The SALESmotor

Power for the Salesman

September, 1919

Imperial Oil Limited

Branches in All Cities
CONFIDENTIAL

The Salesmotor is published for salesmen, agents and others concerned in the marketing of Imperial Oil Products.

All matters published in the Salesmotor are to be treated as absolutely confidential.

The strict observance of the above, both in spirit and in letter, is necessary if we are to make our publication of real value to our Marketing Division.

The
SALESMOTOR
"Power for the Salesman"

Vol. III
SEPTEMBER, 1919
No. 4

SPECIAL SUPPLEMENT

SEPTEMBER
ISSUE
IMPERIAL OIL MEN

THE article reprinted on the opposite page originally appeared in "The Lamp," published by the Standard Oil Company, N.J. Mr. Teagle so thoroughly sums up the ideals of our own Marketing Department that we commend it to your careful reading.

Marketing Policy of the Standard Oil Co'y. (N.J.)

At the first joint conference of the Baltimore Marketing Division, Mr. W. C. Teagle, President of the Company, in a brief review of the Company's attitude towards the trade and the community at large, gave some impressions of the ideals of modern salesmanship. As the principles are applicable not only to other marketing departments but all divisions of the service, The Lamp comments Mr. Teagle's views to its readers.

"While magical changes are occurring before our eyes so rapidly that we fail to adequately appraise their significance, we must not forget that the changes in business are those of system and procedure and not, necessarily, of principles," said Mr. Teagle.

"One of the changes in the system, which to some extent is the product of the war, is in our attitude towards each other, towards the industry to which we belong, and towards the State in which we are citizens.

"I believe that unless it contributes to the general welfare, no industrial unit can possess much persistent value. It cannot contribute to the general welfare if it works against the services which the industry to which it belongs performs for the community.

"That is the great fact which the war brought into sharp relief. The war was still young when we found ourselves in company, strange at first and then congenial and helpful. Industries apparently hopeless and permanently divided by the bitterness begotten of years of relentless competition closed ranks in the call of the Government, and while the common danger threatened cooperation in a new sense, a sense which was never before understood, became effective as between industry and the State, as between the units of industry, and as between the human elements in industry, the employer, the worker, and the public.

"The failure of one subdivision of an industry is reflected throughout that industry and indirectly in other industries, just as a ripple projects itself to all parts of a pool. The failure of your competitor's business is of much concern to you. Defenestrate factors in an industry undermine and weaken the entire industry as a whole.

"For example: suppose a competitor through ignorance sells a product at less than cost. He eventually fails. In his failure he weakens the confidence of the public, and thereby weakens the industry.

"Business men must profit by coming into contact with each other. Your competitor may have some valuable information for you and, on the other hand, you may have some knowledge that may prove beneficial to him. This interchange of opinion can occur without regarding the interests of either.

"It is not an uncommon thing to find that your competitor is not a bad fellow at all, and that he is generally as anxious to play fair and in the open as you are.

"What we want is the competition of the player on a team who seeks the highest batting average. He wants personal prestige and success ahead of his fellows, but every bit of his success means benefiting the team as a whole. We deplore cutthroat competition; what business should aim at is the healthy, vigorous competition of sportsmanship.

"The spirit of an organization is invariably reflected in its works and it is you men in the field to whom we entrust the infusion of this new spirit of enlightened competition amongst the trade and the public. You are the Company, and the public will interpret the organization through your actions.

"Success in a selling campaign can never cause the employment of methods which are unfair to a trade rival or misrepresentation of a competitor. This Company's faith in the quality of its products, and in the capacity for service inherent in its organization, is such that it seeks only a fair field for itself and no less for its competitors. The most intelligent method of increasing its profits, for that in the end is the object of business, is to increase the volume sales in the entire business. Co-operation should be upon broad lines in these matters, which make for the good of the industry as a whole and need not interfere with any individual company's efforts to help itself.

"Our policy is to play the game fair. We have confidence in the fairness of the public and our competitors. We are sure that a true spirit of co-operation can be too strongly impressed upon all our employees. This applies not only to the salesman but to all employees.

"I hold service in selling to be just as essential as quality or price. It is the apparently insignificant service rendered by the employees of the Company, as much as the large service policies adopted by the heads of your concern which interpret the spirit of the Company to the public. An accommodation at times, even if it is not a financial loss, may be in the end, a gain for the good will which is purchased.

"Neither will it be a handicap but rather an incentive to our industry if now and then we reach out and lend a helping hand to our competitor who may temporarily be placed at a disadvantage. Because one competitor, through no fault of his own runs short of his supplies is no reason why we should prostrate by our misfortune to assist him. The act and the spirit behind it will have a beneficial effect on the industry as a whole, but that will be the smallest of its results. The repayment of an act of courtesy, of consideration, in business as elsewhere, is inestimable, is intangible; but I think you will agree with me that it is none the less real."
Imperial Salesmen

An Imperial salesman is one who has a steady eye, a steady nerve, a steady tongue, and steady habits. One who understands men and can be understood by them. One who turns up with a smile and still smiles if he is turned down.

He is one who strives to out-think the buyer rather than out-talk him. One who is silent when he has nothing to say and also when the buyer has something to say.

He is one who takes a firm interest in Imperial Oil interests and one who knows he is looking out for his own interests by looking out for his customer's interests.

He wins by being respectable and respectful and by being courteous in the face of discourtesy. He has self-confidence but does not show it. He has confidence in Imperial Oil products and shows it. He knows his line and makes sure his customers know the line.

Sold by Telephone

No successful short-cut to personal salesmanship has ever been discovered and ever sales force, therefore, constitutes our chief selling expense.

When you, as an Imperial Oil man, increase your sales and cut down your expenses, you share in the reward of greater profits.

Telephone salesmanship is a method of reaching the dealer and large consumer but seldom used, yet often found exceedingly successful. Have you tried it? Selling by telephone differs from personal salesmanship only because you are not with the customer to hold him.

It is not wise to try and sell a new prospect by telephone—not at least, with our line. Make your first attempts on one of your old stand-bys.

How to Telephone

Speak directly into the telephone—clearly and slowly. Be courteous—don't argue. An argument is poor at any time and almost a catastrophe over the telephone. Collect all data you need—give the person you are talking to all the information possible. Never promise the impossible. If you quote prices, cover your quotations by letter—think the customer when you are through.

If you are selling one dealer or one customer in a small community removed from any other prospect and can get a half or three-quarters of your business from him over the phone, you can save a lot of time and money.

Yesterday—Forgotten

In the world-wide struggle for business supremacy, yesterday is forgotten. Only what happens today is of consequence.

Firms who controlled three-quarters of the business in their line twenty-five years ago, now have less than a quarter of the business. Men who controlled the big businesses of yesterday grew self-satisfied, and over night new companies spring up and by aggressive methods pushed the older companies down.

You think you have your territory covered—that your customers are well taken care of—but are they? Could a new competitor break in on your sales? You think that you have told your story to the world and that, therefore, your task is done, but overnight a new world has been born that has never heard your story.

The story you told yesterday is dead; a little shaking of effort will destroy the work of weeks. Yesterday is forgotten. In the hour of your self-content your dealers blur the approach of new competition—you cannot afford to be satisfied for one moment—you must be after every customer and every prospect regularly, persistently, systematically. Plug the leak against the competition of to-day and to-morrow—yesterday is forgotten.

Thanks

This issue of THE SALES MOTOR is a good example of the big interest every member of our marketing organization has in the success of our sales plans. The issue is made alive by articles of real merit written by members of the organization. The reading of these articles will inspire other members of the organization and we will continue to have in the SALES MOTOR a source of valuable selling ideas, information and facts which will make it of practical value.

Again, thanks to contributors. May your ranks be increased.
Get the Little Fellow

By R. F. Tarby, Edmonton Manager.

It is the little things in life that count. This applies to towns as well as everything else, and the importance of covering the small items must never be overestimated. All large cities of today were, at one time, very small communities and by the same rule nearly all of the large merchant princes of to-day were conducting their business in a very small way a few years ago.

The writer of this article can well remember when John Wannamaker, head of the well-known departmental store bearing his name, conducted his entire business in a three-story building in Philadelphia, employing from 75 to 100 hands, while today he has three very large departmental stores in New York, Philadelphia and Paris, respectively, employing upwards of 6,000 people.

There are numerous other instances of this kind in the history of commercial business in the United States. This remarkable expansion of business in one newcomer is big business, or in other words, a definite advance, should convince every salesman and agent of Imperial Oil Limited of the importance of soliciting the business of every dealer in the smaller communities.

The writer has many times heard the remark made by salesman of other companies, "Oh, I guess I'll pass up Pumpkin Centre, there isn't any business there," perhaps with only half a day calling on 'fence' general stores in the middle of the day. This, in my opinion, is the finest way to fall by the toehold. In the middle of the town is under the salesman's jurisdiction and the chances that he should pass by and not visit the business. Secondly, that dealer, if already a customer of some other company, with this company over his head, has no idea of the quality in shipping the goods, account over, promptness in answering letters. It is surprising how little honest salesmen can rectify if he has the opportunity of calling regularly on his customers.

Specialize on the Complete Line

From time to time, circumstances may require that our energies be directed toward moving a certain line in preference to another. However, we specialize on Imperial Oil—oil—it being made from a specially selected stock of foreign timber from New England and the Pacific Coast and refined in the finest refiners as possible. It is the best uniform motor oil sold. Then comes our great advertising campaign backing up all the salesman has said, so the trade cannot help but have become convinced that Imperial Oil is a quality oil and the greatest value of any oil marketed today.

An agent or warehouseman who sets out selling Imperial Oil, after all this preliminary work has been done, in a poor or shabby-looking barrel, is doing the company and this oil a great injustice. To a specialist, who represents a barrier of Imperial Oil in this condition, naturally forms a opinion of the oil which cannot be favorable, and the results of the salesman and advertising are lost. It is therefore to the agents or men in charge of warehouses where the oil is sent to put up a barrel containing this oil in keeping with the quality of the product.

In visiting one of the stations in North Dakota, I saw forty barrels of Imperial Oil tied up in the station. This, naturally, caused the agent asking the question regarding the sales of Imperial Oil in his station. The answer always is to try for orders for every other product marketed in their territories for which dealers may have calls.

For next month, with this resolution, the volume of the orders taken on every product that you are facing. This means a sale for yourself or a potential sale for the company. Every barrel that sells means a sale for Imperial Oil.

It is our firm belief that we can sell more Imperial Oil and save our customers money by selling Imperial Oil, by seeing that the barrels are properly handled before they leave our warehouses.
WINNIPEG still leads the field
VANCOUVER takes second place
Toronto West falls back to seventh

WINNIPEG gains three comparisons since the end of May and strengthens its hold on first place in this year's contest with the valve motor and in both divisions. Progressive improvements have been noted in the quality of the motor and its performance. This week, the company has reported a 10% increase in the sale of their key product, the valve motor. The company's strategy to focus on quality and performance has paid off, as evidenced by the increase in sales.

VANCOUVER takes second place, with a notable increase in sales compared to last month. The company's efforts to improve their product line and diversify their offerings have contributed to their success. They have also worked on reducing costs and improving efficiency, which has helped them maintain profitability.

Toronto West falls back to seventh place, despite maintaining a steady market share. The company has reported a slight decline in sales, likely due to increased competition and changing consumer preferences. They have launched a new advertising campaign to boost sales and regain market share.

STANDING OF DIVISIONS JULY 31st, 1919

<table>
<thead>
<tr>
<th>Division</th>
<th>Total Sales</th>
<th>Polaris and Kerosene Tractors</th>
<th>Motor Oil</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>WINNIPEG</td>
<td>90,856</td>
<td>50,806</td>
<td>40,050</td>
<td>55%</td>
</tr>
<tr>
<td>VANCOUVER</td>
<td>76,000</td>
<td>42,000</td>
<td>34,000</td>
<td>70%</td>
</tr>
<tr>
<td>MONTREAL</td>
<td>66,000</td>
<td>36,000</td>
<td>24,000</td>
<td>70%</td>
</tr>
<tr>
<td>ST. JOHN</td>
<td>62,000</td>
<td>38,000</td>
<td>22,000</td>
<td>70%</td>
</tr>
<tr>
<td>TORONTO E</td>
<td>58,000</td>
<td>34,000</td>
<td>22,000</td>
<td>70%</td>
</tr>
<tr>
<td>SASKATOON</td>
<td>37,000</td>
<td>19,000</td>
<td>11,000</td>
<td>68%</td>
</tr>
<tr>
<td>TORONTO W</td>
<td>56,000</td>
<td>29,000</td>
<td>27,000</td>
<td>60%</td>
</tr>
<tr>
<td>REGINA</td>
<td>51,000</td>
<td>31,000</td>
<td>20,000</td>
<td>60%</td>
</tr>
<tr>
<td>EDMONTON</td>
<td>38,000</td>
<td>22,000</td>
<td>11,000</td>
<td>60%</td>
</tr>
<tr>
<td>CALGARY</td>
<td>22,000</td>
<td>12,000</td>
<td>4,000</td>
<td>55%</td>
</tr>
</tbody>
</table>

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A Dark Horse
St. John looms up at the end of July as the dark horse of the race, with splendid gains in all three divisions. The New Brunswick team is expected to be a formidable competitor in the coming months. The company's strategy to focus on quality and performance has paid off, as evidenced by the increase in sales. The company has also worked on reducing costs and improving efficiency, which has helped them maintain profitability.

FROM THE NEWSPAPER:

The table showing quotes sold in July brings out some interesting figures. The St. John team, which held seven places in May and June, made a tremendous drive and landed in first place in two divisions. Total sales of Polaris and Motor Oil were up 30% compared to last month, and some of the best results were in the Imperial Kerosene Tractor Oil division.

Toronto West, which was in the lead at the beginning of the year, has gradually been forced to give up its position. Between May and July, they gained one comparison in total sales. Two comparisons in Polaris and Imperial Kerosene Tractor Oil sales and their importations of Kerosene will be held there in competition. They have increased their share of the market, and are expected to maintain their position.

Toronto East has its slipping, from first to seventh place in all three months. It has been a tough year for the company, and they are expecting some improvement in the coming months. The company's efforts to focus on quality and performance have paid off, as evidenced by the increase in sales. They have also worked on reducing costs and improving efficiency, which has helped them maintain profitability.

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The Salesmotor

dropped during July to fourth position in total sales in Mohiloids and fifth in Polkiron and Imperial Kerosene Tractors—and this despite the heavy frost and snow which they have enjoyed through the month.

**Neck to Neck Sprints**

There were some neck to neck sprints in July. Note the race in total sales between Winnipeg and Vancouver—a mere 16,000 of 1 per cent would have put Vancouver on top here.

While in Polkiron and Imperial Kerosene Tractor Oil Vancouver just managed to top Halifax by 1/2 of a per cent. In Mohiloid sales Halifax topped Regina by only 2/10 of 1 per cent.

**Barrel Sales Count**

Every barrel sold counts for points in this contest. No salesman can afford to overlook a single customer or prospect. Don't pass up a single chance for sales. Everyone is still in the running.

Set a new quota for yourself. Do at least 30 per cent better than you have been doing for the last six months, and your final three month's sales will show enough increase to bring you to the front. To make our quota for the year, we must sell 10 per cent of our original quota in every month left—that means a good many more barrels per salesman per month than we have been doing.

**Eastern vs. Western**

The Western divisions will have to sprint to hold even pace with the Eastern divisions during July made an average of 9.6 per cent. So far the quota for the month combined, against the Western division average of 8.4 per cent. The two combined make a fraction over the entire organization quota for the month.

Winnipeg and Vancouver, of course, boosted up the average of Regina, Saskatoon, and Calgary, who are trailing at the tail end of the race, while Toronto West was trailing only a little. Is your team among the leaders? Are you giving your share to help them win? Remember every barrel counts.

**Fifty Per Cent. Advance in Carload Sales**

Winnipeg Still Holds First Place

Quite a big advance has been made in carload sales since the May figures were announced. At that time we had sixty-nine carloads ordered—on July 31, a total of 99 carloads were shipped.

Vancouver and Calgary sharing first honors for the two months with ten carloads each.

Toronto West and Calgary stepped into the carload list for the first time with a total of seventeen carloads, which undoubtedly was a big factor in swelling the total.

The honors for the period go to St. John, however—a small territory of barely more than 50,000 population, practically no tractors, and only a medium registration of motor cars. Their success in selling three assorted barrel and such

<table>
<thead>
<tr>
<th>AUTOMOBILE OILS—CARLOAD ORDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Division</strong></td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td><strong>No. of Carloads</strong></td>
</tr>
</tbody>
</table>

**September 1919**

**Speeding Trucks**

Bump, rattle, lurch, here comes a big truck, speeding pressed and given being pressed as more than a machine which is under the law, and being pressed to the limit of their capacity.

It's nearly seven o'clock, heavy business has kept the driver on the run, and is now time to get home to supper.

Now is my chance to talk to trucks, so why worry, a little speed will do no harm, and he is hungry. But it is fast—fast driving trucks to pieces.

No driver can disagree fast driving for it breaks down the mechanism of the truck and surely makes it worth our while.

**90 miles an hour.**

Accidents rarely happen to drivers who handle their machines carefully.

The man who drives成绩单 never has trouble with his brakes or steering gears; he always able to make a quick stop in an emergency, is able to obey traffic rules and signals; gets the most out of every mile of his truck; runs at the least expense and in the long run does more business.

The fellow who drives slowly is not always in a hurry, and he is not considering other people's safety. He is the man who drives his truck as he drives his car.

**Farming With Power**

We are very glad to reproduce a photograph of Mr. James McCallum, manager of the F. A. Bean Farm, Limited, of Northern Saskatchewan. This company has, in all, three branches in Canada, two in North-Western Canada and one in Newfoundland.

It is one of the largest farming propositions in the country, and its success is largely due to the credit of Mr. McCallum, whose reputation as an agricultural expert is exceedingly high, that these farms are so far famed.

The company operates in both the United States and Canada, and has a large number of tractors in service, as well as a large number of other farm implements.

Before starting out on the day's work they make a thorough inspection of the machinery, and examine everything that is necessary to make sure that they are in good order. Always carry your skid chains with you—it may save you heavily before night.

A motor properly cared for will give hundreds, yes, thousands of miles more service than a machine which is under the law, and being pressed to the limit of their capacity.

**Soon Wear Out**

Never take a chance—stop, look and listen. Better be late than be caught without a speed. Trucks should never be driven faster than eighteen miles an hour.

**Play Safe**

Slow up before turning corners, don't cat in between cars going in opposite directions. Slow down and stop behind street cars discharging passengers.

**Go Slow**

Drive slowly when passing schools—keep off street cars. Never carry passengers. Never smoke or rear your truck. Always stop the motor when you are not on the seat.

The careful driver is the most highly regarded by the officers of the company—you cannot hide the results of speeding.

**Mr. James McCallum**

**Little town of itself consisting of homes, machine shops, barns, blacksmith shops and houses.**

Some idea of the size of operations carried on here can be gathered from the fact that in the equipment of the farm there are forty-seven steel granaries each with a capacity for 1,500 bushels of grain. The farm is supplied with a capacity of 1,000 bushels of oil, and the tractors have a capacity of 500 bushels each, three portable elevators for loading cars, two large Minneapolis separators and one Swift steel header.

Mr. McCallum operates eight heavy gasoline tractors on this farm, six of them Big Four, one of them Asman-Taylor and one Imperial. The fuel and lubricants for all the Big Four properties are supplied by Imperial Oil Limited. At this ranch there is a gasoline storage tank of 10,000 gallons capacity and an oil house located at Auchen which is a little over 200 yards from the main ranch buildings.

In this issue we show a photograph of harvesting operations on the Bean Farm. It is a most interesting picture of the efficiency of modern farming as compared with the old old days of our grandfathers.
HOW AND WHERE IMPERIAL PRODUCTS ARE USED
How and Where Imperial Products are Used

In the house Imperial products find innumerable uses. Not that several uses are illustrated in the group.

Imperial lubricants and fuels are used by every major and minor service to the world during the war in ships. Boats of all sizes, from the small gasoline-flying craft to the mighty ocean liners, use Imperial lubricants in many ways. Imperial Fuel Oil is now used by a large number of boats equipped to burn oil.

To travel by air it is essential that fuels and lubricants be of the highest quality—in fact, aircraft owners will not function with ordinary fuels—special quality fuels are required. The fact that Imperial products have been selected and used in many notable flights abroad and at home shows its real truth. Lieutenant Christo, whose airplane is shown, uses Imperial products.

Our company has grown with Canada. The demand for our products has made our company grow and we hold unquestioned leadership among Canada's oil companies, and every year Imperial Service is being extended and expanded to keep pace with the demands for Imperial products.

Every Imperial Oil man and woman has just cause for being proud of their connection with a company which serves the nation in so many ways.

Dealer Aids

Trade shows are the mainstay of the advertising of new products and the new model. In addition, there are many new models for home use—boilers, water heaters, and oil burners. These are all designed to give the consumer the best possible service.

Imperial Fuel Oil

The question of fuel at the pre-war time is a vital one and it is essential to keep the public informed of the situation. Our oil is on hand to meet the demand for fuel oil.

Coal, for the time being, has been reduced in price due to the war, but it is not expected that prices will remain low for long. Imperial Fuel Oil is available in all parts of the country and is a good substitute for coal.

Get Your Share

By R. J. Bennett

The heating season for the year will be well on its way in another month. A glance at the results for the past twelve months shows a big crop of red figures. The story of these results is probably too well known to you all to discuss here, hence we will devote our time to the coming season.

A careful study of the market reveals a lively activity among the dealers. This means that we have got to do some fall buying to offset any potential competitors who have gained in the market.

The general outlook of the market appears very favorable to a large increase in the demand for Imperial Oil. Last season the weather was mild and the average heating plant was more than sufficient for the household needs throughout the cold months.

The basis of our business is on the rise and the dealer naturally hesitated to stock up hoping for a lower season, which, of course, never came.

This year the very thing that appeared as a disadvantage last year is a big advantage—our profit.

During the last year labor costs have advanced as well as prices on raw materials; but we have not advanced the price of goods over last year's price. The dealer may therefore be sure of big profits if he stocks up early, as there may be an advance later on.

We are using every possible means to keep the public informed of our new improvements. We are giving Perfection Heaters the full support of every advertiser...

We have the best as well as the best-looking heater on the market, and we have the finest selling force in the Dominion. There is every reason why we should make this the banner year in sales of Perfection Heaters.

Cost on the other hand starts to determine as soon as it is installed fuel oil burning plant should do 87.8 per cent and continues to do so until it is burned. It is also acceptable to...
The Tremendous Tractor Market

One Tractor Uses as Much Oil and Gasoline as Automobiles

Last year there were over 25,000 tractors in use in Canada. Tractor manufacturers and distributors predict that this number will be increased to over 35,000 before the full agricultural season is finished this year.

Thirty-five thousand tractors will consume upwards of 300,000 barrels of lubricating oil, over 4,000,000 gallons of gasoline and hundreds, tremendous quantities of greases and other farm lubricants, in a twelve-month period.

The gasoline and kerosene tractor has arrived. The field is open to capture for the products of Imperial Oil Limited.

You have a big advantage over your competitors.

At Tractor Shows

At the various tractor shows in Eastern and Western Canada the Pullman exhibit and the Pullman tractor show have been prominent. Most of the tractor owners on demonstration have used Imperial products.

They have been shown before the eyes of watching hundreds. With a preference for good oils—Imperial oil.

The Imperial Chart of Recommendation for tractor lubrication is authoritative. It is based on study, and a knowledge of the requirements of the tractor.

Imperial products have successfully passed every test of the tractor—against hard tests—more severe than lubricants in any other field are expected to undergo.

Manufacturers Recommend

We have carefully canvassed the tractor manufacturers of Canada and the United States and secured many recommendations for our various tractor lubricants.

The field is well prepared—there is already a big demand for our products.

You have an opportunity to gain a firm grip on the tractor business in your territory now.

Even though your territory may be at present show but few tractors in operation it is important that these few machines be lubricated correctly—by Imperial lubricants.

There is always one satisfying way to impress on tractor owners the money they can save by correctly lubricating their tractors.

Get one owner to let you make a test with his machine on his farm. Have him make a thorough test with the oil he is using, providing it isn’t the grade recommended on our chart, then clean out his crank case and have him make a similar test with the lubricants recommended by our chart.

“Keep ‘Em Rolling”

The Slogan of the Baby Division

The Edmonton Division has adopted as its slogan “KEEP ‘EM ROLLING”.

Tank car equipment is valuable. Damage and delay costs more in waste than one. Unload and release tank cars promptly. “KEEP ‘EM ROLLING.”

Steel barrels are primarily for transportation purposes and not for storage. Make the most of your present equipment. Empty and return them promptly. “KEEP ‘EM ROLLING.”

All reports called for by Accounting Department should be made out on schedule—drop the habit in “His Majesty’s Mail” and “KEEP ‘EM ROLLING.”

Turnover is desirable but not when it is not earned at the expense of doubtful and slow pay. Eliminate the cause of your account. Sell whenever possible for cash. The dollars are what keep us in business. “KEEP ‘EM ROLLING.”

The ultimate consumer is the one upon whom we must build our vast marketing organization. Give him “Imperial Oil Service.” “KEEP ‘EM ROLLING.”

We are the Baby Division. As we pay our respects to the ten Commandments we ask that you pay your respects to the Ten Suggestions in the same spirit and with equal consideration. “KEEP ‘EM ROLLING.”

Setting Your Quota on Specialties

By A. E. Hitchens

A sure index of Imperial farming district, you have perhaps 4000 farmers who are prospective buyers of Imperial Standard Hanaford Separator Oil, and each of these farmers has a market for his farm. The Hanaford Separator Oil is the line to follow. The Hanaford Separator Oil is what the farmer needs. The Hanaford Separator Oil is our line to sell. The Hanaford Separator Oil is the line of least resistance merely takes orders from every farmer who has a need. The Hanaford Separator Oil is the line that we must sell. It is the line that we must make the farmer feel that he can not or must be satisfied with anything but Imperial Standard Hanaford Separator Oil, three-quarters of a cent per gallon per year. Ten cents per gallon!

How many garages, hardware, general stores, schools, public halls, pool halls, grocers, druggists, etc., are there in your territory? A very conservative estimate would be at least 400. A few cars of Imperial Household Lubricant (or whatever the Hanaford Separator happens to be) doesn’t worry Imperial Oil Limited very much.

Some of us have overlooked the fact that if specialties are not a big item with us, it is not because there is not a large and not a large and not a large market for them, but because we are not selling to the share that is due us as the result of our efforts.

The average Hanaford Separator Oil has perhaps 50,000 inhabitants in his territory, or say 12,000 households. Each household uses, on an average, at least five ounces of Imperial Household Lubricant and a car using household uses 1/10 of this amount per year.

One customer for tractor fuel and oil is as good as ten motor car owners.

Our Esquires

One customer for tractor fuel and oil is as good as ten motor car owners. And the tractor owner also has farm machinery of all kinds to lubricate, usually an automobile in steady use and quite often an oil stove.

A few tractor customers will prove a big help to you and your farm in the race for the 1919 sales championship. Only a few tractor owners need scale their orders and if you give him a chance to prove a small amount on the trial, he will make a call at the time of your next call to the community.

If your territory is in the rural districts, you have perhaps 6000 farmers who are prospective buyers of Imperial Hanaford Separator Oil. One half gallon per farmer totals 3000 gallons.

If your territory is in a mixed farming district, you have perhaps 3000 farmers who are prospective buyers of Imperial Hanaford Separator Oil. One half gallon per farmer totals 1500 gallons.

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1919

Imperial Service

Letters That Tell Their Own Story

Deseronto, Ont., May 27, 1919.
Mr. John Morris,
Imperial Oil Co.,
Deseronto, Ont.

Dear Sir,—It may be of interest to you to know that during an urgent need for kerosene early in the month, we received excellent service from your Mr. Harrington of Napanee.

Very truly,
(Sgd.) O. O. Laidlaw, Sup't.
Napanee, July 7, 1919.

Editor Salesman:

Dear Sir,—Concerning Mr. Laudi-gan’s letter to Mr. Morris I might say positively that our roads were as bad a condition as they were during April and May. Some roads having been closed to the public because of this the terrible mud and slush made the road so slippery that it was impossible for our drivers to get through, and if a light rig could not go through early next morning our team with the rig had to leave the road entirely and drive through the soft mud, which was better than the main road.

It might be of interest to you to know that in around my territory there are about thirty-five tractors of different types. We have been using Imperial Hanaford Separator Oil to the majority of them, and those who use “KEEP ‘EM ROLLING” are buying our products in smaller quantities from the dealers, and all customers are well pleased with our goods.

Yours truly,
(Sgd.) T. H. HARRINGTON.
True Salesmanship

By J. A. Boyd, District Manager, Winnipeg.

Have you given this subject any attention in your store? You think of your own sell, or selling the company in a manner in which it is expected of you?

There are two kinds of Salesmen — the Constructive and the Destructive — you must be or the other. There is no such thing as stand still.

The Constructive Salesman is the one that is building his trade and connections for the future, one that has the respect of his customers, and is sure of securing their present and future business. Such a salesman also educates agents under his jurisdiction to be as efficient in the marketing of our products as he is. This kind of man can walk into a store or garage and say: “George, what can’t I deliver or sell you today.” George understands what confidence he has in the salesman or agent and this stands for the key to success.

The Destructive Salesman makes promises that it is impossible for either him or us to fulfill. This kind of a fellow is known to the trade as, “A one time over man.” By his actions he has destroyed all his chances of common friendship with his trade — they have lost confidence in him.

We are passing through serious times; people are unsettled, in a great many instances for reasons unknown to themselves. The future will develop the brain power of the men, and if exercised in the proper direction cannot fail to culminate this to advantage, which is never overlooked by your Executive Officers.

Credit Extended to Merchants

By P. Klassen, Winnipeg.

In extending credit to a merchant, there are many points to be considered. We will mention three of the most important.

1st. The financial strength of a customer is reflected in the trade report to a Commercial Agency, such as Dun’s and others. These reports, while given to us by the Commercial Agency without prejudice are not, for our part, considered absolutely dependable, because they are furnished by the merchant himself and are necessarily colored. Assets such as good will, real estate, equipment, etc., can be valued to influence a merchant’s assets and are not infrequently, “laid bottom up” to resemble iron. In deciding the amount of credit to be extended to a merchant then we must look farther than his financial statement.

2nd. A merchant’s reputation with his creditors, which information is contributed through an association of creditors, (of which we are members) gives us reliable data as to the amount of credit extended by others, method of payment, accounts overdue, etc., and is very dependable, a customer careless in collecting his accounts, must as a result be slow in paying his bills.

He pays certain creditors and leaves others unpaid. The Credit Men’s Association gather this information and a customer’s reputation is at once taken to the trade and is used as a basis on which to decide the credit to be extended.

3rd. The merchant’s personality is, perhaps, the best index by which we may decide what credit should be extended to him. He may not be very strong financially but there exists a conscious obligation that all bills must be paid promptly. This merchant is “worthy in business” a careful buyer—always good judgment in giving credit—is methodical in his affairs and at once inspires the confidence of those with whom he comes in contact. Our opinion is, that such a man is good for all he buys—he does not overstock, and we let him have what he orders, because we know from experience that he is worthy of trust.

Sell Standard Brands

The Imperial line includes almost every kind and degree of petroleum product known—it has grown from a few brands to hundreds. Some of these we have called our standard brands—these we have given the right body for the work for which they are intended. If customer could be permitted to use these standard brands exclusively, they would receive complete satisfaction and get light, heat, power or lubrication at the lowest cost.

We are therefore anxious to sell standard brands wherever possible. First to give the customer satisfaction and second to reduce the number of brands which we must manufacture.

Our fighting brands were first manufactured to meet competition because customers could not or would not see the principles of quality; and, because our sales organization had not the strength to sell standard brands because of the above difficulties.

We now have a highly efficient sales organization and have proved again and again that standard brands save the customer money, therefore there is no need longer to be content to sell other than standard brands.

In fact it is our ambition to gradually reduce our lines and sell standard brands only.
The Salesmotor

The Accelerator

September

Face the Issue.

Every salesman must face disinterested customers at times; you cannot avoid it—you must satisfy the customer—you cannot afford to skimp your responsibilities. Clear the trouble up to the customers' satisfaction and arouse your good reputation.

PASTE THESE IN YOUR
"MADE REPUTATION"

Every perfection bear sold means a greater reputation in the making—one step up in the game against the flood of competition—and a new order for Imperial Royal Coal Oil.

Our standard brands are better values than any competitive product. We build reputation faster with every sale—and it's as easy to sell standard brands as "specials" which you make the effort.

Trace ore are worth gold nuggets at the height of the harvest season. Imperial service in providing adequate stocks given now is worth real money to customers. Let no one be overlooked.

The start of any year is important but the winner is helped at the finish. No salesman has left the halfway mark behind on June 30th in the scale of success, yet every man is a factor in his success—every man is to be far beyond the tape on December 31st.

Courteous to customers is an unwritten rule which earns large rewards and it costs nothing. It is easier to be courteous than otherwise.

Next stations and properly marked packages are essential to success. Is your station a model of cleanliness?

Advertising by dealers is as good as an assistant to any salesman. Time devoted to promoting the dealer's advertising is well spent. Don't forget the dealer-quotas which we have prepared for his use.

Imperial Kerosene Tractor Oils have earned high reputation with tractor owners and mechanics.

They sold strongly for previous plant of farmers and farmers—keep up the bug push

Holding down the job never made a man famous. He who succeeds more than holds down his job, and does his work so well that a plan higher up is made for him.

Work Your Plan.

He who every morning plans the transactions of the day and follows out that plan caries a thread that will guide him through the labyrinth of the most busy life. The orderly arrangements of his time is like a ray of light which darts itself through all his occupation, but where no plan is laid, where the disposal of time is surrendered without the chance of the incident, there will always reign.

Rules are made to save not to hum.

The constant aim put when guides you uplift does not meet with your condemnation because you realize that experience has marked that way as the best route. Just as company rules—they are made because past experience has taught us that they point to the best road.

The Minute You Buy.

How far is Jerseyville from Brownsville—6 miles—45 minutes. How far from James Smith's hardware store to Jennings' garage—8 blocks—40 minutes.

Time is the essence of success in selling. The minutes you save here and there will give you so much time for getting more business. If, for instance, you now see your first customer at 8:30 in the morning and could get there at 7:30, you would save 30 minutes in a year—nearly ten-eight-hour working days. If you could save another fifteen minutes at lunch time you gain a total of over three working week.

This time is "edge" on your competitor and advances you much faster to the better job ahead.

More Pie.

Some sales managers and advertisers regard their market as a pie to be divided. If they fix a few figures in the field it will be cut four ways, and it is the same companies ever get the cold left. Much better for the biggest piece and regards the rest of the others with jealousy.

There some genuine firm start an offensive and advertises bravely and the others do the same in self defense, then the same thing happens—the market is increased for all.

Get after more pie—every man who keep Imperial products will see much more than he does as soon as you show him how.