THE IMPERIAL OIL REVIEW

Page Two

The Importance of Little Things

The sum total of the little things that go to make up our days, the little tasks we perform, the things we do or fail to do determine our success or our failure.

Histories are filled with the records of incidents that have changed the course of Empires. It is said that Napoleon lost the battle of Waterloo, because contrary to the advice of his physician, he ate boiled onions. In consequence, he became ill, and when his custom precluded the inspection of the field on which the memorable battle was afterward fought, Lincoln became President of the United States. Stories like these are few. History is filled with, and we all know of, a number of other similar stories and incidents.

If we think back, we can recall many little things that have had a tremendous influence on the shaping of our own lives. Things that appear small and insignificant in themselves frequently have far-reaching effects. A little task neglected may outweigh a thousand tasks, little errors make a big well performed. The little thing we do or fail to do today, to-morrow or next week, may be the foundation stone of our success. It may be the little thing neglected or poorly done today which will prove to be the “Leak in the dike” through which the structure of our hopes will be overthrown.

We all like to do big things. We like to accomplish great results. We say to ourselves, when we read or learn of notable acts performed by another, that we could have done it, and would have done it as well under similar circumstances. But how? If we neglect the little things, if we are careless in our everyday duties, shall we be prepared when the big opportunity presents itself? We may not recognize the big opportunity when it comes, because the only safe way is to complete each task that comes to us to the very best of our ability.

Our May Cover

We apologize. We had no intention to attempt to deceive. We thought the photograph which we reproduce on our May cover was a real one, taken in the ordinary way, but our attention has been called to the fact that it was faked.

The photograph of the team and wagon was evidently taken at one time, and the photograph of the Falls at another time. The two pictures were then combined. We appreciate comments like the one referred to above. We are always glad to be set right.

The Seven Deadly Sins of Business

REVIEWING the business careers of the truly great men of the commercial world we find that their success is due to carefully avoiding seven things, which we set forth briefly.

1. Lying
2. Selfishness
3. Dishonesty
4. Greed
5. Pride
6. Conceit
7. Intolerance

MUST BE THE CREED OF EVERY ONE IN OUR ORGANIZATION.

Page Three

The Halifax Sales Division

An Interesting History

BY S.S. SHATFORD

1917

1928

The office of the Imperial Oil Limited in Nova Scotia and Prince Edward Island, and in fact, Newfoundland had its birth in 1916, when Shatford Bros. (S. S. and J. F. Shatford) started in the oil business in the city of Halifax and began at once to operate a sales campaign throughout the territory.

At that time, the oil business of Nova Scotia was done chiefly from Boston, from the well-known firm of DeLong & Sonnan operating in this province, doing the major portion of it. In Halifax, Alexander Shatford and Lawson and Harrington & Co. supplied the city wants, and did a small trade outside, obtaining their oils from Boston and New York jobbers, and importing in small lots, 100 to 200 barrels.

When a schooner load of about 1000 barrels of oil arrived in Halifax for the new firm, (purchased from an American oil company in New York), the wonder among the trade was: “What is going to be done with it?” The answer was not long in coming, for the whole cargo had already been sold in the outside towns and was shipped practically as fast as landed.

The practice of the Halifax oil merchants seemed to be that when a dealer purchased a lot of oil they would call around and see him to make another sale when the first lot had been disposed of by the dealer. The new firm made it a practice, the moment a lot was delivered to a dealer, to secure an order for future shipment of their next requirements, and this system proved successful and has since been followed by many house to a large extent. If the price could not be fixed, the orders were taken at the lowest market.

Office Force at Halifax

The business continued under the old firm name until 1918, when the name was changed to The Eastern Oil Company. This was replaced a few years later by that of Imperial Oil Limited.

About the year 1919 an Oil Storage Tank was erected on Kempt Road, near the present location of the Canadian Government Railway’s Roundhouse. This tank had a capacity of 20,000 Imperial gallons—so the new law permitting the importation of oil in tank cars was taken advantage of by the Eastern Oil Company.

In 1926 new quarters were secured on the waterfront of Bedford Basin, where they still are, and today have a tankage capacity approximating about one hundred times that of 1914. In that year (1918) the law permitted the importation of refined oil in bulk by water, organization.
and a large tank, 66 x 30 feet, was erected and a large warehouse and coopersage constructed.

The business kept constantly growing from year to year and shipments were made to all water and rail points direct from Halifax for the two provinces. In a few years, what was considered liberal accommodation for the oil business of Nova Scotia in 1893—proved too small, and other warehouses and tanks were constructed, until now a veritable village of tanks is to be seen on the shores of Bedford Basin—overlooking the examination anchorage of the world's shipping.

Halifax was the first city in Canada to receive a cargo of oil in bulk by train steamer, and the first city east of Montreal to operate a tank wagon on its streets. Now tank wagons are to be found in every town or village of any consequence in Nova Scotia and Prince Edward Island and thirty-four towns in these two provinces are favored with oil or gasoline tankage, or both, with package warehouses in some.

The excellent harbor of Halifax, the commodious shipping terminals and railway yards, constructed by the Government in the south end of the city, the increasing number of large ships entering this port, as well as our superb position for exporting to Europe, induced the entering officials of Imperial Oil Limited, to establish a refinery at this point, on the Dartmouth side of Halifax harbor, directly opposite the new Ocean Terminals. One of the largest and most modern oil refineries in Canada has been constructed and will be placing its products on the markets of the Maritime Provinces and elsewhere, during the coming summer.

As is well known, Halifax is the Atlantic Naval port of the British Admiralty and its ships and officials operate here continuously.

In 1908, our first substation was constructed in Sydney, on the shores of Sydney Harbor. It consisted of one 9 x 32 feet refined oil tank, and today, owing to business development in Cape Breton, we have gasoline and lubricating oil tanks and warehouses, stables, etc., located there. Also at Glace Bay—fifteen miles distant—an oil and gasoline tank, and in North Sydney and New Waterford there followed the usual tanks for distributing the two above named products.

In the year 1904, we constructed oil and gasoline tanks in Charlottetown, and Prince Edward Island and then received its first cargo of bulk oil and gasoline. From Charlottetown, these products are distributed to four other stations by tank car, and reach the dealers' tanks by bulk delivery in the principal towns and villages of the "fertile little island."

The fishing boats are the largest consumers of gasoline in this territory. Automobiles and motor trucks come second. Up to the present we have no tractors, and the farming trade give us little gasoline business. We are, however, looking for a change in this latter during the next few years.

The Halifax office, at the present time, has on its payroll, covering the two provinces, 118 employees, and eighteen commission men additional. The Halifax office alone employs forty-three clerks. We have forty-three horses owned by the Company, and about twenty-two outside horses employed.

The coal mining trade throughout the province has been continuously lubricated by our products, and the development in the coal business has kept pace with the development in the oil business for many years.

The energetic management of the Company, during the past three or four years, has added materially to the gallonage of the business in these provinces, as no doubt in other parts of Canada, and compared with other Companies the Imperial Oil Limited, is now regarded in these parts as one of the most—if not the most—progressive corporations in Canada.

Think and Think Well! YOUR ability to think is developed by using your mind faculties. It is never too late to begin to think for yourself. When you rely upon what others tell you, it is because you are too ignorant or too indolent to think for yourself. He who is a believer in the ability of others to decide for him, will never be able to make any impression upon the world. Your positive character is the force that impels others to believe in you. You build your positive character by knowing the truth about everything you do.—Paul L. Smith in The Atlantic Monthly Real.

BE MASTER OF YOUR WORK

OR YOUR WORK WILL MASTER YOU.

A. Dorais
Agent at Gravelbourg, Sask.

We hope Mr. Dorais proceeded to "move" that tank car, after he was photographed. And we know he did. All our people appreciate the importance of keeping the cars going.
INTERNATIONAL PETROLEUM CO. LIMITED

The par value of both preference and common shares is $1. The Company paid an initial dividend of 10c in January.

Until recently the International had been supplying the foco refinery with a part of its crude, but the war has brought heavy pressure on the nitrate industry of Chile through the use of that product for explosives; and the production of the International's field is being refined in its own plant—nitrate being taken off and sold for use in British aeroplanes, the remaining fuel oil being sold to the nitrate plants of Chile. The foco refinery is now getting its crude from other Peruvian fields.

The Company owns seven boats, one of which, the Mina Bocas, is under charter to the British Admiralty; of the others, the Ave and Orca, Prince are used in the Peru Chile delivery; the San Blas carries crude from Mexico to Halifax.

BEFORE WE CAN SHOW CUSTOMERS A REAL INTEREST IN THEIR NEEDS
highly recommended by insurance companies. Over 9,000 tons of asbestos paper was used last year.

I have merely mentioned in detail two of the principal uses of asbestos mill stock. You will find others in paints, stove, mat, glass, fibre for grates, tubing, rope for fire departments, electric switchboards, cut-off, tiles, convertible covers for hot water tanks, radiator, automobile brake linings, filters, sealing, sheathing, etc.

In the proper lubricating of these plants the salesman has his work cut out for him. All the machinery is working under the most difficult conditions imaginable, a cloud of dust and grit being ever present. One machine, called a cyclone, has two beater heads, in an enclosed casing, through which the rock comes from the driers. These beater heads are run at 3-inch shafts, running about 2,000 revolutions per minute. The blades of the beater break very often under the terrific strain and necessitate the taking down of the machine to replace the beaters. No proper air-lubricating device has been found that will withstand. The Eldorado has been the only solution of the problem. We have had visits from our Grecian experts, and have taken up the question with our engineers, but the Eldorado is still the best.

The Shawinigan and St. Francis electric power companies furnish the power which is used to drive these plants, so Bemrose Engine and Dynamo are in big demand.

On auxiliary steam plants we have a similar thing in Enfield Engineering and are using Gargoyle, Exton Heela Cylinders, etc.

The United States takes fully 85 per cent of our asbestos. Prior to the war, Germany took about 25 per cent, with which they supplied not only herself, but France, Italy, Spain, Switzerland and even England. The marketing of our asbestos through these German middlemen is only another instance of German methods of selling, with her long credits, efficient trade organization and catering to the tastes of her customers. There is in this fact a lesson to all this country's manufacturers for after-war methods.

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CARING FOR BULK STOCK

I t is not an unusual thing to see a tank wagon going along the street, with its faucet held high, as if waiting for water. Think how much of this in a month or perhaps one year. No one would allow pennies to drop from his pockets, day in and day out. Dripping oil and gasoline represents value as truly as pennies. This is but another item to show how losses are made, and there is absolutely no necessity for it. If your favorists are leaking, it is because they are worn out, or need repairing. Advise your Manager to send new faucets and send the old ones back to be repaired.

If your pipe connections are all tight and snug and no leaks are showing anywhere, and the stock still continues to show short—there must be other reasons for it.

Do you weigh all steel barrels before they are shipped, or do you fill to capacity, or by rule of thumb, which may mean filling the barrel too full, or not full enough? If you use an automatic filler, are you sure it is set correctly, or is the limit out of order in which event you would fill or package and either stand and watch it, or let it run over, with resultant waste and unusual.

Your filler should be in perfect order and set to shut off when the barrel is filled, so as to allow the proper space for expansion and at the same time, the actual gauge. Care should be exercised in using your tank wagons, especially so when there is more than one on a oiler. A tank on the tank station, Care must be exercised in delivering. Fill your barrels to the gauge. Keep your pellets free from dust and lumps—a practice at all times. If you fill too, your customer is benefited, your stock will show a loss.

When it is necessary to have outside help to make tank wagon deliveries, great care should be exercised in selecting your assistant.

A careful gauge should be kept on the wagon starts on its route, and accurate measurement should be taken when the wagon returns. Remember, you are responsible for the stock, and if you delegate anyone else to make deliveries for you, you are held for the loss. If any, We assume you have a gauge stick for each compartment of your wagon, out or matched. By sticking the wagons and/or when the driver returns, and knowing what was loaded in the morning, it is not difficult to know all that is accounted for. In our experience, we know that many losses occur through substitute drivers. Therefore, you should use your precaution that proper returns are made.

If you are filling lighter, do not trust to gauge sticks, or capacity, but fill them with a legal gallon bucket.

NOTICE OF DIVIDEND

A Dividend of Five Dollars ($5.00) per Share was declared by the Directors of The Imperial Oil Company Limited at a meeting held in Toronto on June 18th, 1918, payable on the outstanding Stock of the Company at record at the close of business, June 30th, in the form of Dominion Government Bonds and cash.

Each Shareholder's Dividend will be paid, so far as possible, with these Government Bonds, but as the smallest denomination of the Bonds is $50.00, any amounts less than that will be paid in cash, and all sums over and above what can be exactly paid by applying Bonds, will be paid in cash.

Coupons No. 8 of the Company's Share Warrants are designated as covering this Dividend, and these are to be surrendered to the company at Sarnia, Ontario, for payment on or after July 2nd, 1918. Coupons should be forwarded addressed to Mr. Jas. H. Archbold, Assistant Secretary, Sarnia, Ontario. The Stock Books of the Company will be closed from June 25th to July 2nd inclusive.

W. T. McKee,
Secretary.

We appreciate that our correspondent relative to stocks comes often, and without doubt a week checking up bulk storage, and night, proving to you whether the loss occurs at night, or during the Day. Many times during the Inspector's visit, the stocks show a gain or remain normal—but frequently after he leaves, loss again appears. Can you explain it?
STAFF PRESENT MR. BOYD WITH DIAMOND PIN

A PLEASANT incident took place at the Edmonton office on May 11th, in the shape of the presentation of a diamond tie pin from the salesmen, office and warehouse staff working in the Northern Alberta Field, to Mr. Jas. A. Boyd, who has recently been appointed Manager at Winnipeg. In acknowledging the gift, Mr. Boyd, in a few well chosen remarks, expressed his thanks and appreciation of the assistance he had always received from the Edmonton staff. He felt it was largely due to their co-operation and the spirit de corps which exists among the employees that had made business so successful in this field.

In saying good-bye, Mr. Boyd felt sure that the same loyalty and co-operation would be continued to his successor, Mr. F. Turley, and wished for the same pleasant relationships with the employees.

PICTURES FROM SASKATCHEWAN

Taken by Salesman J. S. Ward

"ON THE LOOK OUT FOR BUSINESS"

IT SOUNDS LIKE A TUNE IN OPERATION.

BREAKING IN SASKATCHEWAN. THIS MAN HAS SEEN CAPITAL COUNTRY OR TWO YEARS.

J. S. WARD, JR., A FUTURE IMPERIAL FAITHFUL, GETTING "PREMICE" AND "POLISH" FOR HIS FORTHCOMING PROTOCALS.

Leaves to Fly

Thomas McDowell, formerly of the Imperial Oil Company's staff at Winnipeg, has gone to take up his new duties with the Royal Air Force. Prior to his departure he was presented by his many friends and former business associates with a well-equipped travelling bag, fittingly inscribed. A number of friends were at the station to bid him good-bye.

Young Hopeful (to his sister—"I say, Nell, pass me the butter.")

Nell (in a tone of side-eye reproach)—"If what, Johnsey?"

Johnsey (peering at the object of the delayed): "If you can reach it!"

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To the Editor,

Imperial Oil Review, Toronto, Ont.

May 1, 1912

I wish to thank you for the Review for March which reached me here while in the trenches...etc.

The manager, who dictates the letters, may be in a hurry, he may be interrupted by a telephone call, and lose the thread of his conversation; or in the stress of other things he may forget some item of information which should be embodied in the letter. Now is the opportunity.

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WE RECEIVE IMPERIAL SERVICE FROM CO-WORKERS

1916

LETTERS FROM OVERSEAS

"SOMEWHERE IN FRANCE."

May 1, 1916

Imperial Oil Limited

Toronto, Ont., Canada.

Dear Sir—

A few lines to let you know that I received the paper that you sent me, and I thank you very much for sending it, as I like to hear about the Company. As you know, I have a brother working for you at Lienen, Ont., and I was at Ridgeway, Ont. I get word from him often, and my wife lets me know how things are at home.

We have had some rough times out here, but as we are doing our bit, we do not mind it much, and hope to bring it to a close soon, so we can go back home.

Thanking you again, I am as ever,

Yours truly,

PTE. H. L. HILDEBRAND
No. 380465.

"SOMEWHERE IN FRANCE."

May 1, 1912

To the Editor,

Imperial Oil Review, Toronto, Ont.

I wish to thank you for the Review for March which reached me here while in the trenches. My address is now C Company, 11th Battalion, 1st Can. Battalion, and I shall be pleased to receive any more Reviews that may be published, as, after being here such a while, one likes to read that business is as usual in Canada. There are lots of petrol tins and candles used around this country, and once in a while I see a box of candles with the old familiar stencils on the outside. I am keeping fairly well in health, to now, and would not dare to be pleased to see a letter again soon.

Wishing the Company every success in their business, and also with the same wishes for the Review.

I am yours truly,

AUGUST G. O'Brien
No. 371061.

A BIT OF NONSENSE

"and I stole a melon. I went into a Passage to demolish it. But—I had no reason to love my melon in it than I passed; a stranger came feeling over me. I came to a quick resolution. Finally I walked up to that cart, placed the stolen melon somewhere else. I got it from, and—took a ripen one."

WE RECEIVE IMPERIAL SERVICE FROM CO-WORKERS

1916

IMPERIAL SERVICE

A STENOGRAPHER'S VIEW OF IT.

A NUMBER of articles have been printed in which "Imperial Service" has been brought forcibly to the minds of as many of those who read this magazine.

Advice and help have been given to the salesmen, tank-wagon driver, stock-keeper, warehouseman and others employees in the various departments of Imperial Oil Limited. But no articles have so far appeared bearing even remotely on the subject of stenography.

The stenographers make up a very large portion of this company's staff, and surely articles written for their special benefit would not only be appreciated, but would also produce good results.

Does it ever occur to them that a keen sense of appreciation comes over the recipient of a letter which unmistakably bears the stamp of a well-trained stenographer? Such a letter is all the better, not too far to the right of the page and not too far to the left, but not so far to the right as to concern the eyes. A well-trained stenographer deals with a different phase of life and his work is done so carefully that scarcely a mark remains.

The manager, who dictates the letters, may be in a hurry, he may be interrupted by a telephone call, and lose the thread of his conversation; or in the stress of other things he may forget some item of information which should be embodied in the letter. Now is the opportunity.

The writer of this letter has been a stenographer for four years, and has been through his pile of correspondence in Germany, England, France, and Italy, and is found to be a good stenographer. The manager's work is done so carefully that scarcely a mark remains.

The manager, who dictates the letters, may be in a hurry, he may be interrupted by a telephone call, and lose the thread of his conversation; or in the stress of other things he may forget some item of information which should be embodied in the letter. Now is the opportunity.
NEW ROXBOROUGH SERVICE STATION
TORONTO

THE IMPERIAL OIL REVIEW

PUTTING NEW BRUNSWICK ON THE MAP

BY F. C. LANE, Salesman, New Brunswick Division, Fredericton District.

THE IMPRESSION seems to prevail with some persons that New Brunswick is the back door of Canada. Still to anyone looking into the facts of the case, it can easily be distinguished as the front door.

In recent years, prior to the War, it was the gateway into Canada for thousands of people from over the sea, who came to enjoy the liberty of the free country under the sun.

New Brunswick was first settled by the French in 1605, being a grant to the Demons in 1608. Although called Acadia—derived from the Indian word "Akuta," indicating abundance—it evidently was not highly valued, being ceded to the King of France by the Treaty of Paris in 1763.

It was a part of Nova Scotia, and was known as "County of Sunbury" until 1784, when it was made a separate province, one year after the landing of the United Empire Loyalists at St. John on May 18th, 1785. Two years after this, the city was incorporated, making it the oldest incorporated city in Canada.

We better ourselves and increase our efficiency.

Tobique, emptying into the main river at a point above Antigonish and Perth.

At Plaster Rock, 25 miles from its outlet is situated the lumber mills of Fraser Company Limited, the largest operators on the Western part of the province. This company has mills, not only at this point, but at Fredericton, Baker Brook and also a large pulp mill in course of construction at Edmundston, costing in the vicinity of three million dollars. They also have mills in the Province of Quebec.

In addition to its importance as an industrial stream, the Tobique commands a great deal of attention on account of being surrounded by a country whichdelta the heart of the sportsman.

The country is literally the "forest primeval," game of all kinds abounds and is shot during the finest salmon pools in the world. Each succeeding year brings not only the return of former visitors, but numbers of others from both sides of the Atlantic attracted by the almost unbelievable stories of this Sportsman's Paradise back to their homes fully satisfied with the country is plentifully supplied.

Grand Falls, while a sliring town, is also noted for its great waterfall, which is among the finest on the continent. It has a drop of 74 feet and plunges through a rocky gorge—and is only exceeded in magnitude and grandeur in Canada by the Falls of Niagara.

Lumber and agriculture are the principal resources in this section, the latter being made to conserve our timber lands by reforestation.
BUILDING BUSINESS

A variety of business opportunities exist in the petrochemical industry.

CRUDE OIL MARKETS

A HEAVY demand for all petroleum products continues. Sales of most grades continue to show increases.

SUMMER POLARINE ADVERTISING

ADVERTISEMENTS FOR OUR Summer Polarine Campaign will appear in some of Canada’s largest newspapers and magazines. The list for this year includes all the widely read and influential newspapers and magazines.

Mr. W. A. Thorburn

Mr. W. A. Thorburn volunteered for service in the Royal Flying Corps, coming to Toronto last January. He was formerly employed on the office staff of the Imperial Oil Company.

LOSSES MEAN WASTE

Some business men are so concerned about the possibility of losing money that they frequently overlook the potential benefits of advertising. The ability of advertising to increase the net profits.

A THOROUGH KNOWLEDGE OF OUR WORK AND OUR PRODUCTS IS NECESSARY.

Page Fourteen

THE IMPERIAL OIL REVIEW

June

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THE PRESTIGE OF BIGNESS!

WE are a big, big company. We are getting bigger every week, with the ever-increasing industry and farm production of Canada.

Our bigness makes our job easier. Not only have we everything necessary in the way of tools, equipment and paraphernalia with which to do our work; but our very bigness and the resources behind us, make every task simpler.

The fact that Imperial Oil Limited vouches for this job or that product, makes the job better, the product more saleable.

And yet, if we, individually, are picayune, if we do not measure up to our company, we can lose that Prestige of Bigness which is ours.

Let us be broad and big, worthy of the great Institution that is behind us! Whatever our work may be, let us capitalize, never nullify, the asset we have in our bigness!