THE IMPERIAL OIL REVIEW

Housing Plans for the Refineries

by Vice-President C. O. Stillman

At the opening of the War in 1914 the Company had one Refinery located at Sarnia, Ontario, within the municipal limits. All the various employees (both married and single) were able to find quite satisfactory and livable houses close to and adjoining the Refinery, whereas the natural and necessary home comforts and influences could be obtained. Since that time new and important refineries have been built from Vancouver. With the growth of the Refinery, the desirability of having additional homes has been felt and thirty more are now being considered, after the construction details can be properly reviewed.

At Regina, there are now in the course of erection thirty houses of pleasing design and having modern improvements, on a block of land near the Refinery. It is expected that these houses will be completed before winter and will, no doubt, be appreciated by the employees who occupy them.

At Montreal, the Refinery lies within the municipal limits of Montreal East and has one of the main Montreal thoroughfares, served by electric cars, passing through it. The general housing accommodation, contiguous to the Refinery, is very good, but at the present time this is too far away for the efficient supervision of the plant, and four houses are being erected for the superintendents and their assistants.

The Onlooker Sees Most of the Race

But Never Wins a Prize.
At Dartmouth, the plant is located on Halifax Harbor, three miles from Dartmouth, and is only accessible to Halifax by water and to Dartmouth by a road leading to the Eastern Passage at the shore of the ocean. It is, therefore, planned to erect thirty-one houses on a site adjoining the Refinery and overlooking the harbor, and, in addition, a bachelor's clubhouse restaurant with restaurant facilities will be built on a pleasing location. A community house, where moving pictures, assemblies, and other social diversions can be secured, is planned, and will be erected as soon as details can be determined.

The treatment of the ground and arrangement of buildings at each plant will be given special attention, and it is the intention to supply modern plumbing and sanitary conditions, as well as electric lighting.

In the adoption of a plan of this kind, in order to provide for a maximum of comfort, both physical and mental, particularly where men are working on shifts, as in the case with us, and where regulations governing the colonies will be formulated. The result will be a happy and contented, but will ensure the happiness of the entire community.

Future Plans.

The plan entails an expenditure of approximately $800,000.00 and will be extended as circumstances arise. The Company has undertaken this expenditure in spite of the other advantages, such as money that will be put, as well as the speculative demands of the growth of the business, in order to make the public with petro-lean products. A nominal rental will be charged for the houses and other accommodation, but these rentals will be within the reach of all and will not compensate the Company for the expenditure involved.

It is the intention to supply flowers and produce, and to offer the free of charge to each employee who will make use and take the necessary care of them, and inducements will be prohibited to stimulate efforts in beautifying the surroundings.

Window Displays Do Pay

Almost coinciding with the July issue of "The Review" comes striking testimony of the value of window displays in creating and increasing sales. Such experiences offer inspiration and encouragement both to Imperial salesmen and to Imperial dealers.

WINDOW DISPLAYS IN THE STORE OF H. A. WARE, LONDON, ONT.

In connection with the article "Marketing from Liquid Glass," we published a picture of a window display in the store of Mr. H. A. Waren, of London, Ont. It is reproduced above. Here is what Mr. Waren himself says:

"Imperial Oil Limited, Toronto, Ont.
Mr. Richardson has asked me to give my experience with "Liquid Glass" since sticking it.
Up to the time he asked me I had been using it as an extra-bottle polish, I have gradually nothing of this kind, and I have never had a stain or blotch that the "Liquid Glass" did not remove. It is a real Quality Polish. I am always looking for the best in any line.
The demonstration was satisfactory and had a window display put up and really surprised me the inquiry and demand for it.
I have sold considerable if it was only in the small town in as large as a gallon tin, and apparent will give the best of satisfaction.
Yours truly,
H. A. Waren."

Help us advertise perfection oil heater week

Every employee of Imperial Oil Limited should constitute himself or herself a committee of one to help advertise the merits of Imperial products.

We firmly believe that if every man and woman employed by Imperial Oil Limited were for a single week to use every opportunity possible to recommend Imperial products, the demand for Imperial products would be doubled.

Perfection Oil Heater Week offers an excellent opportunity for personal advertising. If every one in our Organization will tell three friends about Heater Week, and explain that from October 12 to October 19 Perfection Oil Heaters will be displayed by dealers everywhere, just figure how many people will learn of this Heater Week who might not see our advertisements.

Likely some Imperial employees will fail to mention Heater Week to three friends, so to make sure that this work is properly carried out you should mention Heater Week to six or nine—or all of your friends.

NEVER JUMP AT CONCLUSIONS

It is stated that British Columbia has the largest standing area of timber in the world. Be this true or not, there is unquestionably a tremendous area of timbered land in the Province of British Columbia; consequently, lumbering in all its branches is one of the greatest industries in the Pacific Coast Province.

The changes in the method of taking the timber from the woods have kept pace with modern methods in other lines of manufacturing. The old method of loading the logs through the woods over skid roads, with a string of oxen under the command of a half-puncher with a voice like a foghorn, has given way to the powerful donkey-engines which are used for yarding or collecting the logs and dragging them over the ground through the woods to the main roads, for the log is bodily, and swinging it through the air on a sky-line wire over ravines to the loading racks, where they are transported from the woods to the salt water or mill, by regular lines of railway.

It is interesting to note that in the modern logging camp practically the only hand labor used is in felling the trees and cutting them into log lengths. The limbs are not even cut off, the bark is not peeled, the log is not shaped as was the case a few years ago. Outside of the two hand operations referred to, the logs are handled entirely by steam-power, thus it is seen how important a part the Imperial Oil products enter into the Logging Industries in the remotest parts of the Pacific Coast.

Importance of Lubrication.

It is impossible to operate logging engines without the aid of lubricants, and these must be of exceptionally good quality in order to stand the very severe and arduous duties that are called upon to perform. Capital Cylinder, Solar or Atlantic Red are the loggers' favorites for use on their donkey engines and on the blocks which carry the network of cables required in a steam logging outfit.

A well-organized logging camp will also give their cables a thorough application of Anti-Corrosive and Cable Coating in order to prolong the usefulness of these wires which are now exceptionally hard to procure and very expensive.

The men who fall the trees carry with them their bottles of Saw Oil, which they apply to the blades of their large cross-cut saws. If by chance they run out of this oil, the pitch or gum from the tree soon serves their saws so that they cannot drag them through the cut. The application of the oil cuts this stop gum, and the work goes on merrily. As we follow the place of birth to the mill, where it is finally cut up into all sizes and dimensions of timber, we find Imperial Oil products in use everywhere. Petroleum is a necessity at the point where the tree is felled, to the blocks on the cables, to the wire cables, to the overhead guides, to the donkey engines, to the logs along the line to the railroad siding, to the shay locomotive, which is invariably used in the woods on account of its ability to climb exceptionally steep grades, and to the cars upon which the logs are loaded and conveyed either to the salt water or to the mill. If these logs are collected in hundreds, and towed to the mills, we find the logs are lubricated with 4x Special Marine Engine, or other familiar Imperial Oil products.

Imperial Oil Predominates.

True Imperial Oil products are traced step by step during the whole process of logging from the tree to the mill, and are thus as essential as the very life of nature. This is the true story of Imperial Oil products and how they stand out ahead of all others in the industry.
Tarpaulin operations with donkey engine.

In the timber industry, it would mean a very long story to trace the log from the forest to the mill and from there through the endless amount of machinery where it comes out on automatic carriers or live rolls, a finished product. The lumbering may be loaded immediately into vessels and conveyed to all parts of the world. Nevertheless, all along the line Imperial Service and Products win unstinted appreciation and enjoy ever-increasing popularity.

**Compared Cost of Coal With Oil Stove**

By Percy H. Butler, with W. H. Therne & Co., Ltd., St. John, N.B.

I have never known the following argument to fail in selling an oil cook-stove. The great increase in price of these goods frequently kills the desire to purchase, and unless the customer is handled carefully, no sale results.

My customer says, "Show me your oil stoves." While the stoves are being looked over I give him a list of the different sizes, made, where made, and the advantages of our stoves over others. Then ask him how many there are in the prospective customer's family, and advise which size stove is most suitable for their particular requirements. Then comes the question of price, and the usual guess from customer, and "Thank you, I will call again."

"Do you mind telling me how much coal you use per month?" is my question. The answers vary from half a ton per month; the usual is one ton of soft coal per month.

This is the opening for the argument that clinches the sale every time. "Ten dollars a month for coal, three months' coal buys this oil stove, and it only costs three months a month to keep it supplied with oil. No ashes, no dirt in your kitchen; you don't have to worry of ordering your fuel a month or more before you need it. Nor do you have to listen to the music (7) of the shovel scraping on the bottom of an empty coal bin."

Then give the names of two or three well-known people who have purchased stoves from me and give their experiences.

The customer usually says, "Send me one like as soon as you can." I have sold six large oil stoves in one day by using the above argument, and have had many sales to customers who have gone home to figure out for themselves and have returned the next day to purchase.

**Touting the North**—The above interesting article appeared in "Homemaker and Housewife" for July 22nd, 1918.

In the article, Mr. Percy H. Butler, one of the successful entrepreneurs in the petroleum industry in this province, says that he is a solution of a recognized utility and to the success of Imperial Service in so much of its sales in the oil market to which he refers one "New Perfecto."

**IMPERIAL SERVICE STATION GIRLS**

One of the most popular changes instituted by the Imperial Oil Limited recently is placing women in charge of Imperial Service Stations. These women are reversing the old adage to read "Housework does what handsome is."

Look carefully at the picture on our front cover. Some examine the pictures on this page. Surely the Imperial Service girls are entitled to every compliment that has been paid to their neatness and appearance. Imperial Service girls have discarded the usual apparel of their sex and are fitted with more serviceable, and much the less becoming uniforms.

And best of all their work is even better than their looks. They will load up a customer's tank with gas, fill his tires with air and supply the proper lubricating oil while the customer sits by and wonders at their prompt efficiency.

Women are well fitted for Imperial Service Station duties. The work is not exacting nor arduous. No great expenditure of strength is required. Neatness and orderliness are, however, two things that are really necessities around an Imperial Service Station and women are naturally more tidy than men.

The girls like the work. Those who have left shops or household duties to take up the service job are among the few who have no desire to return to their former spheres. They like being in the open air.

Mrs. E. Allen and Miss L. McDonald, Dauphin Station, Toronto.

MRS. R. MARKS AND MRS. E. FOWLER, AT WINNIPEG.

BE REASONABLE AND REASONING.
IMPERIAL PRODUCTS TRIUMPH AT BRANDON

FORTY-TWO TRACTORS USE OUR FUEL OR LUBRICANTS IN PLOWING DEMONSTRATION

By District Manager J. A. Boyd

The Brandon Fair held during the week beginning July 22nd was, notwithstanding unfavorable weather, a great success. It was especially successful as far as Imperial Oil Limited was concerned. Four of our salesmen, Messrs. W. Jones, G. C. Partridge, D. S. L. Patterson, and F. C. Hubbard, were in attendance. Messrs. Jones and Partridge were in charge of our tent which we showed at the Manitoba Agricultural College, and from the Saskatoon Agricultural College. This was to make sure that each tester was given the product which had been advertised and that none of them were working on a mixing test. The fair in each tent was tested, the tanks were filled.

On the Fair Grounds, other engines and tractors were doing work on the fair, and our salesmen were demonstrating the grounds.

The plowing demonstrations were very interesting and satisfactory. Thursday was the big day. To quote from Mr. Patterson's report: "If you can imagine almost a half mile of tractors lined up and all but one of them using Imperial products, you can get some idea of how great our triumph was."

Our Big Sign.

We placed a sign where all could see it and read "42 out of 43 of these tractors in this demonstration using oil supplied by Imperial Oil Limited." There were about 2,400 farmers present on Thursday, and none of them could miss seeing this sign.

THE TRACTOR ENSLAVED

The tractors that took part in the demonstration were all required to work under the same conditions. These tests were performed by professors from the Manitoba Agricultural College and from the Saskatoon Agricultural College. This was to make sure that each tester used the oil that was offered and that none of them were working on a mixing test. After the fair in each tent was tested, the tanks were filled.

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Great credit is due Mr. Patterson in having so many of the engines use our coal oil and gasoline as well as Imperial Oil. We, however, arranged to give Mr. Patterson all the assistance we could by having an extra tank wagon on the ground to give service. We had a little sign printed reading: "TRACTOR OWNERS, WE ARE AT YOUR SERVICE." This was placed on our tank wagon.

Our offer of service was accepted, too, and we believe that our service was much appreciated. People were continually running to our tent and asking for small quantities of gasoline or oil. All such requests received prompt attention.

Messrs. Jones and Patterson polished up two or three of the automobiles which were running between the fair grounds and the city. These cars carried signs that read "Your car is polished with Imperial Oil Limited," and "We are at your service." The results from this line of advertising were most gratifying, and the sign undoubtedly added to the attention of a lot of people to our entire line of products.

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THE IMPERIAL OIL REVIEW

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Somewhere in France

24th June, 1918.

The Imperial Oil Review, Toronto, Canada.

Dear Sirs:

I got a copy of your paper some days ago and since enjoyed reading it at some familiar "city" faces, even though it was only a photo.

I have not had a copy for the last six months though previous to that was on the mailing list and would like you to send them along as I haven't felt interest in the old game, even though my present line of stuff suggests Hardware very strongly. Still you know "When in Rome one must do as the Romans do." Coal-Oil over here is very dear and not much used, probably owing to war conditions—but gasoline—say it just makes my mouth water to think of some candle orders that must be booked.

The weather here has been warm of late though a few showers in the last days have made life more pleasant. Summer here is much preferable to winter for scenery as there is plenty of green and G. M. Thomas.

No. 24847. Scout Section.

34th Bn, Canadians, France.

Imperial Oil Review, 56 Church Street, Toronto.

Dear Sirs:

Allow me to thank you for copy of May Imperial Oil Review received a few days ago and which I very much appreciate.

Interesting as I always find this publication, this particular issue, including as it does a write-up of the South Saskatchewan Division and photos of the staff and salesmen, delighted me and brought to the front memories of pleasant associations and also a distinct longing to once again remove the old rifle.

I came to France on November 13, 1916, and was wounded once on Vimy Ridge, April 9, 1917, but I am still at it.

My address is 4th Canadian Batt., 8 E.F.F., France.

Yours truly,

Pte. F. C. Jarvis.

No. 425754.
CURRENT ADVERTISING TOPICS

Perfection Oil Heater
Campaign

The results from “Heater Week” last year were so gratifying that it has been decided to follow a similar plan this year. Perfection Oil Heater Week this year is bound to be a big week. It cannot help being, as it is to cover the period from October 12 to October 19 inclusive—an extra Saturday having been added for good measure.

A letter will go out to all of our dealers soon, advising them the time set for “Heater Week,” and en-couraging them to display Perfection Oil Heaters in their windows and on their counters during this period.

We will refer to “Heater Week” in all the advertisements which are to appear in the principal papers throughout the Dominion. Our advertisements in newspapers will also list the exclusive good features and advantages of the Perfection Oil Heater.

Our Magazine Advertising

The first advertisement in Canadian magazines will be a very attractive one in colors. This advertisement is illustrated by a scene that will be duplicated in thousands of Canadian homes this fall and winter. This picture represents—beside all this, we will not tell you about it now. Watch for our Perfection Oil Heater advertisement and see for yourself.

We should like your ideas of this advertisement. We hope that you will think sufficiently well of it so that you will write to us extolling a little for the picture or stating what you think the artists idea was when this picture was painted. We shall try to find room in this Review for all such letters that we receive.

Our Counter Cards

We reproduce on this page a picture of the Perfection Oil Heater Counter Card with which all of our dealers will be supplied. Our reproduction cannot do justice to the card, as the card is in colors. This card is sure to be a good producer of sales as it is properly used by dealers in connection with Perfection Oil Heater Week, October 12 to October 19.

Imperial Smoke-Stack
Lubricants

Beginning in the September issues of selected papers and magazines, we will commence a campaign on Imperial Smoke-Stack Lubricants which will be run regularly.

The first advertisement is entitled “Speed Industry’s Wheels.” The idea back of the copy for this advertisement and the advertising to follow is to encourage more efficient power-plant operation through the use of the proper lubricants.

This is the day of efficiency. Economy in operation is the key to reduce operating costs and increase the output of mills, mines and factories. There is no more important factor in efficient plant operation than correct power-plant lubrication. A good grade Imperial Smoke-Stack Lubricants generally used will speed Industry’s wheels.

1918 GILBERT & BARKER ORDERS

By Salesman P. T. Norris

Most of us have had only a limited experience in selling Gilbert and Barker pumps, but I have had a good experience which will help some other salesman. We know how much we would have appreciated a little more help than we were able to give when we started to sell the Gilbert and Barker line, so we now offer a few suggestions to other beginners in the hope that they will be of some assistance.

All of us know how necessary it is to thoroughly familiarize ourselves with a product, and with the literature provided to help us sell it, before attempting sales. The Gilbert and Barker line should be read over, and then read again, until every illustration and every folder in it is familiar. If we are to sell a complete Gilbert and Barker line, we must learn the complete line.

A day is well spent in taking a Gilbert and Barker pump apart, so that one may know what a piston looks like, and why each valve is set just so. It is just about fatal to sales to be compelled to answer “I don’t know” to a customer’s question.

Unlimited Prospects.

Of course, all know what a prospect is, but don’t we want to sell him a small storage tank and pump? Also every week sells a storage tank and pump. This is the day of oil industry. It is time that every service station was converted to storage and service. This is the day of efficiency. Economy in operation is the key to reduce operating costs and increase the output of mills, mines and factories. There is no more important factor in efficient plant operation than correct power-plant lubrication. A good grade of Imperial Smoke-Stack Lubricants generally used will speed Industry’s wheels.

Service Clinches the Sales.

For the service you are going to give your customer on a Gilbert and Barker pump means a great deal to him as you call often and want his oil. You are, therefore, going to attend to any pump adjustment that might be necessary, and every customer will appreciate this. It is not enough to sell him the pump, but the customer has to be sold. He has to be sold in the same way that there is a few weeks before the pump is ready to place the order, don’t say too much. Leave him out of the cut of the pump that he is interested in.

Try not to refer to the catalogue too soon. Get the customer interested in the picture of the pump, or the outfit, before he even knows you have a catalogue. Show your customer a sample of your electric-corded tank, but keep the sample of metallic hose out of sight, to use as the closing argument. You will find this of great assistance, even though the customer has not made up his mind to buy a Lubricating Pump.

Don’t try to make a sale if you see the customer is out of humor. It is talk wasted and often spoils your chance of making a sale at a later date. At the same time, don’t worry about the train coming in thirty minutes. If you have a chance to close a sale, just remember your opposition will stay days of pleasure.

There is only one best line of pumps: It is the Gilbert and Barker line, and you are selling it. It is not necessary or advisable to talk very much about opposition lines.

Correction.

We asked Mr. F. T. Thomas to point out to us the error in our report on the new cars of the July Review. The location of Mr. W. E. Estabrook’s store should have read Perth, New Brunswick (not Ontario).

We thank Mr. McTavish and others for their kindness in making this correction, with our apologies to Mr. Estabrook whom we know to be an enthusiastic dealer and an old salesman of our Company.
Safety First
From time to time, as they
think, the best ideas of
our Divisional Managers will
attract the attention of agents at
at tank stations to the great need of
using every precaution to
prevent loss by fire.

Cans are a necessity at all our
sub-stations owing to the nature of
the commodities handled. It is
said that familiarity breeds
contempt, and we are all apt, at
times, to give careless
thought. In the first place, the
ground around the warehouse and tanks
should be kept free from weeds and
rubbish. It is a good plan to
bake earth around the ware-
house and sheds, as in most
cases our tankage is situated on
the railroad tracks. This pre-
vents any sparks from passing
engines being blown under the
buildings. Lubricating oils in
wooden barrels should not be
piled on the front platforms of a
warehouse next to the track,
especially when they are
on the ground and the
danger from fire is acute.

Never take a pipe or matches into
the warehouse; although a warn-
ning to others to follow the same
plans should be sufficient. What
can be easily passed between
the buildings should be
unavoidable.

Above all, follow the instructions
of your head office, particularly
in regard to the handling of matches
and lights, and the filling of barrels
after dark. This will practically
eliminate all danger.

Sub-Station Routine
By M. J. Stiles, P.O. Egan, D.B.
THERE are two sub-stations at the

Warehouse, one on the front gate seems to
work well. Keep your warehouse
free from rubbish and oil tacks. Keep
a rubber box for this purpose in a
corner and empty it two or three
times a week.

Place a Cash Value on
Barrage
By G. F. Motion, Agent,
Nelson, B.C.
The matter of insuring the prompt
return of steel barrells is at
times very delicate to handle. At
the old system, it is absolutely necessary that
there should be no delay in their return.

The Old System.
A few years ago, when the demand
for gasoline was not so large as it
is now, a good deal of latitude
was allowed customers in the matter of
returning barrells. It was under
the old system, that the customer paid
for the barrells and received a credit at
the filling station. The customer
paid for the barrells and received a credit at
the filling station. Therefore, it is
necessary to keep the barrells
in good condition.

To place a cash value on
barrells is to assure their return, and for this
reason the present system will
do away with all the difficulties of
the old system.

The new system is to secure
the orders for your barrells and keep
them rolling consistently.

In conclusion we would suggest
that when barrells are bought
outside of your house, you should be
forewarned to receive barrells.

The plan now practiced by
our main office of issuing drafts
on customers for barrells over thirty
vessels, is certainly giving valuable
assistance, and educating customers
in the right path. In fact, that drafts are our
property and are badly needed to enable
us to render prompt and efficient service.

But it will not be an accident.

SUCCESS MAY BEFFAL YOU

FAME WINNERS AT OTTAWA HORSE FAIR, 1918

IN 1918

SYSTEMATIC RECORD
By M. D. McLean, Agent
MEDICINE HAT, ALTA.

To keep a close check upon equip-
ment of any description, a sys-
tematic record is the handiest
and most complete method. Steel
barrels are no exception to this
rule.

At the end of each month, make
a list of all customers having
barrells on loan, indicate the
number of barrells each one has,
and how long they have had them.

Place this list near the
telephone to be convenient.

When the agent changes his
place, his new record will be
his old one, without having to
make a list of all customers
having barrells on loan.

Keep a record of all customers,
in each town and give it to the
customers in their respective
towns.

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Mr. A. W. Forman

Mr. A. W. Forman, Superintendent of the Montreal Refinery, has been granted a leave of absence, and will spend the next few months at his old home in Cranberry, N.J. Mr. Forman’s health has not been satisfactory for some time, and his physician has ordered that he take a rest from active duties.

Mr. Forman assumed the duties of superintendent of the Montreal Refinery in March, 1916, while the construction of the plant was still in progress. Before his association with the Imperial, he was for a number of years in the employ of the Standard Oil Co., New Jersey. He is a man of sterling qualities and is held in the highest esteem by his business associates. His many friends, both in Canada and the United States, will join in wishing him a speedy return to health.

During his absence, Mr. D. M. Allan, Jr., will take over Mr. Forman’s responsibilities at the Montreal Plant. Mr. Allan has been filling the position of assistant superintendent at the Sarnia Refinery, and was formerly employed at the Bay City Refinery in Michigan and the Standard Oil Co., New Jersey. He is a Scotchman by birth and during his residence in Sarnia has made many friends.

Mr. Bruce Dunlop

Mr. Bruce Dunlop, Superintendent of the Tulsa (Pern) Refinery, has returned to Canada for a few months, and is assuming old responsibilities at Petrolia and Sarnia. Before going to Peru, Mr. Dunlop was employed at the Sarnia Refinery as an assistant superintendent, coming from Petrolia, Ontario, where he was engaged in the oil business for a number of years.

Before returning to Peru, Mr. Dunlop will make a visit to Vancouver, B.C., and while there will devote some time to refinery matters at the Ioco Refinery.

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Mr. Bruce Dunlop, Superintendent of the Tulsa (Pern) Refinery, has returned to Canada for a few months, and is assuming old responsibilities at Petrolia and Sarnia. Before going to Peru, Mr. Dunlop was employed at the Sarnia Refinery as an assistant superintendent, coming from Petrolia, Ontario, where he was engaged in the oil business for a number of years.

Before returning to Peru, Mr. Dunlop will make a visit to Vancouver, B.C., and while there will devote some time to refinery matters at the Ioco Refinery.

Mr. A. W. Forman

Mr. A. W. Forman, Superintendent of the Montreal Refinery, has been granted a leave of absence, and will spend the next few months at his old home in Cranberry, N.J. Mr. Forman’s health has not been satisfactory for some time, and his physician has ordered that he take a rest from active duties.

Mr. Forman assumed the duties of superintendent of the Montreal Refinery in March, 1916, while the construction of the plant was still in progress. Before his association with the Imperial, he was for a number of years in the employ of the Standard Oil Co., New Jersey. He is a man of sterling qualities and is held in the highest esteem by his business associates. His many friends, both in Canada and the United States, will join in wishing him a speedy return to health.

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IT IS OUR COMPANY

YOU and we; no matter what positions we hold, no matter what our tasks, no matter where our work is done; you and we are real parts of Imperial Oil Limited.

We men and women, boys and girls, who form our Organization do not belong to Imperial Oil Limited. Imperial Oil Limited belongs to all of us—it is our Company.

Each one is entitled to claim ownership in Imperial Oil Limited corresponding to what he has put into our Company in the way of service.

We share our Company’s prestige and prosperity in exact proportion to the energy we put forth in all things that advance our Company’s welfare.

If Imperial Oil Limited is to continue to grow, and if you and we are to go on with our Company to greater things, it is because each one of us does his full part.