THE IMPERIAL OIL REVIEW

THE IMPERIAL MAN

M. Man needs a light to see, a tool-useful tool, a fire-making animal, and as the only animal that uses artificial light.

Daylight hours have always been pretty well taken up by the duties of earning a livelihood. At present, it is customary to devote a few years to the learning of business, but more than three-fourths of man's knowledge is gained by artificial light after daily tasks are completed.

THE SPENDID OF WORK

The Splendid of Work

BY AMANDA MORGAN

WORK: Thank God for the pride of it. For the beautiful, conquering tide of it, that is the life in its utmost flood. The glory of the sea, the blood, the Master's ship, the will that works. The master's ship and all its work, the human will that works. The sea, the blood, the will that works.

One can perform a familiar task with skill and whiteness, sing, or talk at the same time if circumstances permit. Ability to form good habits is a very valuable thing. With this in mind, one must think before we can perform it. Having performed any act a few times, the habit of doing it has been formed, and thereafter the act is performed automatically and in the same way it was performed the first few times.

One can perform a familiar task with skill and whiteness, sing, or talk at the same time if circumstances permit. Ability to form good habits is a very valuable thing. With this in mind, one must think before we can perform it. Having performed any act a few times, the habit of doing it has been formed, and thereafter the act is performed automatically and in the same way it was performed the first few times.

New England

In New England, the people are hard at work. They have a long tradition of hard work and dedication. The people are known for their industriousness and their ability to get things done. The spirit of New England is one of hard work and determination. This is reflected in the way the people live and work, and in the way they approach their daily tasks. The people of New England are known for their ability to get things done, and for their dedication to hard work.

THE HALIFAX HARBOUR

BY W. B. REYNOLDS

ON the Eastern shore of the Halifax Harbor, about 25 miles south of Dartmouth, N.S., is located the latest and most modern refinery of Imperial Oil Limited. The excellent shipping facilities offered by the Halifax Harbor, together with the great scarcity of ocean tonnage, led the Executive of our Company in the late spring of 1968 to establish a plant for the shipment of Mexican crude oil from tank steamers to tank cars for delivery to the Company's Montreal refinery. This plant consists of two 391 ft. diameters by 37 ft. high, all steel tanks, a filling rack to accommodate forty of the largest tank cars in our service, and a dock capable of discharging ballast oil boats. The property on which this plant was built consisted of two farms, totalling 472 acres, only a part of which was developed. The ground was very hilly with quite abrupt slopes and after a few months' work with steam-drawn and hand gangs it was prepared for the equipment mentioned. In January, 1971, the plant was completed and immediately after, two cargoes of crude oil were received in the S.S. "St. Vincents" and S.S. "Somerset", which were transhipped to Montreal refinery in solid trains of twenty tank cars each.

THE HALIFAX HARBOUR

The Halifax Harbour

One of the most important features of the Halifax Harbour is its deep water. This is due to the fact that the area has a large river flowing into it, which helps to keep the water deep. The Harbour is also known for its excellent shipping facilities, which make it an ideal location for the shipment of goods.

Plant Equipment

The finishing or steam stills, of which there are now two, are 45 ft. in diameter and 57 ft. long over all, and are equipped with towers, condensers, upper pumps, vapor-heat exchangers and all-steam exchangers.

The treating plant, of which there are two distinct parts, consists of an apparatus for treating naphtha continuously, and a device for agitating of suitable capacity, and the necessary pumping equipment.

The pressure still plant will consist of two 25 ft. diameter, thirty ft. shell stills, some of which are equipped with false bottoms and some with trays, all of which can be operated at 75 lbs. gauge or higher. They are being erected in batteries of twelve.

In addition to the distilling and treating apparatus, there is an oil plant of from five to ten tons per day capacity, which is used to cover the spent acid after it has been used for treating purposes.

The steam power plant consists of four units of water tube boilers, having a nominal rating of 100 boiler horsepower each, and is the first installation of this type of boiler that we have in our refineries.

As far as possible the pumping throughout the refinery is done by electrical power, and the electrical power plant installation consists of three 100 K.W. three-phase, 440 volt, 60 cycle alternators, backed by three 150 HP single cylinder, 1.5 Vesper Diesel-type oil engines.

Our fresh-water requirements are secured from Morris Lake, which lies two miles from the Harbor and to
which the Company's property extends. The fresh-water pumps are driven by electricity, supplied from the own power plant by a transmission line carrying a potential of 2,200 volts, which is stepped down to 480 volts at the pump motors. As fire protection, there is a pump-house located on the water's edge along the Harbor which serves a network of water lines reaching to all points of the refinery. A complete system of sewers serves the refinery and leads to a large, modern separator, which extracts all oil escaping with the sewer water before the latter discharges into the harbor.

The usual system of pump-houses and other buildings such as are met with in refineries are in use, only one of which we particularly mention. The filling building and warehouse are located on the waterfront adjoining the Company's dock, and are so designed as to allow for railway or boat movement of package products with a minimum of handling. This building will be under the jurisdiction of the marketing department. When the plant was projected, it was decided to burn oil fuel, but to anticipate future conditions as far as possible, it was laid out for using coal, if desired.

Assistance to the Allies

During the construction of the refinery, as the tankage was com-
pleted, it was turned over to the use of the British Government for the
handling of Adenium fuel oil, and during one month as much as 350,000
barrels of this product have been received; while a maximum of 255-
000 barrels have been shipped out. As many as 26 cargoes have passed
over our dock in the course of one
month so that the Company's shipping
facilities have been of great assistance to the Allied Governments in
their prosecution of the War.

Mail Delivery by Air

CREATING CUSTOMERS

One of the most valuable assets is the
number of well-satisfied customers that are ours in every part
of the Dominion from Halifax to
Vancouver. To keep and satisfy these customers, and to add to them
— to increase the number of people in a walk of life who find Imperial
service, with as well as in, our products is the real purpose of all of our
best efforts.

Customers More Important than Sales

To create a regular customer who
will buy and buy again is far more
important than the making of a
sale. Sore customers and the sales
force take care of themselves. Our
salesmen, as they do in a little more
direct contact with our cus-

THE IMPERIAL OIL REVIEW July

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Imperial Products Lead at Portage la Prairie

Ten Out of Twelve Tractors Use Imperial Lubricants.

By D. S. L. Paterson

THE annual ploughing match at Portage la Prairie, Manitoba’s greatest ploughing event, was held with great success on June 12th and 13th, weather both days being ideal.

The horse ploughing, which came off the first day, was largely attended both by contestants and spectators.

The second day being allotted to the tractor contests, found our track wagon on the grounds, bright and early, with Royalite Oil and Premier Gasoline. Our tank wagon driver deserves great credit for having most of the competing engines filled before the opposition wagon arrived.

We were successful in having lubricated all but two of the different makes of tractors represented.

We lost the Heider through not being able to supply Gargoyle Mohibbi oil, which is recommended by them for this tractor.

The “All Work” tractor was lubricated with a competing oil, this was owing to the local agent handling this oil. The Theos White Company, who import these tractors, always recommend our oil. This motor bears a Gargoyle Mohibbi recommendation on its number plate.

There is nothing more contagious than cheerfulness.

TEN POINTS FOR THOSE HAVING THEM.

THE best store in town invariably is a store whose windows are well-dressed. Good stores know the importance of properly displaying in their show windows the lines they offer for sale. Well-arranged show windows attract trade. They are valuable advertising adjuncts.

In the city, ground floor rentals are four or five times higher than rentals on the upper floors in the same localities. There is a store on Broadway, near 2nd Street, New York, that pays $25,000 per year rent for the first floor. The second floor at the same location rents for less than $7,000 per year. The chief reason for the difference is the value of the display windows on the first floor.

New Perfection Cook Store Displays.

We show on this page some of the display windows featuring New Perfection Oil Cookstoves. Space will not permit us to use all of the photographs that were submitted. The pictures shown will illustrate the good work done by dealers and agents in displaying this line. The dealers and the Imperial Oil salesmen who aided them in and encouraged this work, are both to be congratulated.

Any good line can probably be displayed in show windows. When the line is a well-advertised one, like Perfection Heaters or New Perfection Oil Cookstoves, window displays are a doubly effective. Displays tie the dealer’s store up to the advertising in newspapers as well as attract the attention of those who may not have been impressed by other forms of advertising. Imperial products like Parowax, Echo Lamp Oil and Standard Floor Dressing make very attractive windows, lines like these move much better when dealers are induced to show them on their display counters and in their display windows. Salesmen will do well to bear this in mind for both our Company and our dealers.

Displays should be changed.

No matter how attractive a window display may be, it should be changed after a time. Two or three weeks is long enough to show any store of E. W. Estabrook, Fertil. Ont., dealers will reap rewards from all such displays.

TAYLOR HARDWARE CO., LETHBRIDGE, ALTA.

One display. This does not mean that the line displayed must be changed re-arranging the display will serve as well. Dealers can get the very best kind of display cards for a few cents from local card-writers or they may have the cards lettered by someone in the store who is handy with the brush and paint pot. Special hand-lettered cards wanted so that they have a local interest should be used in every window.

They can be and should be supplemented by the window display cards furnished by the firms who manufacture the lines displayed. Furthermore, this is possible.

Dealers who are not using their display windows might just as well be located on the second floor. Dealers who are not using display cards and will make arrangements to display their lines properly and attractively, will find that their sales will increase just about as much as though they moved from an upper floor to a new store on the street level. Good window displays will put any dealer in on the ground floor.

Catch Lines.

Stores having adopted slogans or catch-lines will find it very effective to use them on their window display cards, as well as in their other advertising. The value of a window will depend, to a great extent, on the cards used, but the importance of showing actual merchandise must not be overlooked.

The way things are displayed should have careful attention. Goods should be shown so they will have the strongest appeal to prospective customers. A Perfection Heater should be surrounded by a baby’s bath tub, a double plate with water, will attract much more attention than the heater alone. An article of furniture, half tarnished, and half polished withboro, shown with several cans of floor wax will result in increased sales. Progressive dealers know that their window displays will pay them well for the thought and trouble required to properly arrange them.

THE BEST STORE IN TOWN.

AND IT WILL MAKE YOUR TASK EASIER.
Marketing Ioco Liquid Gloss

By Salesman W. J. Betchart

Ioco Liquid Gloss is one of the favorite products among the many specialties of Imperial Oil Limited. One can talk Liquid Gloss no matter how tired he is, talking this line with renewed energy after talking our sixty other lines.

No article should be considered sold until it is in the hands of the consumer, or at least until you make the dealer a salesman for the article.

Most grocers select orders outside their stores. Show them the market for a product and the profit they can make and they become good sales boosters. Suggest that the grocer take a can of Ioco with him on his order routes, or that he instruct his order man to do so. The grocer will appreciate the suggestion as he can see the plan in many lines and can add value to his service.

Has Many Advantages

Most dealers today are anxious to increase profits as well as give consumer good value. Take the 50-cents in comparison with any 25-cent bottle on the market. It holds exactly twice as much (by weight) and is a better value overall. The dealer’s profit is much greater than if you had used nothing but water. A certain amount of dust will stick to any surface.

In conclusion an incident may be related. An agent in one of our important stations (not mentioning names) had been having his car washed every few days when a friend has said to him that he was foolish for doing so, saying if he used a polisher which had been recommended to him and which he was using, he would get away from so much washing and would look better.

Our agent naturally asked the name of the polish, and was somewhat taken back when told it was Ioco Liquid Gloss. This may be considered mighty good, unadvised recommendation, as the party giving it did not know Ioco was a product of Imperial Oil Limited.

Get the garage owner to try Ioco in washing cars. He can wash more cars and turn out better jobs. Five cents worth of Ioco Liquid Gloss will do wonders for a dull finish on a car. The fact that the garage owner uses it will soon create a demand.

Besides there are offices, schools, churches and hotels. In addition to its use in polishing, Ioco’s use for dusting is almost indispensable. Dusting with a dry cloth simply raises the dust to light somewhere else. While a cloth with a very little Ioco Liquid Gloss on it collects the dust enabling one to remove it outside.

Ioco display shown by H. E. Harrison, London, Ont.

Polarine

This is the day of service. We are not satisfied with offering our customers the best line of lubricants that can be manufactured, but we will also assist our customers in every way possible to secure good results from our products. With this idea of Imperial Service in mind, the booklet on “Automobile Lubrication” was prepared.

The booklet deals with the correct lubrication of internal-combustion motors and all types of cars. It is based on data carefully arranged and inspected by our lubricating experts. Its instructions and directions, while technical in a way, are clear and easily understood. Instructions and conclusions are illustrated by coloured charts. In a word, it tells what correct lubrication is and how to attain it.

Everyone who operates a car or motor truck will find the information in this booklet of real help in solving perplexing lubrication problems. Every Imperial salesman should read this booklet—should not only read it but should study it and refer to it when discussing lubrication.

In addition to data and instructions on lubrication the book shows our Polarine packages in a very pleasant way. Packages are shown in their natural colours. The book...

Protestant Board of School Commissioners

Office of Inspector of Buildings

Montreal, July 30, 1936.

Imperial Oil Limited.

Gentlemen,—Enclosed please find our order for Twenty barrels of Standard Floor Dressing Oil, One barrel of Dragon Engine Oil, One half barrel of Atlantic Red Oil, One barrel of Capital Cylinder Oil, and 90 gallons of Ioco Liquid Gloss.

We wish to take this opportunity of giving your products, which are used in the 25 schools under our control, the highest commendation. Especially the Standard Floor Dressing Oil is a delight to us and a pleasure to our students.

Yours truly,

R. PALMER
Inspector of Buildings.
The accompanying letter is interesting, as they show that Imperial products are being used by disinterested people who require the best.

Imperial Oil Co.,
Toronto:

It gave me great pleasure to learn that I would be able to get Mohillicol and good gasoline from the Imperial Oil Company in Toronto.

I attribute a great part of my success in flying to the fact that I have never permitted any other than Mohillicol to be used in my aeroplane motor. The best is always the cheapest and safest.

Sincerely yours,
(Sgd.) Ruth Law.

Imperial Oil Limited,
June 29, 1918.

Gentlemen:

Hearing from Mr. L. D. Dibrow of the excellent results obtained by using Premier Gasoline in a test run made this morning, I wish you would arrange to send me a supply of Premier Gasoline for my use while racing in Toronto.

Also please send me a supply of Gargoyle Mohillicol to test it, as I always use this Oil in my Racing Car, and understand that your Company are the Canadian Marketers of Gargoyle Mohillicol.

Yours very truly,
(Sgd.) Gastro Chevrolet.

June 29, 1918.

Imperial Oil Limited,

Gentlemen:

Referring to your Mr. Dibrow's call on us regarding your supplying Premier Gasoline for my Racing Car, we have made a test run on Premier Gasoline this morning, and are more than pleased with the wonderful results obtained.

Regarding Mohillicol, I may say although I have been offered many oils, free of charge, I prefer to buy and pay for Gargoyle Mohillicol, as I have yet to find an Oil that will maintain its body when subjected to the severe punishment given Oil in Racing Cars.

Yours very truly,
(Sgd.) Louis A. Dibrow.

The “Selection, Organization and Development of Station Men” is a subject that cannot fail to be of immediate concern to every agent of the Company, and there are, of course, few matters of policy and administration of more vital importance to the Company, for it is by the character and efficiency of the Station Organization that the Company is appraised by the public. Its reputation is largely in the hands of the agents.

It has often occurred to me that, as between two types of agents, there must be a difference which may be best illustrated by a comparison with two modern instruments of locomotion, the trolley car and the automobilist. The former gets its incentive from the power house, while the latter generates and uses its power as it moves along. The “trolley car” agent has no driving impulse of his own, and follows a path laid out for him under an impetus which comes from without. The “automobilist” agent is subject to control, but he generates within himself the power which makes him an effective and smoothly operating part of the general machinery. He is an individual dynamic force, supplying not only sufficient energy for his own work, but contributing to the power and creative force of the whole. In other words, the agent who cannot master the art of self-supplying not only insufficient energy for his own work, but contributing surplus energy to the ready, is likely to attract by the allurements of transient prosperity in forms of employment.

When agents fail to give the labor market constant study and neglect to devote sufficient time and effort to interviewing the more likely-looking prospects, even when they are not in immediate need of more help, they are missing the most likely returns. The selection of men is the most important work, and the most likely returns will only be taken in the selection of men when the necessity of securing assistance suddenly arises and an opportunity to thoroughly test the qualifications of the applicants is not at the moment presented. If, on the other hand, the agent maintains a record of all applicants whose qualifications appeal to him, he may, in an emergency, lay his hand upon a man having special aptitudes ready to do the work to be performed, and who will be a profitable investment for the Company.

Experience has proved that for effective office work we should endeavor to secure men with an education at least equal to that of the average second year high school pupil. Those having typewriting experience usually develop more rapidly than inexperienced men in their work.

Organization

The successful station organization is no place for disinterested, haphazard, or untrained men. In addition to other necessary qualifications, having to do with the integrity and ability of the employee, these factors should be given full consideration in advancing men and as in their original selection. It is obvious that the more carefully the station organization is built up, and the more efficient it becomes, the larger the volume of business that can be handled by the service of the public. For this reason too much discretion cannot be exercised in appointments to such offices as chief clerk, foreman, and clerks in charge of departments. In allocating these duties, the agent will best be able to ensure himself being loaded up with strictly, and thereby prevented from having inadequate supervision of the station organization, and time for the allocation of new business if the station is situated at a competitive point.

Men of good character and self-control, naturally of manner and frankness of speech, who have not only mastered the line of work entailed, but are well versed in the art of importing information to others, in a manner that is understood, are the agents along with those with whom they come in contact, the best type for any office work. It is essential that the work be performed in such a way as to give the utmost satisfaction to the customer. The head of a department rarely finds himself in a position to get all the results from his men because of his own lack of knowledge, but because of the absence of the capacity to direct and exact information.

Every man who is ambitious to take advantage of all opportunities
THE IMPERIAL OIL REVIEW

Development of Men

Many men with but moderate education and fair general ability have succeeded because they had the good fortune to have fallen into the hands of those who had the faculty of discovering and developing capacity and of finding the right man for the right place. Others with better equipment have failed through having fallen into the hands of men who lacked the ability or disposition to see what was worthwhile and to give it opportunity for development. Success or failure are those who win into their own the spirit of achievement, loyalty and cooperation.

Newcomers in the station service should not be allowed to enter upon their work without a personal word from the agent himself. A few friendly words of advice and a tactful admonition that energy and ability will receive recognition when any advancement is under consideration, will be very much appreciated. This will save the newcomer, if a sound judgment has been made. The ambition of the employee is assured, and the foundation for pleasant and profitable relations between the employee and the company is laid.

We are all apt to forget the necessity of careful instruction and close supervision of men entering upon a line of work unfamiliar to them and especially those men whose mental equipment may be of the same order as that of the man himself. If, however, this attempt to secure the best possible results from the newcomer produces only mediocre efforts and the fault is seen to lie with the initiative of the worker himself, it will be found to be less the case when the agent will be the greatest economy to secure fresh material at once, rather than be perpetually hampered by an inefficient worker. Inexperienced truckers often fail through the fault of the agent or of his lieutenants in the station service to receive proper instructions and a demonstration of efficient methods when they begin work. To prevent injury to the trucker and freight they are handled, they should be instructed fully how to grip and handle a loaded truck and how to leave and enter cars, particularly during the periods when there is snow and ice on platforms. They should also be instructed how to handle freight properly and cautioned fully as to the penalty for pinning freight of any character, which is usually damnable. Loaders and trolley men should not be permitted to load new truckers heavy until they are hardened into the work. There is quite a knack in the handling of loaded trucks and before the men acquire it they should handle them in such a way as to influence them to leave them.

We should endeavor to qualify our capable men to handle the various positions connected with station work. If we find we have men who are not better adapted for other lines of work, we should try to place them in a position where they belong when it can be done without crippling the station organization. The average man who has a property of a different description does not have a position in which he is expected to assume some responsibility, if we fail to recognize this in the subordinates by assuming all responsibility ourselves we cripple the organization and spoil the man.

Promotions within a department rarely fail to increase its energy and efficiency, if the changes are not too frequent to permit of the proper development of men to fill vacancies. The natural result of a policy which does not include promotions for merit, is that men get into a rut, and someone has said, with some degree of truth, that the difference between a rut and a grave, is largely a matter of depth.

THE IMPERIAL OIL REVIEW

Contribute to The Review

The Imperial Oil Review is the last page in every issue and the active cooperation of everyone is solicited for this Review. Active cooperation means sending in news items or stories as well as criticisms and suggestions.

If you have a new or better way of performing any task, if you know of any unusual service given by Imperial products, if you learn of anything that will interest your co-workers in our organization, jot down the facts in the case and send them on to "The Review".

If you can send pictures so much the better. When sending pictures be sure that they are marked plainly for identification. Pictures will be returned to the sender if their return is requested when pictures are submitted.

If we have missed any things that you think should be mentioned in "The Empire" or if we have mentioned things in your opinion should be left out, if you have any suggestions for the future or any criticisms on past issues, send them along. They will be thankfully received.

OUR ADVERTISING

A NEW series of advertisements on Loco Liquid Glass and Household Lubricant has been arranged for the betterment of the trade. Salesmen will receive proofs of the first advertisement featuring these two products within a few days. Proofs of the other advertisements in the series will follow as they are made ready.

We have also arranged a series of advertisements on Loco Liquid Glass for the motor magazines. We have in this way given an additional polish to our products. Our advertising in the motor papers combined with the efforts of our sales force will undoubtedly increase the sale of this Imperial product.

As all have probably noticed, the slogan, "Polarine Makes a Good Car Better," is prominently displayed in the advertisements running in the magazines and newspapers. We have also featured this slogan prominently in a recent advertisement in the papers and The Oil Buyer. Salesmen will find it to their advantage to use the slogan when talking Polarine.

We are preparing a new series of advertisements on the Perfection Oil Haste. More about this series next month.

PICTURES FROM SHAUNAVON, SASK.

Submitted by District Manager Balazs

A lazy morning at our Shaunavon Plant is shown in the picture to the right. The men have already finished their coffee break and are busy with the platform. The two days in the foreground are taking up both of all.

AND IT IS JUST AS EASY TO GO FORWARD AS BACK.

Page Twelve

CONTRIBUTED TO THE REVIEW

THE IMPERIAL OIL REVIEW

Page Thirteenth

TWENTY YEARS OF SERVICE

Even a barrel may give Imperial Service. Chamberlain and inspected by J. H. Newman. Upon investigation it was learned that MacKenzie, Miller & Company, the barrel from the home of the late Sheriff Flintoff.

To be serviceable condition after twenty years of service is exceptional. It seems that even a barrel can give Imperial Service.
THE TANK WAGON BUSINESS IN REGINA

By H. D. Thexton

There is no more important way of marketing oil and gasoline than through the medium of the tank wagon. For this reason a few lines on the way we handle our tank wagon business in Regina will be of interest to all.

As the writer has had personal supervision over a considerable portion of our work for over three years, he has the pleasant experience of seeing our business grow to its present large capacity. Our slogan in Regina is: "Get the Business and keep it and do to this we have to be constantly on the job. As a tribute to our stick-to-itiveness, we have had customers say to us: "Well, sir, you have been a long time getting, but when you do get us, you keep us." If we gain a customer from our competition, of course we are pleased about it, but if we lose one of our "Old Standbys" then Heaven help us till we get him back again.

Imperial Service Builds Business.

Our Garage business alone would keep a tank wagon busy. This, in contrast to three years ago, when we had no garage business at all. This has meant constant, careful attention, but this goes with "Imperial Service," this goes hand in hand, and by the way, a loyal customer now keeps in our garage for years and who gave us any business. In this one we have been very fortunate, because we have been the manager of the garage, and he was always very indifferent and would never give us any satisfaction. When we finally decided to try the service manager, and interested him in handling the business, it was quite a relief, after having worked at the garage for a long period. We tried it and we found it pays pretty well, to know all the boys in the shop. It makes selling and gaining a lot of let business.

If the boys are interested in you, one can soon interest them in our goods and soon they will have their manager directed through them. To use another instance, we have had the manager directed through the boys, and when it was decided on a 30-50 hours with a complete friendship gets a lot and the boys, like those who like them, so the business is divided in this way: 25 per cent. for us, and 15 per cent. for the competitor.

Many Types of Customers.

We have many different classes to deal with and one is the fellow who is always looking for something to give, or a little more than what he pays for. This is a hard customer to handle, as a competitor may come along and give him a few gallons extra to get his business. Competition never can keep him, however, and we consider the reason is, the customer himself appreciates fair dealing and knows, when he is buying from us, whether he is watching or not, he is getting his measure and just what he pays for. He cannot trust the other fellow so far. We have also to say that there are others who never check our deliveries but trust us entirely and their confidence is never abused. They are not all so sensible, however, for one customer has another system of checking up the gallonage. He hands the driver a ticket each time he passes the counter. This presents five gallonage and when he fills the tank, he hands back the tickets and gets the money. This is the customer's way and we are glad to follow it. Not much more time is required to carry out this detail and that we are willing to do it, has won for us a steady customer.

We also have customers who expect us to be right on the job at a certain hour of the day and certainly this is a strain to point a greater. He sees our interest in his business and appreciates it.

Investigate Complaints.

Sometimes we have complaints on the oil which if left, would soon represent a loss of business; but no, we run down the complaints by investigating immediately. Never yet found anything wrong with the oil, but for some other cause, customer had a "lick" possibility was it a dirty tank, when the tank was used an open-top, first-floor tank. Our driver promptly cleans such a tank only taking a few minutes, and then goes back to the truck. By so doing, he protects the customer's business, as well as his own. Why not? Our interests are in common.

The writer goes with the tank wagon twice a month and by so doing, keeps in touch with every customer. If customers have any grievances to air, they are promptly taken care of. The tank wagon driver can himself do a lot to keep everything running smoothly, but in case there is anything he cannot handle, the head of the department must handle it promptly.

Possibly the secret of any success we have attained, has been due to the fact that we have a daily route and stick to it. The customer knows when to expect us and we know when to be there. We take a live interest in our work and try to live up to the principle of "Imperial Service," and all that the word implies. And after all, that is what has placed our Company in such high standing commercial and has won for us the appreciation of our customers.

LET me but do my work from day to day
In field or forest, at the desk or in the store,
In cooking market-place, or transacting a deal,
Let no fault find in my heart thy praise,
Then I shall be happy, with my blessing,
Not my doom;

Of all that live I am the one by far
Most happy and contented,
This work can best be done, in the right spirit and to prove my power,
Then shall I cheerful greet the labors hours,

Then shall I cheerfully greet the

AND PERFECTION IS NO TRIFLE.

STANDING OF DIVISIONS—May 30, 1918

<table>
<thead>
<tr>
<th>Division</th>
<th>Total Sales</th>
<th>Barrels</th>
<th>Paraffin</th>
<th>Mineral Oils</th>
<th>Total Price</th>
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<tbody>
<tr>
<td>Vancouver</td>
<td>45,500</td>
<td>12,321</td>
<td>25,342</td>
<td>9,838</td>
<td>80,580</td>
</tr>
<tr>
<td>St. John</td>
<td>42,281</td>
<td>12,323</td>
<td>25,340</td>
<td>9,838</td>
<td>78,940</td>
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<tr>
<td>Regina</td>
<td>39,188</td>
<td>12,122</td>
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<td>9,838</td>
<td>76,540</td>
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<td>9,838</td>
<td>72,060</td>
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<td>25,342</td>
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<td>25,342</td>
<td>9,838</td>
<td>66,180</td>
</tr>
</tbody>
</table>
COMMON EVERY-DAY THRIFT

No matter what your income, you should save a part of it. Spend less than you make.

Occasional impulses and resolves to save are not thrift. Thrift means systematic saving. It means setting aside a little every week or month.

To practise common every-day thrift you need not deprive yourself of pleasures and recreations. It means only that you should seek recreations and select the pleasures that you can afford. After all, the best way to secure happiness is to strive less for a great many of the so-called pleasures.

There is no real pleasure in doing things that you cannot afford. There is no happiness to be gained by going into debt. There is nothing that will ensure your self-reliance more than thrift. There is nothing that will so add to your real value or to the estimation in which you are held by your employers and associates as ability to save.

Spend less than you make. Put the difference in a good Savings Bank, or invest it in Victory Loan Bonds.