THE IMPERIAL
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OFFICIALS AT SARNIA REFINERY 1897

THE IMPERIAL OIL REVIEW

July

THE IMPERIAL OIL REVIEW

Edited by the Imperial Oil Company, Limited, at 60 Church Street, Toronto

The purpose of this publication is to provide employees with a medium in which their opinions, suggestions, and experiences may be exchanged, and to acquaint them with interesting and useful information about the Company's business.

NOTICE: The issue of this publication is dependent upon the cooperation and interest shown by you, our employees. Address all communications to The Imperial Oil Review, 60 Church Street, Toronto.

Special War Bonus

In view of the present high cost of living, and also because of the additional responsibility and extra work assumed by many employees (with a large part of the staff on active service), the Board of Directors has authorized the payment of a special war bonus to all employees engaged on a monthly wage basis who have been in the Company's employ since January 1st, 1917, and who have received no increase in salary since that date.

We quote from the statement issued by the Directors: "It is important that the business of this Company be efficiently carried on, and the Directors hope that all will realize that in cheerful and willing cooperation lies the extra burden, for not only are they not only furthering the Company's interests, but the interests of the industry generally.

The statement provides that each employee receiving $100.00 or less per month, and who has not had an advance in salary since January 1st, 1917, will receive $2.00 per month, and each employee receiving over $100.00, a bonus of $2.50 per month. The total amount will be distributed among 168 employees, or an average of $155.33 per man.

The following is quoted from the "LABOR NEWS" published at Hamilton, Ontario:

"In the movement among the working people to give their combined support and patronage to those firms and business men who have shown a proper interest in the welfare of labor, we are giving special attention to our Company, Limited of Sarnia. In the movement recently started among conservative members of our class towards establishing a better feeling between capital and labor, and promoting the ideas of cooperation and arbitration as against harsh strikes, we are giving special attention to those few oil companies known as being a firm and fair people.

Towards the cause of labor this company has always manifested a most friendly interest, and the good results of this policy are shown by the esteem in which it is held by all classes. It is a pleasure to state that the many employees of this firm are treated with due consideration and receive good compensation, ability and faithful workers are appreciated by the management, and as a consequence the superior officers are held in high esteem by those under them.

The management of this company comprises gentlemen of ability and integrity, who are among the leading citizens of Canada, and any movement having for its object the uplifting of Canada or the betterment of the conditions of our citizens always enjoy their hearty support and cooperation.

To Agents and Sub-Agents:

A Message from Mr. W. T. McKee, Secretary-Treasurer.

There are three essentials that go to make up the success of a large business undertaking: Organization, Cooperation, and Honesty.

Some employees may at times think that they do not hold a very important position in the Company. This feeling should never exist, for each individual in our employ is as much a part of our organization as the President or a Branch Manager.

In harmony and cooperation in any business, no amount of machinery and apparatus, or even the highest skill of our employees, is of any avail unless these elements are present. And here we find the need for a good administration. We are firm in our belief that the success of this company is due to the cooperation of the employees.

We are anxious to give you all the information that will aid your work, and are always ready to give the special attention to the reports we receive.

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At that time the Refinery received its Crude through a 3-inch pipe line running from the old Rainy River Plant to the Oil Refinery on the Twinline (near Petrolia) in some quantity. This line was specially built at our expense and is still in operation. The plant connected to the refinery is known as "Larneys Station." When we acquired the plant in 1897, a 3-inch line was installed for receipt of Crude from Petrolia and Oil Springs, and this line is still in operation.

Sarnia Refinery in 1895, Two Years after Construction was Started.

The process that had been used to deparaffinize the Kesteven Oil was that known as the "Larneys process," This had been used for many years at Petrolia, and although it was efficient, it removed only the smaller portions of the apolar fraction. When the Sarnia Refinery was erected, the French or "Copper Stable" process was installed. This process completely removed the objectionable sulfur contents, and gave to the Canadian people a Canadian-made article that compared with the American Oil that had been in great demand before our Sarnia refinery was constructed.

In rebuilding the Sarnia Refinery in 1897, the capacity decided on was 400 barrels of Crude per day. As a comparison, this may be contrasted with the present capacity of 7,000,000 gallons per twenty-four hours, when making a total capacity of 20,000,000 gallons of water daily. We now have under consideration the addition of two more Centrifugal Pumps, driven by a 200-horsepower electric motor, and having a capacity of 9,000,000 gallons per twenty-four hours. If this latter equipment is installed, it is the intention to have the steam-turbine-driven pumps held in reserve as a standby, the duplex..."
cross-compound engine to be used for fire purposes only.

Another Department of the Works which has grown enormously is the Mechanical Department. All of the material for the first Stills, Bellies, etc., erected at Sarnia, came to us manufactured, as at that time, we had no facilities for doing this work ourselves. At the present time, we have a very complete shop equipment, capable of manufacturing from 300-400 tons per week. In addition to a Boiler Shop, the Mechanical Department also includes a very complete Machine Shop, Carpenter Shop, Pipe Shop.

The storage tanks used at our various stations throughout the Dominion of Canada are constructed at our Sarnia Shops, the 41 ft. x 20 ft. tanks being shipped complete on flat cars to the various destinations. The large tanks are all fabricated at our Shops and erected at destination. Much of our tank equipment is assembled at Sarnia, the tanks being built at our Sarnia Shops, shaped and mounted on underframes that we purchase from Canadian Car Shops.

The Refinery at present has about a million barrels of steel storage for crude and refined Oil products. This does not include any of our underground storage for various products.

Products are shipped in bulk from Sarnia to all points on Canada by tank cars owned by the Company, also by the Company's bulk steamers to Halifax, St. John's, Montreal, Toronto, Brockville, Welland, Sainte Marie and Fort William. At the present time, the Company owns and operates 841 tank cars, varying from 6,000 to 8,000 gallons each, seven tank storage trucks, i.e., "Imperial," "Imperial Special," "Royalite," and "Isolite," and one Barge No. 41.

Sarnia is the only one of our five refineries that manufactures Greases, Compound Oils, Cylinder Stock, Paraffin and Wax Candles.

In 1897, the men who took up the task of building an oil refining plant at Sarnia were: H. F. Chamberlain, General Manager; C. O. Stillman, Assistant Manager; W. J. Gilchrist, Chief Accountant; F. S. Tweed, Refinery Superintendent; W. E. Williams, Supt. Grease and Compound Department; A. E. Graham, Mechanical Engineer; A. E. Judson, Chemist; and W. B. Elsworth, Inspector.

Mr. C. O. Stillman later became General Manager and is now a Vice-President of the Company, located at Toronto. Mr. W. J. Gilchrist is the present General Manager at Sarnia. Mr. W. B. Elsworth is now Superintendent of the Company's new refining plant at Dartmouth, N.S.

The following employees who came to Sarnia in 1897, and were engaged in process and yard work are still in our employ:

Thos. Montgomery
J. E. Siedman
Geo. Leach
Wm. Gilliland
R. Wade
J. Shaver
I. C. Lewis
A. S. Crawford
Henry Wilks
P. Buellik
Wm. Nelson
Thos. Knight
W. J. Graham
Thomas Barrow
Jos. Lester
Jas. Post
Thomas Devitt
Arthur Kirby
Geo. Mitten
Jos. McDonald
E. Robertson
Levi Strong
Chas. Jennings
Samuel Briggs
Geo. Price
Jas. Summers
Christopher Ward
Geo. Nelson
D. Lafore
Richard Brown
Albert Lapham
Levi Doxtater
Thos. Faussey
Samuel Barra
Sarah Aiken

Where are all the Steel Barrels?

A large percentage of them, we are afraid, are lying around the back of our customers' stores, almost any place you may want to look, from Vancouver Island to the Arctic

This shouldn't be, of course. The Company's investment in these barrels is enormous, but still we can't seem to keep our customers supplied in the busy season. The reason is largely because they are not kept moving. A few barrels side-tracked here and a few there, soon count up to thousands.

Our marketing offices have large forces of clerks keeping track of the steel barrels, but our agents and salesmen can do more to get them back than we can hope to accomplish by sending out notices. Therefore, wherever you see an empty steel barrel belonging to the Company, or know of any being held, please urge the customer to return it. Unless we get prompt return of the steel barrels, we can't fill our orders, so it's up to all hands, customers included, to cooperate and keep them going.

Get Acquainted With Winnipeg Station

To see a real live oil selling outfit, stop off at Winnipeg, and shake hands with Mr. A. J. Welcott, and his efficient staff. The West is big and broad, and the Imperial Oil organization at Winnipeg has big, broad ideas for selling oil, and it puts them "across." The territory of the Winnipeg Division takes in Manitoba and extends about 100 miles East of Fort William in Ontario. It is bounded on the South by the United States border and on the North only by the North Pole.

Winnipeg office serves every kind of business from the smoke stack trades of Winnipeg to the native Indians of the far North. Outside of Winnipeg and Brandon much of the Company's business in this field is done with the farmer, Tractor dealer and all kinds of farm machinery help to raise the sales figures on Premo Gasoline, Silver Star Kerosene, Potash and Farm Lubricants. It is a far cry from the tank wagon delivery of Winnipeg to the primitive methods of transportation in Northern Manitoba, but Imperial goods go wherever humanly possible. At the end of the rail, boats carry the indispensable oil products as far North as Norway

Summer and Winter Delivery Methods in Northern Manitoba.
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Verify Your Facts
To verify facts and investigate conditions will often overcome undue trouble as the following from one of our Technical Engineers will show.

The burning out of a counter-shaft bearing is a very serious matter when several machines are dependent on it for power. This was the case in a plant recently visited in Hamilton, Ontario. The complaint as received was that, due to the oil, the bearings were being burnt out (good oil never burns out bearings). On arrival at this plant, the Superintendent and Purchasing Agent were found very agreeable, but both were sure that the oil caused the trouble. On investigation, the bearings were found to be of a plain bronze type. The oil was fed by an oil groove and a bore in the bore. They were not equipped with oil rings or other means of oil distribution. None of material had been saved from the burnt out bearings. This sample may have been formulated for almost anything, but the belief that it was something more than a compounded form of the bearing lubricant material was verified by the following analysis.

The Manufacturers of our various stations and their salesmen will remember the invitation extended by the Company to its many customers throughout Canada to visit the Imperial Oil Building when in Toronto, and to make use of the room set apart for their convenience. This room is equipped with telephone and writing materials, and a stenographer is always on hand.

The Managers of our various stations and their salesmen will remember the invitation extended by the Company to its many customers throughout Canada to visit the Imperial Oil Building when in Toronto, and to make use of the room set apart for their convenience. This room is equipped with telephone and writing materials, and a stenographer is always on hand.

An Opportunity to Increase Your Gallonage.
Did you ever stop to consider the importance of the automobile as a consumer of Lubricating Oil? Assuming that each car will average an annual consumption of one half gallon of lubricating oil, the salesmen are doing a very important business.

The Canadian Automobile Manufacturers Association has estimated that the United States estimate that within the next ten years there will be 10,000,000 automobiles in operation. The combined output of all manufacturers in the United States and Canada now totals 7,000 machines a day, which will mean an output for 1917 of 2,000,000 cars.

Are you doing to control our share of this tremendous increase in the automobile business?
Have you looked over your territory carefully and do you know how the cars are distributed?

As is partly indicated by the name which the club bears, one of its chief objects is to make easier the lot of returned solders. With this idea in mind the club carried through on June 19th a very memorial Garden Party for returned soldiers. The dealer has Stott’s season’s supply for early shipment. This means better delivery, increased sales, and repeat orders.

Forty Miles on One Gallon of Premier Gasoline
Just before going to press our Yan-kee Agent wired that a Maxxell car running in the Maxwell Motor Company’s San Francisco-Richmond test run of 40.10 Miles on a gallon of Premier Gasoline. Petroline was the Motor Oil used in these tests and we can supply all higher octane engine blends of fuel results are in.

As indicated on the label the slogan “More Miles Per Gallon” rightly describes Premier.
Enthusiasm

by J. Odell Armour

Enthusiasm is the dynamism of your personality. Without it, whatever abilities you may possess lie dormant, and it is safe to say that nearly every man has more latent power than he ever learns to use. You may have knowledge, sound judgment, good reasoning faculties, but no one—not even yourself—will know it, until you discover how to put your heart into thought and action.

A wonderful thing is this quality which we call enthusiasm. It is too often under-rated as so much surplus and useless display of feeling, lacking in real substance. This is an enormous mistake. You can't go wrong in applying all the genuine enthusiasm that you can stir up within you; for it is the power that moves the world. There is nothing comparable to it, in the things which it can accomplish.

We can cut through the hardest rocks with a diamond drill and melt iron rails with a flame. We can tunnel through mountains and make our way through any sort of physical obstruction. We can checkmate and divert the very course of Nature, by our own determination. But there is no power in the world that can out-think the mind's mental opposition, except desperation. And desperation without the plus enthusiasm, with the emphasis on enthusiasm. Enthusiasm is the art of high performance.

And did you ever stop to think that your progress is commensurate with your ability to move the minds of other people? If you are a salesman, this is preeminently so. Even if you are a clerk, this is the very work that you get paid for. You think that other people will recognize it at once. Columbus had a good idea, but he didn't "get across" it without much of this high performance.

If you would like to be a power among the millionaires of tomorrow, People will like you better for it; you will escape the dull routine of a mechanical existence and you will make headway wherever you are. It cannot be otherwise, for this is the law of human life. Put yourself into your work, and not only will you find it pleasurable every hour of the day, but people will believe in you just as they believe in you when they get into touch with a dynamo.

And remember this—there is no secret about this "gift" of enthusiasm. It is the sure reward of deep, honest thought and hard, persistent labor.

Polarine and the Hardware Dealer

The hardware store is as logical a medium for automobile supplies as a garage or automobile accessory house. Tyres, automatic parts, tools, gasoline and lubricating oils are legitimate parts of the stock of a hardware store. If we were not, such a store would not find several hundred hardware dealers profitably pushing automobile supplies.

In stocking Polarine Oil and Grease, hardware dealers find a basis for a new department that can be made profitable year round. Polarine Oil and Greases are in demand; they are well advertised; and they net the hardware dealer a rapid turnover and a good profit. In addition to this, they will help the hardware dealer to sell other lines, as they bring him in contact with a larger number of prospects.

Below we reproduce a letter which a wake hardware dealer, Charles H. Beamer, Gibbstown, N. J., sent out to automobile owners in his vicinity. Notice the drive he makes for the motorists' lubricating oil business on "Polarine.

Dear Sir:

If you are an owner of an Automobile or Carriage engine, naturally at this time of the year, you will be thinking of Oil and Accessories. We handle the outstanding POLARINE OILS and GREASES, and are pleased to quote the following:

Oil: 15c per pail. 35c per case.

Grease: 15c per pail. 35c per case.

We can supply you with a complete set of Polarine Oils and Greases, which will change your motor from "cold corners" to real "corners". Box Polarine Oil.

C. Beamer

Polarine Oil and Grease dealers cannot help but materially increase our Automobile Oil business. How many hardware dealers in your district have you induced to put on a similar campaign for the automobile owners of your business?

Heaters

How Many Have You Sold?

The coming Heater season promises to be the largest in the history of the Company. The best way to increase your Heater sales is to book orders early. By doing so you keep the competitive cut, and the dealer is protected against increasing prices. The steel market is advancing, and deliveries are very uncertain. Unless your orders are in the early manufacturers cannot obtain material, and the longer we wait the more we have to pay for it. Every salesman and agent should have already looked at least 50 per cent. of the heaters that will be sold within his territory during the 1917-1918 season. Orders many be taken at today's prices for delivery up to March 1st, 1918. Have you shown your share?

Crude Oil Markets

A general increase in production and prices for the month of May and the first part of June has resulted in a slightly more favorable time in the petroleum market. New production in Kansas, Wyoming and Texas have been the strongest contributing factors. On the other hand, persistent activity in the older fields has not been marked by any appreciable increase.

Increased exports in the Allies and the expected action of the United States Government in filling the oil requirements of its navy and army at prices fixed by the Government point to an even more neutral situation in the fuel oil and gasoline markets, unless production figures show soon a decided upward movement.

Crude oil prices at the west for different fields are as follows as of July 9th:

<table>
<thead>
<tr>
<th>Field</th>
<th>Per Barrel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pennsylvania</td>
<td>$1.81</td>
</tr>
<tr>
<td>Ohio</td>
<td>$1.88</td>
</tr>
<tr>
<td>Mid-Continent</td>
<td>$1.70</td>
</tr>
<tr>
<td>Canadian</td>
<td>$2.29</td>
</tr>
</tbody>
</table>
Stocks for the Harvest Season

At the risk of repetition we want to call the attention of all our people who are looking for economical, practical advice for the health of their horses and mules. The imperative necessity of carrying full stocks of feed and bedding at all times. If your orders are not already in, they should be placed at once, so that there will be stock on hand to take care of the harvest requirements. The Farmer cannot operate his machines without Kerosene or Gasoline and Lubricating Oils and when he comes to us for deliveries we want to make absolutely sure that we are going to have the goods on hand. There is no use worrying the breeders as they are in the field to get supplies for their farms so much as killing them with orders on our provision houses, which cannot be handled all at once. In distributing our products there are many delays to figure on, such as shortage of cars and freight congestion so that the only safe way is to get your orders in early and keep the stock coming in, for if you have stock the other fellow gets the business. We have every expectation of a big fall crop this year and it is important to us to do our share by having supplies available for the Farmer, when he needs them.

Empting Tank Cars—Lubricating Oil

At these points where lubricating oil is received in tank cars it is sometimes found that there is moisture in the Oil. How it gets there is a mystery, as every possible precaution is taken to keep the tanks dry. We believe the trouble is found in loading the tank cars. If there is any moisture of water in the car and the car is pumping into a storage tank the result frequently is that the result in the Oil in the storage tank gets cloudy and if shipped to a Customer some of the moisture is condensed in the Oil from the car and we perhaps lose his trade.

If there is water in the tank car it may all condense in the bottom of the car, especially if the Oil has stood for any length of time.

Always draw samples from both tank and freight car.

A sample should always be taken from the bottom of the car, as some of the moisture is not clear and direct and has been stored in the tank car. It is as important to get the sample from the bottom car as from the freight car. When the car is quite clear at the top there is such water that is moisture in the Oil which will not be tested by the sample.
OUR RESPONSIBILITY

WEBSTER defines a responsible person as one who is answerable and liable for his acts. True responsibility then must carry with it the obligation to fulfil one's duties to the utmost of one's ability.

Every individual in our Company carries a greater or less responsibility. Upon those of us who represent the Company in its dealings with customers and with the general public, the greater responsibility rests.

Every large corporation can be judged accurately only through the individuals who, as a whole, make up its organization. On the impression left with the customer, by our salesmen, tank wagon men or other employees, depends the estimation in which The Imperial Oil Company is held. The picture of this Company in the mind of the public is determined by the treatment accorded the public by our representatives.

Every large corporation, and this Company is no exception, makes considerable expenditures through advertising to build up good-will towards its products and itself. Yet this good-will, so created, can be nullified by a single thoughtless or inconsiderate word or act towards a customer.

In every line of business there are complaints to be dealt with: complaints on service, quality of materials, etc. It is then that the real test of salesmanship and responsibility comes. It is then that the maxim “The Customer is always Right” should be brought to the fore. Sometimes in truth, the customer is not right, but it is not our place to tell him that he is wrong. Rather, we should get at the real facts in the matter and demonstrate to him that we are right. However the matter is handled, there should be but one result—a satisfied customer. The proper adjustment of complaints should result in permanent friends, where before merely consumers of our goods existed.

This then is responsibility—that every one of us who comes in contact with the public shall realize that he must reflect the courtesy, consideration and intelligence which is the aim and policy of the Company.