



MARKETING
IN MALAYA

"On Tour"

On Tour



OCTOBER 1949
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ON TOUR is published monthly by Union Oil Company of California for the purpose of keeping Union Oil people informed regarding their company's plans and operations. Reader participation is invited. Address communications to ON TOUR, 617 West 7th Street, Los Angeles 14, California.

And vs. Versus

Brown-versus-Smith is perfectly all right if Brown is playing tackle on one team and Smith is playing end on the opposing team. But if the two men are playing tackle and end respectively on the same team, it had better be a Brown-and-Smith type of pairing.

The same holds true—today more than at any other time during the past 10 years—in the world of business competition. Rivalry has its good and proper place even in industry as a means of keeping the industrial world alert and progressive. But it defeats the purpose of its creation when it crosses the line of scrimmage, draws an arbitrary and inaccurate mark between labor and management, and finally persuades one or the other to ignore real competition and contend against each other.

The success of nearly every company depends—yes, upon hard work, high skills, intelligent effort and direction, and perhaps a measure of good luck—but also to an ever greater degree upon staunch teamwork. It's almost impossible to defeat or restrain people who, when either a crisis or opportunity arises, put their strength unitedly to stave off defeat or reach their goal.

And the success of individuals composing such an industrial team depends a great deal upon the combined achievements of all. For the success of a business is invariably reflected in more jobs, better jobs, higher wages, greater security and various similar rewards we individually seek.

As proof that the enemies of our democratic system have not entirely succeeded in dividing to conquer by substituting labor-versus-management for labor-and-management relationships, newspapers recently reported the action taken by some 1900 retail clerks employed by John Wanamaker. When Wanamaker's sales began to slip, the clerks not only resisted the popular temptation of making unreasonable demands on management but turned to a program of sales promotion. Out of union funds, believe it or not, is to come the expense of running newspaper ads, issuing a direct-mail campaign and promoting an essay contest—all designed to help management get more customers into the store.

No the idea did not originate with management. It was conceived by the clerks, who live close enough to America's front counter to see that customers, not bosses, do most of the hiring and firing. They recognized that steady employment and good wages are geared directly to the number of customers entering and buying at John Wanamaker's every day. And these 1900 men and women are putting a good share of their team strength into "holding the line."

Marketing in Malaya

THE MALAY PENINSULA, which projects some 750 miles from Siam southward to the equator and divides the South China Sea from the Indian Ocean, is fully a half-world removed from Union Oil refineries. Nevertheless, for many years large quantities of our lubricating oils, greases, solvents and other products have played an important part in the industrial development of this land.

Few of us realize that half of some 5,000 miles of well-kept Malayan highways are paved with Union asphalt; also that the great municipal airport at Singapore, serving both land and sea planes, is surfaced with this same product of Oleum Refinery origin. And throughout Malaya are railways, city transportation services, tin mines, rubber plantations and numerous other important consumers who depend upon our refineries for many of their petroleum needs.

The marketing organization to whom we are obligated for our long and successful Malayan relationship is Sime, Darby & Company, Ltd., whose head office is at 5 Malacca Street, Singapore. This company was founded in 1910 at Malacca. They now have branch offices throughout Malaya and in Sarawak, with main offices in Penang, Ipoh, Kuala Lumpur and Kuching.

Presently at the head of Sime, Darby & Co., Ltd., are F. MacDonald Edmonds, O. B. E., chairman; E. C. Martin, M. C., vice chairman, and C. F. Smith, managing director. Besides being distributors of Union Oil products, they are interested in tin mines



and rubber estates; serve the area as engineering and electrical contractors; and, in addition to importing many of the refined and manufactured products needed in Malaya, handle a very considerable volume of exports.

In the years preceding 1939, Union Oil Company maintained its own offices in Singapore, where an employee staff gave marketing assistance to our distributor and customers. Following World War II, when Sime, Darby & Co. reestablished their business



Inspecting an attractive Triton display in the Singapore headquarters of Sime, Darby & Co., Ltd., are (l-r) Chiok Eng Kiam, who has been a Union Oil sub-dealer for over 20 years, A. K. Seah, salesman, and J. R. Stagg, who is in charge of Sime, Darby's Union Oil department.



The bullock cart still maintains its ancient place and usefulness in Malacca's transportation scheme.



Some of Malaya's best bargains and bargainers get together via the ancient oriental way of merchandising.



(Above) Sturdy Chinese twakous are laden with rice cargoes for local distribution. (Below) This man and his assistant are skillful coconut harvesters.



in 1945, many of our pre-war customers hastened to resume their purchases of Company products.

During my recent visit to Malaya I found that roads built with our materials had remained in excellent condition through the period from 1940 to 1945 without any apparent attempt at maintenance.

The accompanying information has been forwarded for publication in ON TOUR through the interest and generosity of Sime, Darby & Company's staff. All photographs are the property of the STRAITS TIMES, Singapore, who have courteously extended us printing privileges. We hope that your reading audience of Union Oil people will find this material interesting and informative.

from John W. Graham
Manager, Foreign Sales

The basic technique and results of wash-day are the same everywhere, but here a road replaces the Bendix.





Hands joined in prayer, Buddhist nuns and priests in a Singapore temple chant a litany, led by their abbot.

MALAYA, up to World War II, consisted of the Straits Settlements, made up of Singapore, Province Wellesley, Penang and Malacca, and the Federated Malay States, which constitute most of the Malay Peninsula. With the cessation of hostilities, the peninsular states have become the Federation of Malaya, and Singapore is a separate colony.

The Colony of Singapore, long an important naval base, industrial center and crossroads of world shipping, is an island situated at the southern end of the Malay Peninsula and slightly over one degree north of the equator. Few people, other than those directly associated with the region, are aware either of the island's geographical position or of its colonial status. It is not unusual for people in Singapore to receive mail addressed to Singapore, China, or Singapore, India. Both are quite

Till a self-fueling, amphibious tractor comes along, the water buffalo will remain a power in the rice fields.



(Above) A Chinese sampan oarsman glances stoically at one of the big dredges (below) used in Malaya to mine most of the world's supply of tin.



The Ronggeng, national dance of the Malays, moves to the rhythm of a most ancient instrument.





Kuala Lumpur, seat of government in the Federation of Malaya, boasts a modern station and good rail service.



The old fort on St. John's Hill in Malacca is a reminder of European rivalry for the spice trade centuries ago.

wrong, since Singapore alone is address enough and entirely correct.

The island is connected with the mainland by a half-mile causeway, over which there is a road and railway tracks. This railway, over 1,000 miles in length and extending up through the states to the port of Prai, connects with an extension to Siam. Motor highways, aside from the inconvenience of several ancient type ferries along the way, offer a comfortable and important transportation alternative.

The City of Singapore, a most colorful and cosmopolitan metropolis despite its exaggerated reputation for tropical heat, was once described as the wickedest city in the world. Travelers who now ride through its clean streets and well-kept parks and who enjoy the quiet luxury of its fine homes and hotels, have reason to wonder where its wickedness has fled. Before and since the Japanese occupation it has ranked as one of the cleanest cities of the orient.

World tourists, who have formed their impression of Malaya solely through fiction and motion pictures of wild animal life, frequently have to visit our zoos even to catch sight of Malayan tigers, wild elephants, pythons, panthers, crocodiles and wild boars. Such fearsome creatures do exist far back in the peninsula's forested areas. But it is quite a waste of energy for the average traveler to bring along a defensive weapon.

On the contrary the visitor is more apt to be startled by the magnitude of Malayan industry, or endangered by the traffic of busy thoroughfares, or injured by an overabundance of luxurious living.

In addition to Singapore, there are several Malayan cities whose wares and industries are important to the commerce and economy of our modern world:

Malacca, the oldest European port in the peninsula, was captured from Muslim traders and domination by the Portugese in 1508. Later, international rivalry to

gain control of the spice trade brought about its fall to the Dutch in 1641. Finally the British took over in 1795 and, except during several brief periods of treaty and warfare, have maintained protectorate status over Malacca as well as the other peninsular cities and states.

Among the prominent old buildings found in Malacca are the Stadt Haus, where government offices are housed; Christ Church, which dates from Dutch ascendancy; and the ruins of St. Paul's Church, from which the remains of St. Francis Xavier, great Catholic apostle of the Indies, were exhumed and transferred to Goa in 1553. On Millionaires' Street are some of the finest examples of Chinese furniture and pottery outside of China proper.

Kuala Lumpur to the north is the principal city and seat of government in the Federation of Malaya. The state of Selangor in which Kuala Lumpur is located is noted for its valuable deposits of alluvial tin and for its

Fisherman, fishing and fish have changed about equally where pagodas face the Indian Ocean.





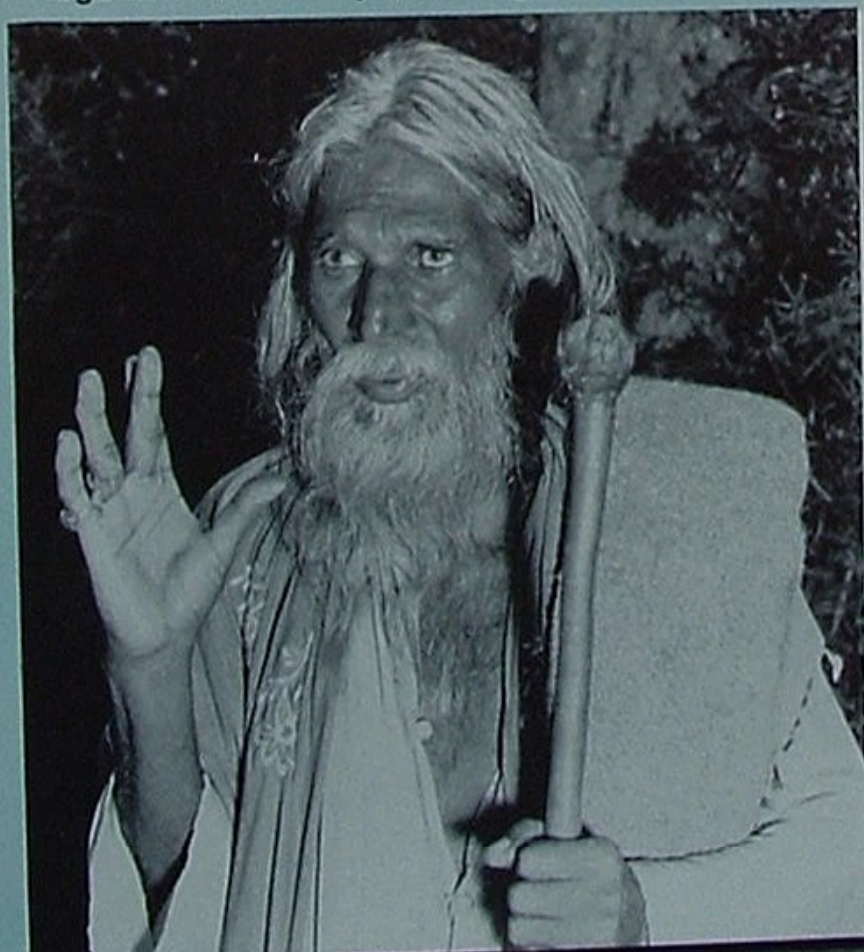
Only 15 miles from Kuala Lumpur, a thatched hut and vegetable plot fight the jungle for life and domination.

rubber plantations.

Incidentally, most of the world's supply of tin comes from the mines of Malaya. This metal, together with tungsten, gold and some coal, constitutes an important source of mineral wealth. Rubber, pepper, tapioca, copra, gutta percha, gums and rattan are among other major commodities produced in Malaya and processed in the large cities for export throughout the world. Agricultural products consist of rice, vegetables and fruit. Strangely, rice, the staple food of the native population, is grown in less than sufficient quantity for local needs.

The state of Perak to the north of Selangor is also rich in tin ore, being the largest producer of this metal in Malaya. Gravel pump mines operated by Chinese predominate, while the European companies confine their mining methods mostly to dredging. In Ipoh,

A fakir, holy man of India, passes through a village in North Malaya, seeking the bread of life.



Decked out in new sarongs and kebayas, ladies of the East head for festivities or a round of window shopping.

the principal town, are many foundries which cater to the needs of mining companies. Here also, where hills and charming sunsets enhance the beauty of the country, are a most attractive golf course and excellent swimming pool.

Kedah and Perlis, northernmost of the Federation states, adjoin Siam. These two states with a total population of some half-million Malays and 150,000 Chinese, produce large quantities of rice and rubber. From caves in the Perlis area tin is taken in a unique mining operation.

One of the world's most delightful islands is Penang, located in the Strait of Malacca and just off the coast of south Perlis. Often compared with Hawaii and Ceylon, it is a favorite stopping point for round-the-world voyagers. George Town, the port and principal city, has a population of 190,000. The island's population numbers 446,000, of which half are Chinese.

The 3,000-foot Penang Hill dominates the island, providing a rich backdrop of tropical vegetation. Its summit, where attractive hotels and residences are located, is reached by a funicular railway.

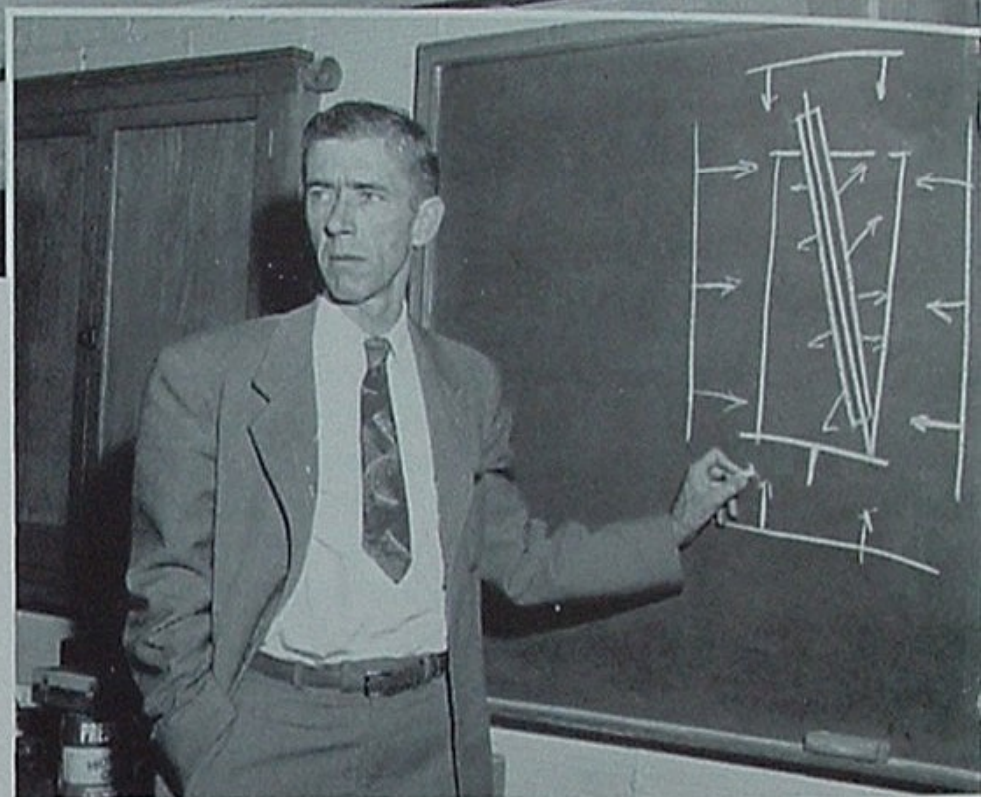
Two world-famous temples occupy this island. One of these, Kek Lok Si, a Buddhist monastery, spreads over 30 acres of hillside and boasts two of the orient's finest pagodas. The other, "Pure Cloud Cave," is a snake temple where thousands of Chinese flock three times a year to pay obeisance to a god, Chor Soo Kong. The temple is literally decorated, draped and carpeted with living snakes, which the worshippers pacify by bringing offerings of eggs on festival days. To go sight-seeing in this temple is a memorable experience.

Indeed a land of surprises and contrasts is Malaya. Kipling once said of the East and West that "Never the twain shall meet." But they are meeting and it is not unlikely that the best resources, thought, customs and traditions of both may be welded into a better manner of living for all.

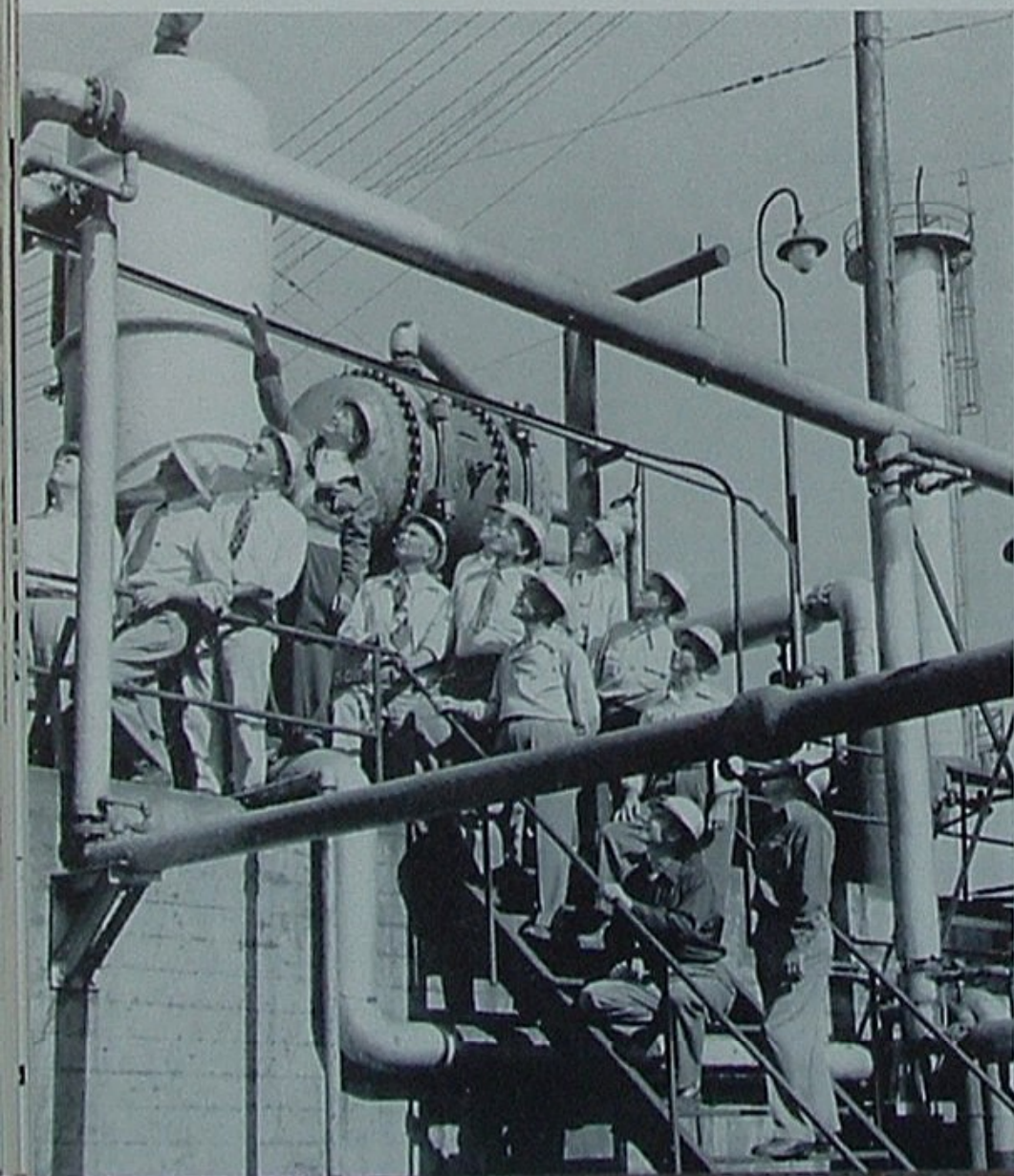


Typical of the 254 salesmen matriculated at Oleum are the members of this August 8 to 19 class, who came from Seattle, Reno, San Diego and several intermediate points.

Having discussed the theory of lube-oil refining in class, the salesmen then visit a refinery unit to observe first-hand how quality products are manufactured at Oleum.



Bob Diehl leaves his duties, as superintendent of Compound, Shipping and Asphalt Department, for a few moments to conduct chalk-talk on manufacturing problems.



Mac MacLennan, Research supervisor, contributes to a discussion of greases used for ship launching purposes and tells of some new developments in oil laboratories.



Education on Stream at Oleum

By F. H. OTT

“WHAT refining methods do you use in manufacturing your lubricants?”

“What do you mean by a barium base grease? What makes it any better than the kind we are using?”

“Here is a million dollars worth of machinery that is being shut down too often by lubrication failures. You can have our business if you can keep it running. What are your recommendations?”

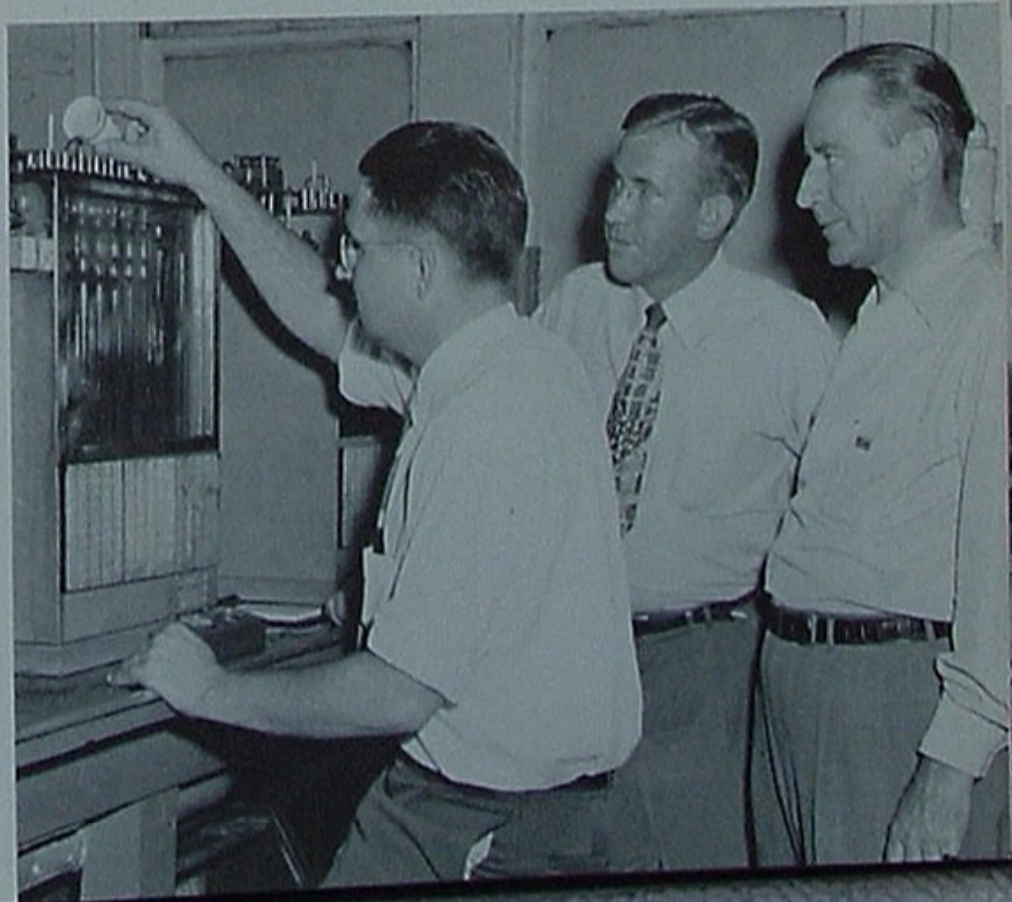
Such questions don't confront every Union Oil salesman every day. But similar inquiries are being made oftener as competition grows keener and Mr. Customer becomes more quality-conscious. Also, in many industries today are managers and buyers who have acquired a keen knowledge of petroleum products—their uses and misuses. They can put an uninformed order taker to flight in a hurry. Or they can quickly place confidence in the salesman who knows his oil.

To make sure that Union Oil is supported by skillful, well-informed representatives on all of our marketing fronts, the Company in 1948 started a series of two-week training courses for sales personnel. The intention has been, not only to equip representatives with the right answers, but to give them some of the inside knowledge of products that heretofore has often been limited to a few technical men in our refineries and research laboratories. It was evident that no better school location could be found than within Oleum Refinery, where most



The group leader who has the steadiest instructing job is Fred Van Amburgh, Research chemist, whose classroom manner and effectiveness are invariably pleasing.

In the Inspection Laboratory, Foreman Jack Wren, left, demonstrates to Kenny Vine and Merv Brennan exactly how oils are tested for viscosity with a viscosimeter.



Sales experts in the automotive and industrial fields are Sol Onorato, left, and Al Mullerweiss, each of whom shares his long experience and knowledge with the class.



Aboard the S S OLEUM, Captain Peterman (hatless) explains the precautions that are taken to prevent product contamination during shipment, and

. invites everybody up to the bridge to make a dry run, using the gyro-compass, steering mechanism, radar and other mechanical wonders found on tankers.



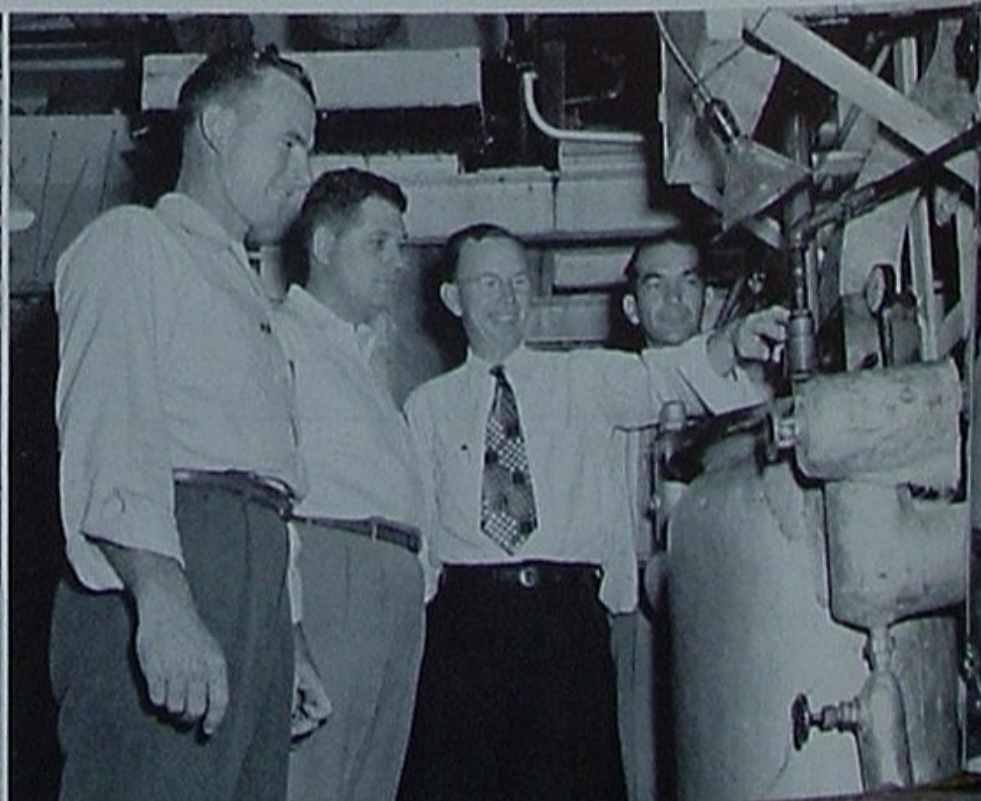
Herb Hemmen, manager of Oleum Refinery, finds time at least once during the two-weeks' course to address his Marketing guests. (Below) Dick Hayward, left, Seattle, learns from Engineer Bill Page how grease is made.

of our lubricants are manufactured and where adequate research talent and facilities are available.

From the outset it was planned to keep the classes small and informal. Twelve men now comprise each group. They convene in a room adjoining the Research Department's laboratory and participate in conference type discussions under expert leadership. Fred Van Amburgh, a research chemist at Oleum, has carried the major instructing responsibility since the courses were begun. However, he regularly has the assistance of such men as L. W. McLennen, research supervisor, Sol Onorato, automotive engineer, Al Mullerweiss, industrial representative, and a number of other specialists who are experts in the marketing, refining or research fields.

To date 254 men have completed this program of intensified training. They are generally chosen four at a time from each of our three marketing territories. The Glacier Division and General Sales Department have

Experimental grease making holds the interest of (l-r) Glenn Parker, Long Beach; Mike Walsh, Jr., Los Angeles; Ted Eifert, Research engineer at Oleum, and Mac McCormick, Sacramento, as they inspect a laboratory unit.



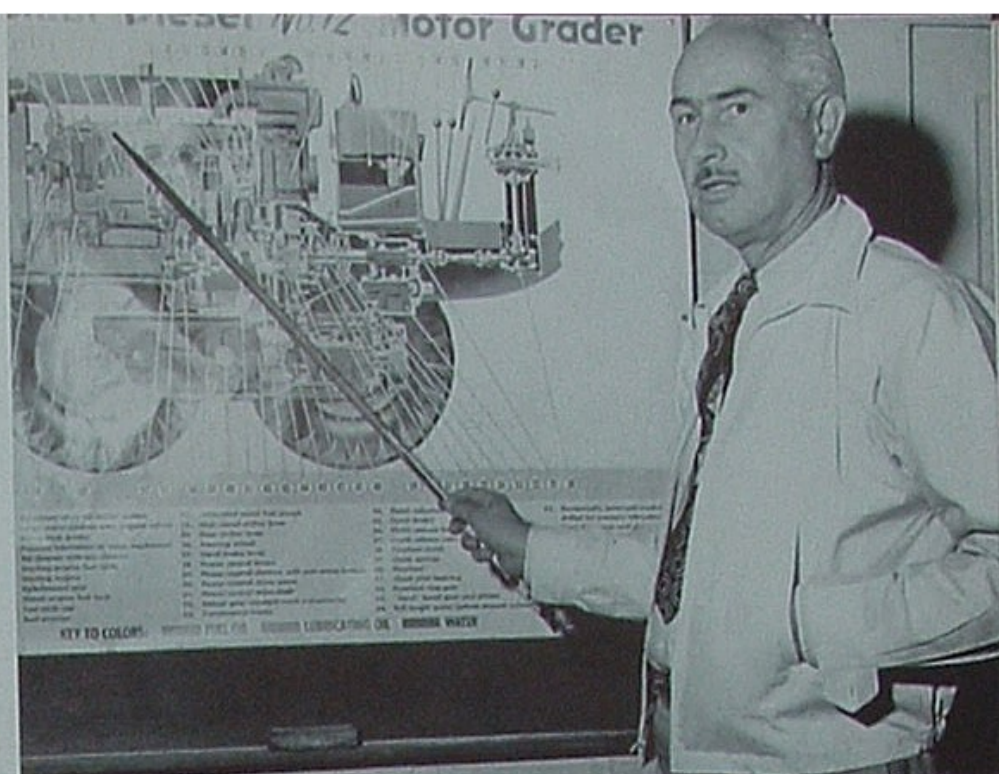
also sent a number of their representatives through the school. The graduates include retail representatives, office personnel, lubrication engineers, special representatives, trainees and various others.

Any visions of a two-weeks' holiday are promptly erased at 8 a.m. on the first Monday morning. The salesmen are escorted to their classroom places, given an identifying lapel pin bearing their name, and supplied with an impressive notebook. A welcome to Oleum is extended by the research supervisor or refinery manager. Then the heavy thinking begins.

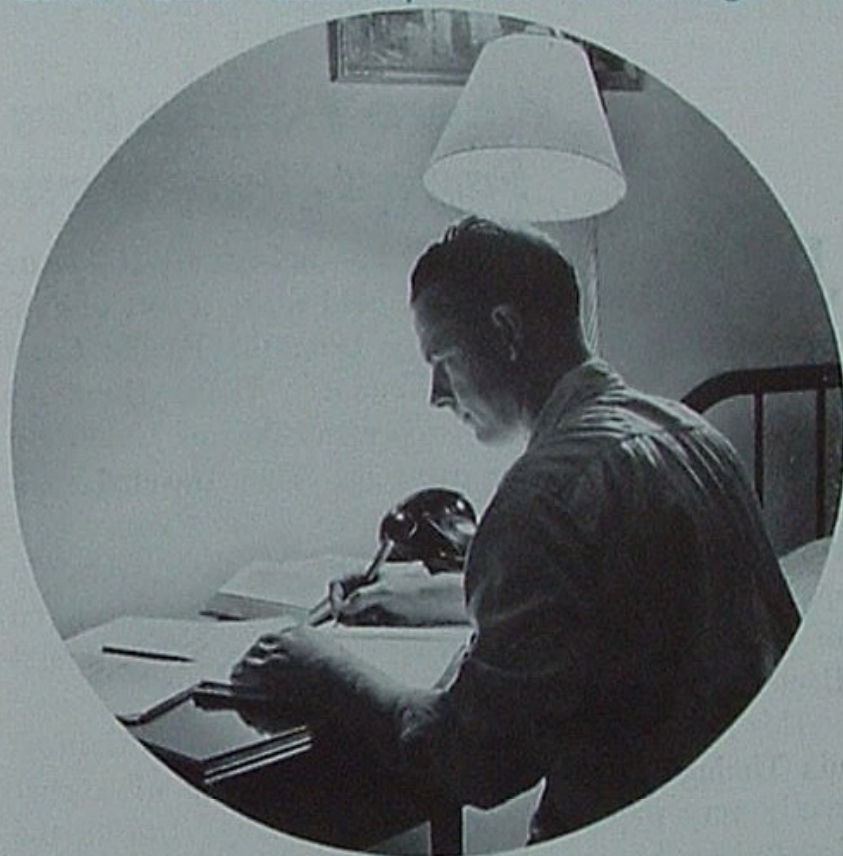
The usual procedure is to cover a subject first in class, then in the related refinery unit or laboratory. Although emphasis is placed upon fuels, lubricants and lubrication, the scope of the course includes information on oil production, refinery and compounding operations, laboratory tests and their evaluation, gasoline and diesel engines, various types of fuels, product application, and basic studies of asphalts, solvents and other petroleum commodities. The men learn how research is performed and how patents are obtained. They are introduced first-hand to the problems of transportation, packaging and shipping. They even go so far as to plan an experimental batch of grease and test it for quality.

It is by no means an eight-hour school day. Back at their Berkeley hotel in the evening, the men edit and record in manual form the volume of notes they have made each day. Their textbook of information thus prepared becomes valuable review and reference material on the sales job. When examined by the instructor at the conclusion of the course, the book also serves as a measure of the student's scholastic development and understanding.

Salesmanship marches on!

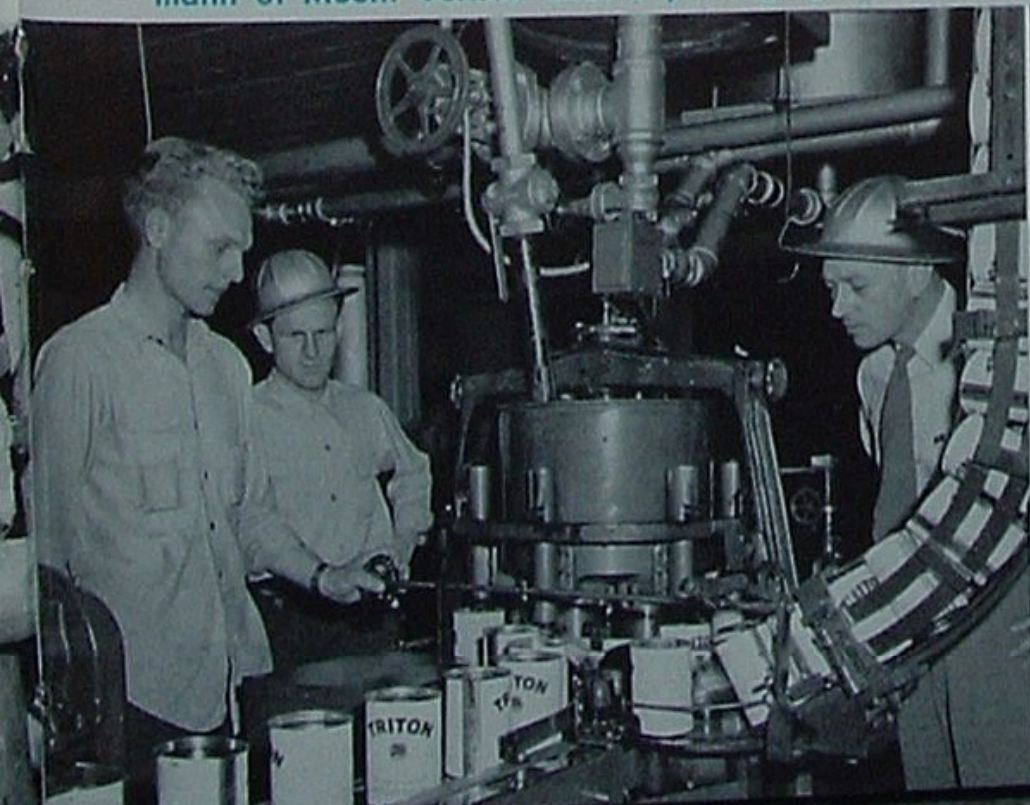


During the course each enrollee presents a 30-minute talk on a subject of his own choosing. Al Craddock of San Francisco concentrates his oratory on a tractor. (Below) Glenn Parker experiments with midnight oil.



With Neil Bachman at the controls of a Triton canning machine, Bud Bounds, Jr., of Portland and John Hansmann of Mount Vernon absorb packaging knowledge.

In Oleum's Asphalt Department, the group observes techniques used in filling hex-cartons two at a time with products for roof construction and pipe coating.





BONNEVILLE

Where Nature Has Provided The World's Fastest, Safest and Sanest Race Course

JUST PRIOR TO AUGUST 22—and exactly 100 years after the famous California gold rush—a sort of emigration in reverse took place from the Pacific Coast across western deserts to Wendover, Utah. Hundreds of Californians, including representatives of Union Oil Company, made up the caravans. They traveled comfortably at 60 miles an hour over country where covered wagons had plodded at 10 miles or less a day. In quest of racing laurels rather than gold, they journeyed to Utah's salt flats to participate in the First Annual Bonneville National Speed Trials.

This racing event, conducted by the Southern California Timing Association, was the outgrowth of a currently very popular sport, hot-rod racing. During the last two or three years the lowly hot rod, around which some unfavorable publicity has been built, has developed a considerable amount of refinement along with its speed. The kids who built the first hot rods out of junk-yard chassis and worn out motor blocks have grown to manhood now, and with them have developed some rather surprising innovations in transportation.

Competing at Wendover in a six-day series of events, limited to cars of 350 cubic-inch cylinder displacement or less, were some 50 of racing's fastest amateur jobs. Most of these were built in California backyards or hobby shops. Many looked like and were the hot rods that high school boys are so eager to own. But not a few possessed special streamlined bodies and mechanical novelties that may influence the future of automotive design.

One car, made from two P-38 belly tanks, carried the motor in one tank, the driver in the other; it had power to spare but developed a tendency of flying off the course around the 140 miles-per-hour mark.

A half-ton truck chassis with twin engines mounted fore and aft established a Class D record by doing 140.95 miles an hour.

A Kurtis-Kraft sport car—consisting of a streamlined plastic body mounted over a “souped up” Mercury motor—did better than 131 miles an hour on “7600” gasoline; then switched to wood alcohol for fuel and pushed the world's sport car record up to 142.52.

There were 47 other cars in the running also, no two of them alike except for having four wheels and a speed of well over 100.

And then there was Car No. 5! Every racing meet has its outstanding performer, and certainly the star of these first annual speed trials was No. 5. The car, a sleek little streamliner built by Alex Xydias and Dean Batchelor of Burbank, California, is completely housed in aluminum. Its power plant, located back of the driver's compartment, is classed as a Mercury motor. But, like all of its contemporary speedsters, it is equipped with special racing heads, cam shafts, pistons, rings, carburetors, etc., seldom found on stock automobiles. It stood only tire high (two feet) above the salt and looked the part of a champion.

Car No. 5 enjoyed a completely successful week at the trials. Equipped at first with a 60 HP Ford engine, it established a new American Class A Streamliner mark

of 156.39 miles an hour. Then with its Mercury motor installed, it negotiated a Friday run at 187.89, which exceeded the former Class C Streamliner record by 25 miles an hour. Still not satisfied, it tried again on the final day, going out over the measured mile at an amazing 193.54 miles per hour and returning at 185.95 to establish a two-way mile record of 189.75!

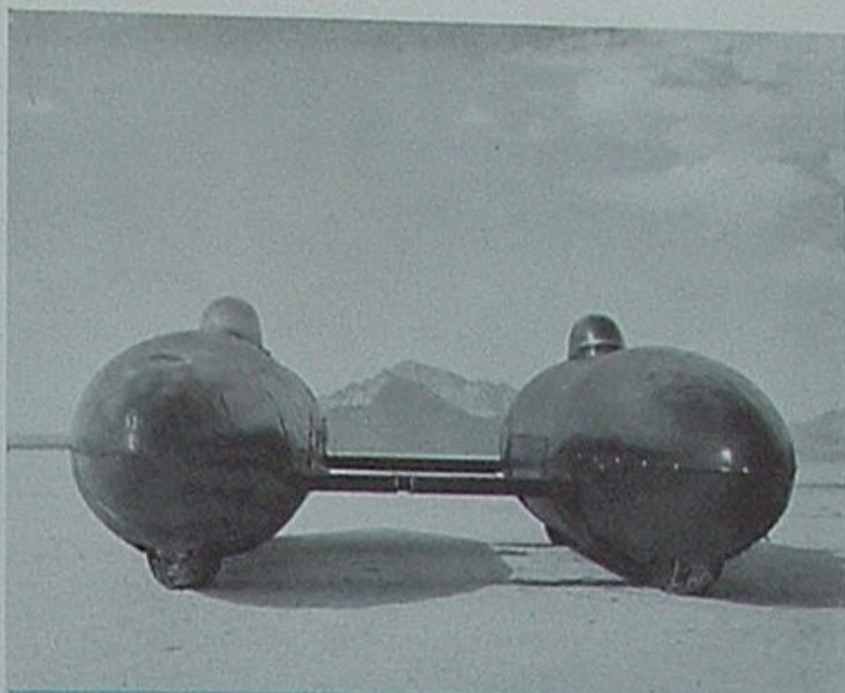
When our automotive engineer and former racing champion, Earl Cooper, dealt out Union Oil trophies to all the winners, Xydias and Batchelor, co-owners of No. 5, turned homeward with an armload of mantelpieces.

FASTEST AND SAFEST

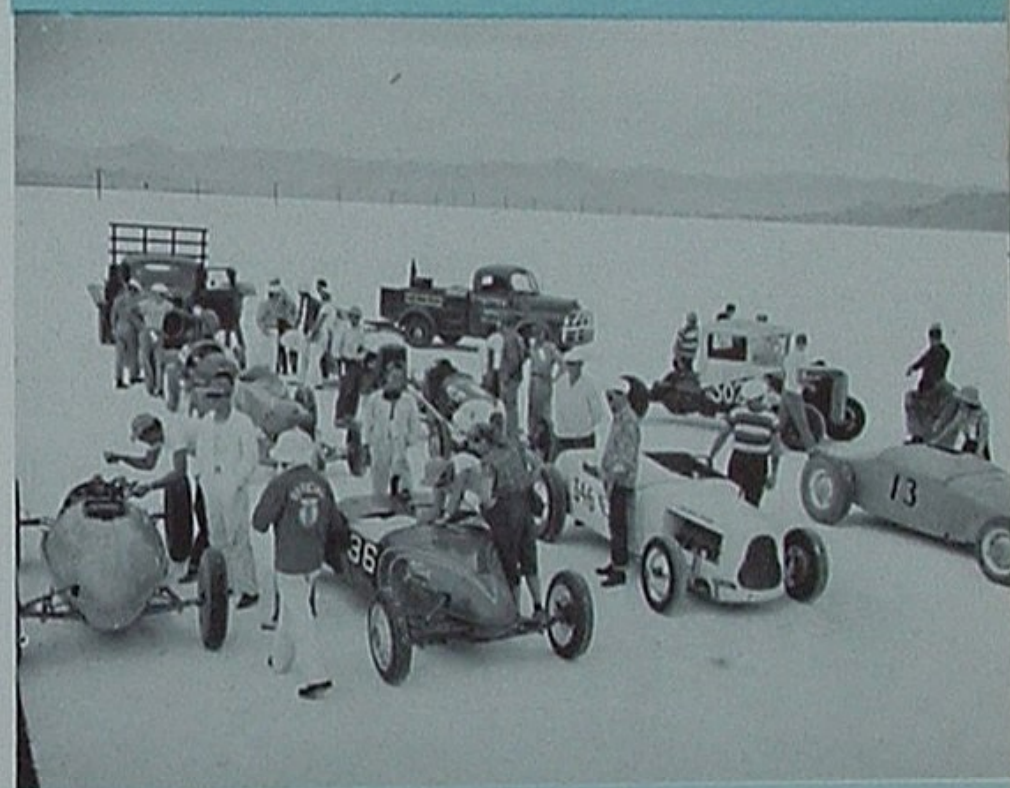
The speed trials of August were further evidence to several hundred drivers and mechanics, a score of officials, and several thousand spectators that Bonneville Salt Flats are the world's best racing course from the standpoints of speed and safety. Hardly an automobile record now stands that was not established at Bonneville. It was here that the Englishman John Cobb amazed the world in 1947 by driving his Railton Special—powered with airplane engines—at 394.196 miles per hour, the present record.

Hardly less sensational were the marks established by Ab Jenkins of Salt Lake City in 1940. Driving his Mormon Meteor, also powered with airplane engines, he sped round a circular 11-mile course for a steady 48 hours, establishing world's records for every distance from 50 to more than 5,000 miles. During the first hour he averaged 182.5 miles per hour. His average speed at the end of 48 hours was 148.63, with no allowance being made for fueling or pit stops.

One record held by Ab Jenkins—and one that he is not overly anxious to improve—is far down the speed scale to 68 miles per hour, or about the top speed of

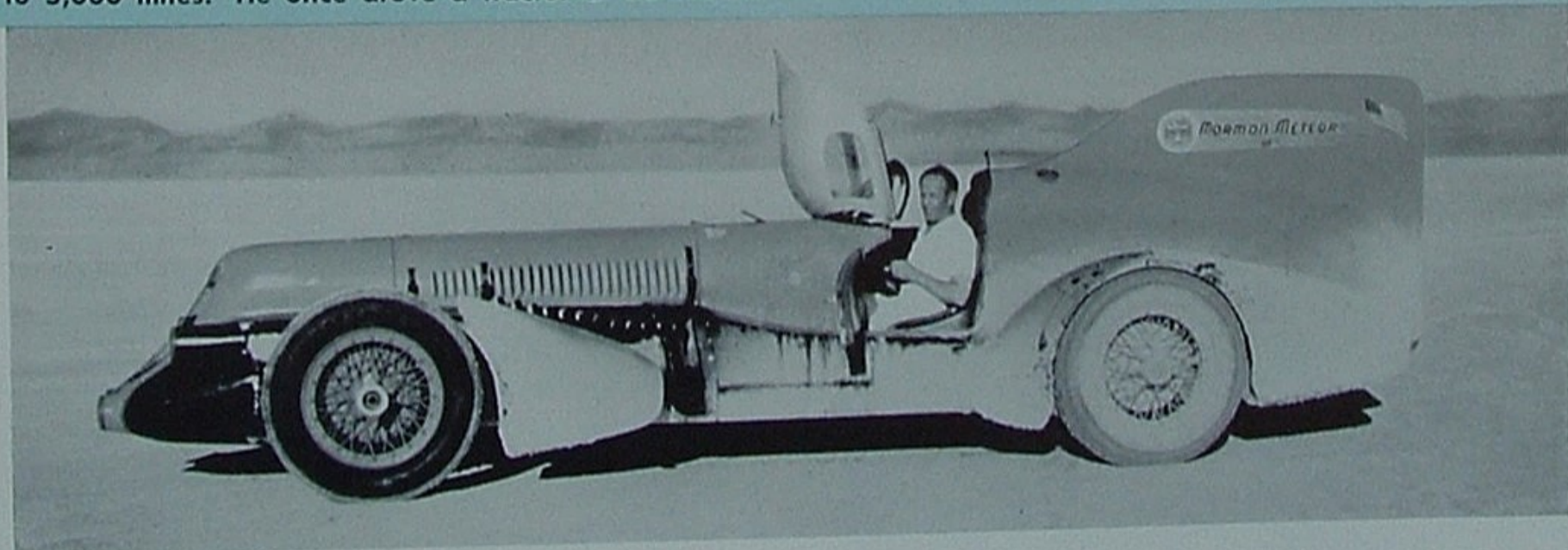


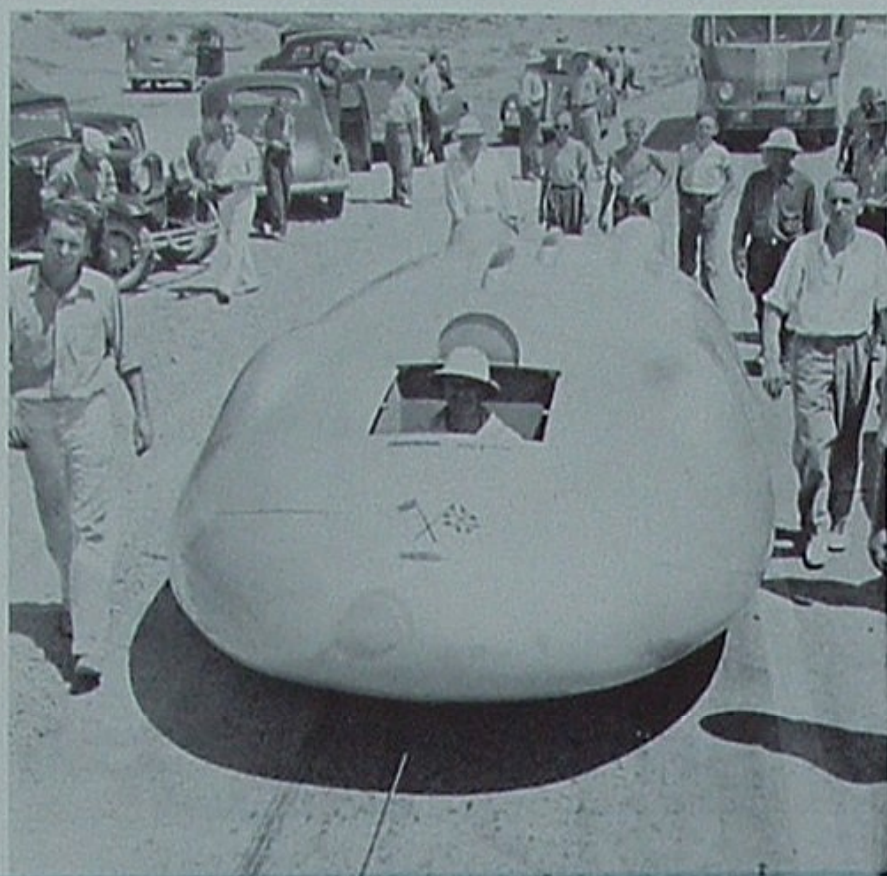
The Speed Trials brought out this most unusual design. Housed in two P-38 belly tanks, the craft developed a tendency to wing-over at high speeds.



(Below) Ab Jenkins of Salt Lake City has piloted his Mormon Meteor to every world's speed record from 50 to 5,000 miles. He once drove a tractor at 68 M.P.H.

Up to the last minute before each trial run, mechanics labor over the temperamental speedsters. Cars may burn alcohol, which is fast but produces low mileage.





The world's record for the mile is held by England's John Cobb, who in 1947 drove this Railton Special over Bonneville Salt Flats at rate of 394.196 miles an hour.

Lined up to receive the 58 trophies presented by our Company to the winners, are some of the fastest amateur cars in America. Bonneville's ideal for these trials.



To Union Oiler Earl Cooper (center), former champion of the speedways, fell the honor of presenting trophies to Class C record holders, Xydias and Batchelor.

your family car. However, Jenkins accomplished it on the salt flats back in 1935 aboard an Allis-Chalmers tractor.

Even as the 1949 trials were ending, Noel Pope arrived from England intent upon breaking the world's motorcycle record of 174 miles per hour, now held by Germany. His British motorcycle, equipped with a blister-like compartment for the rider, is engineered for a speed of close to 200.

Throughout all of these sizzling attempts to catch up with Time, there has never been a fatal accident at Bonneville. Batchelor this year lost all the tread from a front tire as he was completing his record run, but little No. 5 maintained its course, threw off a shower of loose rubber, and came safely to a halt.

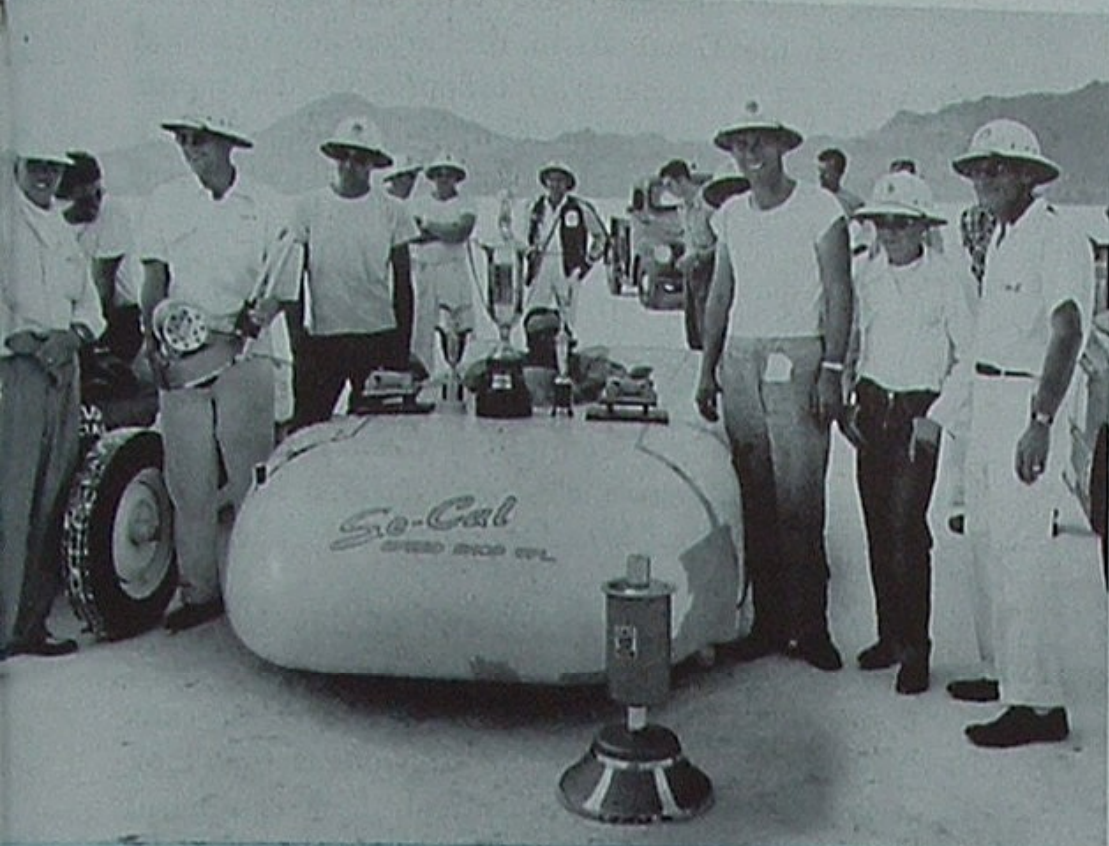
One of the English cars, while doing nearly 300 miles an hour, had four tires on its rear dual wheels blow out at once. The car dropped down on its cowl and skidded several miles to a stop without overturning.

Jenkins wrote notes to the spectators and even shaved himself while touring the circular salt course at over 125 miles an hour. Obviously Nature has done a superb job of paving this ancient lake bottom.

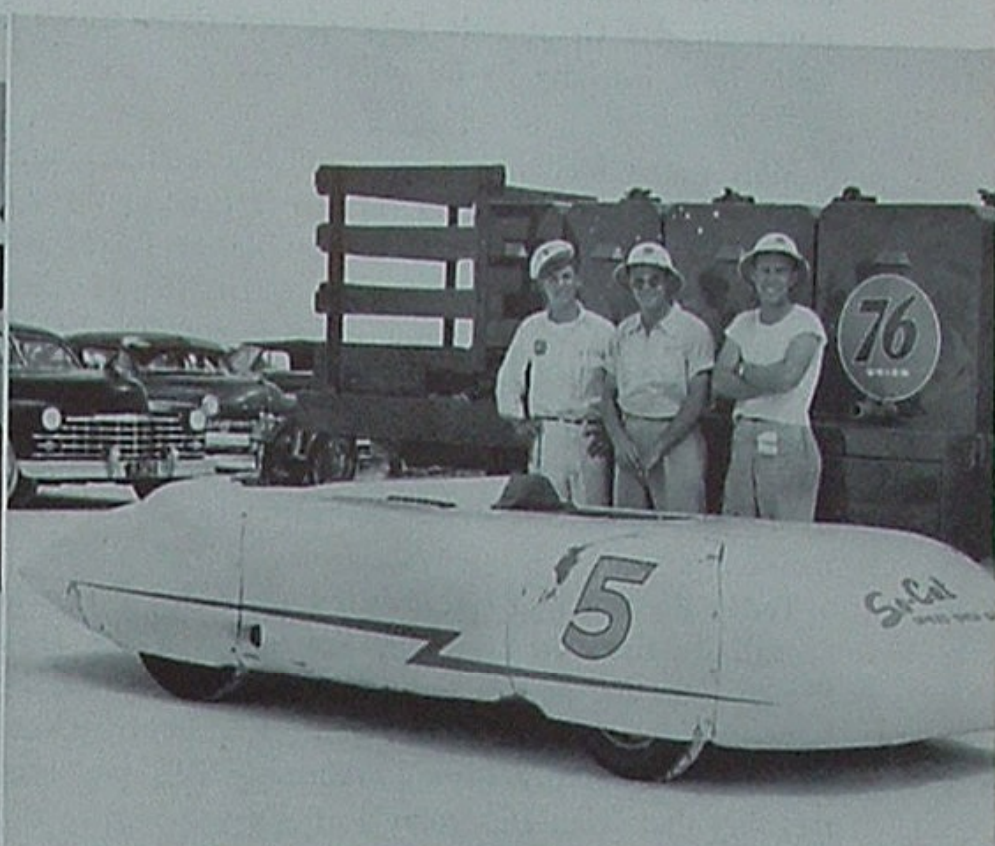
LAKE BONNEVILLE

Perhaps you haven't heard the account of how Utah's natural racing course was fashioned.

Although named in honor of Captain Benjamin L. E. Bonneville, who explored the Rocky Mountain region from 1832 to 1836 while on leave of absence from



These co-owners of a mighty little Mercury-powered streamliner received numerous awards for achieving a new world's record of 189.75 over the two-way mile.



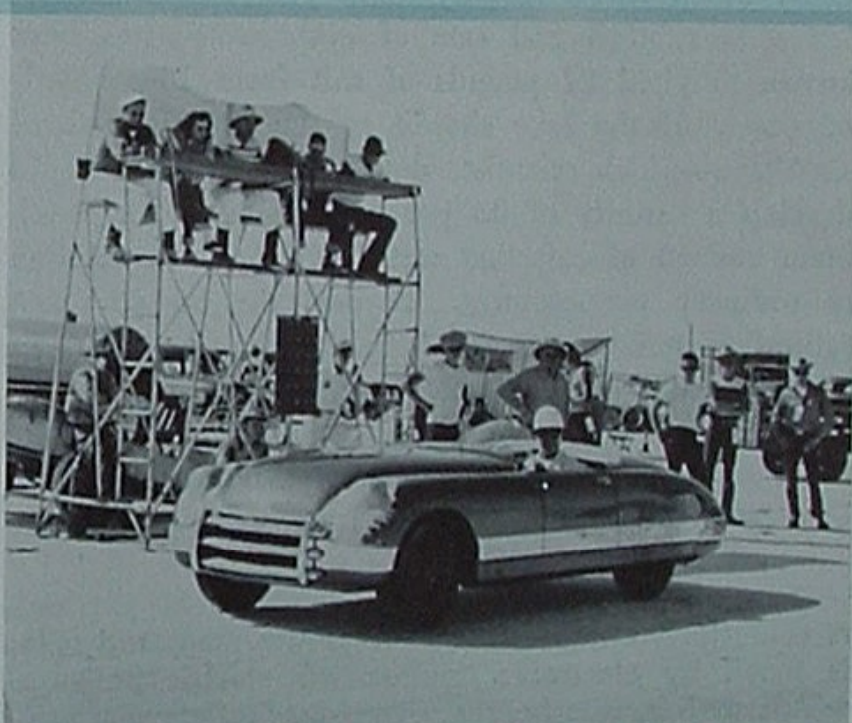
On hand to congratulate Batchelor, the driver, (right) was Bill Hamilton (center), Company consignee at Wendover. Paint scars at left of "5" mark a tire failure.

the U. S. Army, the Bonneville Salt Flats date from prehistoric times. Far back toward the close of North America's glacial era, a massive body of fresh water, now referred to by geologists as Lake Bonneville, filled Utah's Great Basin area. It was some 346 miles in length by 145 miles in width, approximately the size of today's Lake Michigan. Besides occupying nearly one-fourth of the present state of Utah, it extended into Idaho and Nevada, and was nearly 1,000 feet deep where Salt Lake City now stands.

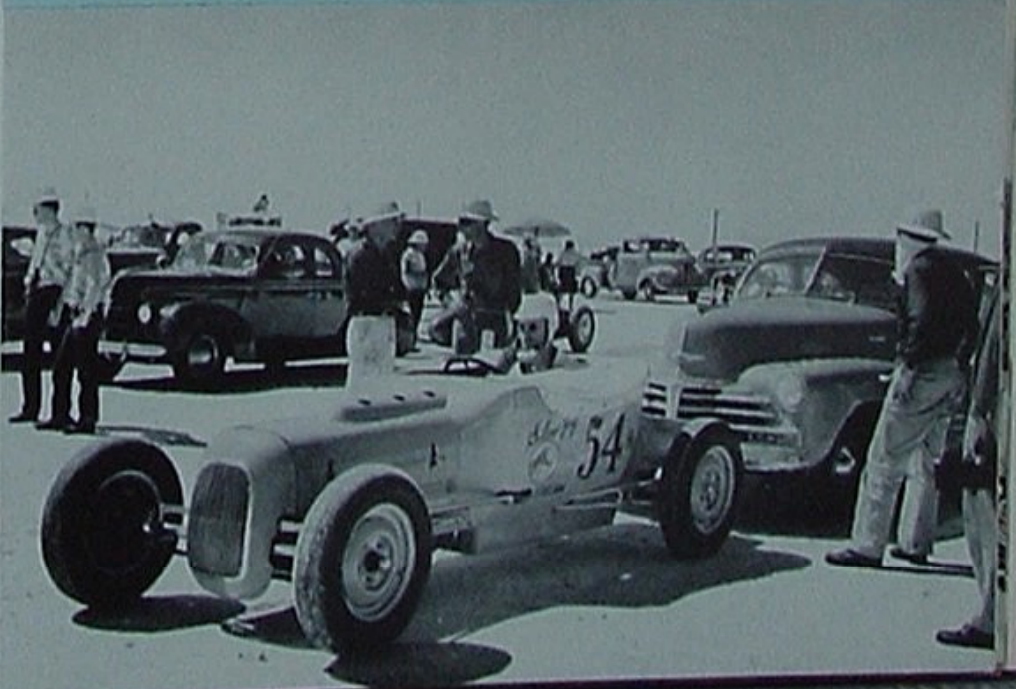
This body of water practically wrote its own history before passing into oblivion. Its ancient levels are etched into western mountain ranges in the form of steps or terraces, these plainly revealing where the shorelines dropped swiftly or at other times clung for many years to their *status quo*.

Bonneville's first undoing is attributed to Red Rock Pass in Idaho. Serving for many centuries as the weakest rim of the lake's basin, this barrier finally gave way. Probably at first it offered the rising lake only a shallow spill-over or outlet. But soon the outlet expanded into a swift torrent, cutting a deep notch into the basin rim. Water now began pouring from Lake Bonneville into the Pacific Ocean via the Portneuf, Snake and Columbia rivers. Within a very short period the lake's depth decreased 375 feet and an immense expanse of lake bottom became dry land.

Subsequently the climate and water resources of the Great Basin grew drier. When Red Rock Pass left off in its drainage job, evaporation took over. Finally



Above, Kurtis-Kraft sport car, a new plastic-body job, did a record 142.52 miles per hour. Below, most racers lack unessentials and required a push to get started.



one of the earth's largest fresh water lakes became the much smaller Great Salt Lake of our time, which is some 75 miles long by 50 miles wide.

SALT

Most water, including fresh water, accumulates some salt and other soluble minerals as it courses through and over the earth. Lake Bonneville at its highest stage probably held no greater quantities of these minerals than do other fresh water lakes. But having no outlet except through the process of evaporation, it gradually lost its water volume while hoarding most of the mineral content. As a result, each shrinkage in Lake Bonneville found the salinity of its water increasing.

Today the water of Great Salt Lake has a far greater salinity than ocean water, exceeds even the Dead Sea of Palestine in this respect, and bows only to Red Lake in Crimea as the earth's saltiest reservoir. Ocean water has a salinity of approximately 3½ per cent, meaning that from 100 pounds of sea water some 3½ pounds of salt can be extracted. The Dead Sea, by comparison, has a salinity of about 25 per cent or nearly eight times that of ocean water. Great Salt Lake, which varies slightly from year to year in relation to rainfall and rate of evaporation, has been known to yield 27 pounds of salt from 100 pounds of water. If the lake should continue its process of shrinkage—which scientists doubt will occur—it could develop a salinity of 35 per cent. This is the maximum amount of salt that water will hold in solution at ordinary temperatures. Beyond the 35 per cent saturation point, excess salt would be deposited in layers on the lake bottom.

These facts have given us an indication of how the salt flats were formed. The desert they occupy measures 50 by 150 miles in area. It too is a part of the

old Lake Bonneville basin and is located about 100 miles west of Great Salt Lake. With the latter receiving most of the Great Basin drainage, the westward basin was first to succumb to evaporation. Its waters reached their saltiest saturation point, deposited a thick crust of salt on the lake bottom, and finally fled the area completely.

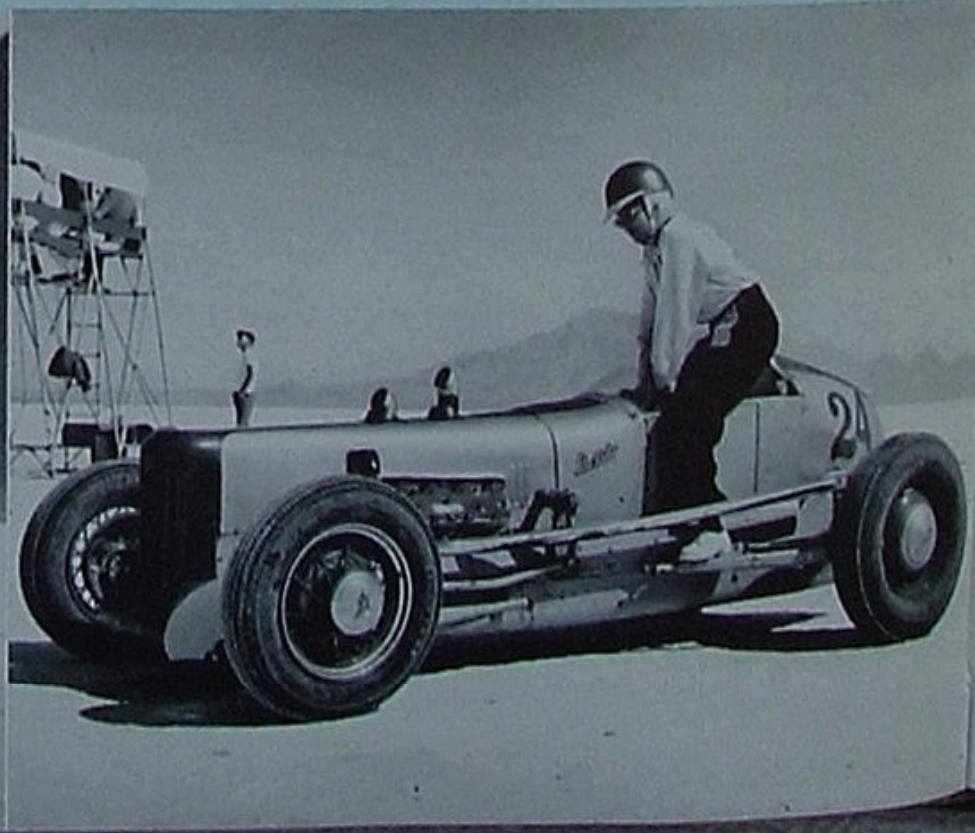
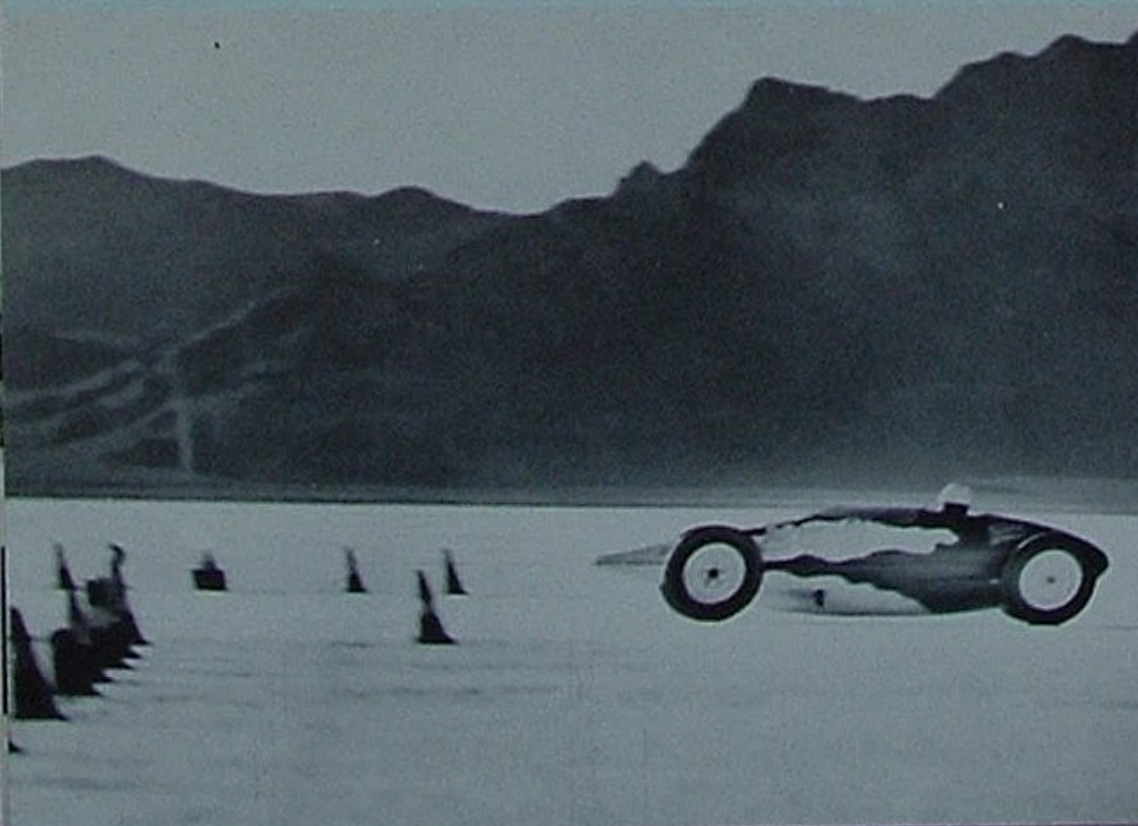
Thus the Bonneville flats are paved today with enough salt to supply all the tables of this world for many generations. In addition to the table salt, familiar to everyone, the racing crust contains Glauber's salt, Epsom's salt, gypsum, calcium chloride, magnesium chloride, potassium chloride, boric oxide, phosphorous acid, lithia, bromine, iron oxide, alumina and silica.


It is only along the northern end of this dry basin that salt has been deposited in a crust thick enough to support the heaviest of our modern racing cars. Elsewhere are the mud flats and thin crusts that took such a heavy toll of emigrants and their equipment 100 years ago. Relics of their struggles are still to be found in the area.

Nevertheless, the suitable portion of this desert offers a far more expansive testing ground than is known to exist in any other part of the world. The choicest section embraces an area 15 miles long and 10 miles in width. Here, three circular courses, up to more than 12 miles in circumference, have already been surveyed and used. A straightaway where Cobb established his mile record is 13 miles long. The entire tract is as white as snow, as level as a billiard table, and contains no obstructions—not even a single stalk of vegetation. The moist salt offers good traction, eliminates the dust problem so common to most test courses, and is far more kindly toward drivers and equipment than any other known racing surface.

A contestant, entering the start of the measured mile, is timed by electronic devices, an electric beam of which, at left, was barely caught by fast camera lens.

Automobile racing is not entirely a man's sport. Seen climbing into the seat of this swift job is a young woman, name withheld, who eclipsed 140 with finesse.





INDUSTRIAL SUMMARY

60th Anniversary Plans Underway

1950 will be the 60th year in which the people of Union Oil Company have been providing petroleum products in the West. Since this is an anniversary of which we can all be justly proud, plans are being made to call attention to this year in our Company's history.

First: Mr. Frank J. Taylor, the well-known author and Saturday Evening Post writer, is preparing a history of Union Oil Company which will be distributed to libraries and universities and which will be sold in bookstores throughout the country. Copies will be made available to all employees.

Second: A stage show review is being produced together with a technicolor motion picture depicting the growth of Union Oil Company. Commencing in February, 1950, this two hour show will be taken on a tour of 27 cities in our marketing area. In each city, the finest possible theatre has been reserved. Hal Roach Studios is producing the motion picture and the stage show will have a professional cast under the direction of the William Morris Agency.

Invitations to this anniversary show will go to all employees and their families, dealers and their families, civic officials and other friends of the Company. During its six week tour, the show will play to an audience of more than 50,000 people.

Third: A special celebration will be undertaken in conjunction with the annual Santa Paula Fiesta and Rodeo. At this time, the Union Oil Museum will be formally opened to the public.

Other activities undoubtedly will take place throughout the year and as rapidly as plans develop, additional information will be made available. Union Oil Company has come a long way since 1890 and it has been the efforts of the people of Union Oil—the customers, shareholders, employees and dealers—that have made this growth and success possible. It is our job to make a good start on the next 60 years.

QUALITY AND PRICE

Many of you may have noticed recently the "cut-price" gasoline signs appearing at many service stations—both majors and independents—in various parts of our marketing territory. Some stations are offering anywhere from 2c to 5c per gallon off their "posted price" while others are offering various premiums and give-aways. Naturally, this has been a matter of concern to some Union Oil dealers in those areas.

However, the Union Oil Company has established and expanded its market position in the West on the basis of being a "quality" house. We have always endeavored and we have succeeded in producing the finest in petroleum products. We have consistently up-graded the quality of our retail outlets until they are second to none on the Coast and we have established standards of service that are in keeping with the quality of our products and the physical appearance of our stations.

We have maintained this sales policy for three fundamental reasons. First, with our present supply of crude oil and available refining facilities, it is not possible for Union Oil to supply the total petroleum needs of our marketing territory. Second, we therefore solicit the patronage of those people who are primarily interested in the quality of the merchandise they buy, and who will pay for quality what it is worth. Third, the consumer who purchases a product because he believes in its quality is more likely to remain a permanent customer.

The proof of the effectiveness of this policy is that it works. Although "7600" has consistently sold for one cent over the market price of competitive premium gasoline, it has had phenomenal acceptance and has been in short supply a good deal of the time. With very little advertising, Royal Triton sales have grown continually although it is the highest priced motor oil on the market. We have made no price concessions on "76" gasoline and Triton motor oil and sales have continued to increase in the face of today's cut price competition.

Therefore, Union Oil is going to continue its efforts to lead the field both in the quality of products and the quality of service. For the consumers of our products

have indicated by their purchases that with them it is the quality and service that count and not the price.

1,700,000 ACRES TO BE DEVELOPED

Union Oil Company, Signal Oil and Gas Company and Hancock Oil Company of California have entered into an operating agreement for development of ap-

CAN YOU PROVE YOU WERE BORN?

We're not joking, we're plain serious!

Many Union Oil people do not have birth certificates, and not a few have no other type of document that is legally acceptable as proof of birth date.

Then, when it comes time to apply for Federal Old Age benefits, retirement insurance, or any other benefits requiring exact age information, difficulties often arise. Oftentimes the employee's parents have died without properly recording the birth dates of their children. Or the records that do exist are not accurate and show conflicting dates. Or sometimes the employee himself thinks he "was born in 1884, but it might have been '85." Under such circumstances, the insuring agency hesitates to begin payments until the correct date is legally established. The employee suffers embarrassment, delayed payments and much annoying red tape.

Accordingly, for your personal protection, it is the recommendation of your Industrial Relations Advisory Committee that you

1. Ascertain whether or not you possess a legally acceptable birth certificate.
2. If no certificate can be found, check immediately with your personnel supervisor, who will tell you how to go about obtaining a birth certificate or other form considered acceptable.
3. Or, if any of your personal or Company records show conflicting data, ask your personnel supervisor to assist you in making corrections.

proximately 1,700,000 acres currently held by Union Oil Company in the state of North Dakota.

The principal areas under lease are in the counties of Towner, Cavalier and Ramsey in North Dakota. The total area to be exploited covers the state of North Dakota and the east half of South Dakota. The acquisition period is for five years. Union Oil Company retains 50% ownership and Signal and Hancock each acquire 25%. Union Oil Company will be the operator.

Plans call for the drilling of two wells during 1949 and the location of the first is now being determined.

from Reese H. Taylor

● MARKETING

Raymond Loewy Associates have recently prepared a new service station design for us which will be used on all future construction. This new design embodies many of the attractive features of the Company's station at Lake and San Pasqual, Pasadena, which was designed by the Loewy organization.

Replacing Safety Meetings which have been held throughout the Marketing Department for many years, a program was inaugurated on September 1st known as "Operations Study," sponsored by Sales Services and Training and Safety Division. The purpose of this new program is to acquaint marketing personnel with efficient and safe operating procedures, especially those affecting marketing stations and truck operation. From "Operations Study" we expect to receive many suggestions from operating personnel and supervisors which will result in improved standards and procedure.

from A. C. Stewart

● MANUFACTURING

The Research Department has discovered a new treating clay for use in the wax treating operations at the Oleum Refinery which is resulting in material improvements in the quality of this wax. The operation was started this month.

Deliveries of asphalt continued at an unusually high rate. The Oleum Refinery produced and shipped barreled asphalt during August in exceptionally high quantities.

Pollution of water resources is now gaining publicity in a manner similar to the public scrutiny of the smog situation. Industry has been aware of this for some time and recently laws were passed by the State to create a policing mechanism in an effort to provide good house-keeping. The oil industry some time ago created a committee to study pollution within the industry. Recently the refiners group inspected all the refineries in the Los Angeles Basin area and noted a marked improvement in character of waste waters discharged from the plants.

In this connection, the control of waste waters from the Los Angeles Refinery proved to be among the best of those refineries visited.

from Basil Hopper

● **FIELD**

Drilling projects in California have numbered 14 recently, with most interest surrounding continued development at Sansinena in the La Habra Heights area where we currently have 400 to 500 barrels per day production; at Santa Paula, where we have cable tools working at Tar Creek, north of the town of Fillmore, and rotary tools drilling in Grimes Canyon, south of Fillmore; in the San Joaquin Valley at Gosford and South Mountain View, plus numerous routine projects in most of our Los Angeles Basin fields.

In the Tigre Lagoon field in Louisiana an area of very high gravity oil has been added to the gas distillate production. It is now estimated that gas deliveries from this field will start in the early part of 1950. A wildcat well in the Vermillion Bay, about 4 miles south of Tigre Lagoon, gives promise of a new discovery and a substantial extension of production to the south.

The Washington well has reached bottom at a depth of 9,344 feet and is preparing to test.

In Paraguay a new well is drilling in the southeastern portion of the Chaco. This is the fifth prospect well in the area.

from A. C. Rubel

● **AUTOMOTIVE**

Several months ago it was mentioned in this column that colors and lettering design were being changed on Union's delivery trucks. The program is now in its last stages of completion. This job, which under normal maintenance procedures requires about 30 months for the complete round, has been accomplished in just under five months. Much credit for this accomplishment is due the Marketing Department for their cooperation in making the equipment available to Automotive for painting.

The commercial vehicles of other departments are now being refinished as the need for refinishing is encountered. Vehicles, painted the old familiar red and yellow, operated by these departments will be seen on the highways for some months to come.

Additional emphasis is being placed on vehicle cleanliness and the results to date are gratifying. The Automotive Department is conducting a series of tests on materials designed to increase paint life and thereby maintain a high degree of presentability for a longer time at a lesser cost.

from J. W. Sinclair

● **MARINE**

Since management has decided to take advantage of the availability of products locally, and in view of the general slackening of demand for coastwise shipment of products by tanker, it has been decided to supply our Latin-American marine terminals at Panama and Chile by tanker shipments from California exclusively. In the past our vessels have been calling at Aruba, Netherlands West Indies, to lift cargoes for these ports, returning to California only after extended periods of time in the southern trade.

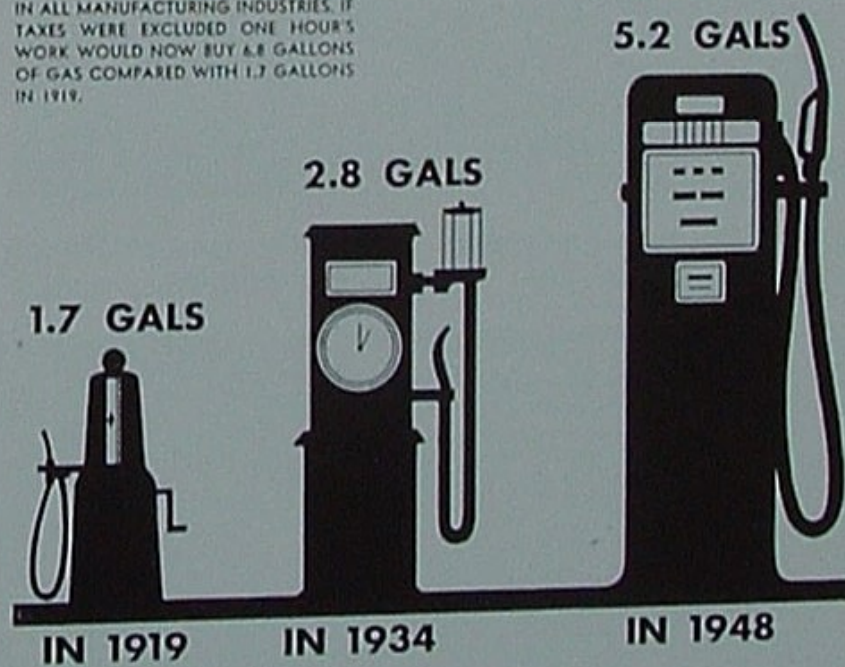
One large unit of our Company owned fleet will be made available for nine consecutive voyages, commencing mid-September, to East Coast ports in the vicinity of New York to deliver fuel oil under a recently negotiated sales contract. Additional commitments for deliveries of fuel have been met by chartering four tankships from others for a total of twenty-one consecutive voyages from California to the East Coast commencing in the fall.

from Capt. J. B. Stene

The Magic of America

GALLONS OF GASOLINE ONE HOUR'S WORK
WILL BUY IN THE UNITED STATES

BASED ON AVERAGE RETAIL PRICE (INCLUDING TAXES) OF GASOLINE AND AVERAGE EARNINGS OF WAGE EARNERS IN ALL MANUFACTURING INDUSTRIES. IF TAXES WERE EXCLUDED ONE HOUR'S WORK WOULD NOW BUY 6.8 GALLONS OF GAS COMPARED WITH 1.7 GALLONS IN 1919.



30 YEARS OF GIVING MORE FOR
LESS IN THE OIL INDUSTRY

**ANOTHER EXAMPLE OF FREE
ENTERPRISE AT WORK**

KEEPING AHEAD

Swift Loading at Avila

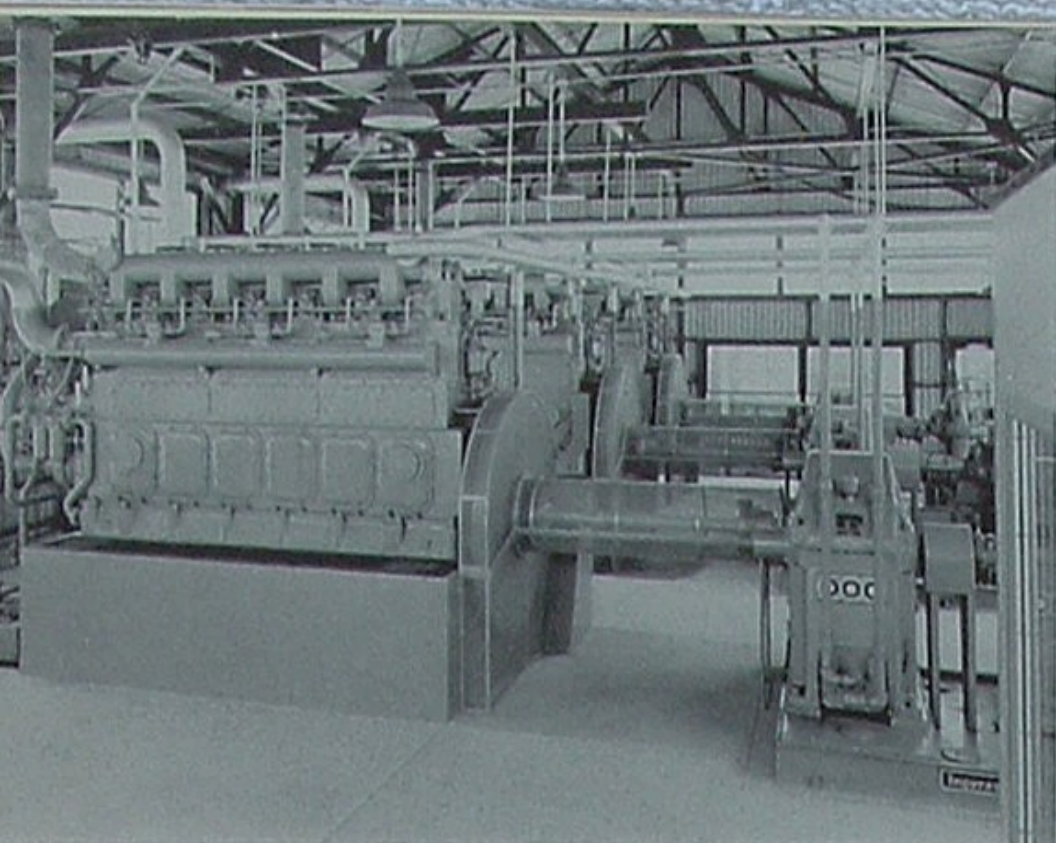
TIME is exceptionally valuable at Port San Luis, where the Pipe Line Department's Avila Station pumps Valley and Santa Maria crude aboard ocean-going tankers. While merely standing at anchor, waiting for dock space or a cargo, one of our big tankships will continue to build up expenses at the rate of \$100 an hour or over. Oftentimes tricky winds and tides sweeping in through this open-mouthed port will force a partially loaded ship to lift anchor and run for deep water—this too at a cost of over \$100 an hour. So, to cost-minded captains and superintendents, a tanker never looks much like a Company asset until it is loaded to the waterline and outbound.

The recent installation at Avila of three new centrifugal pumps and a new 20-inch suction line for Santa Maria crude promises a considerable reduction in lost time and stand-by costs. The new pumps, each with a maximum pumping capacity of 5,000 barrels an hour, have increased Avila's hourly loading rate by more than 3,000 barrels to 15,000 barrels an hour. Now two tankers can be loaded at one time whereas only one could be accommodated before.

In one of the most convincing operations to date, three ships with a total cargo space of 290,000 barrels were received and discharged within 29 hours. The actual loading time was only 24 hours.

The new Cameron centrifugal pumps were built by Ingersoll-Rand. They are driven by Enterprise engines which are capable of using either natural gas or Diesel for fuel.

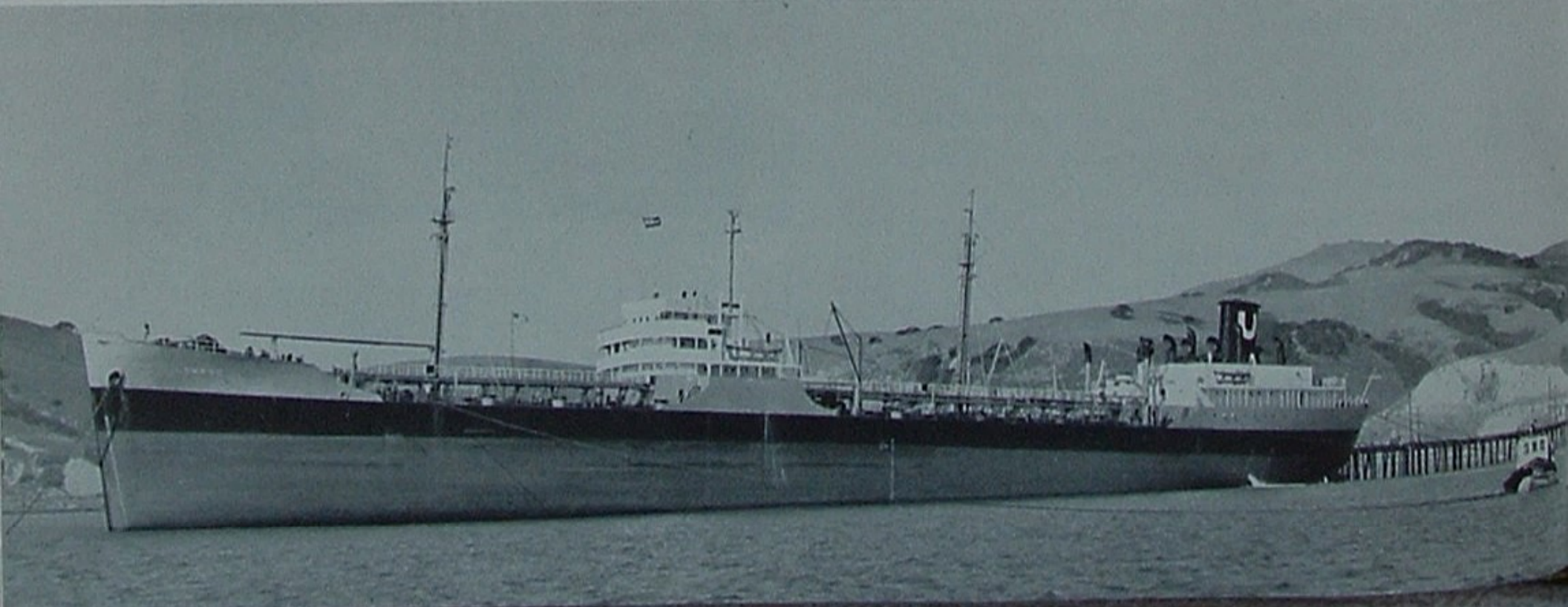
Below, such tankers as our S S LOMPOC will now lose less time at Port San Luis—time that costs \$100 an hour.

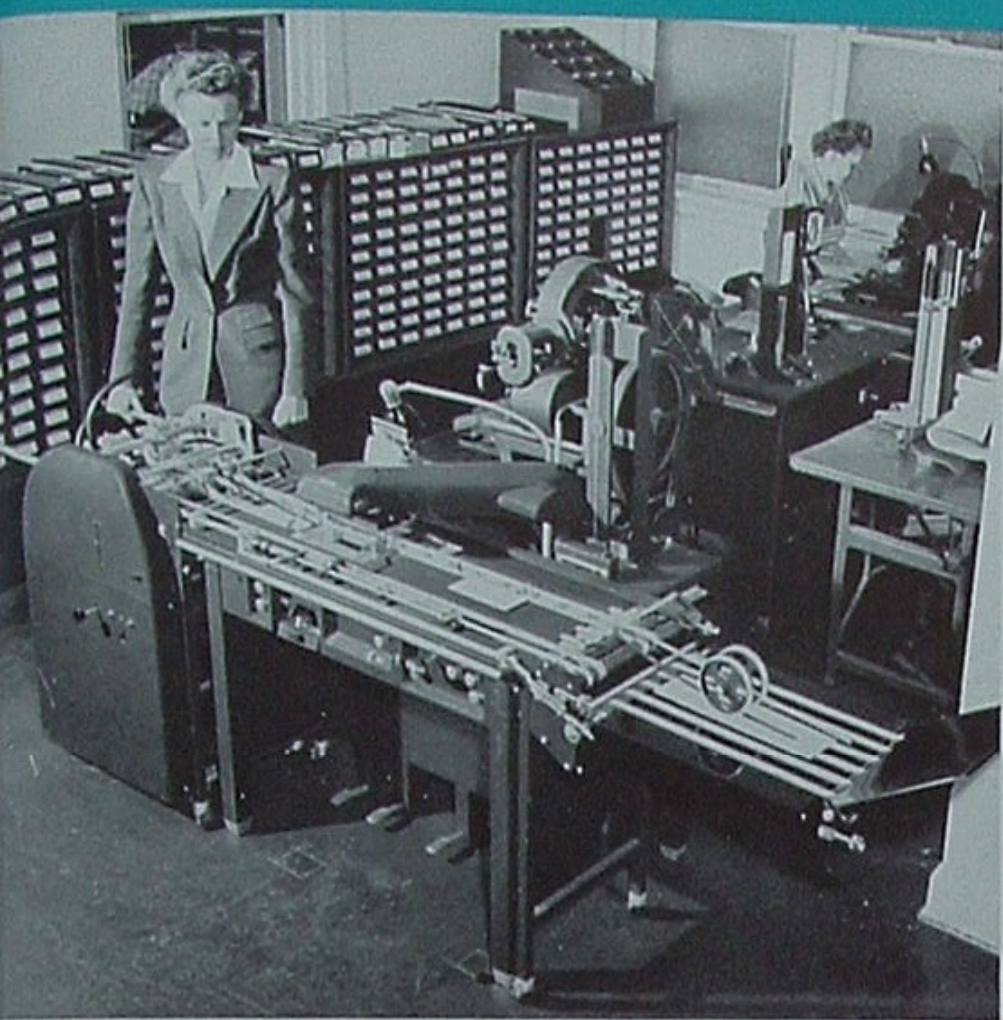


At Avila Pump Station, these three new engines, coupled to centrifugal pumps, have hastened tanker loading.



Above, the new equipment, using either gas or Diesel for fuel, requires giant fans to cool circulating water.





Above, Virginia Huse introduces Seattle's new automatic, which addressographs 6,000 statements an hour. Bob Manning appears unawed in the presence of a mechanical robot that does everything but drink coffee.



The New Stuff

By Gudrun Larsen

ONE of these days machines may just bribe us mere human beings to keep seated or stay in bed so we won't be eternally getting in the road!

At Seattle two of the latest in unbelievable gadgets are making their initial bow and have only to appear with a hungry look in the coffee shop in order to demonstrate their superiority completely.

Putting an ordinary addressograph machine in the same museum with the spinning wheel is our new automatic addressograph. We understand it is the first one to be used on the Pacific Coast. The machine will address wholesale, retail or heating oil statements at the super-human rate of 6000 per hour. It operates by suction feed, which represents a vast improvement over the old friction feed device. A cycle of heating oil statements or credit order statements can be addressographed in about 45 minutes, while the previous method took from 2½ to 3 hours.

The only oversight on the inventor's part was that of requiring human hands to insert addressograph plates

and push the starting button. Thereupon, the machine takes over—printing the statements without error and returning the plates in alphabetical order to the file box. If an account has been inactive, the machine notes the fact, avoids wasting a statement head, and deposits the plate in a separate inactive file. An attached device stacks the addressed statements alphabetically.

Hardly less unflattering to human dexterity is our new inserting and mailing machine. This ingenious robot will gather up four pieces of mail, stuff them into an envelope, seal the envelope, and apply postage.

A conveyor on the back of the machine carries the four pieces of mail to one spot, where they are stuffed into the envelope simultaneously. A second conveyor then takes over, moving the envelope up for sealing. If the material to be mailed is such that postage indicia may be used, these are applied automatically and envelopes are ready for the mail bag. Material such as wholesale statements can be placed in envelopes and stamped in approximately the same time required to run as many envelopes through a postage meter machine.

So, you see, machines have already succeeded to a degree in knocking the stuffing out of the oil business!



HERBERT E. FALLIS



ERLING C. ENGEN

JOSEPH RAABE



PROMOTIONS

Central Territory

By Evertt Smith

AS time moves relentlessly on, imposing retirement on some of our veteran Union Oilers, the Company is fortunate in having capable, well-trained younger men to fill the breach.

HERBERT E. FALLIS has been appointed resident manager at Sacramento, succeeding Charles C. Clementson who retired after 27 years of marketing service. Herb, born in Canada in 1905, obtained a temporary service station job with the Company in 1931, and in 1933 began his present unbroken term of service. He worked his way up through retail ranks to station manager; was appointed district personnel representative of the Oakland District in 1942; moved to Reno that same year as retail representative and was appointed resident manager at Reno in 1944. Between 1945 and his most recent promotion, he served as retail representative and district representative for the Sacramento District.

ERLING C. ENGEN, born on Christmas Day in San Francisco in 1909, is our new district representative in Fresno. He too came into the Company through the service station route, starting as a salesman in 1934 and advancing to manager and superintendent. Erl has handled a number of Territory Office clerical and property assignments, and as chief retail representative visited the Hawaiian Islands to conduct a training program for retail representatives in 1948. Church activities and three young daughters consume most of his spare time.

JOSEPH RAABE, another San Franciscan, born in 1914, is the third of recent appointees to have profited from a service station apprenticeship. First donning a retail uniform in 1936, he moved ahead to the assignments of district personnel representative for San Francisco in 1942, service station superintendent in 1943, and retail representative, Fresno, in 1944. Joe returned to this latter job again in 1946 after some experience in Uncle Sam's Navy. Today he is the new district representative at Sacramento succeeding Herb Fallis.

Other Central Territory changes of the month included the leasing of our Salinas marketing station to Anthony "Dutch" Hanman, consignee, who has been a district manager for Chevrolet and an assistant to the president of Santa Clara University. MacLain Small, former resident manager, remains at Salinas as the retail representative.

ON TOUR

Union Oilers



MAN OF THE WEEK, in the opinion of the Honolulu Chamber of Commerce, was Union Oiler John Martins, our assistant plant superintendent. John was born in Hana, Maui, one of seven children of an immigrant Portuguese field hand. His patient progress against odds in gaining an education, serving his church, filling a steady and important role in industry, and being a good citizen earned him the respectful applause of the Honolulu Chamber. He was interviewed over a KGMB radio program by Donald Billam-Walker, manager of the Better Business Bureau. John joined Union Oil as a night watchman at our Honolulu Plant in 1933.

from Evertt Smith

QUEEN OF THE HOT RODS was the title bestowed on Natalie Janicich the evening of August 12 at Carrel Speedway in Gardena, California. It was Union Oil night at this hot rod racing course, with more than a thousand of us on hand cheering for a speedy little racing car the owners had courteously painted orange and blue and assigned the number "76". The car finished a close second, but Natalie, a junior clerk in the mail room at Los Angeles Refinery, turned defeat into a moral victory. She presented the winning No. 7 with his earned trophy and, just to show there were no bitter feelings, bussed the driver publicly.

from Ray C. Ingram



SERVICE BIRTHDAY AWARDS

OCTOBER, 1949

Thirty Years

Austin, Clifford R., So. Div. Field
Doty, Ray E., Oleum Refinery Mfg.
Kaveney, Emmet P., L. A. Refinery Mfg.
Loftus, Edward J., Research-Wilmington
Munn, Percy E., So. Div. Pipe Line
Zanussi, Edw. J., Oleum Refinery Mfg.

Twenty-five Years

Livingston, Ronald M., N. W. Territory
Scott, William A., N. W. Territory
Whitton, Dewey G., Valley Div. Field

Twenty Years

Coleman, Russell P., L. A. Refinery Mfg.
Colville, David, Southwest Territory

Doty, Leo W., Oleum Refinery Mfg.
Hargrove, LaDene O., S. W. Territory
Jonkey, Walter H., S. W. Territory
Kenny, Louis, Oleum Refinery Mfg.
Knowles, Fred, So. Div. Field
Lathrop, Albert L., S. W. Territory
Mendes, Manuel C., Oleum Refinery Mfg.
Nicholson, H. C., Oleum Refinery Mfg.
Price, Harry D., N. W. Territory
Ritzer, Harry J., S. W. Territory
Shea, Mike D., No. Div. Pipe Line
Wachtel, Leland D., H. O. Comptroller's
Wright, W. A. S., Research-Wilmington

Fifteen Years

Archer, Paul C., L. A. Refinery Mfg.
Bradley, C. D., H. O. Mfg. Plant Process

Brown, John G., Southwest Territory
Granville, Harold, Northwest Territory
Hicks, Florence A., H. O. Exploration
Hill, Harry B., So. Div. Pipe Line
Kaufman, Keith V., Coast Div. Field
Kearney, Edward P., Central Territory
Morris, John P., Southwest Territory

Ten Years

Hofman, Donald Geo., Texas Gulf Div.
Maruya, Raymond K., Honolulu District
Ormson, Bogi H., Cut Bank, Montana
Pearce, Lawrence R., Oleum Refinery Mfg.
Roussel, Mabel L., Southwest Territory
Vigre, Elmer T., Oleum Refinery Mfg.
Wilson, Francis J., Southwest Territory

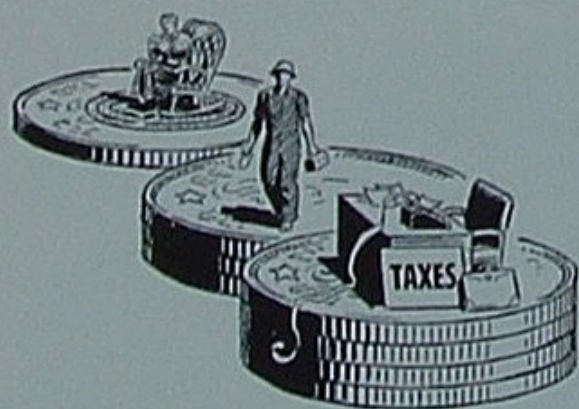
Who gets most of our customer's dollar?



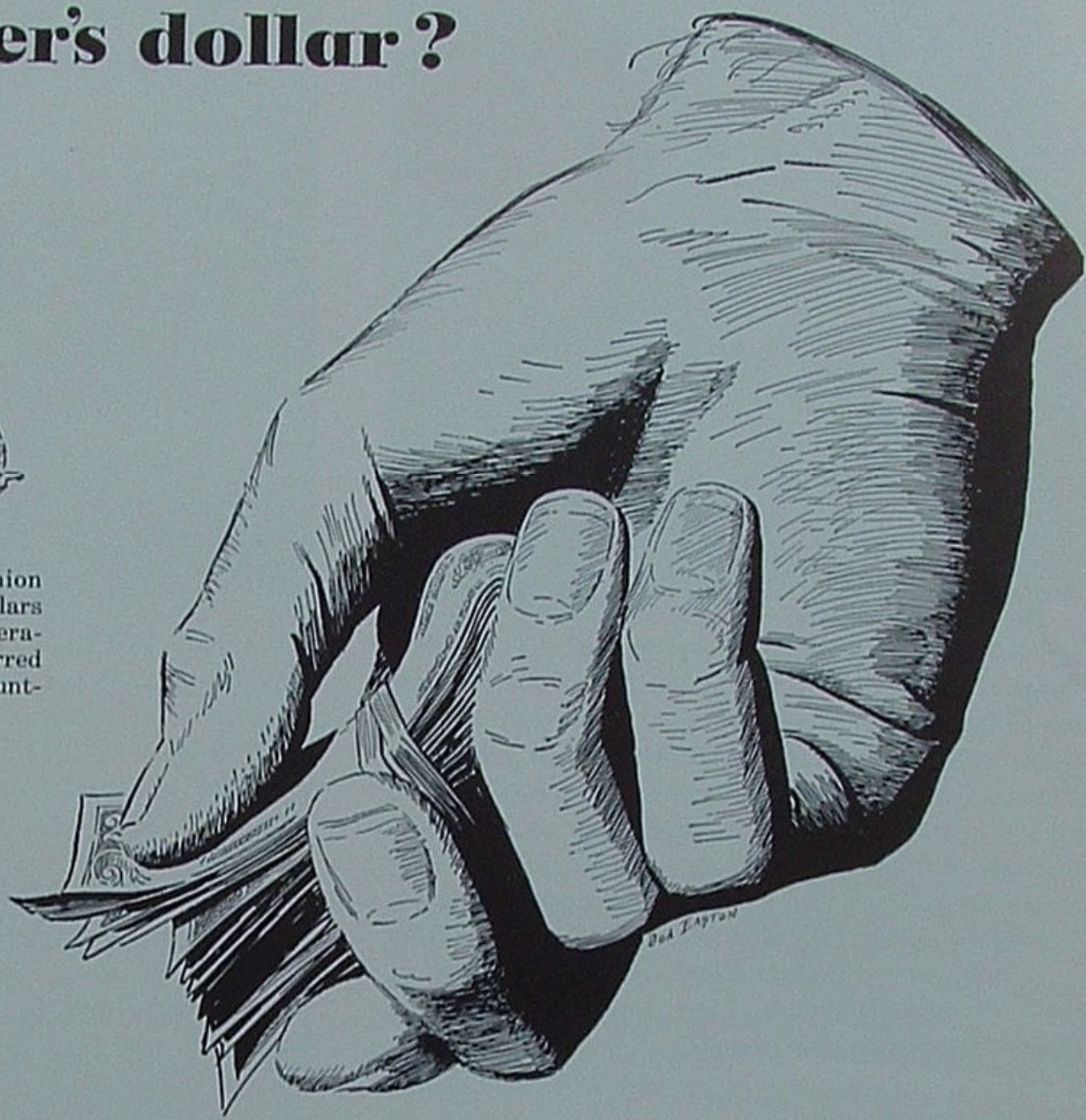
1. The owners? No. Last year, Union Oil's stockholders got 10 million dollars in dividends from the company's operations. Divided among 36,120 preferred and common stockholders, this amounted to an average of \$278 per owner.



2. The employees? Guess again. Union Oil's employees got 34¼ million dollars in salaries, wages and benefits out of the money the company took in. Divided among our employees, this amounted to an average of \$4,600 apiece.



3. The tax collector? Right. Federal, State and other governmental agencies collected almost 47 million dollars from the money Union Oil Company took in during 1948—4 times as much as the owners got, 1/3 more than the employees got.



4. In the last analysis... that money was yours, not ours. For gasoline taxes alone added 25% to 40% to the price of Union Oil's 76 gasoline—depending on the tax rate in the community where you bought it. Wiping out all the profits paid to Union Oil owners in dividends, on the other hand, would have lowered the price of our petroleum products only 1/2¢ per gallon.

**UNION OIL
COMPANY
OF CALIFORNIA**

INCORPORATED IN CALIFORNIA
OCTOBER 17, 1890

This series, sponsored by the people of Union Oil Company, is dedicated to a discussion of how and why American business functions. We hope you'll feel free to send in any suggestions or criticisms you have to offer. Write: The President, Union Oil Company, Union Oil Building, Los Angeles 14, Calif.