The SALES MOTOR

Power for the Salesman

JANUARY, 1920

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 SALES MOTOR

"Power for the Salesman"

Vol. IV  No. 6  January, 1920

And a Prosperous New Year

We started 1920 with a good sales staff, better equipment for distributing and service than ever before, and a line of Imperial products of which we may all be proud.

During 1919 we have very materially increased our equipment for distributing and service and have still further strengthened our sales staff. Our refiners, too, have made large increases in their capacity for the manufacture of Imperial products, so we are looking forward, with all confidence, to a very large increase in business during 1920.

To give you a clear idea as to what we expect, let us say that our refiners are planning to further increase their capacity during 1920 and that we will be very active in increasing our plant equipment, erecting a great number of new stations, rebuilding old stations, furnishing additional equipment where needed, and placing everything in the best of order to take care of a volume of business much greater than we have handled heretofore.

Below are some of the main items for which orders have already been placed:

- 375 tank cars
- 9,000 steel barrels
- 100 motor tank trucks
- 15 horse drawn tank wagons
- 40 115 x 30 ft. storage tanks
- 150 dismantled tank cars to be used for the storage of lubricating oils and refined products
- 30 25 x 30 ft. storage tanks
- 10,000 barrel storage tanks
- 200 galvanized warehouses
- 20,000 ft. 60 brick warehouses (different sizes)

To improve next year’s opportunity will take effort, but we know that we are very few in the Marketing Division who are afraid of work. The pace will be fast and it will take real men to keep up, but we are sure we have them in the Imperial sales force. 1920 will be a great chance to prove it.

With a largely increased output at our refiners; with our improved facilities for marketing, distributing, and service; with a line of products second to none; with the Company behind us and our products at every turn; and with the demand for our products increasing, 1920 offers us a wonderful opportunity no matter which way we may look at it.

Speaking for myself and my associates, I want to express my appreciation of the good work done by all our men and women during the past year and to wish you all a Merry Christmas and a prosperous and happy New Year.

Vice-President

Keeping Up Equipment

This is the season of the year when all vehicles that are used during the spring and summer months should be fixed up, repainted and put in their clean conditions. This work should be done during the winter months when the equipment is not used, so as to have everything in first-class shape early in the spring.

Cars should be taken in painting and lettering these wagons to see the lettering and the color is done according to our standard color and lettering. If you have not the full information in regard to this, write us at once so we can send you blue prints, showing the style of lettering to be put on the wagons; also the colors that should be used.

How Do You Do It?

If you need a good order against still competition in your territory you should send a story of how you made the sale to THE SALESOMOTR through your local manager.

Another salesman in another territory may be able to make use of the information in a similar case.

To make THE SALESOMOTR of greatest practical value to salesmen and agents it is highly desirable that it be made the clearing house for successful experiences. Stories of selling points and plans that worked are required in every issue. Join with present contributors in making each issue of greater value and assistance, in making greater sales at lower cost.
Making A Successful Imperial Salesman

Important Duties Other Than Selling

By John Lockhart

The salesman is the manager of his agencies and this very important point should never be lost sight of by him. He should be firm yet a considerate committee and advisor to the agent. He should also combine a good knowledge of the general requirements of the main office. How many dollars and cents are lost through stock shortness, faulty equipment, and other errors which might be saved if the agents were thoroughly instructed in their duties? The salesman can do more by tactful talks on each visit to increase the efficiency of his agents than ten letters from the main office.

Watch Equipment

Most of our agents are anxious to make good. The salesman should make it a point to spend any time necessary to check over the equipment, plant, and the copies of the agent's reports made since his last visit. He needs a task or pipe line leaking. Did the agent report it? Is the condition of the warehouse and the outside surroundings of what could be desired? What is being done to improve conditions around the plant? A neat appearing warehouse is a task equipment and surroundings are a silent and powerful advertisement. Has any report been made out correctly?

Careful Checking

A salesman should be an expert advisor in selling, and also in advertising and pointing out any discrepancies found during his visit. The agent needs and requires coaching if he is to become an efficient agent. The appearance of the plant as one whole, and the work of the agent as evidenced by his reports to the main office reflects the salesmen and the agencies. And the salesman's knowledge of the essentials necessary to make a good agent.

Stock is money lost. The careful checking of stocks cannot be urged too strongly. The office relies on the salesman's report. If the report shows stocks that are not in the warehouse, or commits stock that is there, many unnecessary office records are required.

Every salesman should take a natural pride in having the plants under his care, as well as having agents of ability. Your manager and the office generally are willing and anxious to give all necessary assistance to make this possible.

The mission of cooperation on credits and collections, between the salesmen, agents and the credit department is very important and will be discussed in our next article.

Salesmen's Meetings

We are now developing the question of adding salesmen's meetings the early part of the year. These meetings will start with the Ontario Division, then Montreal, St. Johns and Halifax. As soon as the Eastern meetings have been held then the Western meetings will start with Winnipeg, and meetings will then follow at Regina, Saskatoon, Calgary, Edmonton and Vancouver.

It is expected that Mr. Mayer will attend all of these meetings and will have with him two and possibly three of his assistants, so as to give all the information possible in regard to the policy of the company in connection with the business for that area.

No Smoking Allowed

It is important that you understand the rule for the “no smoking” rule. In handling petroleum products there is a great danger of fire. The smallest flame will start a configuration which may destroy production and the complaints down in writing and tell him you will refer it to the proper department. Do not trust to your memory—refer it to your manager without delay.

Imperial Polarni Service

Do you know that for every 10 barrels of gasoline consumed in your territory there are 100 barrels consumed by motorists? This applies particularly to territories where there are no tractors and where the bulk of the gasoline is consumed by automobiles only.

In fields where there are a larger number of tractors and farm gasoline engines, the average is even greater. For every 20 to 25 barrels of gasoline consumed in tractor territory there is a barrel of motor oil used.

Do you know the amount of gasoline consumed in your territory?

Do you know that there are 10,000 more miles driven by motorists than tractors in your territory?

Things To Remember

Keep your air compressor well oiled. Keep your tanks in a can provided for them. Keep good customer relations with your customers andnung the general state of confusion will be replaced by others.

Safety First

Guard the company's money as if it were your own. Carry only sufficient to make change.
WINNIPEG FIRST ON THE LAST LAP

By G. W. Mills

Persistently good team work by the Winnipeg team members enabled them to claim a score of 109.56 per cent of quota for the eleven months ending November 30th in Total Sales, and 20 out of a possible 30 comparisons won is the record which the Manitoba entry has set for 24 years for the flag to beat.

Vancouver regained second place which they held at the end of July but dropped to St. John in August. The British Columbia team lead the field in November in Imperial Polarine and I.K.T. Oil sales. Two percent more of quota in Total Sales would have given them another comparison over Winnipeg; November standing—26 comparisons won—89.60 per cent.

St. John, through dropping two comparisons made in September, is now back in second place and awaiting another chance to get back on top. The St. John men have their faith in the flag, however, and are strong contenders for the flag. We want to point out to St. John that a total of only a 2.7 per cent more of quota in the Imperial Polarine and I.K.T. Oil sales item would have given them two more comparisons than they earned in the second place—one comparison behind Winnipeg.

Montreal holds consistently to her course making good sales in all items and steadily working wood. They have won 22 comparisons, 73.74 per cent standing. The Quebec City men expect the field with a splendid finish and walk off easy winners.

January

STANDING OF DIVISIONS NOVEMBER 30th, 1919

<table>
<thead>
<tr>
<th>Division</th>
<th>Total Sales</th>
<th>Polarine &amp; L.K.T. Oil</th>
<th>Minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>WINNIPEG</td>
<td>105.09</td>
<td>90.88</td>
<td>11.51</td>
</tr>
<tr>
<td>VANCOUVER</td>
<td>103.09</td>
<td>90.88</td>
<td>11.51</td>
</tr>
<tr>
<td>ST. JOHN</td>
<td>90.88</td>
<td>90.88</td>
<td>11.51</td>
</tr>
<tr>
<td>MONTREAL</td>
<td>103.09</td>
<td>90.88</td>
<td>11.51</td>
</tr>
<tr>
<td>EDMONTON</td>
<td>78.06</td>
<td>78.06</td>
<td>11.51</td>
</tr>
<tr>
<td>REGINA</td>
<td>78.06</td>
<td>78.06</td>
<td>11.51</td>
</tr>
<tr>
<td>CALGARY</td>
<td>68.06</td>
<td>68.06</td>
<td>11.51</td>
</tr>
</tbody>
</table>

Montreal Strong Continental

The Quebec men are undoubtedly the strongest contenders in the central provinces. If they can build up their Imperial Polarine and I.K.T. Oil sales they have equal chances for first place with Winnipeg. Vancouver and St. John.

A month's quota is 83 per cent. Montreal stands just above that quota in the second month in December to really contest first place. Two month's quota will build up their Total Sales standing and make their entry of importance.

The Second Division

1920

STANDING OF DIVISIONS OCTOBER 31st, 1919

<table>
<thead>
<tr>
<th>Division</th>
<th>Total Sales</th>
<th>Polarine &amp; L.K.T. Oil</th>
<th>Minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>WINNIPEG</td>
<td>98.31</td>
<td>98.31</td>
<td>11.51</td>
</tr>
<tr>
<td>VANCOUVER</td>
<td>98.31</td>
<td>98.31</td>
<td>11.51</td>
</tr>
<tr>
<td>ST. JOHN</td>
<td>98.31</td>
<td>98.31</td>
<td>11.51</td>
</tr>
<tr>
<td>MONTREAL</td>
<td>98.31</td>
<td>98.31</td>
<td>11.51</td>
</tr>
<tr>
<td>EDMONTON</td>
<td>78.06</td>
<td>78.06</td>
<td>11.51</td>
</tr>
<tr>
<td>REGINA</td>
<td>68.06</td>
<td>68.06</td>
<td>11.51</td>
</tr>
<tr>
<td>CALGARY</td>
<td>68.06</td>
<td>68.06</td>
<td>11.51</td>
</tr>
</tbody>
</table>

Winnipeg Comes Back

Heavy summer sales helped Winnipeg to climb into second position at the end of July. In August the sun set team dropped to fourth place. In October they climbed into third and November sales put them in second place. Where will they be at the finish?

In Imperial Polarine and I.K.T. Oil sales the Vancouver men lead the field. They should sell at least 88.7 per cent of quota in December in

this item to hold first place. At the end of November the B.C. men were less than 2 per cent, of quota in Total Sales behind the leaders. They have to go considerably over the 100 per cent mark to take first place in this item.

St. John Gives Way

St. John dropped in Imperial Polarine and I.K.T. Oil sales in November, selling only slightly better than one-half of 1 per cent of quota. This drop was undoubtedly a big factor in their downfall.

Every man in the St. John team, however, has his eyes on the 1910 flag and we look for a strong sprint in December. The St. John entry have passed their eleven months objective in Total Sales. If they put on a sprint such as they staged early in the year we will not be surprised if they finish first.

Divison Comparisons

At the conclusion of the year's period the five Eastern teams have sold 80 per cent of their quota for their Total Sales. The Western division teams have sold 80 per cent of their Total Sales quota. The eleven teams combined have sold 80 per cent of their quota. At this stage of the contest we should have at least 20 per cent of quota in Total Sales.

Both Winnipeg and Imperial Polarine and I.K.T. Oil sales have shown a marked increase over last year, both sales combined are 9 per cent of their quota. We have made almost two months quota in our our sales and sold more than twice as much as their nearest competitor.

Vancouver walked away from the field in Imperial Polarine and I.K.T. Oil sales. Vancouver made the sales in this second item in not one instance made more than 10 per cent of quota for the month.

Note: All tables and data are from the Salesmotor.
The Winnipeg Leads in Automobile Oil Carloads

Sales Advance 73% in the Last Two Months

In the first 9 months of the year the Winnipeg team sold 24 carloads of Automobile oils. In October and November they sold 27 carloads—an increase of 112% per cent. This heavy selling gives the Manitoba men the lead in carload selling.

Toronto W. reports 29 carloads—an increase of 170% per cent. and claims to second position.

Vancouver drops to third place—the Pacific Coast men increased their standing by 15% per cent., with the sale of four carloads.

Toronto E. gained 50 per cent., with the sale of 9 carloads. Three more carloads sold would have given them third place.

Edmonton sold 4 carloads and advanced to fifth place with a gain of 69 per cent. for the period. Regina, though third in actual carload sales for the period, carries off the prize with the greatest advance—a gain of 373% per cent., splendid work. Sales made 19 carloads.

Montreal and St. John each made advances, the balance of the field still stagnant.

Strong Selling

Eight teams made splendid gains and sold more than half as many carloads in the last two months as the entire organization sold in the preceding time.

If Calgary, Saskatoon and Halifax had held up their end of the work in equal fashion we would be at par in 350 carload mark.

Halifax has failed to enter a single carload order for the year. Last year they finished with 6 carloads for 7200 shipment.

Individual Sales

J. F. Costy, Toronto W., carries all the honors for the highest personal sales since September 30th. He increased his standing 600 per cent. and holds first place.

Mr. B. B. Wilson, Toronto E., reports 9 carloads and carries off second honors. He is tied with W. Jones, Winnipeg, for second place.

Twenty-three new names appear on the carload list. We must sell in December 143 carloads—to make our quota.

Our Weakness

How can we increase our carload sales? An average carload contains 600 to 700 barrels of Imperial Polarine. The ordinary dealer should be able to sell at least 25 per cent. of this amount to neighboring retailers who deliver by truck or use motor cars in their business. You should be able to help him sell an additional 25 per cent. by calling with him on prospects. This regular trade will take full 50 per cent. of the shipment.

What can you do to build up your carload sales?

<table>
<thead>
<tr>
<th>AUTOMOBILE OILS</th>
<th>CARLOAD ORDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salesman</td>
<td>No. of Carloads</td>
</tr>
<tr>
<td>H. C. Colling</td>
<td>2</td>
</tr>
<tr>
<td>H. W. Bird</td>
<td>1</td>
</tr>
<tr>
<td>H. A. Black</td>
<td>1</td>
</tr>
<tr>
<td>R. A. Hunter</td>
<td>1</td>
</tr>
<tr>
<td>A. A. Frank</td>
<td>1</td>
</tr>
<tr>
<td>H. W. McKenzie</td>
<td>1</td>
</tr>
<tr>
<td>H. W. Armstrong</td>
<td>1</td>
</tr>
<tr>
<td>H. A. Hunter</td>
<td>1</td>
</tr>
<tr>
<td>H. W. Morgan</td>
<td>1</td>
</tr>
<tr>
<td>H. W. Jones</td>
<td>1</td>
</tr>
<tr>
<td>H. W. Ross</td>
<td>1</td>
</tr>
<tr>
<td>H. W. Thomas</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Salesman</th>
<th>No. of Carloads</th>
<th>Div.</th>
</tr>
</thead>
<tbody>
<tr>
<td>W. W. Coates</td>
<td>3</td>
<td>ROBERTO WEST</td>
</tr>
<tr>
<td>W. A. Jones</td>
<td>3</td>
<td>ROBERTO WEST</td>
</tr>
<tr>
<td>W. A. Smith</td>
<td>3</td>
<td>ROBERTO WEST</td>
</tr>
<tr>
<td>W. W. Martin</td>
<td>3</td>
<td>ROBERTO WEST</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standing by salesman</th>
<th>Division</th>
<th>No. of Carloads</th>
</tr>
</thead>
<tbody>
<tr>
<td>WINNIE</td>
<td></td>
<td>56</td>
</tr>
<tr>
<td>ROBERTO WEST</td>
<td></td>
<td>56</td>
</tr>
<tr>
<td>ROBERTO EAST</td>
<td></td>
<td>56</td>
</tr>
</tbody>
</table>

1920 Received A Carload

Ideas for Selling Carload Shipments

By G. F. Mills

Every carload of Imperial Polarine shipped direct to a customer from the refinery to local warehouses will in future carry an Imperial Polarine display as shown in the picture below.

The sign will consist of the regular Imperial Polarine design but mounted on a wooden base and nailed to the side of the car.

Branch managers will at once see the advertising value of this practice. Salesmen can make use of the idea in helping dealers to quickly sell their shipment.

When the dealer gives the carload order the salesman should discuss plans for merchandising the shipment.

Persuade the dealer to arrange to have a photographer made of the shipment when it arrives. The photograph can be used as the Illustration of an advertisement in the newspaper or as part of a window display.

The dealer should advertise his store as Imperial Polarine Headquarters. He should let motorists know that they can get the best grades of Imperial Polarine for cylinder lubrication in any size package they want. Also the various Imperial Polarine oils and greases for transmission and differential lubrication. If the weather has not spoiled the carload banner it can be used effectively inside the garage.

We have under preparation a series of newspaper advertisements for dealers' use. One of these advertisements is prepared specially for dealers who order a carload.

The dealer should advise every customer of his stock and endeavor to sell each one more than their immediate requirements.

Enterprising dealers can book considerable business by calling on all motorists, mechanics, garage companies, etc., and selling them a barrel of the correct grade for their machines. To do this successfully the dealer should know the correct grade of Imperial Polarine for the principal makes of cars.

Many of the farmers in the surrounding district have telephones and they should be advised by telephone of the receipt of the carload shipment.

Selling carloads is no problem at all to the dealer who brings printer's ink and aggressive advertising to his aid. If, however, he keeps the news to himself and waits for the customers to knock at his door his profit on his investment will not be as good nor made as quickly as it should be.

Imperial Polarine

We are somewhat disappointed in the sales of Imperial Polarine for the year. We expected a very much larger increase than has been realized. Some stations have done well, others have done poorly, and some have done very little. It is evident we have not done what they should have.

We now have a complete line of Imperial Polarine, including three grades and there is no good reason why we should not do a very much larger business than we have done in the past year.

It may possibly be on account of the shortage we had the previous year that the effort that should have been made to sell Imperial Polarine was not put forth. Within the last year the manufacturing department has increased its capacity for manufacturing Imperial Polarine, fully 100 per cent. We will, during the year 1920, have sufficient Imperial Polarine to take care of all requirements. We sincerely hope every manager and salesman will make the smallest effort to increase his Imperial Polarine business.

One must not overlook the fact that every year brings increases in the number of automobiles, both pleasure and commercial types, and tractors, in all parts of our field. This means that the potential business in automobile and tractor lubricants shows a corresponding increase for the year.

For 1920 we are planning a much more aggressive campaign for automobile and tractor lubricant business, and we expect every branch manager and salesman to be prepared to handle a larger quota in this class of lubricating oils than heretofores.

Your Contribution

Unfortunately the November Salesman gave credit for an exhibition display which was made by Sakson to the Maritime. The photograph was received without any marking and was received with Maritime matters. Salesmen and agents were requested to plainly mark all photographs, drawings or contributions which are submitted for publication. Many, many contributions are received without this information.
Fighting Brands

By E. C. Haley, District Manager, Regina.

In our business it has been found necessary at some points to have what we call "Fighting Brands." These may be on Specialties, Lubricants, or Candles, etc.

The object of these lower priced brands is to meet competitive quotations on cheaper priced goods to trade, where prices are more of a consideration than quality.

It has been the writer's experience that marketing so-called "Fighting Brands" is playing with a double-edged sword. Just consider the consequences. The trade is built up on the basis of price only; along comes a competitor with an article guaranteed to be "just as good" and quoted at a lower price. Now, if the price has been the means of getting this class of trade, then the competitor, by merely offering a lower priced good, shakes this business away again.

Another disadvantage we have is the temptation on the part of unscrupulous dealers to substitute such inferior goods for trade-marked standard brands, thereby robbing the retailer of the reputation of the latter, when these inferior articles fail to give the satisfaction of the better quality ones.

Build Surely

We have seen a market completely demonized by dealers through poor observances in pushing cheap, "Fighting Brands" to such an extent that it was impossible for years to get the trade educated to a quality basis again.

Consider the infinitely better position of the salesman who has built up a business on the firm foundation of quality. Such a salesman does not talk price per gallon, but cost per unit of lubrication in the case of lubricating oils sold to consumers, or profit when talking with dealers. Where a high class article has given satisfaction for a number of years, it is mighty hard for a competitor to come along and switch such trade by offering lower priced goods, for all the salesman has to do is to point out the usual satisfaction and the fact that the higher priced oils offer the lowest cost peruse.

Business secured and founded on the principles of service and quality, is on such a solid base that it is pretty apt to stick with the company. A few years ago the writer had the pleasure of following a typical case in another field. A certain garage, doing a heavy volume of business, was buying a competitive oil at 40 cents per gallon cheaper than Imperial Oil. In spite of repeated rebuffs and the statement by a garage manager that he would never pay the price for Imperial Oil, the salesman worked on this two years. To make the story brief, the salesman finally landed this account and to the best of our knowledge he is still an Imperial Oil dealer.

If we stand off from the "Fighting Brands" to any reasonable point, for unless there are some very unusual circumstances, the competitor is welcome to the cheap business.

The Importance of Thoroughness

By H. M.

If Mr. T. H. Clement is but a garland on our intrusion, we would like to borrow the first paragraph of his article which appears in February, 1919, issue of THE SALESMAN, viz.: "Thoroughness is a subject about which much might be said, because of the importance of which we neglect it. To all ambitious people, it is an important asset; to all odd assets, to every successful business man, a practical necessity."
Current Advertising

Some New Assistant Salesmen to Help the Present Sales Organization

EVERY piece of advertising in newspapers, farm papers and magazines is an assistant-sell — helping the salesman and saleswoman.

We advertise Imperial products and Imperial Service year in and year out to create public confidence, for public confidence is one of the greatest factors in selling.

Retailers who analyze their business know that their profits on advertised products are better than on non-advertised lines, because advertised goods require very little sales effort and sell in larger quantities.

We are reproducing in this issue other pages some recent bulletins which have been prepared and are now being placed in important motoring highways leading from principal cities.

In this article we are describing some other advertising which has been prepared.

New Window Cards

A new series of six window cards for Imperial Gasoline Service Stations has been approved. The first of these cards advertising the Imperial Coupon Book is now on display in all service stations in Victoria, New Westminster, Vancouver, Calgary, Edmonton, Winnipeg and Toronto. The other five cards advertising Imperial Premier Gasoline have been approved and will be shipped to stations in February and March.

The third card advertising Imperial Polarsine, Imperial Premier Gasoline and Imperial Coupons for Service Stations is now on display in service stations and will be shipped this same Feb.

Mailing Cards

A new series of six mailing cards has been authorized for mailing to all registered motor car owners in the following cities: Toronto, Winnipeg, Victoria, New Westminster and Victoria.

The first of these cards advertised Imperial Service, Imperial Polarsine, Imperial Premier Gasoline and Imperial Coupons in the complete book.

The second card sent out advertised the service station and gave information on caring for the car in cold weather. It was entitled "Cold Weather Cautions."

A third card carrying Christmas greetings and the signature of the service stations was mailed to each automobile owner just before Christmas. The remaining three cards will be sent out next spring.

Imperial Polarsine Price List

A new folder price list of Imperial Polarsine has been prepared in two colors, red and black. Space is provided for the imprint of the dealer's name.

A new practice should be given splendid assistance to dealers in selling Imperial Polarsine. The change in prices with Port William has been provided for by a separate price list for this territory.

Imperial Royality

Imperial Royalty Coal Oil is now being thoroughly and extensively advertised for all uses throughout all parts of the country. The advertising will run throughout the winter. Particular care is given to the household uses for Imperial Royalty Coal Oil in the advertising.

The present campaign will not interfere with the regular Tractor Fuel campaign on Imperial Royalty Coal Oil and Imperial Premier Gasoline.

Salesmen and agents in Eastern Canada should now advertise this advertising in selling both retailers and consumers.

One Brand—Three Grades

Imperial Polarsine

Imperial Polarsine (Light medium body)

Imperial Polarsine (Medium heavy body)

Imperial Polarsine (Heavy body)

Imperial Polarisine: A (Heavy body)

Each one of these grades includes the thorough establishment of this idea.

Imperial Polarisine

The regular Imperial Polarsine winter campaign this year is of special importance because we have made special mention of the three grades of Imperial Polarsine in a new way. Hereafter Imperial Polarsine will be advertised by full name—Imperial Polarsine a new trade-mark similar to the Imperial Lubricants trade-mark has been adopted. From now on we will advertise these oils—Imperial Polarisine (light medium body), Imperial Polarisine (medium, heavy body), Imperial Polarisine A (extra heavy body).

Imperial Polarsine advertising this year starts in December and runs into March, when it will be continued by the 1920 summer advertising campaign.

Perfection Heaters

Perfection Heaters has been advertised in a long list of newspapers and magazines—publications reaching practically every English and French speaking home in Canada this fall.

Specimen letters went out to dealers soliciting their co-operation in backing up and displaying the line.

New Charts

A New Imperial Polarsine Chart of Recommendations for the lubrication of motor cars and trucks has been prepared for distribution. We want every garage, hardware store, general store and auto supply store to display this chart in their main loci and we want dealers to sell by the chart. The new chart is considerably smaller than the original chart which was mailed to all agents and salesmen.

The new chart shows the Imperial Polarsine will help you in overcoming the idea that Imperial Polarsine is one grade of oil.

A new chart of recommendations for the lubrication of motor cars and trucks has been approved and will be issued early in the year.

New Imperial Display Signs

The Big Outdoor Display Campaign Under Way

Reproduced on the centre pages of this issue are three signs which have recently been approved for outdoor advertising, also a new window display for the Imperial Service Station.

The large board shown on the bottom is the new "high spot" multi-thousand foot highway sign which is now being introduced in Ontario. Special boards have been constructed at "head-on" locations on principal highways leading into Toronto, Ottawa, Hamilton and London. As conditions permit this bulletin will be extended to other provinces.

The New Red Ball Sign

The new red ball sign shown at the top of the page has been approved for display in dealers' windows and highway locations where good showings are available. It is important that all necessary permissions be secured before any of these display boards are erected, otherwise there is a probability that they will be destroyed as soon as put up.

The red ball sign should be constructed exactly like the design shown, but, of course, can be produced in various sizes. The following sizes will look well: 8 ft. wide by 4 ft. deep; 16 ft. wide by 8 ft. deep.

The new sign is not intended to displace the present red ball sign but to be used where the space available is not suitable for the present design now in general use.

If the painting and erection of the sign is done by your own men, estimates of the cost and approval should be approved before final sign is given in the centre pages of the May Salesmotor.

The Store Sign

The Imperial Premier Gasoline store sign shown in one of a series of six which has been authorized for Service Stations, is also included in the series of Imperial Polarsine and Imperial coupon books. When all the cards have been received a most effective screen can be made by displaying the cards all together on the wall. These cards can be cleaned and made to look like new by washing in warm water with a soft cloth. Each card should have prominent display in Service Station windows.

Your Territory

Everything an Imperial salesman and agent should know about his territory and use these facts for the promotion of his business is being included.

Every agent and salesman should, of course, know the number of automobiles and trucks in his territory. Branches have been supplied with the registration of cars and trucks in every city, town and village. Knowing the number of automobiles gives you a clue to your market for motor lubricants and gasoline.

If you need other facts about your territory, however, to market Imperial products successfully. We are prepared to publish this information. The answers to these questions will be helpful in giving you an idea of the possibilities of your field.
NEW IMPERIAL DISPLAY SIGNS
Complaints
How To Hold Customers

We wonder if our salesmen fully realize the important service they perform in faithfully canvassing the trade in their territory during the slack season. As we have pointed out in our last issue, we consider the salesmen as the backbone of our business. We refer to the handling of complaints. We aim to handle our business in such a way that we may give no cause for any complaints, but if things do go wrong we want to know about it. As long as business is run by human beings, who are as human beings are, "prone to err," we hardly expect to see the day ever come when there will be no slips made.

Possibly not all the complaints we receive are our fault, but we might take the slogan of a large bond system, which says, "the customer is always right." We might compare the customer with a steam boiler carrying an excess steam pressure. If the boiler is equipped with a perfectly operating steam valve, which relieves the pressure below the danger point, there is nothing to fear. It is only when the valve fails to operate that one has to wish to shut the stop.

Salesmen Safety Valve

In our opinion the handling of complaints is a specialty important in the case of the engine owner salesman. Do what you may there will be occasional instances of broken busses, shipments, etc., the clearing up of which difficulties is no small part of an engine owner salesman’s duty. Incidentally, we might say here that for this reason alone, there is no such class as the engine owner salesman’s only once in a lifetime, is not.

Just a word of encouragement to the salesmen. They are doing good work in calling on the trade faithfully and taking care of such matters as come up, even though the volume of business turned in during the slack season may not amount to enough.

1920 Resolution Suggestions
For Imperial Salesmen

By C. S. Griffith, District Manager, Saskatoon.

DON’T quarrel with your customer, no matter what he says, but stand firm. You cannot afford to make enemies, but you have to know when you stand up firm. You have to know them and to do what is naturally and the company. We all have made mistakes and realize that we are human beings, so in the interest of the company we keep firm with all your

DON’T get too familiar with your customer, for familiarity breeds contempt, but get to know him so that he will class you as his friend. Build your relations with the trade on truthfulness and honest dealings and you will be sure of a solid and lasting foundation.

DON’T wear a frown when you go into a customer’s store, but have a smile on your face. A smiling face is a big asset to a salesman. Leave your personal troubles outside—always have a cheerful word and you will always be welcome.

DON’T leave a town before your work is through. The train that pulls you out may bring in your competitor and he will profit by your hurry and premature exit. Take your time and don’t go unless you are sure that you cannot put the sale over.

Imperial Service
Take Care of Our Assets

The assets of Imperial Oil Limited constitute much more than the figures shown in the financial statement. They are represented by the personnel of our organization—the finest body of men gathered to gather for mutual profit in Canada. The assets are also represented by the goodwill of the public, the dealers and the manufacturers whom we serve with Imperial products. The refineries, office buildings, warehouses, service stations, tank ships, tank trucks and wagons, horses, stock on hand and other equipment are also assets.

The personnel of Imperial Oil Limited is our most valuable asset. We equip our employees with the best equipment and are worth millions of dollars. Every member of the marketing division is responsible for the maintenance of this equipment. This goes for the good and service has no one in this company who comes in contact with the customer more than any other, and the responsibility is enormous. Too much stress cannot be attached to the duties of appointing, instructing and supervising agents in Imperial Service.

A Real Imperial Dealer

Westlock is one of the very thriving, up-to-date towns in the north west of Edmonton. Mr. Whethal is one of the finest garage men in the part of the province, as chief in this photograph will show. It is in brick, fireproof and up-to-date garage in every particular. Service seems to be Mr. Whethal’s middle name.

The window display of Imperial Oil lubricants shown in the photograph is a trade mark for Imperial Oil service. You will note in this photograph a complete line of Imperial Oil products and Imperial Oil service. You will note in this photograph a complete line of Imperial Oil products, including the G. B. pump and the complete Deneb family and the Red Ball sign.

Faith in the Imperial lines, which have helped build up his business, is one of Mr. Whethal’s characteristics. He is a staunch booster and is looking forward to a "hamper" year.
January

1920

Business Getters

Clean and well appearing trucks and wagons are "handy getters." Chauffeurs and drivers, who take a personal interest in their cars or wagons and always keep them spick and span are also "business getters," and when the tidy chauffeur or driver is in charge of the bun van or ice cream, it's an unbeatable combination.

Chauffeurs and drivers should always take the opportunity to "polish up" while the storage tanks are being filled up. It only means a few minutes' work, but it makes the man at the wheel takes a personal interest in the appearance of his equipment.

Examine Equipment

Before leaving the station the vehicle should be given a careful inspection in order that the score and ten of the day's work will not cause a breakdown. Particular attention should be paid to the brakes and steering gear, after which the chauffeur should see that his equipment is in as follows:

Four buckets, two plain buckets for oil and two red buckets for gasoline, funnel, drip pans, tank, wagon box, driver's lunch box, and the necessary blanks and advertising matter.

Courtey is very essential. Be polite to your customer and lift your

Letter Writing

Such a big part of our business is transacted through the mails that it is important to be able to write in Imperial Oil Limited.

In our very work, there is no time for a "literary style," nor is this at all necessary. Simple, short words are always more effective than words of many syllables, but we must aim to be clear and concise as well as courteous and dignified.

We send out our letters to impart information, to create goodwill, to express gratitude or to apologize. If these letters are to be effective, they must be written in such a way that they may be easily read and understood, without any difficulty.
Cyclone Lubricating Tests at Thetford Mines

Working Tests Prove High Quality of Imperial Renown Engine Oil

By R. H. Turner, Lubrication Engineer.

Throughout Canada Imperial Renown Machine Oil of various grades has been the popular lubricant for all shafting and driving in saw mills, shafting, crushers and cyclones in asbestos mines; parts of wet machines in pulp and paper plants, etc.

Due to much trouble occurring through oil deteriorating and becoming thin we decided that some other method of lubrication be tried.

The principal complaints come from asbestos mills where this oil is used on cyclones. These are high speed, heavy duty machines, having four bearings, each pair of bearings carrying a separate shaft, belt driven. The speed of these shafts varies from 1,900 to 2,000 r.p.m.

The diameter of shafts is 3½ inches to 8 inches and length of bearings 12 inches.

The bearings are plain bushed type, having an oil box case as part of cap. This box is filled with bushing waste to a depth of about ½ inch then castor machine oil is poured in until box is full. The oil keeps through winter, and is conducted through two 3½ inch holes in bearing. This is the easiest method of applying lubrication known, and lends itself to a great deal of oil waste. As high as 6 gallons per day have been used on four bearings.

After examining one of these machines, and taking into account diameter and speed of shaft and length of bearing, we decided that Imperial Renown Engine Oil was the correct grade of lubricating oil to use.

The question was the application of this oil. We visited The Canadian Fairbanks-Morse Company, Montreal, and selected from their catalogue the "Cyclone" Oil Cup as shown on sketch number 1. This is a trough steel cup having a siphon pipe in the centre and is fitted with a banded wire siphon, suitable for shafting work. These cups are practically indestructible and were worth at the time about $3.00 per hundred. The size used is number 5, and holds about 3½ ounces of oil.

Once the cups of drops wire siphon would deliver, it was found that the method would have to be changed as the amount delivered was too small for these high-speed shafts. A set of wood siphons, as shown on sketch number 7, composed of copper wire guide and 6 strands of White Siphon Wood purchased from Jas. Wiblen, 111 Common Street, Montreal, was then made up.

With two oil cups each fitted to the first test was made at the asbestos Corporation of Canada, Thetford Mines, P.Q. To make the test, a block of soft wood was fitted into oil box on cap of bearing and two holes drilled in it. It was then screwed into the oil cups filled with Imperial Renown Engine Oil. This test was accomplished in about fifteen minutes without stopping.

The test continued for two days, bearing temperature much lower than with castor machine oil. A large saving in the quantity of oil used was noted. These tests were then carried out at other plants and not a single failure was recorded.

The next problem to solve was the method of keeping the oil fluid in cold weather. The temperature in the cyclone house is the same as the outside atmosphere, little heating of mills being done. In event of the oil thickening up, it would become too heavy for wood to siphon the requisite amount for heating.

The bearings were fitted up as on sketch number 5, filling oil box on cap, to take the place of oil cups. Two pieces of wood were screwed into original oil holes and wood siphons lead into these. The heat of the bearing under running conditions keeps oil fluid by radiation of the heat from the metal. A method of channeling bearings was also introduced, and the oil used was collected by these means, filtered and used over again.

The Cyclone Oil Cup, supplied by the Canadian Fairbanks-Morse Company, may be utilized on any shafting in saw mills, etc. When filled with Imperial Renown Engine Oil they will give better and more economical lubrication than any castor machine oils used at present.

Prospects

Some cooperatives of the automobile's place in Canada's business world may be gleaned from the following figures—In Canada there are 4,239 automobile dealers, agents, garages and accessories shops; 2,483 bakers; 2,052 stoves; 3,504 clothes and brass furnitures; 1,055 boot and shoe stores; 2,256 druggists; 1,505 hardware dealers; 1,553 livery stables; 12,075 garages.

Ontario notably leads the eastern provinces in the number of automobile dealers' garages, etc., having a total of 1,000. But the other provinces offer equally fine prospects. Saskatchewan has 756; Manitoba 590; Quebec 474, Alberta 433, British Columbia 356, Nova Scotia 148, New Brunswick 147, Newfoundland 6. Prince Edward Island has no automobile dealers or garages.

Imperial Oil may expect only a moment's thought to these figures to realize the immense possibilities for them in this field. The prospects for business for Imperial products in the automobile department is almost beyond imagination. It's simply a case of unlimited market.

The Salesmotor

A Rising Market

The Prospects in the Automobile Field

For some years past we have had a rising market for Imperial Oil and the future will be still more promising. We are living through the phenomena of the growth of the motor car business.

In 1920, however, all former records should be eclipsed and we shall have among us as a result of the high speed cars, the production of motor cars will fall far short of the demand. Literally thousands of intending Canadian buyers will have to wait until 1921 for their cars—so great is the demand.

Motor car dealers will soon be in a class by themselves, as far as numbers are concerned. Recent figures show that in only one class of trade—garages—are there more dealers than in the automobile business.

Prospects

Some cooperatives of the automobile's place in Canada's business world may be gleaned from the following figures—In Canada there are 4,239 automobile dealers, agents, garages and accessories shops; 2,483 bakers; 2,052 stoves; 3,504 clothes and brass furnitures; 1,055 boot and shoe stores; 2,256 druggists; 1,505 hardware dealers; 1,553 livery stables; 12,075 garages.

Ontario notably leads the eastern provinces in the number of automobile dealers' garages, etc., having a total of 1,000. But the other provinces offer equally fine prospects. Saskatchewan has 756; Manitoba 590; Quebec 474, Alberta 433, British Columbia 356, Nova Scotia 148, New Brunswick 147, Newfoundland 6. Prince Edward Island has no automobile dealers or garages.

Imperial Oil may expect only a moment's thought to these figures to realize the immense possibilities for them in this field. The prospects for business for Imperial products in the automobile department is almost beyond imagination. It's simply a case of unlimited market.

Maintenance Costs

Perhaps the biggest reason for
A Significant Letter

Our Recommendation is Requested by a Large Motor Manufacturer

Some of our salesmen and agents have had occasion to report that we cannot secure certain lubricating oil business because the manufacturers of automotive equipment recommend competing products.

One of our salesmen recently reported that he could not sell Imperial Polarine to owners of a fleet of car's model of trucks, because the truck manufacturer recommended a particular brand of oil.

We all know how some of these recommendations at least are secured, and it is easy to understand why these manufacturers insist on their owners buying certain brands of oil.

If the salesman who handles this customer would reason with him and convince the customer that the oil business is our business, and that we specialize on motor car lubrication, he should be able to win the business.

Frequently we are called upon to advise builders of automotive equipment as to the proper lubricants. These builders recognize our knowledge of petroleum oils. We know how one oil will compare under certain conditions of operation with oils of a different character.

The motor manufacturer cannot know the oil business as we do because he specializes on making trucks, not oil. We depend on the existence of the oil business---our recommendations are correct.

Our big investment in refineries, storage warehouses, and tank cars, stations, tank cars, motor equipment and our wholesale distributing system depends on maintaining a high standard of quality.

When we recommend a product for a definite use such as in our Imperial Polarine Chart of Recommendations, we know we are right. The ingenious salesman or agent will find some device for getting the business beside the conviction of the buyer.

Who Wins The Contest?

In recording the "Automobile Oil Carload Sales" in the November Salesman's Mail we noted that it is possible to take carload orders in New Brunswick they can be secured anywhere.

Unfortunately the New Brunswick team misconstrued our meaning. In sending in two carload orders on December 13th they advise us to look for them near the top at the end of the contest. That's the spirit for every team. Go after carload orders and Imperial Polarine and Imperial P.R.T. oil business as if you really expected by your own individual efforts to put your team in first place and you will.

The Salesmotor

January

1920

Starting Right

Getting away to a good start is essential in every undertaking or occupation, but in no particular is this more true than in the starting of a good sales campaign. Every salesman is anxious to be in top form when he begins his work.

No competent and skilled chauffeur would consider for a single moment that all he had to do to start the day's work was to jump into his car or truck, turn the engine over and speed up. He would only do this after he had made sure that his machine was in trim in regard to gas, oil and water. Then he would make a "good start."

Here are the simple rules for the "good start":

1. See that the radiator is full of water.
2. See that you have sufficient gasoline.
3. Be sure that the lubricating oil in the engine case is up to the proper level.
4. Turn down grease cups.
5. Be sure that all parts requiring lubrication are supplied with the proper lubricant.
6. Note---For points to lubricate, follow the instructions in the "maintenance book" furnished by the manufacturer of the car you are driving. If the book is missing, notify your main station.
7. Examine the engine and other parts for clean and attractive appearance.
8. Examine your brake and steering mechanism.
9. Do not let the water get below the radiator level. Examine the battery at least once a week.
10. Examine the engine and other parts for clean and attractive appearance.
11. Examine the engine and other parts for clean and attractive appearance.
12. And do not forget that your machine must have a license.

Fire Protection and Prevention

By Francis R. I. Jobe

Many, many fires are caused by little thoughtlessness actions and fires are also often prevented by thoughtless actions.

The photograph reproduced here with the disastrous result of a fire to the Imperial Oil tanks at St. Jean Deschambault, Quebec. The fire was caused by a lightning bolt on the roof of a wagon which was being loaded with gasoline. The agent's hired man noticed that he had forgotten to leave the lantern at home and decided to do so on the way back. He forgot to extinguish the light, however, and when he returned, it was too late.

The rule book issued for the guidance of employees cautions against leaving lanterns near gasoline and coal tanks. Every conceivable precaution to prevent fire is given for the guidance of those who handle oil products.

You cannot afford to let "familial breed contempt" for a little carelessness cause thousands of dollars damage and may even cause death.

Prevention always costs less than fire. Look to your fire-fighting equipment---make sure that every piece of fire-fighting apparatus is in working order so that if fire does break out you can suppress it. But also make sure that you have taken every precaution to prevent fires.

Make sure that there is no rubbish or waste oil around which may be easily ignited by a spark. See that everything is not indulged in around the works. If fire has ever visited you, these words of caution will not be necessary, but remember that the fire losses of this country are exorbitantly high when compared with European countries.

Fire starts rapidly—a little breeze, a little spark and a big conflagration is possible.
Asphalt Prospects for 1920

By F. A. Hogan

January 1920

Liquid Asphalt is in districts where macadam, gravel or earth roads must continue to withstand increased traffic wear, pending the time of more substantial roads.

The particular feature of this liquid asphalt with a certain definite quantity of asphalt in a definite quantity of bitumen, is that in addition to binding together the various component parts of the road surface the asphalt itself forms an elastic "traffic mat" right on the surface of the road.

This "traffic mat" is elastic like sheet asphalt and performs the dual office of preventing dust (in reality the preventing of the breaking-down of the surface of the road) and of increasing the traffic carrying capacity of the road very greatly.

Any Substantial Foundation

There is another strong feature regarding the use of Imperial Asphalts in road construction which should be kept in mind constantly and which forms not only a strong selling point but a wise feature for construction wherever road improvements are going on.

Roads may be constructed with Imperial Asphalts over any substantial foundation. An old macadam or gravel road becomes consolidated by traffic only needs that a compound of asphalt and macadam be filled in order to make it a very satisfactory foundation for a new asphalt road construction.

Even with all these good points it is still possible by the use of Imperial Asphalts to construct a road at a cost that is not at all prohibitive. When you have a real and satisfactory capital investment on account of the fact that if properly constructed in the first instance the repairs necessary will be few and far between. Even when repairs or renewals eventually become necessary they can be done in a thoroughly economical and permanent way.

Many Users

Imperial Asphalts have been widely used in the past and in view of the facts outlined above in connection with the road users it is not unexpected that we look confidently ahead to an even better year in 1920.

Imperial Oil Limited

The registered firm name of Imperial Oil Limited is as shown above. The “Company” does not appear in the name.

If some of our stationery now in use is printed in different style to the above, that is so, as we are in the process of having all letterheads, envelopes, order forms, etc., engraved with the new lettering. The firm name as printed is Imperial Oil Limited.

The material printed here as a suggestion for Imperial Oil men is to tell customers and prospective customers to give the firm name in its proper form.

Imperial Oil Limited, Imperial Oil Limited, Imperial Organic, Imperial Imperial Oil Limited, Imperial Chemicals, Imperial Kerosene, Imperial Oil Limited, Imperial Chemicals

We are doing everything possible to reduce our losses through stock shortages, but every assistance is welcome.

Will all concerned, especially our salesmen and local representatives, just stop for half an hour and go over the whole situation carefully in their minds, and see if there is not something more that can be done to help the situation.

No situation, however good it may be, is one that cannot be made better. Do not stop and say, “I am good enough in that respect.”

If you are saving all the copies of The Salesmotor, if you would like to have a second edition of the article, please write on the "Stock Shortages" in the May, 1921, issue of this paper and there will be a second edition of the article.

We might say, just for your information, that the agent whose letter is quoted in the second last paragraph of the article has, for the first ten months of 1920, increased his output on refined oil 7 per cent, gasoline 11 per cent, and his decreases in refined oil and gasoline is better than 7 per cent than it was last year.

You can do it all, if you go about it right and be careful.
The Accelerator

Thank you!

Thanks and appreciation is due to all of the sales staff who have displayed such a wonderful spirit in doing for Imperial products. Our "thank you" is intended for you if you have earned it. If you have not done anything to help secure further sales, you have been unloyal to the company.

Saloonmen's Faith.

Every saloonman needs to have faith in himself, then he must have faith in his products, and he must have faith in the products he is selling. When a saloonman has faith in himself and in his products, he is selling, he is able to present the material with force that is almost irresistible.

Farm Lubrication.

Proper lubrication is the most essential factor in keeping farm machinery in good working order. Every farmer, by proper maintenance, will be able to get the most from his farm equipment. Farmers have learned by experience that Imperial lubricants are far better than cheap oils in the long run.

1920 Sales Suggestions

Three Graded Types of POLARINE.

1. IMPERIAL POLARINE Light machine oil.
2. IMPERIAL POLARINE Medium engine oil.
3. IMPERIAL POLARINE Heavy engine oil.

POLARINE has a famous reputation internationally. On the strength of the facts quoted, these are the grades of Imperial Polarine that the farmer demands.

Double Up.

The confidence of the farmer in Imperial Polarine and Imperial Polarine will double up if you will offer to show him the advantages of Imperial Polarine oil.

Motorized.

The farmer or merchant who understands his business, increases his production, his profits and his ability to keep pace with the demands of the market. Better men go hand in hand. Promote the movement at every possible opportunity.

1920 Sales Suggestions

Lubrication: Oils.

Proper lubrication through Imperial Polarine enables tractors to pull with no loss of power. Proper lubrication keeps tractors running smoothly.

Selling Ideas.

You should not estimate the dealer's average potential business for Imperial Polarine, but by what he bought last year. If he wants to estimate the market for Imperial Polarine, he should go to the factory and buy. He will be able to sell more Imperial Polarine to the man who has bought it before.

Excellent Flour.

Stirred but not sold is the condition of many dealers. Sales of flour are up, but we are not getting the full fill of the market. We must turn our attention to the factories and the flour mills. If you are not getting the full fill of the market, your attention should be directed toward the factories and the flour mills where your flour is made.
The SALESOMETER

Shows the speed and the distance travelled

1919

The indicator shows the percentage of the year's quota of automobiles sold. And Tractor Oil sold. November 30th.