The Road to Success

The phenomenal suddenness with which some men have jumped into public vision and risen to responsible positions has left cease to surprise the public generally. Such happenings seem to belong more or less naturally to the big things which have a larger part and greater part of the important life to-day. Nevertheless, the reason for such advancement is worth investigating by all who have the least desire to slide the conditions of such men.

A Valuable Opinion

No better opinion, no more encouraging words could be quoted as touching the requirements in men selected for big jobs than those of General Coleman Do Punt, given in an article on that subject in a recent number of the American Magazine.

"I always want a man who looks after his health. A strong, upstanding, square-shouldered man, whose muscles are whipped rather than wasted. Activity is usually to be borne against all sorts of odds. The man who is of inferior physique and who doesn’t look after his health properly is less likely to succeed. Good health, in a sense, is the basis of all business achievement, for the pace nowadays is too grappling for weaklings. The truth of the matter is that his best effort is most needed in a crisis. Men are to be feared, and unless a man is thoroughly fit physically, the extra strain and stress and tension are apt to play havoc with him at the crucial moment. Your after my keep myself so strictly by diet that my weight didn’t vary five pounds from what it was when I left college."

"To win in the business game—or any game, including the game of life itself—you must enjoy it. There is something wrong with a man who does not enjoy his work more and more as he gets older. This is not only my experience, but I find it is the experience of a number of successful men with whom I have talked. A man may be one hundred and thirty as he grows older, and he can grow happier. I don’t see how he can fail to grow happier—if he is on the right terms with his work."

"Here again, however, the question of health enters. To enjoy business, to enjoy life, to be fit to carry out hard or big things, a man must be in sound physical condition. Therefore, any young man who aspire to become a leader in his field should early realize the vital importance of strengthening, building up and toning up his physical machine. I have emphasized the necessity for having ambition; but ambition is not likely to get a man anywhere unless he has a head, a body and hands capable of carrying out his ambition. More往往是 gets a man nowhere. He must back up his wishes with action, and action is dependent in no little measure upon a man’s physical stamina."

It Pays to Exercise

There was a time when I could never laugh and in life the latter brought me the money I always strived to save. Friends said they would try and find a way to exercise in flax, but finally gave me up. It really wasn’t worth the while. I vowed that I was never going to lose a pound of muscle that would not be a sight to the rest of the world, you."

"Go on, but I was a "killjoy," right?"

My gray-haired visage was a sight. The ancient gods or little fish to fright. My confidence was almost ready for the street look."

"No, it wasn’t, I too, only this."

At last I spotted a chance to live, too, but my worries vanished. To find the place, I walked and walked, and my wax and without a basement, and without a basement, and finally in a room was twenty-eight candle-making machines and three Parwax—molding machines and three Parwax—molding machines and three Parwax—molding machines and three Parwax—molding machines. The candle machines have a capacity of 120 candles a day and are capable of turning out 80 candles a day. The molds are made of metal, and the candle-making machines are fitted with hot liquid wax.
Lest We Forget

In this day of triumph, when our joy at the conclusion of the armistice and the virtual surrender of our enemies grips us in its mighty embrace, when the pent-up emotions of four long, weary years of war and self-denial burst forth in unbounded enthusiasm for the victory won, let us spare a thought for others. Let us not forget the brave men who have fought to make this day a reality; let us remember the sorrow that will temper the glad news to those whose sons will not return in the flush “when the boys come home,” let our thoughts be broad and generous, giving due praise to the magnificent self-sacrifice and devotion of Britain, the gallant sacrifices of our Allies, the courageous service of our women, and let us give thanks with fervent hearts for the dawn of peace.

Cost of Experience

No man pays as much for knowledge as the man who tries to pick it up for nothing. Nothing costs us more than personal experience. As far as possible we should learn from others — from books — from courses of study — from lectures — from travel. You have neither the time nor the money to manufacture your own knowledge.

—The Efficiency Magazine.

—Kipling.

1916

THE IMPERIAL OIL REVIEW

Mr. and Mrs. Dunlop patronize the ladies’ aid

The success which attended the first Fair and Field Day held at Ioco, B.C., on September 7th, was a matter of keen satisfaction to all concerned in its promotion. The committee in charge of arrangements were indefatigable in their efforts. It is mainly attributable, to them, that the programme went through without the slightest hitch.

The weather was beautifully fine and as a result, large numbers of visitors were attracted from the surrounding districts, from Vancouver, Coquitlam, New Westminster and Port Moody.

Mr. Bruce Dunlop.

Two of the most notable visitors on this occasion were Mr. Bruce Dunlop and his wife, Mr. Dunlop is the superintendent of the International Petroleum Company’s refinery at Talar, Peru. He recently embarked on a tour to his country to study refining conditions in general here.

Mr. Dunlop was agreeably impressed with the scenic beauty of Ioco and its immediate surroundings. Everything looked so fresh and green and in marked contrast to the barren, sandy aspect of the neighbourhood of Talar, where his lot is cast.

A Delightful Scene.

The grounds at Ioco are ideally situated overlooking the Inlet. Willing hands had been busy and a lavish display of brilliant hunting and flags added to the native beauty of the spot.

The ornamental arch erected at the entrance to the grounds was most attractive. Our front cover picture does not do justice to the floral decorations which were such a striking feature in its make-up.

These were among the highest exhibits in the building, and many visitors expressed an interest in them. As far as possible in air, pure air is the most essential to good health.

A NEW SCENE IN THE PACKING DEPARTMENT

THE SECOND CANDLES FACTORY

1106.

THE IMPERIAL OIL REVIEW

Looking west from the gate

IT IS THE MORE INVALUABLE BECAUSE IT COSTS NOTHING

The wax is left in the moulds until cold and hard. The cooling is done by using cold water which is circulated through pipes of the candle machines so that it comes in contact with the outside of the moulds.

Packing Department.

Not only is the greatest care required in the preparation of the solution, and in the cooling of the candles and their removal from the moulds, but even after that, the packing and shipping requires the exercise of much careful attention.

The packing is done exclusively by girls. Packages, as all those who are familiar with the candle business know, must be substantial and of neat appearance with attractive labels. It is the duty of the packers to bear this continuously in mind, and also to see that no defective candles of any kind are packed in the cartons or cases. By a careful system every carton and package is inspected before being closed.

Origin of the Wax.

A word concerning the origin of the wax used in the manufacture of candles will not be out of place in this article. This wax is also produced at the Sarina Refinery. The crude oils which we refine here contain a certain percentage of paraflline wax. The wax-bearing portion of the crude is separated by distillation and is then transferred to a refrigeration plant. This wax-bearing oil is usually termed "Paraffine Distillate."

Our refrigerating plant has a capacity of 450 tons per day, ammonium and brine being used. In the refrigerator the oil is chilled to a temperature ranging from 0° to 20° F. The object of this chilling process is to form wax crystals. Next the chilled oil is forced by pumps at a pressure of about 500 pounds through eight filter presses where the wax contents are removed.

The wax produced in these presses is called "Black Wax" and contains a high percentage of oil which still has to be removed. The oil which remains in the slack wax produced in the filter presses, is eliminated in evolving ovens. Following this, the final operation consists of treating the refined wax with chemicals. After this final treatment the wax that remains is perfectly white and is also tasteless and odourless.

Both the refining of wax and the manufacture of candles at the Sarina Refinery are under the direct supervision of Mr. Wilmot J. North. The efficient supervision and efficient management of Mr. North is in no small degree responsible for the splendid reputation which has been built up for the high quality of candles produced at the Sarina Refinery.

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THE MONTREAL REFINERY

By Supt. D. M. Allan, Jr.

The Montreal Refinery is situated on Notre Dame Street, twelve
miles east from the centre of the city. It is easily reached by trolley
cars in one hour and fifteen minutes.

Notre Dame Street gives an excellent approach to the plant. It is about
75 feet wide. Constructed with an asphalt surface on a concrete base,
it is an ideal road for business and pleasure. The car line is double-
tracked and the street runs east and west through the refinery.

The first view of our works in summer gives a very good impression. As
one steps off the trolley car one is at once attracted by the pretty grass
lawn and the beautiful beds of flowers in front and at the sides of the main
office. The office building is of red brick with a concrete foundation.

The Asphalt Department.

South of Notre Dame Street, to-
wards the St. Lawrence River, is the
asphalt department, containing six-
thousand barrels together with the
necessary condensers, receiving house,
working tankage and pump houses.

Here also are the cooper shop and
steel-drum factory, the latter fitted
with the very latest equipment. The
drum factory has a capacity of 500
steel drums per day. Near by is the
filling house and tank car loading-rack

equipped to load ten cars with asphalt
at the same time.

Every precaution is taken in the
manufacture of asphalt products to
insure that they are always up to
specifications. In addition to the care-
ful selection of the crude oil, it is neces-
sary to see that in the course of manu-
facture no contamination with other
oils takes place.

The transferring of asphalt products
must be done while they are hot
through carefully-insulated pipe-line.
Men must be specially trained for this
work and must at all times keep the
lines clear. Clogging of the pipe-lines
would entail serious loss of time and
products.

Growth of Asphalt Output.

It may be interesting to know the
growth of the asphalt business in
Canada through this pioneer instal-
lation, as it is the only refinery manu-
facturing that product within its
boundaries. Beginning March 16th,
1917, and continuing our production
and shipments month by month up to
October, 1918, shows a continuous
increase in our output. Last month the
output of these products totalled 5,752
packages of asphalt, or over 1,200 tons,
besides a number of tank cars of heavy
flakes. We are hopeful that this depart-
ment will further expand as our equip-
ment is capable of meeting still heavier
demands.

The main water-service station is
located near the asphalt plant and
consists of two 30 horse-power motor-
driven centrifugal pumps each con-
ected to a 24-inch suction line from
the river. Each pump is capable of

Front of Main Office

ASPHALT STINKS AND CONDENSERS

ARE THE TRUE EVIDENCES OF PROSPERITY
delivering 1,000 gallons of water per minute. There are also two emergency steam duplex pumps capable of delivering 1,000 gallons of water each per minute.

At the River Front.

At the river front there is a concrete dock, 250 feet long, built parallel with the stream and which can accommodate the largest steamers sailing on the St. Lawrence waterway.

The pipe lines for receiving crude oil and shipping finished products are arranged in five groups so that connections between hose and storage tanks can be made quickly. These lines range in size from eight to twelve inches. Boats can be loaded at the rate of 3,000 barrels per hour and it is not uncommon during the shipping season to have two boats at the dock at one time.

During a temporary obstruction in August last, which caused us to abandon the dock for several days, we had about five hundred feet of six-inch pipeline on a float in order to accommodate our steamers, "Regina" and "Inca", which were delivering crude here at that time.

The Oil Refinery.

The refinery equipment is composed of fourteen crude-oil stills, four of which are equipped to run continuously and the other ten are connected for distilling crude oil to coke. These fourteen crude-oil stills have each a changing capacity of 600 barrels. There are three units stills having capacities of a thousand barrels each and fourteen tube-type pressure stills. We have also two stills for treating refined oil and a continuous treating plant for colophony with the necessary working tanks for each of the numerous gasoline products and refined oils. The pump houses are conveniently located for their special duties.

Our power plant contains three steam-driven generators of 1,000 K.V.A. capacity each. Also a compressed air plant consisting of three single stage ingersol-Rand air compressors of capacity 314 cubic feet per minute at 100 pounds pressure.

The steam-power plant consists of ten 200 H.P. boilers and we are now installing four additional 175 H.P.T. boilers which will give us a total of 750 horse-power.

The tank-car loading rack has excellent accommodation. Twenty-four cars can be loaded simultaneously with finished products of gasoline or oils. There are also facilities for unloading fifty-three cars at the same time.

It may be interesting to note in conclusion that we have, in the Montreal plant, the largest and highest treating for the storage of coal of any of our refineries. This runs in front of and parallel to the boiler house and the different groups of stills.

Decide

"Decision is the basis of business. Right or wrong—decide."

So says John C. Shannon, who is in the head of 5,000 people, who work in one of the best clothing factories in England.

There are hundreds of busy men in the world who do not appreciate the value of doing something and making a mistake. They believe that it is better to do nothing than to make a mistake.

It is not. It is far better to do something and make a mistake, because by that time you will have found out a better way.

To do nothing—that is always the worst thing of all.

—The Efficiency Magazine.
PLEASING SPECTACLE AT SARNIA
Imperial Employees Assist Victory Loan Parade.

Not content with the support they had planned by having bands in the Victory Loan, the staff and employees at Sarnia Refinery got out and lent a willing hand in giving the campaign in that city a real enthusiastic "send off".

On Monday morning, October 26th, a patriotic procession by far the most jubilant and eventful one ever organized here—paraded through the main streets of the city. Some slight idea of its extent may be gathered from the fact that it was over a mile and a half in length and took an hour to pass any particular point.

Everybody Helped.

The streets were gay with flags and bunting and the citizens turned out in goodly numbers to view the procession and show their appreciation and support.

In the pageant were many elaborately decorated automobiles, numerous floats of all kinds and sizes, some of which were arranged tableau of our war activities and also specially-prepared representations of submarines, submarine chasers, tanks, aeroplanes, guns and ambulances. One of the most striking of these was a "Big Bertha," camouflaged in the most approved fashion.

All the special features were most artistic and ingenious and were greeted with applause all along the line of route.

Imperial Oil Limited took quite a prominent part in the occasion, as may be gathered from this article and the pictures here.

Sixty of the girls from our office took part in the ceremonies. Several of the floats were "manned" entirely by them.

In addition to the special mounted features there were some twelve hundred men on foot. These represented the various organizations and industries of Sarnia. Six hundred of these men were from our refinery.

After traversing the main streets of the city the parade proceeded to Victoria Park where several good speeches were enjoyed before dispersing.

The Hon. W. J. Hanna, President of Imperial Oil Limited, was present and addressed the crowd in the park. His speech was forceful and interesting and his audience thoroughly enjoyed the privilege of listening to him.

Altogether the affair was a great success. Our refinery had the satisfaction of knowing that it had a considerable share in it. The active participation of such a large number of people added greatly to the quick and generous response given to the new Victory Loan during the early days of the campaign.

New Name, Old Disease

Two girls were quarrelling.

"Oh!" said one, "I'm sick of you! I believe you can't help it, though. You've got a chambermaid's tongue!"

"What?" cried the other.

"Yes, that's what I said. I wish you'd just stop that talking!"

"Oh," said the other pointedly, "through constantly running people down."—Pittsburgh Chronicle-Telegraph.

ONE OUNCE OF PREVENTION IS WORTH MORE THAN A POUND OF CURE

REPORTS from all quarters continue to emphasize the popularity of our products and the energy and initiative of our salesmen in preparing attractive displays of goods at the most important Fall Fairs.

The first picture on this page shows our exhibit at the Central Canada Exhibition, Ottawa, September 9th to 14th. The Imperial representatives, Mr. A. G. Greenfield, spared no effort to have an exhibit worthy of the occasion. His report gives particulars of the success that attended our efforts to render service to the tractor and machinery men.

Mr. MacQueen was in charge of our display at Port Arthur and Fort William where the annual Fair was held from September 17th to 19th inclusive. As at Ottawa, the weather was very cold and wet, but this was turned to advantage in demonstrating the good points of Perfection Heaters. Visitors spent more time in the halls and the comforting warmth of the heaters made a direct appeal to them. Much stronger than any words could have done. At the same time the desire to linger near our booth gave greater opportunities to demonstrate our products. These exhibitions were utilized to the full.

The Imperial exhibit at the annual Western Fair at London, Ontario, from September 6th to September 14th, came in for much favorable comment. We are pleased to say that it was given the Gold Medal Award for the best display. A glance at the illustration below reveals a neat, well-arranged, comprehensive arrangement. Mr. C. W. Meekin was in charge at London.
OUR RELATIONS WITH OUR AGENTS

BY SALESMAN F. A. CAMPBELL, REGIST. SAUK.

O R agents are the men on the firing line all the year round, and as they are in daily touch with our customers their relations with them should be very close and pleasant. They are, indeed, the most important part of our business and our company, and it is our duty to take care that our agents are well trained and that they are given the best possible opportunities to develop their sales work.

In this way we can secure the best possible results in our business, and it is the duty of every agent to do his best to bring more business to the company.

Selecting Agents

In selecting agents, always try to secure the best man possible in a town or district, one who is likely to be loyal to his company and who will be able to do the work efficiently.

The direct link between the Com- 
pany and its customers is the agent, and in addition to his work in selling the product, he is also responsible for ensuring that the products are properly delivered to the customer.

Complaints and grievances are common in every business, and it is the duty of the agent to report them to the proper authorities in a timely manner.

What Delay Means

A delay in the delivery of a product can lead to a loss of sales and may cause dissatisfaction among customers. In order to avoid such situations, it is important to ensure that the agent is prompt in delivering the product.

In conclusion, it cannot be too much stressed the importance of agents being honest and efficient in their work, as this will ultimately benefit not only the company but also the customers.

Your Help is Needed

We can help you and your co-workers by installing a system that will enable us to deliver the product promptly, and this will ensure that your customers are satisfied with the service provided.

A Striking Coincidence

The following letter came just as we were going to press. It was in no way connected with the traffic department's article until we had it printed on the same page of the same issue.

The peculiar fact, however, of the matter of tank cars’ delays coming to our notice was that a few days before the same time only served to emphasize the importance of keeping tank cars moving all the time on a definite schedule.

The Agent referred to was Mr. J. G. Smith of Watford, one of our best men in the Western Ontario Division. His action is an indication of the reasonableness, practicality and well-timed nature of the above article from the Traffic Department.

Toronto, Ont., Nov. 14th, 1918.

The Editor,

The Imperial Oil Review.

Dear Sir—

We recently received word from one of our Agents that he had noticed a number of our empty tank cars in the railway yards, some being held for several days or weeks. In fact, one of our stations has reported that it is holding a number of tank cars, which, it is stated, are being held by the railway company. This matter is of great concern to us, as it results in a loss of sales and causes dissatisfaction among our customers.

In order to avoid such situations, we would like to take this opportunity to stress the importance of keeping tank cars moving all the time on a definite schedule.

SALT AND PEPPER GO TOGETHER

MAN IS SAID TO BE THE SALT OF THE EARTH
TO STIMULATE SALES OF IEOC LIQUID GLOSS

By William A. E. Hallett, Edmonton, Alta.

THE IMPERIAL OIL REVIEW

November

STANDARDS OF DIVISIONS—SEPT. 30, 1918

SASKATOON MAKES BIG GAIN IN CONTEST

In Total Sales the margin separating competitive teams is again comparatively small. Vancouver, as expected, went “over the top” in this item.

Competition Keen in All Items.

Vancouver still holds first place with 100.0 per cent of quota. Winnipeg ranks third with 83.16 per cent of quota—just 1.35 per cent short of Toronto West’s figures. Calgary in fourth is closely followed by Halifax. The latter with 81.80 per cent, is 26 per cent behind the Alberta team but only 11 per cent ahead of Saskatoon who come sixth.

STANDING OF DIVISIONS—SEPT. 30, 1918

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<th>Division</th>
<th>Total Sales</th>
<th>Palatine Sales</th>
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<td>Toronto E.</td>
<td>77.10</td>
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What of the Future?

We have often pointed out how every barrel counts in the race for leadership. September results give some excellent examples of this. Each team will carefully study the table and compare their present standings with those of their nearest competitors, and they will find that the margin separating them is, in most cases, very small. Members of the teams will recognize the need for a quick transformation in the quick transformation of oil market. While a few barrels will undoubtedly make a difference, the same results that were observed before will be observed again. The new season will be a success, and the teams will have to work hard to maintain their standings.

The Heritage of Good Health is More to be Desired

Pioneer Feed, Coal and Oil Company

The heritage of good health is more to be desired.
Your Greatest Asset

What is it that makes youth a song, middle age a triumph, and old age the best time of life? What is the one thing we should all prize more highly than all else? Surely it is fitness—physical fitness—a clean, strong, healthy body that supports a keen, alert mind.

Pure air and health-giving exercise cost nothing and nothing contributes more to good health. Misery is the usual reward of slothfulness and laziness.

It is your plain duty to yourself to live reasonably, eat rationally and exercise regularly. Your success largely depends upon these.

Your most priceless possession is your own good health.