliver that gas to me by tank truck, the supplying company paid about a half cent a gallon, depending on the distance of my station from the bulk plant and the volume I take at the time of delivery. The more gasoline I buy, the lower the cost per gallon of delivery. So let's deduct a half cent for the cost of delivery. That leaves 9.32 cents as the cost of the gasoline at the bulk plant.

"Now that bulk plant may be operated by the supplying company with salaried employees or it may be operated by a so-called commission agent or consignee. At any rate, the cost of running that plant has to be taken out of our 9.32 cents.

"The cost of operating a bulk station varies from a cent and a half to as much as four cents a gallon. That depends on the volume moved, the seasonableness of the business, and the location of the station. Let's take a cent and a half as a low average and we'll say that's what it costs to operate the bulk station. This leaves the supplying company 7.82 cents for the gasoline delivered at the bulk plant.

"But we've got to deliver that gasoline all the way from the refinery where it's made, to the bulk station. This costs from a half cent a gallon to as much as seven or eight cents. That money goes to a railroad or, if deliveries are made by water, to operate a tanker. And incidentally, a good tank ship costs just about two million dollars.



It cost the supplier half a cent to deliver the gasoline by truck

"Suppose we say an average cost of two and a half cents a gallon for delivering the gasoline to the bulk plants. The supplying company now has 5.32 cents as its share of the consumer's 13.32 cents. But this 5.32 cents must cover a lot of things before the finished gasoline can be shipped.

"For one thing, it has to cover the cost of crude oil—the industry's raw material. The price of crude averages around \$1.05 a barrel and it usually costs about 20 cents to get a barrel of crude oil from the oil field to the refinery. So we have a total cost laid down at the refinery of \$1.25 for a barrel of crude. There are 42 gallons in a barrel, so that crude oil costs the refinery about three cents a gallon.

"But crude oil isn't all gasoline. Not by a long shot. The amount of gasoline refined out of a barrel

of crude depends on two things—the kind of crude it is and the refiner's equipment. The lower the 'yield' of gasoline, the greater the cost of crude per gallon of finished gasoline. Let's say, however, that the cost of our raw material is just three cents a gallon. Our refiner, then out of the 5.32 cents he gets for his gasoline, has just 2.32 cents left to cover his manufacturing costs. That includes payrolls, investment costs (refinery equipment costs plenty and it goes obsolete mighty fast these days), taxes



The bulk plant operator takes a cent and a half for his share

(including Social Security taxes), light, heat, power, and his profit (if any)."

"Gee whiz!" exclaimed Mr. Roberts, "they certainly can't pay their employes much on that basis!"

"On the contrary," was the answer. "The fact is that the average hourly rate for refinery employes is the highest of all large manufacturing industries."

"But here's another way to test the reasonableness of gasoline prices. Compare its trend, for instance, with that of the price of other similar commodities. The Federal Government has done this very thing in a monthly bulletin issued by the Department of Labor. I've got a copy right here. On Page 1444 of the December, 1938, issue of *Monthly Labor Review* by the Department of Labor there are some mighty interesting figures:

"The year 1926 seems to be a favorite one for the Federal people to use as a 'normal' year. With prices in 1926 equal to 100, we see that the 1938 prices of all commodities stood at 77.6. But here's the payoff—Metals and metal products were 95.3. House fur-



Deduct 2½ cents to ship the gasoline from the refinery to the bulk plant

nishings were 85.7; foods were 73.5. *Petroleum products were only 53.8, compared to 1926.* On a percentage basis—here's the tabulation—all commodities have declined 22.4 per cent since 1926. The price of food is down 26.5 per cent. Farm products are down 33.2 per cent. But petroleum products are 46.2 per cent lower than in 1926!

"Here's another table from our oil trade paper showing how much money the average motorist has saved on his annual gasoline bill since 1920. This is based on a consump-

tion of 600 gallons a year. In 1920, your annual 'gas' bill was \$178.44. Last year it was only \$84.42. You saved \$94.02 on gasoline last year compared with 1920.

"Not only that, but you're getting *better* gasoline than ever before. The 'regular' gasoline that goes through my pumps today is better than even the 'premium' gasolines of 10 years ago. Research and large-scale operations have helped the oil industry to give better quality at less cost.

"And have you ever stopped to think of the service you get with a gallon of gas? Where can you buy any other commodity so universally and so conveniently? Competition has placed a gasoline pump within a few minutes drive on any highway in the United States."

"Well," admitted Mr. Roberts, "you certainly showed me a thing or two. But what about these dog-gone taxes on gasoline and oil?"

"That, my friend," smiled the dealer, "is a situation that only you and I, as citizens, are responsible for."

"Humph!" grunted Mr. Roberts, "and as citizens I think it's about time you and I did something about it."



The raw material costs three cents per gallon and the refiner has 2.32 cents for payrolls, manufacturing costs, taxes and profit (if any)

HOW YOU PROFIT by Oil Industry Progress

LOWER PRICES: In 1920, the average service station price in this country, excluding the gasoline tax, was approximately 30 cents per gallon. Today, on the same basis, the price is less than 14 cents. Compared with prices in 1926—the pre-depression year frequently used by the Federal Government as a yardstick—the price today is approximately one-third less. The average price in 1926 was 20.97. Today it is below 14 cents.

According to the Department of Labor, using 1926 prices as 100, all commodities in October 1938 stood at 77.6. Petroleum prices were at 53.8. In fact, no other commodity of general use shows as low an index as petroleum.

BETTER QUALITY: In spite of the lower price, the industry is giving the consumer a product greatly superior to the gasolines of 1920 and 1926. Through research and improved processes to meet the demand of the modern automobile engine, the industry today is furnishing the consumer with a "regular" product superior to the premium gasolines of a decade ago.

And what is true with respect to the quality of gasolines is equally true with respect to lubricating oils and greases.

Improved quality at lower prices has been the trend in consumer benefits from the petroleum industry.

SUPERIOR SERVICE: To find in this country any hamlet so small, or so remote, that it has no gasoline pump, would be difficult.

Perhaps no other commodity of general use is dispensed so conveniently, or with greater efficiency in service to the public, than gasoline.

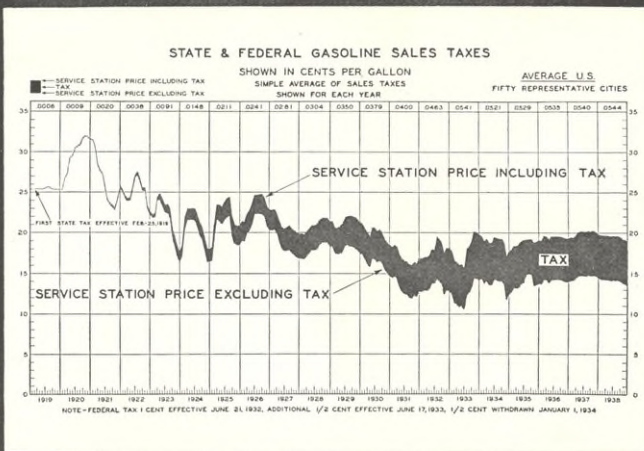
The service station has become a haven of comfort, convenience, and service, rightfully appreciated by the great army of American motorists on short and long trips.

SOCIAL BENEFITS: The petroleum industry gives employment directly to more than one million people in this country, at wage rates second to no other industry. Its employees have always been well treated. Most of them work approximately 37 hours per week. Hourly wage rates have increased materially since the boom year of 1929.

The oil worker's average weekly income in 1937 was higher than in 1929. Oil industry employees generally enjoy vacations with pay; accident, sickness and disability benefits; life insurance and pensions.

Therefore, the benefits to you, the consumer, have not accrued through exploitation of employees.

GASOLINE IS CHEAP—ONLY THE TAX IS HIGH



Since 1928 the Tax on Gasoline alone has gone up **75%**

The chart at right shows the progressive increases in gasoline taxes from the year 1919 to December 1, 1938. The prices used are the average prices for these years in 50 representative cities throughout the country.

In 1937, the petroleum industry paid taxes, including taxes on its products, of approximately \$1,343,000,000.

In some states the tax on the industry and on its products represents more than 50% of all taxes collected by the State.

Stockholders' returns from their investment in the petroleum industry have been most modest.

The petroleum industry is probably the most competitive industry in America today. Its remarkable development is

an American story of which every American may feel proud.

It has contributed to Government through huge taxes; it has benefited the consumer through continually better products at lower prices; it has provided the wage earner with steady employment at progressively shorter hours and higher wages.

The benefits of the initiative and resourcefulness developed by keen competition throughout the industry have been passed on to the consumer.



THE TEXAS COMPANY, 135 East 42nd St., New York, N. Y.

"Let's stop...and see Mac



...he can help us"

("Mac"—TEXACO DEALER—Independent business man and good neighbor)

There are more than 45,000 Texaco Dealers on the highways and byways of America, serving America's motorists and being served by The Texas Company.



ALL over America motorists rely upon their local Texaco Dealers to keep their cars in top running form.

These men, in thousands of American cities and communities, are profiting by the distinction of being Texaco Dealers—alert, independent merchants.

Texaco Dealers are their own bosses, representative members of their communities, good business men and good neighbors.