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 NOVEMBER, 1919 No. 5

Baseball and Business

With the crack of the bat a nasty grass cutter goes swinging down the third base line. The "fan's" roar
The player comes running in, a bat board nearly upsets the play but he handles it cleverly with that fielding
The puckout is made at first

Clean fielding work—playing the game hard—no fumbling—how applicable those baseball phrases are to marketing. In selling just as in baseball you have to be on your toes all the time, playing a strong individual game, and all the while making the team play smoothly. A fumble or a bonehead play may cost the game. Momentary thought or mental lapse at the crucial moment may spoil your chance to win.

In the selling game, whether the plays are coming fast around your corner or not, be on your toes all the time, make the play fast above all don't fumble—handle 'em-clean.

Correct Lubrication

In Canada there are several competitors whose lubricating oil sells for lower prices than Imperial Pol- arine. They succeed in selling a considerable gallonage every year on what? On price alone.

To combat the low price argument we sell a quality product which in the long run costs less than cheap oils.

Our work, therefore, is not to meet competition on price but on service. We give the motorist quality in Imperial Polarine which is superior to quantity.

Cheap articles are seldom good value. This is particularly true of lubricants, because good lubricants—correct lubricants—mean greater service in themselves and increase the service received from the motors or other machines for which they are bought.

TALK QUALITY—IMPERIAL QUALITY.

Silent Salesmen

"Goods well displayed are half sold" is particularly true of Imperial Polarine. We urge dealers to display Imperial Polarine in sealed cases—handy to get at, in selling and easily seen by customers who call for gasoline. We particularly want dealers to display their bulk Polarine and set up the barrels so that a supply is quickly secured for every customer.

Every salesman should send in to the Salesmotor through the usual channels a photo of every good con- vention to get at display he sees.

New Accounts

We urgently need more dealers—greater distribution.

Every man should count his week's work finished until he has actually opened a new outlet for Imperial products.

It is our weakness that we do not get as many new dealers as we should, and while, even if we may continue to hold our old dealers, new competition comes in and gets a foothold.

Our 1920 aim is new dealers—

evenly distributed throughout the country. And in addition, we expect to sell every worthwhile account now on our books.

It never is as good business in building goodwill to sell a gross of eggs to one dealer as it is to sell one dozen to each of twelve dealers.

The Chain

In recommending Imperial products the dealer lines up with other dealers who sell and recommend Imperial products. Thus if seven of ten dealers in a locality recommend Imperial products they back up the recommendation of each other. They also back up the re- commendations of the majority of dealers in the locality to the north, south, east and west of them.

If the dealer prefers to sell some other product he must stand or fall on practically his own recommendation alone. Because the other dealers are recommending either Imperial products or some other competitive product.

Let the dealer put himself in the buyer's place and go from shop to shop.

Seventy of the ten dealers will recommend Imperial products, each of the other three will recommend a different product. Whose recommendation would be followed? One of the seven or one of the lone ones.

Salesmen cannot secure a better argument for wide representation than our present wide representation.
The Salesmoter

November

The Keystone of Successful Salesmanship

Some Helpful Points on How a Salesman May Acquire the Standard of Efficiency

By G. R. Hamby, District Manager, Eastern Ontario.

P R O G R E S S in many branches of the industrial world is often directly traceable to good salesmanship. What the nerves of the body are to the human system, so the salesman is to any business. It is with this and the ever-increasing demand for the man who can sell in view, that we briefly discuss the efficient, well-trained salesman, so we may each measure ourselves by this man as a gauge.

Importance of Good Health

In the first place, no man can expect to easily climb the ladder of life who has not good health. This is especially true of the salesman. He is the person who requires a tremendous amount of energy. If his statements and his arguments are not strong, forceful, energetic, and backed by a magnetic, healthy body, filled with a desire to sell, his ability to sell is greatly handicapped. We have all known salesmen who would over-eat and over-sleep, who would seldom study anything relating to their business, or change the goods they handled. They would talk hard talk, and the "Blues," the poor territory, etc. Why? Their ambition, their enthusiasm and their health had "run down." They did not keep themselves persistently at their best. It is your duty to keep fit. Take some kind of physical exercise every morning, even if for only a few minutes. Cleanse your system by nature in making sure what you intend to eat. The salesman who neglects his health not only renders a big financial loss to the firm who employs him, but dooms himself ultimately to failure.

Tact Is Capital

So many men lack one of the most valuable and vital assets—tact. Tact does not mean cleverness; it is a natural gift, just as the mind and body are. Tact is a quality which one must cultivate it. The tactful salesman is the one who has a pleasing personality, makes friends everywhere, and keeps them; secures new business where the unsuccessful man fails, and above all favorably impresses the prospective buyer on first introduction. Tact, therefore, is a letter of credit.

The Salesman an Expert Adviser

No salesman can ever be enthusiastic over selling anything unless he thoroughly understands it himself, and has a genuine interest and confidence in his subject. The salesman who knows his goods is enthusiastic in the one who gets results. No man has a chance of being a success today without making a systematic study of himself and of his goods.

Selling is the ability to tell the truth about your proposition of your goods, and sell it effectively and convincingly. Selling does not consist in putting something over, as so many people think. That statement is suggestive of dishonesty. The greatest compliment any salesman can pay our firm is to tell the truth about our products and tell it effectively. There is no secret or mystery about selling IMPERIAL PRODUCTS. It only requires hard work, sense of direction. We are after men to handle our business who are earnest, use common sense, and who make the most of opportunities.

Coaching Dealers

Another practical point to remember is to teach the dealer or the merchant the best method of displaying and selling our products. In this way the merchant will sell more goods, the salesman will sell more goods and the demand for IMPERIAL PRODUCTS will be increased, and we will all profit by it. There is no one who wants to quit dealing with a salesman who has business-getting ideas to offer free of charge.

Training the Will-Power

The successful salesman must cultivate will-power. Lack of a strong will has been the cause of failure of nine-tenths of the unsuccessful. He determined to succeed.

Say to yourself before interviewing a prospective buyer, "I am in this business to sell IMPERIAL PRODUCTS and to give IMPERIAL SERVICE. I cannot afford to go at it in a haphazard manner."

The salesman will read regularly every line of The Salesmoter, understanding any striking ideas which affect his field, making a thorough study of any doubtful points. He will always carry copies of IMPERIAL ADVERTISING, and will only be satisfied when he is everlastingly bustling the sale of IMPERIAL POLARIS, and other IMPERIAL PRODUCTS.

Make Use of Every Minute

The successful salesman is the man who is peering away all day without stepping to exchange yawns with a companion. He is not found hanging around the hotel or play-club. He is everlastingly busying himself, adjusting, satisfactorily, some complaint, writing an order, or making an order for the collection department; seeing that tank cars are quickly emptied and inspected; inspecting the tank wagon with the agent, the two men, the storage tank; giving advice and instructions on the proper method of unloading. In short, he is the man who never wastes a moment, but hates to lose a minute, and he is a man who values the Company’s time and money and incidentally motivates his effectiveness in the field many fold. Doing things in that way means initiative and combined with industry. There is a whole lot of wisdom in the terse "Get to work or get out of the way." And so the man who ever got nervous

prostration from pushing his business, it only comes when the business pushes him.

Preparation

A lawyer does not go into court without a preliminary study of his case. Neither should a salesman try to answer objections before the spirit of the moment, or not know what objection might be brought against his line of goods. But do not forget, a salesman should never argue. Burn this into your memory. You cannot influence and originate at the same time. There is a vast difference between meeting objections and entering into arguments.

The salesman is not only the road to run counter to individual opinion, prejudices on religious, political, and a thousand other topics. He is out to sell goods and to argue is fatal. Therefore be prepared with answers to meet objections only, and leave arguments to your competitor.

Stencils

Imperial stove models should always be ready stamped before they are shipped to customers.

Some stencils now in use at various points are badly broken, so that when a barrel or package is painted only a single name is shown instead of a neat stenciled letter.

Every agent and warehouseman should keep their stencils clean and well-kept. Badly handled, badly packed cases are seldom found on good goods. People who see our packages with proper stenciling will be inclined to put them in the same class as the poor quality lines.

Out On the Highway

A Suggestion for Truck Drivers

WHEN truck drivers and motorists get away from the crowded traffic districts they seem to leave all precautions behind. The lure of the open road overbalances their common sense and away they go at a red-letter speed, disregarding all traffic laws.

Excessive speed is one of the chief causes of accidents, and many drivers have a mania for travelling at a high rate even when there is no advantage in doing so. Laws limiting the speed of motors have been enacted in all parts of Canada and it is safe to say that if these speed limits were never exceeded there would not be near as many accidents. Speeding on the highway—racing autos or trucks, railroad tracks or country roads—means a dangerous practice in which no driver should indulge.

Drive Carefully

When approaching a nervous horse the speed of the car should be reduced, and if necessary the car should be brought to a standstill and the engine stopped. Similar care should be exercised when approaching birds of cattle or flocks of sheep. The car should always be kept in full control when descending long or steep grades, and if there is any doubt in the driver’s mind as to the adequacy of the brakes, he should shift his gear-lever to low speed, cut off the current, let his clutch and thus allow the engine to act as a brake.

Stalling on a Hill

If the engine stops or stalls when ascending a hill, and the brakes fail to hold the truck or car, the engine may be used as a brake by shifting the gear-lever to the reverse position, cutting off the current and letting in the clutch. All this must be done quickly, before the car gets up speed, otherwise there is danger of stripping the gears and increasing the danger.

The most important caution that can be given truck or motor car drivers is to refrain from taking any known chances of whatsoever. Every one likes the exhilaration of speed, but it is at the best a foolhardy indulgence and should be discouraged in every possible way.

How Much Do You Know?

How much should the salesman know when he goes out on the road to represent Imperial Oil Limited?

He should know everything it is possible to know about the oil—how they sell them—their origin and method of refining, and where they are used with advantage.

He should know the prices for several years back, the general trade conditions of the present and the prospects for the future.

He should know the annual consumption per capita, per machine, per farm and per home.

We believe our salesmen are adepts of this industry in which they earn their living. We hope that they are capable of answering every reasonable question that may be put to them on the products and use. We hope that the products that are made for their own personal use shall be put in their hands for their own use as well as ours.

Can a salesman know too much? No! he can never know enough.
ST. JOHN CLIMBS INTO SECOND—NOW THE STRETCH

By G. W. Mills.

THOUGH hard pressed by St. John, the Winnipeg team still retains its hold on first place in the Northwest. Winnipeg has attained the high average of 666 per cent., 29 comparisons were made with 51.50 per cent. more of its quota on Polarine and I.K.T. oils would have given them the necessary comparison for a perfect score.

St. John advances from fourth place at July 31st to second with a gain of eight comparisons in two months. This is splendid team work. Our prediction that St. John was the dark horse and should be watched has proven correct. They now look up as winners.

Montreal held third place with a good steady plugging. An extra one per cent. in total sales would have given them another comparison over Vancouver.

Vancouver dropped from second to fourth place in September. It appears to have fallen from second to fourth by having two comparisons which are well up in all items. It is one of the teams that are still strong contenders for the top flying flag.

Both Edmonton and Calgary have moved up—both holding to their course but making slow time. Calgary really is the only comparison from Halifax in the Mobiloil class.

The organization as a whole has sold nearly 75 per cent. of the year's business to help the organization as a whole make its quota.

Halifax steps up from ninth to eighth place and changes places with Regina. Both teams must make tremendous strides during the last period to make a showing and get near their objective.

Neither Edmonton or Calgary have moved up—both holding to their course but making slow time. Calgary is the only comparison from Halifax in the Mobiloil class.

STANDING OF DIVISIONS SEPTEMBER 30th, 1919

<table>
<thead>
<tr>
<th>Division</th>
<th>Total Sales</th>
<th>Polarine</th>
<th>I.K.T. Oil</th>
<th>Mobiloil</th>
<th>Total Comparisons</th>
</tr>
</thead>
<tbody>
<tr>
<td>WINNIPEG</td>
<td>8844.00</td>
<td>0.00</td>
<td>76.94</td>
<td>1.33</td>
<td>25,850.00</td>
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<tr>
<td>ST. JOHNS</td>
<td>83.43</td>
<td>85.71</td>
<td>51.07</td>
<td>6.00</td>
<td>27.3000</td>
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<tr>
<td>MONTREAL</td>
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<td>85.71</td>
<td>78.74</td>
<td>8.10</td>
<td>22.8000</td>
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<tr>
<td>VANCOUVER</td>
<td>82.01</td>
<td>85.71</td>
<td>78.74</td>
<td>8.10</td>
<td>22.8000</td>
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<tr>
<td>TORONTO</td>
<td>82.01</td>
<td>85.71</td>
<td>78.74</td>
<td>8.10</td>
<td>22.8000</td>
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<tr>
<td>TORONTO E</td>
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<td>70.15</td>
<td>6.00</td>
<td>19.1000</td>
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<tr>
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<td>85.71</td>
<td>52.15</td>
<td>6.00</td>
<td>16.5000</td>
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<tr>
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<td>85.71</td>
<td>52.15</td>
<td>6.00</td>
<td>16.5000</td>
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<tr>
<td>REGINA</td>
<td>61.88</td>
<td>85.71</td>
<td>52.15</td>
<td>6.00</td>
<td>16.5000</td>
</tr>
<tr>
<td>EDMONTON</td>
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<td>85.71</td>
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<td>6.00</td>
<td>16.5000</td>
</tr>
<tr>
<td>CALGARY</td>
<td>62.01</td>
<td>85.71</td>
<td>52.15</td>
<td>6.00</td>
<td>16.5000</td>
</tr>
</tbody>
</table>

The sales office is in need of more salesmen.

At this writing it is hard to pick the team out of these three which should make the best fight. Everyone of them can win by concentrating. No team has any advantage over any other team.

The Second Division

The second division teams are not out of the race by any means yet. Our report covers only the first nine months of the year. A good start is fine, but remember a strong finish is vitally important.

Every man in the last few teams can sell as much oil in December as they sold in October and November. If he fails to do it he gets out of the determination to make good or bust.

Only Edmonton and Calgary have sold less than 20 per cent. of their quota is now. These two are under this mark in Polarine and I.K.T. oils only and both are in a good field.

Our Standing to Date

We have now passed the three-quarters mark and should have sold 75 per cent. of our quota. But our actual results for the nine months indicate that we have not yet come up to that mark. In Polarine and I.K.T. oils, the others have sold 80 per cent. of their quota. In the Mobiloil field, for the nine months period were 65.5% per cent. of quota.

September Sales

Several splendid percentages of quota were made in September. Nine teams made better than the month's quota in total sales. Toronto W. and Calgary being the only exceptions.

In the Polarine and I.K.T. oils seven teams made better than the monthly quota. In Gargoyle Mobiloils every team made the monthly quota—four teams beating it by more than 100 per cent.

Now for the Finish

To equal last year's record of 120 per cent. of quota the organization must sell an average of 17 per cent. of our Total Sales quota during each of the last three months.

Calgary must sell as much as in the last three months as she did in the first nine to finish even. The New Brunswick oil must equal their July records, at least once again, if they hope to win.

Vancouver should expect to repeat the July spirit if Montreal, St. John, and Toronto W. are to be left.

If Toronto E. and Toronto W. repeat their sales of last year they will sweep the whole basket of eggs.

STANDING OF DIVISIONS AUGUST 31st, 1919

<table>
<thead>
<tr>
<th>Division</th>
<th>Total Sales</th>
<th>Polarine</th>
<th>I.K.T. Oil</th>
<th>Mobiloil</th>
<th>Total Comparisons</th>
</tr>
</thead>
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<td>WINNIPEG</td>
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<td>65.348</td>
<td>1.308</td>
<td>20.1000</td>
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<td>ST. JOHNS</td>
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<td>71.320</td>
<td>1.508</td>
<td>19.0000</td>
</tr>
<tr>
<td>MONTREAL</td>
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<td>9.51</td>
<td>62.967</td>
<td>1.508</td>
<td>18.0000</td>
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<td>VANCOUVER</td>
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<td>9.51</td>
<td>62.967</td>
<td>1.508</td>
<td>18.0000</td>
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<td>TORONTO E</td>
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<td>62.967</td>
<td>1.508</td>
<td>18.0000</td>
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<td>58.958</td>
<td>1.508</td>
<td>16.0000</td>
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<td>REGINA</td>
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<td>9.51</td>
<td>50.140</td>
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<td>15.0000</td>
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<td>48.701</td>
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<td>14.0000</td>
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<td>42.810</td>
<td>9.51</td>
<td>42.810</td>
<td>1.508</td>
<td>12.0000</td>
</tr>
</tbody>
</table>
### November 1919

**The Business Doctor**

By Harold Whitehead in the Winnipeg Free Press

**COURTESY**

I drove into town this morning and went several blocks out of my way to buy some gas. (The gas is no better than anywhere else; the price is just the same.) I go because the young men are really glad to have my trade.

So many garage men appear irritated if called upon to do business. They take it as a personal insult if drugged off their resting (perhaps I should say rusting) places to take money.

They assume such a contemptuous superior air that one feels he ought to apologize for having anything less than a Rolls-Royce or an Osburn Magnetic.

"But this place I go to, they actually smile. Think of it, smile at a customer. They don't grunt, 'How many?' but they say 'Fill her up!' And you naturally say, 'Yes.'"

"They are really willing to put water into your radiator—and they always ask if you have enough oil. Finally, they have a good air service and are quite willing to attend to that little job."

"And it is for the smile and the thank you, and those little pleasant niceties that I go several blocks out of my way to buy any gas now. I always leave that place with a sense of personal satisfaction. Many people know how just the same as I do. The best part of the matter is that it doesn't cost that much to buy a single penny to give that pleasant service."

We hope every customer of Imperial Oil service stations feels like Mr. Whitehead about the service they receive from our employees. We cannot overvalue the service of employees who look after customers in this manner.

### Saskatoon Tractor Contest

By P. W. Gordon, District Manager Saskatoon

In connection with the handling of the tractor business in the Northern Saskatchewan Division, by the general salesmen instead of employing special men for the purpose, we, this year, put on a Tractor Sales Contest. That Contest lasted for practically three months. It was based on three things—the number of calls, the number of orders taken; and the number of barrels of Imperial Palmate and Imperial Kerosene tractor oil sold to tractor owners.

We decided that in the time limit of the contest 250 calls would make a perfect score, and we allowed 250 points for this perfect score. In figuring the sales, it was decided that each man who sold 60 per cent of the people called on would be given a perfect score in orders, and for all orders taken we allowed 500 points. The actual sales and deliveries of Palmate and Imperial Kerosene Tractor called for 500 points, to be given to the highest man; all others to be scored on a percentage basis. While we all realized that it was almost impossible to have a contest in which everyone has an absolutely equal chance, we thought it would come as near to it as possible on the first two columns anyhow, by setting what we figured to be a perfect score in orders, and a perfect score in orders taken.

We made the perfect score in orders taken, as it gives us a good deal of enthusiasm among our men, and resulted in a fair greater number of Imperial Palmate and L.R.T. sales, which were made the previous year by the regular tractor salesman. Below is given the standing of the men at the conclusion of the contest:

<table>
<thead>
<tr>
<th>Salesmen</th>
<th>No. of Calls</th>
<th>No. of Orders</th>
<th>Palmate</th>
<th>Kerosene</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. S. Barnes</td>
<td>125</td>
<td>60</td>
<td>15</td>
<td>24</td>
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<tr>
<td>T. H. Clement</td>
<td>110</td>
<td>55</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>J. M. Blake</td>
<td>105</td>
<td>50</td>
<td>11</td>
<td>19</td>
</tr>
<tr>
<td>R. K. Keffer</td>
<td>110</td>
<td>60</td>
<td>14</td>
<td>24</td>
</tr>
<tr>
<td>E. S. Calhoun</td>
<td>105</td>
<td>60</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>G. G. Davis</td>
<td>110</td>
<td>60</td>
<td>13</td>
<td>22</td>
</tr>
<tr>
<td>H. Willis</td>
<td>105</td>
<td>55</td>
<td>11</td>
<td>20</td>
</tr>
<tr>
<td>A. E. Smith</td>
<td>110</td>
<td>60</td>
<td>12</td>
<td>22</td>
</tr>
<tr>
<td>C. F. Davis</td>
<td>105</td>
<td>55</td>
<td>11</td>
<td>20</td>
</tr>
<tr>
<td>W. C. Alix</td>
<td>110</td>
<td>60</td>
<td>12</td>
<td>22</td>
</tr>
<tr>
<td>Geo. McTavish</td>
<td>105</td>
<td>55</td>
<td>11</td>
<td>20</td>
</tr>
<tr>
<td>W. S. Grant</td>
<td>110</td>
<td>60</td>
<td>12</td>
<td>22</td>
</tr>
</tbody>
</table>

Total | 1125 | 600 | 150 | 300 |
One Hundred Per Cent. Service Necessary

The success of our Gasoline Filling Stations depends entirely on efficient and courteous service rendered to car owners who call at these stations. It is deplorable that a big business is conducted in this manner. We are properly informed that the word service when the name is applied to at least some of our Service Stations, Imperial products—Imperial Polarine, Imperial Premier Gasoline and all others are the best that are to be had—no question at all about that. Imperial Service Stations are unsurpassed by the similar stations of any other Company on the continent. With the best products and the best stations, every car owner should have the smile of satisfaction. The service given to customers at many stations can and must be improved.

Really Retail Stores

In reality, our Service Stations are retail stores. The public has a right to expect the same service obtained from other retail stores. Every driver who receives poor service forgets the quality of Imperial products. The very price paid at Imperial Service Stations and the quality of the service. The importance of one hundred per cent. service cannot be emphasized too much. The right kind of Service Station employee, man or girl, will make the service better.

Cleanliness Counts

Nothing costs less than neat, tidy cleanliness, and nothing is worth more to the Service Station operator or to Imperial Oil Limited. Everything about the station must be kept clean and in order. Employees should themselves be neat and smart in appearance.

If you see a Service Station man or Service Station woman with a smile on her or his face, dirty hands, soiled clothing and untidy hair, you can conclude that the appearance of the station reflects the same characteristics in appearance and customers are likely to receive poor and indifferent service.

Be Pleasant and Courteous

A reputation of being cheerful and courteous will be worth much more to the Service Station employee than it is to Imperial Oil Limited. Such a reputation will be valuable to both. It is surprising how easy it is to find things to keep one smiling if we only try to find them.

Service Station employees should learn customers’ names as soon as possible, and should greet them by name when they come up to the Station. They should say good morning, good afternoon or good evening, Mr. Brown or Mr. Jones. This method properly followed will create friends for our Company and make the work of Service Station employees pleasanter.

The great pet peeve of the Service Station employees is standing in front of the pumps. Some of the Service Station employees stand with gas hose in hand looking as if the customer who had driven up for gasoline was imposing on their time. This, of course, is all wrong. The employee should take the cap off the gas tank, fill the tank, then put the cap back on. Next, hang up the hose and ask “How about a little Imperial Polarine today?” or words to this effect. Employees should be sure to call it Imperial Polarine or Imperial Fordite Liquid Oilers. It is important that the name Imperial be coupled to that of all of our products and the co-operation of every one in this respect is very much needed.

Customers who call upon our Service Stations for Imperial products are doing our Service Station operators and the remainder of our Company a big favor. All Service Station employees are instructed to remember this and must never forget to act in a way that will show it is remembered.

We Need Better Roads

Canada is several years behind the United States in the number and quality of its interurban highways. Lately the road question has had a great deal of publicity and plans for many new roads are projected. We hope these roads will soon become an accomplishment.

Good roads improve rural conditions wonderfully and in addition promote trade between town and country, and town and town. Prosperity always follows good roads.

And good roads mean more asphalt sales, more gasoline and motor oil sales.

If you are developing your trade with the small dealers, do not overlook them—they are profitable to you. Gain their confidence. Draw their attention to the fact that they get through the extensive advertising campaigns conducted by Imperial (Oil) Limited. Have them display Imperial oil products so effectively that people will say, “Everywhere I go I see Imperial Oil Products advertised, they must be good.” Do not overlook Jones or Smith’s small shop. These small dealers are just as profitable to Imperial Oil Limited as the large ones. Give them service and business will expand.

The little shops of to-day may be the big distributors tomorrow. Spotted distribution is but—a concentrated distribution is what we need. We want every dealer on our books.
A LMOST any good salesman can get a dealer to sign the quantity agreement, but it takes a good salesman to sell the dealer the ten barrels or twenty-five barrels which will qualify him for the extra quantity discount.

Selling Imperial Polarine and Gargoyle Mohiblet quantity agreements might well be likened to a hurdle race. To win the race all of the hurdles must be jumped. The first hurdle represents the start. EVERYBODY can jump it and everybody does jump it. We all start somehow, and each man as he jumps the first thinks to himself, "This is easy. I can jump this."

Most every Imperial Salesman sells a few quantity agreements each year—the average salesman signs up many dealers as he can because he believes it is good policy to have the dealer tied up to the line, and then in many cases the dealer is forgotten.

The Second Hurdle

And so, we come to the second hurdle in the race. This hurdle stops a good many—every runner is passed over the finishing line more than half the entrants fail to get over the second hurdle.

In selling Imperial Polarine or Gargoyle Mohiblet the second hurdle is represented by a time about three months after the signing of the agreement. At this stage of the agreement the dealer should have sold at least three barrels if he is a ten-barrel agreement, or at least six barrels if he is on a twenty-five barrel agreement.

If he has not sold one quarter of his quota, represented by his quantity agreement, there is every reason to believe that he will not complete the agreement and will lose the discount.

Getting over the hurdle may be accomplished by getting the dealer to go with you to the local butchers and grocers who deliver by motor car or truck, and, in fact, all automobile and tractor owners. In two or three hours you should be able to help the merchant sell one, or two, or five barrels of oil and thus have pushed him over the quarter mark. And, when you have accomplished this you have a real opportunity to renew his enthusiasm and get him to actively work for more sales.

The Half-way Mark

In six months the dealer should have sold fifty per cent of his agreement. If he hasn’t he needs more encouragement, more help, something to renew his energy and start him pushing the time again. If he has sold more than fifty per cent of his agreement he’s the finest kind of a prospect for a still larger discount.

If, for instance, he has a ten-barrel agreement and has sold eight or nine barrels at the six-month period, he can sell twenty-five barrels in a year. Let’s figure the difference in the profit. One barrel of Imperial Polarine at list price costs $24.85. Ten barrels with the discount deducted costs $205.32, giving an extra profit of $41.77 per barrel. Almost $42 per barrel. Twenty-five barrels at cost of $44.85, and gives the dealer an extra profit of $367.37, or almost $37.50 per barrel. By getting him to accept the profit you encourage him to make an extra profit per barrel on every barrel he has already sold and those yet to sell.

Go Out With Him Again

Again you have the opportunity of helping the dealer sell a few more barrels. It will be very much worth while to take half a day to help him sell three or four barrels of oil. If you can sell four barrels, point your finger at the dealer already and only has to sell twelve or thirteen more barrels in the remaining six months to get that extra sixty dollars profit.

You also have another strong argument in the total profit on his sales. Let’s figure that out for him. After all things are considered this dealer has sold for him his total sales for the six months are twelve barrels for the period and his average stock has not been more than three barrels.

The twelve barrels contains 504 gallons of oil on which he makes a profit of $115.40 plus the 10 per cent discount of $14.97, giving total profit of $127.37 in six months.

His average stock has been three barrels which cost him $81.05 less 5 per cent discount, equals $79.85.

In other words, on an average investment of $79.35 he has made a profit of $94.07 in six months, which equates to a net profit of practically 500 per cent per year. Does your dealer know of one other time in his stock which a pays better profit?

At The Third Hurdle

Now lets see where our runners are as we approach the third hurdle of the race. All but two have dropped out—the balance have fallen away and—at the hurdle—see only one man standing.

This hurdle represents the "keeping at it" stage of quantity agreement selling. Many salesmen get out and sell the dealer and also help the dealer sell the consumer, the first time. A few work up the second sales and show him the profit a dealer can make by a time again and again, that tests the real quality of the salesman.

There, at the third hurdle you see the crowd fall away. Now is the time to make the steady, slow drive. Now is the time to navigate the third hurdle is where stamina counts. You cannot keep selling success away from the man who has the courage and determination to keep plodding on. He may not travel as fast as the others at the start, but the race is always won at the finish. You can win by keeping at the tried and true.

You have proved a plan of continually helping the dealer.

In your own division is a man of your own age and ability about whom a little later you will be talking of as a great success, and not only because he will adopt the tried and proved plan of getting past the third hurdle—of getting the dealer to take more than his quantity agreement.

Have you any customer on your list who has signed up a ten-barrel agreement and who has sold twenty-five barrels? If you have, then you know how easy it is to get a new quantity agreement and how the dealer gets behind the goals.

If you haven’t get this kind of a customer, get one, and his enthusiasm will so entice you that you’ll increase your quantity agreements closed and your average sale to quantity agreement dealers.

A Snapshot Exchange

The St. John Division has in operation a Snapshot exchange for the circulation of window displays which is proving very successful. These are circulated to the main office snapshots of the window displays which he has arranged. These are circulated so that each salesman may see some of the advertising done by the other salesman and make use of the ideas.

The snapshot received shows that some excellent advertising has been arranged for.

Can any other branches make a go of such an exchange?

Your sincerely,

G. W. F. Fairweather.
IMPERIAL EXHIBITS

Model Exhibits of Imperial Products at various Fall Fairs throughout Canada

IMPERIAL Exhibits are always prominent at the principal annual fall fairs and exhibitions held throughout Canada.

On this page is reproduced six typical Imperial exhibits—each a worthy model for any Imperial Agent or Imperial dealer.

Note that in each display the whole line of products is displayed harmoniously—that everything gives the impression of being new without cluttering up the booth.

Goods well displayed are half sold—these displays create business for Imperial dealers everywhere. They remind lifelong friends of their lubricating oil and full requirements, as well as interest those who are using competitive goods.

The Imperial exhibits this year were marked by an originality that is to be commended. It is certainly encouraging to see each new display and note the progress we have made in getting new and original displays.

These display units serve as a model to our service stations who must make a new display each week to keep their windows attractive and fresh.

At every fall fair Imperial Oil Limited always has the premier display of oil products. And, of late displays of Imperial products in the window and on sales floors have likewise led the field.

Keep up the good work—every display helps consumers to realize the true superiority of Imperial products.
Keeping Tab On Sales
By A. E. Halderson, Assistant Manager, Edmonton

EDITORIAL NOTE
The plan adopted by our Edmonton Sales Division is worthy of the careful study and consideration of all of our sales branches. Edmonton, through their system of reports, can determine with a great degree of accuracy, the business of each of the various lines of products and the degree of efficiency reached by each of their salesmen.

Considering the system at any distance, B does not appear as helpful as A should be in showing the volume of business in each location that is going to competitors.

We hope that the executors of every Sales Division will study the report carefully. We also hope that each division has installed a system of reports to obtain statistical information. There will be no point in his firm in an explanation of the system.

It is interesting to encourage the installation of some system of reports in each division a little later on. It is easy to see that reports on all systems now in use will be very helpful in formulating the one that will finally be adopted.

We are producing here some records we have used in this division to keep a closer sales tab. The figures for record A are obtained from recap sheet S-298. All that is necessary for our statistical clerk is to keep the record A the total from recap sheet S-298. The sub-stations are grouped under various salesmen. The sample record for each salesman is of W. H. Jones territory. Record A is kept in an ordinary ruled ledger book one page is allotted for each product to be reported on. We do not include C & B sales from S-298, because all C & B equipment is shipped from main stations, but it is an easy matter for the shop and order department to keep tabs on outgoing shipments of C & B equipment and from the record A to the statistical department once a month. Figures covering oil leaving devices are obtained from S-293. Shipments from main stations during the first month. This does not include men’s territories, as figures are taken care of by the clerks who keep check on various figures, even though they are recorded in recap sheet S-298.

Percentages

When record A is completed and each product listed and totaled for each salesman it is an easy matter for the executive to report B. In record B we give equal credit for increased sales and increased volume.

W. H. Jones

PRODUCT - Polamine Oils (Gallons)

<table>
<thead>
<tr>
<th>RECORD &quot;A&quot;</th>
<th>RECORD &quot;B&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product</td>
<td>Jan Feb</td>
</tr>
<tr>
<td>Bargain</td>
<td>100</td>
</tr>
<tr>
<td>Chicago</td>
<td>130</td>
</tr>
<tr>
<td>St. Louis</td>
<td>150</td>
</tr>
<tr>
<td>Gift.</td>
<td>170</td>
</tr>
<tr>
<td>Rochester</td>
<td>190</td>
</tr>
<tr>
<td>Total</td>
<td>590</td>
</tr>
</tbody>
</table>

Ratio

The reader will note that record B shows the ratios of motor oils to refined oils and gasoline, and that the salesmen show the largest increase in sales is 35 points. Salesmen who show the second largest increase sales get a similar increase in their sales, who shows the lowest volume of sales receives 5 points. You will note it is thus possible for salesmen to obtain 10 points for each product listed on record B.

In case a division has 5 salesmen, for instance, the maximum points allowed for each product would be 10, with a minimum of zero. If it is assumed reasonable to show the standing of salesmen in percentage rather than in total points, it is a simple matter of converting points to percentage.

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Sales Data

As soon as the invoices for a given month have gone through the various departments and are filed, the statistical clerk takes the total of these invoices and enters them on record C. This record enables us to deal with the dealer so that we are selling the bulk of our goods through the dealers or direct to the consumer, at any given point.

At the beginning of the year we secure from the salesmen a list of all the dealers in their respective territories. We allow one ruled ledger book to each salesman and in this book enter all the points, listed alphabetically, in that salesman’s territory. Under each point the name of all dealers in that town are listed. Sales listed to a town but not listed to a dealer are presumed to have been made to consumers and are entered accordingly.

Summarizing

1. Record "A" is obtained from S-298
2. Record "B" is obtained from Record "A"

MONTHLY REPORT
(19th May 1930)

<table>
<thead>
<tr>
<th>J. WILLIAMS</th>
<th>W. H. JONES</th>
<th>A. ROBERTS</th>
<th>K. A. SMITH</th>
<th>S. LEWIS</th>
</tr>
</thead>
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<tr>
<td>Polamine Oil</td>
<td>1000</td>
<td>1200</td>
<td>1400</td>
<td>1600</td>
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<tr>
<td>Reddy Oil</td>
<td>1500</td>
<td>1700</td>
<td>1900</td>
<td>2100</td>
</tr>
<tr>
<td>Isoprene</td>
<td>2000</td>
<td>2200</td>
<td>2400</td>
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<tr>
<td>Total</td>
<td>3500</td>
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<td>4300</td>
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</table>

Salesmen

<table>
<thead>
<tr>
<th>RECORD &quot;B&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
</tr>
<tr>
<td>Motor Oils</td>
</tr>
<tr>
<td>Gasoline</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

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Statistical At Work

Between the 25th and 1st of each month we send our record B to the salesmen. We then proceed to get these reports out promptly. Statistics of any sort, to be useful, should be absolutely accurate and as nearly up to date as possible. We write our salesmen a letter regarding...
Records Are Used

Neither statistics or other information is of any value to any one unless it is acted upon. The salesmen study record “C” and make notes from it. If we have a change in our sales force the new salesman, by careful study of record “C” can become thoroughly acquainted with previous sales in his territory.

If an agent comes to main office in our conversation with him we invariably refer to record “C” and record “D.” Before visiting a substitution we usually jot down a few points from the statistics records. If we figure on opening a substitution we refer to record “C” to ascertain the total number of barrels returned, or if we intend putting in a horse-drawn tank wagon at a substitution record “C” tells us an instant what business we can reasonably expect to do. If lubricating oil storage is contemplated record “A” gives us the information at once. If we receive a complaint from a customer we often refer to record “C” to ascertain how heavy his purchases have been.

Record “D” shows up in red our short-comings and thus enables us to concentrate our extra effort where it is needed before it is too late.

Our statistical records may not satisfy the needs of other divisions. Some of the division at the present time may have in effect statistical records superior to those used in our division. It is probable that some modification may be necessary to make ours more practical. We thoroughly believe, however, that some system for compiling statistical information of this character is indispensable to a wide-awake Sales Organization, and well worth the trouble.

Six Months Summary

Twice a year we send the agents a combined report on every sale for 6 months as per record “D.” These figures are easily obtainable from record “II.” We find record “D” of great value as a six month’s summary of the work of each of our agents. This information some-

accounted for by lost customers that have been reported by salesmen. For instance, in record “C” you will note that Geo. Brown’s garage has not been buying from us since the end of March and was apparently a good customer previously. Our records enable us to investigate cases such as these and ascertain the cause of the trouble.

1979

The Salesom

Salesmen From the Dealers’ Standpoint

By B. D. Miller

There are a lot of things said and a lot of things written about the kind of salesman that dealers like. It is not nearly all these things are said and written by mere outsiders. A dealer is a fellow who is in a position to judge what type of salesman dealers like, so a few words from a dealer on this subject will probably be in order. Dealing like a salesman who knows his line. They like a man who can give all of the sales points that dealers need to sell the goods. Dealers like a man who thoroughly believes in his line and who can convince a dealer that his line is the line to sell.

Dealers do not like a man who considers himself the sole source of information and governs his talk and his actions accordingly. You know the sort of fellow I mean the one who when you make a suggestion, gives you that look that seems to say, you poor, deluded mortal, how I pity your ignorance; and then with a patronizing manner proceeds to convince the dealer that he knows nothing at all about anything and that the only reason that the dealer is in business is that he, the salesman, is so intelligent and helpful.

Class B

1. The Ideal
2. The Corporation
3. The Businessman
4. The Lawyer
5. The Doctor
6. The Professor
7. The Banker
8. The Engineer
9. The Banker
10. The Banker
11. The Banker
12. The Banker
13. The Banker
14. The Banker
15. The Banker
16. The Banker
17. The Banker
18. The Banker
19. The Banker
20. The Banker
21. The Banker
22. The Banker
23. The Banker
24. The Banker
25. The Banker
26. The Banker
27. The Banker
28. The Banker
29. The Banker
30. The Banker

Made in Canada

A Slogan That Brings Prosperity

By Howard Miller

In the national interest the live-wire Imperial salesman will play up all Canadian made goods. Imperial made products are the first line which he will push. Canadian money today is a discount—the balance of trade is on the wrong side. Greater cooperation from every sales person is necessary to correct our national trade balance. Increased production and increased distribution are more essential than restricted importation. In patronizing home industries are helping the home man, and he in turn with his wages pays other Canadian made goods and helps other Canadian industries. The people who wake up in the morning at the alarm of a New England clock and have a Connecticut safety razor, and dry their New Hampshire towel, and rise in a Michigan automobile must hurt themselves and their fellow men. A town cannot be a good place to live in or do business in when all its citizens shop in other communities and buy the products of other countries.

Imperial products are “Made in Canada” by Canadian labor. Their quality is unbeaten by any product made in another country. Boost your Canadian line—spend your own money—only by encouraging your customers to spend their money at home.
Handling Stocks at Sub-Stations

The stock problem at the sub-stations is one of complex and one of the hardest of solution. The agent should, first of all, realize that "stock is as good as money," that our products are the basis and first principle of our business and should be handled accordingly.

In the western territories the salesmen ever so far have given sufficient attention and care to the handling of our goods. Naturally this follows that the customer does not get service in the nature of prompt and careful delivery of his orders. Educating an agent in the handling of stocks, then, the first principle is care. The salesman knows what is required at certain stations. The order is placed with the main station. It is then the duty of the agent, when the goods are received, to check with his Inter-Station Transfer to see that he receives what his station is charged with and that the packages, cases, steel barrel numbers, etc., are exactly as called for by the charge. If any discrepancy is noticed it should be reported to the main station.

Most essential is to see that the goods delivered to the customers are charged on an invoice. It is a good policy for an agent to make out an invoice for everything that he delivers at the same time that the delivery is made. Many errors are made simply because this rule was not followed.

It is common knowledge that the agents in the Western Provinces, breathing the free pure air of the prairie, do not acquire a taste for the orderly conduct of their clerical affairs. They are susceptible to the changes of nature and when we ask for a monthly inventory of their stock, a case of Imperial Pol-

Branding Suggestion

A suggestion or two in connection with farm sales may be of interest to some of our agents. We have found that it is best to use considerable care in estimating the number of dollars of Royalite and Imperial Oil that will be required when we start out on one of our trips. While the large percentage of sales are usual in the city or in towns, it is likely to be the reverse in the country, where the number of Kerovene and Gasoline engines you are delivering too.

We have in mind a trip where you may beshipping your orders along with a large quantity of Royalite and Imperial Oil, and we have a plan, if you will be good enough to give us a few instructions, that may help you in your work.

Empty Barrels

Empty barrels present an eternal difficulty, but here again it is only a question of care. If agents are familiar with the system of issuing a barrel ticket immediately a barrel is received into stock there can hardly be any trouble when the office lines up their stock each month. The bulk stocks probably present many difficulties, but again it is a matter of following instructions and using normal care in taking the outage of the tank car, the measurement of the storage tank, before and after unloading the tank, and reporting accurately back to the main office on the forms provided for the purpose. This is only a brief and, perhaps, incomplete summary of the most important points in the handling of stocks at sub-stations and is submitted in the hope that it will receive the proper attention of all interested in this question.

Loading Your Truck

All Imperial Oil trucks, like all other trucks, are so designed and constructed that they can be operated at their rated capacity in safety on good roads. Many drivers load the truck without considering the emergencies to be met in operation. A three-ton truck will carry a three-ton load over a bumpy road if proper care is taken to drive slowly, but the same truck loaded to capacity will not stand the shocks of careless driving more than it will stand up under a 25 or 50 per cent overload.

Use Common Sense

An idea of the sizes of loads that different styles of trucks can carry safely may be obtained from the following suggestions: A three-ton truck will carry 18 barrels of oil or grease or a total of approximately 580 gallons in smaller packages. A two-ton truck will carry 10 barrels of oil or grease or its equivalent in smaller packages. A one-ton truck will carry 4 barrels of oil or grease or its equivalent. There is never any occasion for putting on a load larger than the truck is built to carry. On most of our package trucks the platform is large enough to carry more barrels of oil than their rated capacity. But these platforms are built for hauling lighter merchandise. The size of the platform should never be used as a basis for estimating a proper sized load.

Specialization Means Better Business

Do you remember the old-fashioned general store of a few years back? It usually carried a few samples of almost everything under the sun. Floor was displayed, or rather stacked next to each other.

A FEET OF IMPERIAL PACKAGE TRUCKS READY TO CARRY A BARRELS EACH
November

Beating the Saturation Point
Sales Campaign Moves Goods Quickly

Many experiments conducted by manufacturers have proved that the dealer often limits the sale of a product by lack of imagination. He figures that he can sell only one car to a man in three years and leas at that. In certain industries "normal demand" is so well fixed in the dealer's mind that it seems impossible to raise it unless you go past the dealer. Let us illustrate.

Last winter an optical manufacturer found himself with a cancelled Government contract for binoculars. If he had accepted the normal demand, then he would have shipped several thousand dollars worth of material. For years the trade had figured the "normal demand" for binoculars to be over 1000 a year.

Normal Demand Meant Nothing

A survey was made of the market and a quick selling campaign at special prices put on the trade. A few dealers, who had formerly bought 12 dozen a time, and had been making 25 per cent on their costs, were persuaded to buy 50 dozen at a time, for which they were paid $10 each. The quick selling campaign sold the trade more than had ever been sold before, but the average retailer still refused to think in other than "normal demand" terms. Then the manufacturer went to the public direct through the mails and sold over 10,000 binoculars in less than sixty days and within ninety days was sending back marked checks for six and twelve binoculars.

This big sale was accomplished with a little judicious advertising and a special appeal to buy now. The manufacturer was not known to go per cent of the people who bought. Price advances of 10 per cent were made during the six to nine day period and still the orders came in.

Similar Conditions

Who Are the Imperial Dealers

Imperial products should be handled by: First, the leading dealer or dealers in each town and village and, second, by the secondary dealers in each locality—never by the junk dealer, dead-bait dealer, mere men and general outlaw.

Some advice when they go into a new town or territory where our distribution is weak, knowing that our aim is to secure uniform national distribution for our advertised specialties, feel that they must take care to sell. Thus if they are unable to get the best dealer on the first call, we must find a dealer and add the undesirable who may scrape up enough money to get by the credit department.

Aim High

Also high and you'll think of putting Imperial products for distribution in cheap, showy places. Aim high and be content with nothing but the best and you will get the best. Many concerns conduct their business with high ideals except that of distribution, but we are just as anxious to keep to our high ideals in distribution as in refusing or any other division. Just because the dealer can pay for the goods is no reason why he should hand over our goods to the keeping of someone who has no good will, no prestige and little reputation. Go slow rather than wrong. Select your dealers with care. Get every new dealer to be a good dealer, you can. Don't make a showing for the cost at which you make a showing. Present a proper showing for the cost of your future trade in your territory. Remember the story to do business for many years to come, and expect your to go out and get the business.

Cleanliness

Much money is spent throughout the various plants and warehouses to make our packages good-looking, neat and clean. Great care is taken to make sure that barrels and packages are properly stenciled and marked.

But all this time and money is for naught if the goods are dirty and covered with oil when they are delivered. Recently a shipment of Imperial barrels was seen on the street en route to a customer with the barrel stencils barely distinguishable under a heavy coating of dirty oil.

This condition was likely caused by standing on an oil-covered warehouse floor. The shipments should not have been delivered in this condition. The oil and dirt should have been removed.

The floors of the warehouse in which these barrels were stored had been kept clean of oil and dirt. The damage to the barrel ends could not have occurred.

It is of the utmost importance that the salesman, agents, warehouses—all connected with the handling and selling of Imperial products—cooperate to see that goods are delivered clean.

The first essential is clean floors. Warehouse floors should be kept swept clean.

In all warehouses stock should be kept clean. Each shipment should be inspected before delivery to make sure that all wood and steel has been properly painted and neatly stenciled.

We will be vigilant in upholding the cleanliness principle.

Clean floors not only protect the stock but protect the man who bale the fire risk.

Enthusiastic Salesmanship

A current publication reports an unusual case of retail salesmanship which offers a help to us in selling Imperial Lubrication.

The salesman of a book supply house sold a special copy of a new book to a certain salesman in a large Chicago bookstore.

Soon the orders began to turn in and the enthusiastic salesman made the boast that he could find ten purchasers for that book a day and do it day after day make good on his boast.

When the case was reported he had sold over 400 copies of the book. If one salesman can be instrumental in selling more than 400 copies of a book for which there is a very limited market, what could be expected if a thousand salesmen could be interested and enthused?

Wherever you find a salesman or retail salesman who believes thoroughly, enthusiastically in a product or line of products you invariably find those products the biggest thing in the store.

It may be a difficult job to create enthusiasm among your re-tail salespeople—but the sales results will more than repay the effort.

If every Imperial salesman and agent can enthuse two or three of your dealers every year, within five years we will double our volume. Enthusiasm Pays.

In a Couple of Nutshells

Holding customers is no problem to the dealer who sells oil scientifically. If the grade of Imperial Palatine recommended for the customer's car or the grade of tractor lubricant recommended by the tractor chart.

In a couple of nutshells the dealer who takes time to sell correctly Imperial lubrication to his customers will improve on the saving effected by proper lubricants, need no fear competition. His business is bound to increase and grow, likewise his profits. It pays every way.
HINTS TO THOSE WHO WANT TO FAIL

Always be a little late on the job. That is an unflagging way to show that you do not care much for the work you are doing. Be sure to pass on to the other fellow all the work you can. If you establish a reputation for this it willazstantly attract the attention of the boss and a successful failure is assured. Practice pessimism. Wait out your bad luck and the difficulties of your task as from you. Revenge is bitter. Cultivate a gloomy, above all means never, never be obliging. A little carelessness in your personal appearance will help a lot. It is bad practice to lay off your collar or your clothes. A yesterday’s or a day before yesterday’s shave is a truly wonderful help in failing.

NEVER SPIN YOUR WHEELS

What would you think of a man who deliberately drove his car into town without having the mind to use his do not know, don’t say it! You might say something that would be used against him. Never use bus service. How about making quick starts? Do you always start off at ease? If you do, you’re a real man. It is not.

The proper care of tires is a matter of common sense. Spinning wheels are caused by letting the clutch in quickly and by applying the brakes suddenly. It is rarely necessary to make such quick getaways or to stop suddenly that tires must be damaged in this way.

GUARD YOUR TIRES

And there are numerous other common practices that tend to shorten the life of tires. Such as running on flat tires; driving on the roads of streets-car tracks; operating a car at high speed on roads covered with loose stones, and across street cars that are raised above the road level.

Oil, too, and grease are very destructive to rubber. Tires should be protected against contact with these. Be sure that your tires are carefully wiped off, to remove any oil that may have accumulated upon them. Of course there is no advantage in doing this if the car is kept in a garage with an oily floor.

What would you do if you had a blow out on the road and no more inner tubes? Would you go to the trouble of removing the damaged tube and filling the hole with hay or grass or some other similar material? Or would you go along on the flat tire or on the rim of the wheel after the tire has been removed? Don’t bother answering; but the next time it happens with you, do the sensible thing. The proper care of cars and trucks is the duty of every salesman, agent and driver. Imagine the thing company car or truck you drive is your own and handle it accordingly.

1919

THOUGHTS ON SELLING

"Have you ever noticed a group of people picking berries? Some always look for patches where the stems are thick. They spend considerable time staying from patch to patch in a vain endeavor to find them. How about making quick starts? Do you always start off at ease? If you do, you’re a real man. It is not.

The others settle down to business and clean up as they go along. Those people get their paths filled first. They get the benefit of spots where the berries are thick, but they pick, strip and break between these spots. If you try to choose big customers, you’ll pass up some good ones, and waste a lot of time. Take them as they come, and sell the little ones between the big ones. It rolls up a sales total just as it fills berry pits.

Hot or cold, rain or shine, it makes no difference to Morros. In the sales for December 26th he says: ‘‘cold weather is fine weather to work.’’

Again a little later, ‘‘Rained to beat the band all day and still it is that good for one thing, they stay in when it’s raining hard and a fellow can make more calls; here we are a couple.’’

The moral of this is that temperature and weather conditions have nothing to do with the volume of business.

‘‘Every day is a failure of a laborious yesterday. Every day! That is the road to perfection. The speaker who can hold and charm an audience, the debater, quick and ready, and not to be confused, the baseball player—everybody in fact who can do anything well owes that pose and finish to the slow efforts of every day.’’

HOW HE SUCCEEDS

Mr. A. W. Neill is the Imperial Oil Commission Agent at Port Alberni, B.C. He has reported the sale of a 100 bushel carload of oil to the Pioneer Ford, Coal and Oil Company of that place.

In making this sale Mr. Neill breaks the record—he is the first commission agent to make a solid carload sale.

Carload sales are big factors in gaining comparisons. Every agent now has an objective to make.

Mr. Neill takes the prize for the largest individual sale by a commission agent. We wonder how long he will hold exclusively the carload record undisputed.

We venture to predict that for a long time Mr. Neill will be forced to share his pinnacle position with more than one of our entering commission agents.

Carload sales are big factors in gaining comparisons. Every agent now has an objective to make.
The Accelerator

Work Your Plan.
A salesman without a definite selling plan is like a ship without a pilot. Have a definite plan for approaching dealers and put all your physical and mental energy into it.

Polish Up.
Tank wagon equipment should be frequently cleaned and polished up. Barrels should be kept neat and clean. Packages exposed to dust should be frequently dusted. Glass needs polishing at least once a week. Cleanliness is next to godliness.

The Pac That Skills

Imperial Oil won the gold medal at the Western Fair, London, Ont., this year.

The Pac That Skills

The Pace That Skills

The Pace That Skills

Education.
Every claim that orders are only capable of fulfilling orders and satisfying demand, but we have known of dealers who have made a name for themselves by selling quantities of goods in which they had faith and which they knew were just. Take time to educate your dealers. They can tell for you.

The Dealer’s Side.
Salesman day after day call on dealers to get them to stock up. Are they welcome? Some because the dealers know there is demand for their goods and because the salesman has been a real sales savior to offer him. Salesmen who help dealers develop their maximum possibilities are always welcome.

What Type Are You?
Somebody has classified salesmen as (a) Actors, (b) Sellers, (c) Sunny Jim’s. (d) Tottenham Blue. The first type is in and out, and the second type has a good time. The third type is just the reverse. Selling is a little more. The second type is smooth, displaying wonderful pep and energy, but no real sales force. The third type is just the reverse. What type are you?

The Right Way.
The right amount of effort is the right plan to what gets the business. Too much effort will get the order, class smile and smile—but forget to sell. The fourth type uses his brain and just sells.

Love of the Job.
Calling on dealers, with most men is necessary to make a living—why a few men a joy. The essential difference between the two classes is the love of the job which without success is never won.

In Winter Weather.
When the days are short, drivers should examine their lights before starting on a trip so that they will be ready for use when needed. When necessary use old lights—remove them as soon as they are not needed. Examine your brakes regularly—make sure it is in working order.

Imperial Coupon Book.
The use of the Coupon Book saves users 40c. for every 100 gallons of gas—in it makes a corresponding reduction on lubricants, too. Every time you buy the Imperial Coupon Book, you do your business, as well as the Company, a favor.

Stampa.
A stencil with a broken letter is just as desirable as a chair with a broken leg. Are your stencils in good shape?

Your Dealers.
Let us list the possible Imperial-Polarine dealers in your territory. There is, of course, our old standbys the garage, hardware store, and general store. But are you selling any of these? The Motor truck dealers, The Motorcycle dealers, The Implement dealers, The Automobile dealers, The Sporting Goods store, The Department stores, The Grocery stores. If you have not—think of all the prospects you have yet to see.

Tank Wagon Measure.
Have you had your tank wagon measure inspected lately? Is the gasoline measure painted red? Are all your pipes lined properly painted? Do you have your full measure but no more to each customer? There is no excuse for using a gasoline measure to sell lubricating oil.