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. IV February, 1920 No. 1

Our Greatest Opportunity

Our opportunity for greater sales was never better than this year—1920.

In the automobile field, we have thirty per cent. more cars and trucks than a year ago.

In the farm field, tractors and other new power farming machinery show a proportionate increase.

In the household field, we have real opportunities for sales growth on every Imperial specialty, from the plain candle to Imperial Ingo Liquid Glass.

Our distribution facilities and every territory have been increased to take care of the expected demand.

On and upwards Imperial Oil men, 1920 is your greatest sales opportunity.

Make This Test

If you were "called on the carpet" and questioned by your manager, would your answers merit the comment that the answers which we are omitting met. It will be interesting and it may be helpful to try the test on yourself.

"How many dealers have you signed up to Imperial Pecanine Agreements since the change in prices?"

"That's right but it's essentially that count. The heavy motorizing season will soon be here. We should have every possible dealer signed up to an Imperial Pecanine Agreement without delay."

"How do your January sales compare with last year?"

"Well now, that's fine but you should have even greater increases in Refined Oil and Imperial Pecane. Watch out for these items."

"Are there any dealers or big customers in your territory to which you have not called recently?"

"That's better than last year but not good enough yet. You know the way we planned your routes. Stick to your schedule and you will find your work easier and you will get a lot more business too."

"Have those country dealers ordered their Imperial Kerosene Tractor Oil stock?"

"I know we have had some orders for Imperial Kerosene Tractor Oil from consumers but we want dealer orders for this product, too. We cannot possibly ship none of the smaller buyers and dealers are bound to get calls. You must see that all of your country dealers are stocked up."

"Have you tried the plan of having prospects figure out their profits on an oil lot?"
The Smaller Territory

The Experience of a Salesman Whose Territory has been Cut in Four

By a Salesman.

The smaller territory permits the salesman to be in much closer touch with all the business in the field and also of closer relationship with his agents. No salesman will underestimate the great advantage of being able to call on the large customer every ten days or two weeks. It is hard, though, to estimate the advantage it gives with the small customer.

Time With The Agent

If our agents are to develop into reliable sales-making assistants, they need attention. The closer attention, the smaller territory permits with agents is a most valuable asset. It gives him time to train and educate them in the details of the business.

Many an agent has left our employ simply because the salesman had not the time to teach him the business. Constant changing of salesman does not increase sales in any territory, likewise changing of agents does not promote business. We should have time to train our agents and make them business getters.

Customer's Business

A salesman with a big territory may think that he is not overlooking the small customer but from experience we have found that there are dozens of these little customers whom you do not believe exist, until you have to produce results from the small territory. And this is the business the salesman on the small territory must get if his sales are to show an increase.

No Disadvantages

The smaller territory has not a single disadvantage that enables the salesman to give his customers either personally or through his agents, Imperial Service of a high order. It enables him to look after every detail of his field, develop the specialty lines, take time to get all the business. It is short to handle the community interests so satisfactorily that the competitor practically passes out of existence.

Dealer Profits Second to None

Big Money in Selling Imperial Polarine

An average card of Imperial Polarine of assorted barrels and packages, contains 5,000 gallons. The 3,000 gallons cost the dealer $3,000 less 35%—$1,650.00, less 5% cash discount—$1,650.50 less 1% cash discount—$1,635.97.

The average dealer sells at least half of his oils in pints and quarts—many sell more than this proportion in small quantities. If the dealer sells at published list prices (as he should) he sells a minimum of 1,500 gallons at $1.20 per gallon. The balance of the shipment, the average dealer will sell in half-barrels and barrels at the list price of $1.90 per gallon.

He therefore sells 1,500 gallons at $1.20 per gallon which equals $1,800.00 and 1,500 gallons at $1.90 per gallon, which equals $2,850.00—a total selling price of $4,650.00.

The Profits

Subtract his cost price of $1,635.97 from the selling price and his total gross profit is $1,466.03. A profit of $1,466.03 on an investment of $1,635.97 equals 78.39 per cent. Some dealers are now handling four card lots of Imperial Polarine a year. Their profits on this one line alone are sufficient to provide splendid income.

The average dealer has no line which offers greater profit on capital investment. Certainly automobile parts, accessories, tires, tubes, paints and other lines, so highly regarded by many dealers, cannot compare with Imperial Polarine as a revenue producer.

Sell With Figures

You can use these figures in selling card lots of Imperial Polarine. Get a big blue crayon pencil with a blunt end. Borrow a big sheet of wrapping paper from the dealer and put figures in front of him. The visible figures will convince him as nothing else can.

Tankage and Warehouse Sites

Saloon in whose territory we have tankage or warehouses on leased property, should always have an eye open for an opportunity to purchase suitable property for our tanks and warehouses when a recommendation for the purchase of property is to be made, be sure that the property is level, well drained, accessible to a good road, so located that a siding or pipe line can be arranged for at small cost and without litigation.

The Company prefers to own its own property when it can be secured at a price not higher than its value as property in the community and as a business investment. We do not want to buy below a market price while there is a market or under any inflated condition. If a location can be secured at an industrial price it will be preferred. Whenever we lease property we want to buy if the conditions are favorable. Keep this in mind on your next trip through your territory.

Every piece of Company property should be well fenced. Salesmen who have any stations not fenced, should report full details of each case to his district manager at once. This is important. Do not delay in reporting on your territory.

What is Success?

Many people think that success means getting rich, and of course riches are one of the signs of certain kinds of success, but not of all kinds. Success means wealth but it also means true friends, honor, gratitude, fame, love and independence.

A man may make a big success of his life and never make over a hundred dollars a month.

Some people think success means living by your brains instead of by your hands. This idea is wrong. Some of the world’s most successful men have earned their fame with their hands. Many of us forget that manual labor may require as much skill as brain work. A lawyer or a doctor may be a failure in life, while a tarsagow driver is a success in his line of work.

The best meal in a large house, is an accident, whereas a stupid college professor is a failure.

Some people forget that a man may make just as big a success as an employer, he can as an employer. Many people can do better, working for someone else than they can working for themselves.

Success does not mean getting tough and ruthless with other people or treating roughshod over others. This idea wrecked the prospects of Napoleon and Kaiser and may wreck man’s world yet. Stand on your own feet.

The right idea of success is to do something of value, to develop a man. It means what you are, rather than what you have. The essence of success is doing, not getting—that is an important fact to remember. Are you becoming a success as an Imperial Oil man? Remember success begins inside a man and works outward—nobody can compel you to be a failure.
Winnipeg Wins The Contest

Vancouver and St. John Tied for Second Place

THE battle for the first place has been a mighty effort. Throughout the entire year there has been a spirit of rivalry which assured energetic effort and healthy sales growth.

The winner was still in doubt on the last day. At least three teams were probable contenders—everything pointed to a gigantic last hour effort. Right up to the last minute the winner was not actually known.

Winnipeg's Leadership

The Winnipeg team members have proven their ability as leaders. Steadily consistent selling throughout the year backed by a vigorous early start enabled them to hold first place throughout most of the year. Despite the fact that Winnipeg's December sales were not as good as most of the other teams, they still held their positions. Why? Because they had a big lead carried forward from the early months of the year. Winnipeg finishes with twenty-seven comparisons out of a possible thirty in its credit—score 900 per cent.

Second Honors Divided

Vancouver and St. John have battled for second place for the last three months. Though actually having greater sales in Imperial Polarene and I.K.T. oil sales and Total Sales, Vancouver was unable to hold second place exclusively from St. John. Both of these contestants lost comparisons in December.

Vancouver has been a steady contender throughout the year and made a mighty spurt in December. If they had only started to sprint earlier there might have been a different story to tell.

Winnipeg sold heavily in all three items during December, and thereby jumboed from seventh to fourth place.

Toronto West, by selling less than one-half of one per cent more of their Polarene and I.K.T. oils, would have gained one comparison from Toronto East. Slightly better than 2 per cent more of quota in this same item, would have given them a comparison over Winnipeg.

This year they put forth extra efforts on Imperial Polarene and I.K.T. oil sales—finishing first in this item with a score of 96.30 per cent.

St. John should be an example to every other team in the organization. They have made splendid sales in a small territory with few automobiles and fewer tractors.

Both teams finished with twenty-three comparisons won—standing 768 per cent.

Toronto West Sprmts

The Toronto West men duplicated their performance of last year and made an even greater effort. A Shrewd manager, in careful review of the year's figures, will find that Toronto West has the_feat of finishing number three three times in their twenty-three comparisons.

STANDING OF DIVISIONS December 31st, 1920

<table>
<thead>
<tr>
<th>Division</th>
<th>Total Sales</th>
<th>Polarene</th>
<th>I.K.T. Oils</th>
<th>Total Quota</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winnipeg</td>
<td>105.05</td>
<td>101.05</td>
<td>4.00</td>
<td>105.00</td>
</tr>
<tr>
<td>Vancouver</td>
<td>94.30</td>
<td>87.00</td>
<td>7.30</td>
<td>94.30</td>
</tr>
<tr>
<td>St. John</td>
<td>94.21</td>
<td>88.50</td>
<td>5.71</td>
<td>94.21</td>
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<tr>
<td>Toronto W</td>
<td>91.81</td>
<td>84.50</td>
<td>7.31</td>
<td>91.81</td>
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<tr>
<td>Toronto E</td>
<td>91.50</td>
<td>83.00</td>
<td>8.50</td>
<td>91.50</td>
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<tr>
<td>St. John</td>
<td>90.20</td>
<td>83.00</td>
<td>7.20</td>
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<td>Detroit</td>
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</table>

The Eastern Ontario men have put up a good fight throughout the year. They are weak in Imperial Polarene and I.K.T. oil sales and should strive to strengthen this item to establish their claim to first place.

The Second Division

Edmonton leads the second division teams—those with less than 80 per cent of quota in Total Sales. Edmonton, the baby division of the year and an offshoot of last year's winners, had to make
a showing without precedent to follow. They made a good job of it. Their December sales in all three items were remarkably good. They climbed from ninth place at November 30th, to seventh place. If they could only have started their sprint earlier they might have bettered their final standing. They finish with thirteen comparisons won—standing 133 per cent.

**Regina Finished Strong**

By heavy December selling Regina climbed from tenth to eighth place. If their Polarine and I.K.T. oil sales had kept pace with the other two items, they would have taken at least one more comparison from the field.

Regina had rather a testing career throughout the month, finishing with good December sales. They finish with ten comparisons won—standing 133 per cent.

**Saskatoon Ninth**

When one or more teams make gains and climb toward the top, some teams have to go down. Saskatoon is in that unfortunate predicament. Saskatoon finished the first quarter in eighth place. By the end of July they had climbed to sixth position. At the end of October they were in fifth place and this position they held until December—then the big fall to nineth. Their sturdy work throughout the Summer and Fall marked them as possible winners. They finish with eight comparisons won—standing 206 per cent.

Halifax dropped from seventh to tenth position, losing five comparisons since our last report. They shared the same track-experienced by Saskatchewan. They finish with six comparisons won—standing 200 per cent.

Calgary still holds the cellar position held throughout the Summer and Fall. They finish with one lone comparison won—standing 33 per cent.

**Western Conditions**

Edmonton, Calgary and Regina Saskatchewan would undoubtedly have come through with much better averages had the crops in these divisions been more of a success. In many districts in both Alberta and Saskatchewan, the crops have been a complete failure. And in some districts last year's unharvested crops have been harvested. This condition, of course, has had a bad effect on our sales.

The four Western teams have sold an average of 77.56 per cent. of their Total Sales quota. The remaining 22.44 per cent. of quota would have undoubtedly been sold if crop conditions had been anything like the last two years.

**East and West**

The five Eastern division teams combined, sold 87.83 per cent. of their quota in Polarine and I.K.T. oils, 139.11 per cent. of Mobilite's quota and 93.78 per cent. of quota in Total Sales. Heaver Polarine selling would have made the Total Sales quota much better.

The six Western division teams sold 78.81 per cent. of quota in Polarine and I.K.T. oils, 134.45 per cent. of quota in Mobilite and 96.32 per cent. of quota in Total Sales. The Western division teams likewise fell down on Polarine and I.K.T. Oil sales.

The complete organization sold 80.18 per cent. of quota in Polarine and I.K.T. oils, 132.46 per cent. of quota in Mobilite and 98.71 per cent. of quota in Total Sales.

**Quotas Fair**

Our sales this year indicate that the quotas set for each division were very fair—not easy to obtain, but obtainable with continued energetic work. Unforeseen contingencies in the Western provinces already mentioned weakened our sales in that field and held down the competitive effort.

The sales department promised the Board of Directors a certain quota of Automotive Business. We have failed to make that quota—a part of our failure is traceable to crop conditions—part of it to competitive effort. We cannot prevent the crop failures. We can give such service that the competitive effort will be overcome.

**The Quotas**

The quotas set for each territory were based on past sales, the crop outlook for the year and the increased registration of automobiles and use of tractors.

Each and every team had an equal chance for first place. Any team's failure to make its quota starts with the first month in which 8.06 per cent. of the year's quota in Total Sales is not sold. If this average is maintained at least 100 per cent. of quota is assured.

**The Salesometer**

The Salesometer on the back cover shows the progress throughout the year. The first arrow shows the standing at the first quarter. We fell down right there. We should have had twenty-five per cent. of the year's quota in Total Sales—we only had ten per cent. The Salesometer emphasizes the need for an early start and consistent plugging. Remember that though the race is judged at the finish, a good start is mighty important.

**December Sales**

The record of December sales is most interesting. Toronto West, Regina and Edmonton demonstrated their ability in largely increasing their monthly averages in Total Sales. Toronto West sold 22.75 per cent. of their Polarine and I.K.T. oils quota—as much as almost as the last seven teams combined. Seven teams sold less than five per cent. of their Polarine and I.K.T. oils quota—during the month. The chart shown here demonstrates once again how close some of the teams finished and how helpful an extra few barrels from each salesman can be.

**The Agreements**

Quantity agreements signed for Imperial Polarinie Oils are undoubtedly a big factor in boosting up the sales in this item. The agreement gives the salesman an opportunity he would not otherwise have, to induce the dealer to carry his stock.

**Carload Sales**

Carload sales are covered thoroughly on a separate page, but they are mentioned here because carloads have a most important bearing on making your quota. Every carload customer is a real customer, worthy of your closest support and co-operation. Give him assistance and co-operation to the fullest extent and the one carload customer can be made a two carload man.

Every carload which you sell helps your team towards first place in the contests.
Winnipeg Heads Carload Class

Entire Organization Sells 270 Carloads in 1919

Our carload sales in automobile oils for the year 1919 have been very fair. Every team has qualified. Hudson the latest entry, reporting three carloads in December. Winnipeg heads the list with 32 carload orders taken, divided among eleven salarneers. W. Jones of Winnipeg, booked fourteen cars throughout the year.

J. E. Cody of Toronto West, is high man with 18 carloads to his credit. B. R. Wilson, Toronto East, who through sickness has been on the job only six months, and W. Jones, Winnipeg, are tied for second place with 16 carloads each to their credit.

Seventy-eight salarneers have qualified for the carload class this year. In 1919 we sold 270 carloads—so we therefore just equalled last year's record.

In December the Montreal men distinguished themselves with a sale of 12 carloads, a gain of 56 per cent. for the month. The St. John team made a gain of 96 per cent. during December—turning in four carload orders. St. John finished the 1919 contest with 3 carloads to her credit. This year the record is 12—a wonderful gain.

Gains and Losses

Compared with the 1918 record, the teams stack up favorably on the whole. Last year Winnipeg sold 18 carloads—this year 32. Toronto West finished 12 carloads behind last year's record. Calgary and Edmonton this year sold 36 carloads. Last year this territory produced 35 carload orders. Montreal more than doubled last year's record.

Individual sales this year do not stack up as favorably with last year's record. J. E. Cody, Toronto West, being the only heavy seller of last year to come through with business approaching his 1918 record. A. MacKinnon of Vancouver sold ten carloads this year—thirteen in 1918.

Our quota for the year was 350 carloads. We failed to reach our objective by 80 carloads. We failed to pass last year's mark by even one carload and this despite the heavy increased registrations of motor cars and motor trucks.

Our quotas were far less last year—still doingness be increased this year. Go after carload orders with vim and vigor and watch them roll in.

<table>
<thead>
<tr>
<th>Automobile Oils — Carload Orders</th>
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<tr>
<td>Salarner</td>
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<tr>
<td>---------</td>
</tr>
<tr>
<td>E. C. McPherson</td>
</tr>
<tr>
<td>J. E. Cody</td>
</tr>
<tr>
<td>W. H. Jones</td>
</tr>
<tr>
<td>B. R. Wilson</td>
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</tbody>
</table>

February

1920

The Competitor's Business

Get After It

WHILE we have patiently depended on the local retailer to develop our business in many localities, our competitor's salarneers have industriously selling new oil and going direct to the farmer and large consumer and getting the business.

We have therefore adopted the idea of getting all the business we can from every territory, whether direct from the consumer or through the dealer.

In those communities where we have aggressive Imperial dealers who actually do get out and canvass the consumers in their territories and who carry a complete stock of Imperial products, it may not be necessary to go after the consumer business aggressively, but we must be sure that Imperial dealers are themselves, aggressive.

In those communities where dealers are content to wait for the customer to come to them, we will go after the consumer business and handle ourselves—still selling the trade as we do now.

If you have any dealers who object to our direct sales drive in their districts, you can quickly point out the remedy—i.e. more effort on the dealer's part.

We are forced to take this stand because Imperial products have not moved as fast as they should while our competitor's business is growing every day.

The Easy Business

Our main objection to depending entirely upon dealers' activity is that where dealers are not aggressive, our competitors are getting the easy business—growing plums of the orchard, while we have had to take the small profit business with its big bulk and heavy work.

At recent sales meetings, salarneers have reported that in their territory we are getting 75—80—85—90—95 and even 100% of the refined oil and gasoline business. We expect the same efficiency in lubricating oils and specialties, and this first drive in some territories is the opening of a big effort to strengthen our position.

No salesman need have any fear about losing business through rubbing the dealer the wrong way. The only man who will take offense is the fellow who has been waiting for business to come to him and we have not noticed any great increase in his trade for some time past.

In those territories where competitors are active, a full survey of conditions should be made by the salesman as a starter towards increasing the business for Imperial products.

Get the business. Get it from dealers and get it from consumer. Get all the business—that's the point.

Push Imperial Household Lubricant

The Imperial Household Lubricant tin should be conspicuous on the pantry shelf and in daily use in every Canadian household. It sells squeals and prevents rust—just what the housewives in Canada's better homes require for the sewing machine, the gramophone, furniture rollers and for a dozen other purposes.

The man of the house should see it for his gun and his bicycle, for the wheelstone and the saw, for every place where light lubrication is required.

Imperial Household Lubricant is the equal of Three in One and other competitive oils in every way.

The Salesmotor

Sell Every Dealer

When you call on dealers make an extra effort to secure an order for a case of Imperial Household Lubricant. The amount of the order, it is true, will be small but the volume for a year will be great. I, if every salesman makes a special drive on selling this and other specialties—the specialties will comprise a much more important place in our sales programme than they now do.

We do not make the specialties and provide the line containers in which they are put up, to store the goods in our warehouses. They are put up to sell. When you have secured the order make sure the dealer makes either a window or counter display. Goods well displayed are half sold.

Plant Safety

Every man should believe in and practice the "safety first" principle at all times. From small carelessness great injuries often develop.

Nails sticking out of hose boards in wells or floors may tear clothing, get into the foot and cause gomias and poison, even hideous and death.

Safety on the highway means keeping all lights clean and bright. Dirt on reflectors will cause a loss of half the light developed. Lanterns are safe only when clean, well trimmed, filled, free from leaks and hung on hooks out of the wind, away from hay, cobwebs, other combustibles and out of reach of horses and cattle.

Neatness and cleanliness promote safety—that is why we rule that stations must be neat and clean.

Remember, the Bank of Safety pays 100 per cent. and never fails.
The Salesmotor

February

Differential Lubrication

Sell More Imperial Transmission Oil

The lubricant which we are recommending for the lubrication of automobile and tractor transmission and differentials is Imperial Polarine Transmission Oil. Many of our branches continue to sell large quantities of grease for this class of work instead of pushing the oil recommended.

A good lubricating oil such as Imperial Polarine Transmission Oil is at all times the best lubricant for any equipment on which oil can be properly applied. Grease should only be used where oil cannot be successfully applied. As a matter of fact it is the oil in the grease which actually functions as a lubricant—the grease being made up simply as a sponge to hold the oil.

Greas and Noise

Some differentials become somewhat noisy in the winter months. This condition is caused by the grease becoming so hard that the gear teeth simply push the grease aside causing the lubricant to ring down the sides of the case instead of returning that gear teeth, where lubrication is needed.

Imperial Polarine Transmission Oil is the remedy and will work efficiently if properly used. Many motorists complain that the oil runs into the axle tubes and through them to the brakes, the efficiency of which is interfered with when oil or grease comes into contact with the drums or bands.

It is not necessary to fill the entire case with oil. Sufficient lubrication is had if enough oil to cover the lower portion of the gear ring is supplied. The revolving gear will distribute the oil over the entire face of the drive pinion as well as over and into the differential pinions and the bearings.

How to Use Oil

To avoid the possibility of filling the differential casing up too high, a hole should be bored into the housing—the hole being high enough to give lubrication to the lower portion of the ring gear and low enough to prevent oil from running into the axle tubes. The hole should be closed, with a pipe plug.

The housing should then be filled up to the level of the bored hole until the oil flows out of the hole. The hole itself may be used as a filler. It can be reached with less difficulty than the regular filler opening located on top of the differential housing.

Spread the News

Many makes of cars are now provided with a hole such as we have described and are designed to use oil instead of grease. Some of the lower filled models have as yet not adopted this feature.

Motorists receive greater satisfaction from oil than from grease. We should do all we can to show the advantages of Imperial Polarine Transmission Oil.

It is quite possible that Imperial Polarine Transmission Oil will be included in the cost of the car. We have heretofore sold a comparatively proportion of transmission and lubricating detail with cylinder oils. Every car, truck, and tractor needs a transmission oil or grease just as much as a cylinder—let’s get after this business and concentrate our efforts on selling Imperial Polarine Transmission Oil.

The Market For Polishes

Garages and Automobile Accessory stores apparently fail to realize the big market for automobile polishes and accessories. Some stores are carrying the additional expense without profit to themselves.

Recently the containers for the packages have been changed to conform to the general standard of the Imperial Polarine four gallon cans.

The New Packages

The following products will be distributed in the new packages just as soon as the manufacturers give us delivery of cases and the old stock now on hand is depleted: Imperial Thresher Belt Oil, Imperial Arctic Cup Grease, Imperial Europa Belt Dressing, Imperial Polarine Cup Grease and Imperial Polarine Transmission Grease "B".

Quick Action Count

A fire may easily be quenched at its inception by the vigorous use of a broom kept thoroughly wet, or by being smothered by the application of wet blankets, rugs, sacks, etc.

A coal oil or gasoline fire may be smothered by throwing a quantity of flour or sand on the blaze. Don’t throw water on coal oil or gasoline—it will spread the flame.

Tell Our Customers

A common source of fire, often attendant with loss of life, is the use of coal oil in lighting fires in the ordinary cooking or heating stoves. Coal oil should never be poured in a stove in which there is a spark of fire; neither should it be used in a stove in which the fire is out, but in which parts of the stove are still warm.

A coal oil lamp, oil heater or oil stove should never be filled while it is lighted. It should not be filled too full. A little room should be left for the oil to expand. If oil lamps made of metal with heavy bases are safer and preferable to lamps made of glass.

Keep all coal oil in a safe place—never allow the floor around the can or barrel to become saturated with oil.

Rubber

Keep attache’s, cells, yards and offices free of rubbish and inflammable material. Do not start a bonfire near the fence or buildings and never when the wind is moving. If you smoke, investigate till you find the cause. Never fill a lamp except in daylight. Use metal cans for ashes, never put ashes in wooden receptacles or pile them against wood.

Rummage through a flashlight rather than an open flame in looking for articles.

Fire cost us $2,386 every year in tenth of a pound are required, that the fire extinguisher is within easy reach.

The tubes of dry powder sold as fire extinguishers are practically useless. Don’t buy them. They will not give you protection.

There are several liquid chemical fire extinguishers on the market that contain carbon-dioxide as the extinguishing fluid. They are reliable and easily handled. The standard type of fire extinguishers bear the labels of the Underwriters Laboratories which ensure their efficiency, economy and material.

Quick Action Count

A fire may easily be quenched at its inception by the vigorous use of a broom kept thoroughly wet, or by being smothered by the

2120

New Packages and Old

Imperial products are sold in bright appeal packages, each of which is given on each package. And every one shall order each from its complete code name.

Every man who calls on the consumer or the dealer, should be able to sell him Imperial lube to every customer and customer to there is an order for refined oil, gasoline, and lubricating oil. At least some effort should be made at every sale to include one or more of the specialties.

The New Packages

The following products will be distributed in the new packages just as soon as the manufacturers give us delivery of cases and the old stock now on hand is depleted: Imperial Thresher Belt Oil, Imperial Arctic Cup Grease, Imperial Europa Belt Dressing, Imperial Polarine Cup Grease and Imperial Polarine Transmission Grease "B".

Simple effective window, counter and floor displays can be made with the use of these cans. Please send Ten Salesmen through the regular channel, photographs of any displays you make.

In Case of Fire

Don’t get excited. Keep cool and attach the seat of fire at once. Always have a bucket of water (containing bicarbonate of soda in saturated solution) and a chemical fire extinguisher within easy reach.

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A coal oil or gasoline fire may be smothered by throwing a quantity of flour or sand on the blaze. Don’t throw water on coal oil or gasoline—it will spread the flame.

Tell Our Customers

A common source of fire, often attendant with loss of life, is the use of coal oil in lighting fires in the ordinary cooking or heating stoves. Coal oil should never be poured in a stove in which there is a spark of fire; neither should it be used in a stove in which the fire is out, but in which parts of the stove are still warm.

A coal oil lamp, oil heater or oil stove should never be filled while it is lighted. It should not be filled too full. A little room should be left for the oil to expand. If oil lamps made of metal with heavy bases are safer and preferable to lamps made of glass.

Keep all coal oil in a safe place—never allow the floor around the can or barrel to become saturated with oil.

Rubber

Keep attache’s, cells, yards and offices free of rubbish and inflammable material. Do not start a bonfire near the fence or buildings and never when the wind is moving. If you smoke, investigate till you find the cause. Never fill a lamp except in daylight. Use metal cans for ashes, never put ashes in wooden receptacles or pile them against wood.
Some of Our Specialties

Cuts of the Containers Shown here can be Supplied in one and two Colors for Dealers' Use

A high grade grease for gear cups where oil cannot be used. Made specially for power machinery. Weather does not affect it—always smooth.

A light colored cut sponge grease for the lubrication of transmission and differentials, when a flaxen grease is required.

A copious dealt oil for transmissions and differentials. Follows parts and cushions thoroughly. Enables gears to operate without friction.

A medium balzed red oil specially recommended for the sprocket bearings of farm machinery. Resists heat of engine and motor. Not affected by moisture. Maintains a good body under heats. Resists cold.

A smooth, light-colored oil, medium ballized grease suitable for packing, sleight, steering expenses, and transmission, differential and universal joints.

A hard, dry, oil of light viscosity, refined especially for summer and winter lubrication of water-cooled gasoline engines. Feeds freely at low temperatures—minimum friction—seeks wear.

A dark red oil of extra heavy body, refined especially for air-cooled and water-cooled engines, requiring an unusually heavy body. Especially suitable for farm tractors and motorcycles.

Always uniform and bristful of power—no sediment, grit or impure matter. Clean burning. Highest quality of coal oil made.

A dark colored oil of extra heavy body—for kerosene and gasoline engines—extending an unusually heavy lubricant. Will not break down under high operating heat.
Imperial Service

A Worthy Tank Wagon Record

Joe Barker, motor tank driver at St. Thomas, Ontario, recently gave splendid service which we are glad to mention in The Salesmotor.

Not long ago we suffered a shortage of gasoline in the St. Thomas district and when supplies came in the roads were bad but customers needed supplies.

In one day Mr. Barker made four long distance trips. No. 1—To Aylmer and return, distance 22 miles. No. 2—To Sparta and return, distance 28 miles. No. 3—To Port Bruce and return, distance 56 miles. No. 4—To Port Burwell and return, distance 96 miles—146 miles all in one day. Through these trips he delivered 2,000 gallons.

The record is even more exceptional when we state that Driver Barker is one of our most careful drivers. He will not under any conditions go faster than the prescribed twelve miles an hour. Normally this was a long day for him.

Nothing Succeeds like Hard Work
Ways and Means for Selling Carload Lots

By B. B. Wilson

In order to get a little more Imperial Polarine in carloads the following points may be of advantage. They have been useful in getting this class of business in the Petobo district.

Some dealers complain that we are selling direct to the farm trade, not realizing that they are the ones to blame. While the dealer has been waiting for the farmer to come to him, our competitors have been going to the farmer. They have sold in any quantity to get the business. All this time we were depending on the retailer for our business, as a result, Imperial products were left on the shelves.

Now We Help

Now we help the dealer by going to the farmers and selling them Imperial products, thereby acquainting the consumer with the high quality of Imperial products. If the dealer will get out and hustle and get after this business he can secure much easier than we can, because he is Joe or Bill to the men in his community.

February

Personal Calls Pay

Dealers who actually get out into their territory and call on their customers make more money than they have ever previously realized was waiting for them. We have taken a day or two and called with dealers on customers and showed them how to secure the business. Today the dealer gets his business regularly with Imperial Polarine, by meeting a large number of consumers at their homes with a cheerful hand-shake, a good word and a smile, and full information on lubricating problems.

In the Petobo district you will find the Red Ball Sign, Imperial Polarine cotton bale, Oil drums, Imperial Lubricants, Tractor Chart and Imperial Polarine Automotive Chart, Imperial Polarine books, etc., conspicuous. These “helps” not only assist in closing with the dealer but help him to identify his store as oil headquarters.

A Profitable Line

Imperial Polarine is a profitable line to handle—an exceptionally profitable line (in comparison with other lines) when bought in carload lots.

Sometimes the salesman must hustle and put in some long days to help the dealer, spending an hour or so in the evening with him to get these ideas across, but it pays big because you leave the dealer enthusiastic.

Endorse by School Board

Imperial Standard Floor Dressing has been officially endorsed by the board of school trustees of the City of Moncton, N.B. In a letter to the Imperial Oil Limited branch of that city, T. A. McCully, secretary of the board of school trustees, states that Imperial Standard Floor Dressing has been in use in the various public schools for a number of years and that the results have been very satisfactory.

Mr. McCully goes on to say that the janitors get even greater service from Imperial Standard Floor Dressing by slightly warming the oil and putting it on with a spray. This system results in lessening the consumption and also keeps the floor from accumulating in the cracks of the floor and soiling the dresses of the teachers.
Selling The Carloads

Mr. B. R. Wilson, Imperial salesman in the Eastern Ontario field handling the territory tributary to Peterborough, handled fourteen carloads of Automotive oils during 1920.

Mr. G. I. Hambley, his district manager, reporting on this salesman, mentioned the fact that Mr. Wilson had only been able to work six months this year through illness.

Mr. Wilson was initiated to Imperial sales work in the tractor and fielder. His work was so satisfactory that he was promoted to his present territory.

In a letter written to Mr. Hambley on November 25th, in which he reports the fourteen carloads, Mr. Wilson stated that he noticed that W. Jones of Winnipeg, was leading the field with ten carloads and “thought he would give him a little competition.”

Mr. Hambley recently received a letter reprinted on this page from one of Mr. Wilson’s customers. If a garage in a town the size of Lindsay (population 8,000) can handle two carloads in one year, we should have no difficulty in selling three hundred and forty-eight carloads in the rest of Canada.

Mr. Wilson by advancing sales making suggestions, secured the first carload order. These suggestions were so sound that the dealer made quick sales at a profit and was induced to buy another carload.

We like to receive letters such as Mr. Arnold writes. They indicate that we are making the most of our opportunities.

The Neglected Windows

Garages, General Store and Automotive dealers whose present window displays often neglect their opportunities for increasing business by failing to dress their windows freely at definite intervals. A great many windows were faded and fogshaded for part of the season but not earning anything. Imperial salesman and agents should continually impress on Imperial dealers the value of their display windows.

The best window display is the one that is most striking and made at the least cost. Many displays which cost upwards of forty dollars to prepare, are so disappoint so far as money return is concerned. There is no need to spend a lot of money on displays. Any retailer or his clerks can construct a real money making display with a little ingenuity. Only a little money on decorations should be allowed and that only occasionally.

The Test of Display

There are many displays pleasing to the eye, but when analyzed, are found weak as salesman. Sales-making is the point around which skill in making an impressive display should be applied. A simple, practical approach is far more convincing than the freakish variety.

Plain marking of every article is essential to good window dressing. The price ticket is a powerful force in retail merchandising.

Don’t Crowd

Many window dressers, not trained by long experience in the work, make the mistake of attempting to put too many items in their windows. A few products, well displayed, will attract more customers than a window which has all the appearances of a store room.

Make sure that your dealers are supplied with advertising help. Volunteer your assistance in displaying your products effectively. Remember that every time a window displays Imperials products in your territory that your sales work is made that much easier.

Sales Help Appreciated

Lindsay, Ont.

The season drawing to a close, I feel it my duty to express my appreciation of the business dealing I have had with Imperial Oil Limited, through your Mr. B. R. Wilson of Peterborough.

Early this season Mr. Wilson approached me on the proposition of handling a carload of Imperial Polarine, with many profitable ideas, I did so with good results. I bought at the list price less carload discount, and sold to the tractor owners and consumers at a profit which was quite satisfactory and when your Mr. Wilson pointed out how I could sell the second carload, I immediately ordered it and it has been sold with the same result and I have now ordered the third carload for spring delivery.

During this time I was having trouble in securing a supply of gasoline for the demand when your Mr. Wilson again advised me to have a G. & B. fuel gallon automatic pump and a twenty barrel tank and again I was careful. I had representatives from other companies out, but I was able to sell one like, the proposition from your representative and I now have a G. & B. Automatic pump and tank which is no trouble for me. I could not say too much for its favors, and the courtesy I have received from your Mr. Wilson is a pleasure.

(Signed) THOM. ARNOLD.
Imperial Liquid Asphalt Sales Helps

Photographs and Testimonials To Help You Secure
Some of the Business in Your Field.

By F. A. Magon

Imperial Liquid Asphalt is a credit to the community—broadens its many other features.

If you require further information to help you close up contracts in your territory, your manager can secure it for you from the General Sales Department.

Do not lose any business for lack of convincing evidence. We have the goods—second to none on the continent, our prices, quality considered, are low and delivery from our refinery at Montreal East is much more certain than any competitor can offer. The municipality or community which selects Imperial Liquid Asphalt rarely, if ever, returns to ordinary road oil. Sell the first order and your repeat business will not be hard to secure.

Do not forget however—that a road surfaced with Imperial Liquid Asphalt, or in fact any road surfacing material, will not last forever. If you secured business last year, go after it again this year. Now for the big Spring push.

CORPORATION OF THE TOWN OF VANCOUVER HILL
Office of the Mayor
Oral Dec. 8th, 1919

Imperial Oil Limited, Toronto, Ont.

Gentlemen—

We have finished work on our asphalt macadam for this season and are perfectly satisfied with the results we have had with your Imperial Asphalt Binder.

This work has proved a good advertisement to the town, and other municipalities can readily see the advantages of this product.

Your material works very nicely. We have laid as much as 2700 gallons in 8 hours and would say that in our opinion an asphalt road can be laid much faster than a water-bound macadam.

Yours truly,

(Signed) H. A. Hooper,
Mavor.

CITY ENGINEER’S OFFICE
London, Ont., Dec. 4, 1919

Imperial Oil Limited,
per C. W. McKenzie, Esq., City.

Gentlemen—

In reply to your inquiries I beg to advise you that the 30,790 gallons of Imperial Liquid Asphalt supplied by you during the past season was laid by us in the city of London to the satisfaction of the specifications relating thereto. The material has given good satisfaction both as a dust layer and as a surface binder.

Yours truly,

(Signed) H. A. Blaker,
City Engineer.

H. PERKINS & SONS
Balfour Station, P.Q., Sept. 4th, 1919

Imperial Oil Limited, Montreal, P.Q.

Gentlemen—

We are satisfied that the use of Imperial Liquid Asphalt purchased from you in January, 1919, has been very satisfactory, and we are now in the market for a good proportion. We strongly recommend it to the different municipalities for this purpose.

Yours, sincerely,

Singed: L. McKeown,
Head of Township Falls.

CITY CIVIC OFFICE
Woodstock, Ont.

Imperial Oil Limited, Toronto, Ont.

Gentlemen—

We have this year used on our streets several tons of Imperial Liquid Asphalt as a dust layer and as a surface material with very satisfactory results.

(Signed) J. W. Mcdonald,
Clerk.

Woodstock, September 26th, 1919.

CORPORATION OF THE CITY OF PETERBOROUGH
City Engineer’s Office
October 21st, 1919.

Imperial Oil Limited, Peterborough.

Gentlemen—

During the year 1918 we used about 70,000 gallons of your Imperial Liquid Asphalt for road-making purposes. We are enabled to state that, as in previous years, this asphalt has given entirely good satisfaction. As far as I have had any experience with it, I have always found your product satisfactory in every particular.

Yours truly,

(Signed) W. H. Peacock,
City Engineer.

HAMILTON HIGHER, Quebec, Aug. 26th, 1919

Imperial Oil Limited, Montreal, Que.

Gentlemen—

We have used Imperial Liquid Asphalt on our roads for the past two seasons and found it very satisfactory in laying the dust layers.

Yours truly,

(Signed) R. G. McKeown,
Clerk.

CORPORATION OF THE CITY OF EDMUNDSTOWN
Edmundston, Que., J. V. H. McPherson,
Manager.

Gentlemen—

We have used Liquid Asphalt for the past two seasons and have found it very satisfactory in laying the dust layers.

Yours truly,

(Signed) F. A. Macdonald,
Manager.

CITY OF MONTREAL, PUBLIC WORKS DEPARTMENT, CITY HALL
September 11th, 1919.

Imperial Oil Limited, Montreal, Que.

Gentlemen—

We have used Imperial Liquid Asphalt on our roads for the past three seasons and have found it very satisfactory in laying the dust layers.

Yours truly,

(Signed) A. E. Dorsey,
Director of Public Works.

BRISBANE, QUE., Aug. 21st, 1919.

Imperial Oil Limited, Montreal, Que.

Gentlemen—

Assuming your letter of the 24th last we beg to inform you that your Imperial Liquid Asphalt is giving entire satisfaction as far as removal of dust is concerned. Personally I am of the opinion that if we had used a sufficient quantity of this asphalt we would now have a carpet that would give considerable protection to our roads.

That this information will be of use to you, we believe.

Yours very truly,

(Signed) P. F. Rensel,
Engineer.
Imperial Service

How A Slight Mechanical Defect Caused An Increased Cost Of Lubricating Oil

By R. H. Turner, Lubrication Engineer.

Not long ago we received a complaint from one of our small oil customers in the province of Que- bec, that their lubrication cost had greatly increased, although no new mechanical equipment or units had been added.

The two engines in the power house were lubricated by the same gravity oiling system. The oil flowing from the overhead tank through the engine bearings and from there, to a blow. From the filter the oil is pumped back to the overhead tank.

A Leak Discovered

When the floor boards under the cylinder were lifted a considerable quantity of oil was noticed. The oil was traced back and it was discovered that the oil was leaking from the Crosshead Guide Oil Well (as shown by the cross section drawing reproduced here) through the threads of Bolt "A." (which nut "C" did not fit down tight on the flange) through the flange joint "B" to the engine bed from where it ran down the concrete foundation to the pit underneath. The amount of oil lost was noted to be negligible—this being the quantity of excess oil sold over the previous year's records.

The Remedy

The remedy for the situation readily presented itself. Nut "C" was replaced by a "A," and a soft lead washer was used. The wash- er was screwed down to fit tight over the threads of Bolt "A." Then nut "C" was screwed down tight and the leak immediately stopped.

The engines were overhauled last fall and it is probable that while overhauling, the man doing the job may have lost the proper nut and bolt, as they were not picked up around the factory. The usage of oil, however, was reduced to negligible amounts. The customer has been informed of the remedy and the problem has been solved.

Proving Imperial Quality

Here is an instance where a large oil consumption was charged against the quality of our products, while really due to a glaring mechanical defect. It serves to show that many, many complaints are registered in the name of Imperial Service and so close as to the agent who handled the complaint, and the improvement of the service.

A little thought, a little effort and the majority of cases in which our products are not up to our customers' expectations, we can help our customers get better service from Imperial Products and so cement their good will.

It Tells Its Own Story

Morrist, Sask., Nov. 1, 1919.

Imperial Oil Limited, Saskatoon.

Dear Sirs:

I thank you very much indeed. I have the honor to be

Yours truly,

(Signed) T. S. Laxdal.

1920

Tested For Service

Imperial Premier Gasoline Helps Dealer Sell Car

Salesmen making their rounds often hear interesting stories of Imperial Service and Imperial prod- ucts, which would be valuable to other men in the field. Such stories of this kind, they can be used in turn by other salesmen.

Mr. W. Craigie of Belleville, Ontario, reported some months ago the case of a Chevrolet dealer who used Imperial Premier Gasoline to demon- strate the efficiency of that car in rural mail service.

The dealer told the man that the car was a six-seater and the service agent to buy the car, the man to buy a car, and the decision to buy finally depending on the operating cost of the motor car. The prospect wanted to know how much gasoline it would take to cover his route.

78 Stops—83 Miles

The dealer took an afternoon off and started out with one gallon of Imperial Premier Gasoline in the tank. He reported making stops at seventy-eight mail boxes and running twenty-three miles on the one gallon of Imperial Premier Gasoline. The roads in this district, according to Mr. Craigie, are very bad, which makes the result of the test even more satisfactory. As a result of this test the dealer sold the car and is naturally a firm believer in Imperial Oil products.

Unloading Tank Cars

One of the great drawbacks in marketing refined oil and gasoline is the time lost in unloading tank cars by agents at the earliest oppor- tunity on arrival and returning it to the refiner at once. If all agents were on the job, when the tanks arrived, this would not happen.

Quick Work

We have been known to have a tank car arrive at 4:30 a.m. in the afternoon and as soon as the car was in place of the warehouse, the agent had the unloading line into the car and the pump going as quickly as possible.

Loading Tank Trucks

Avoid Oversizes and Overflows

In filling a tank or compartment of a tank, it is not desirable to fill it to capacity because there would be no space left for expansion of the liquid in case its temperature should increase. It would be far- ed with the air vent in the dome and flow over the outside of the tank, resulting in an increase of the fire hazard as well as a material loss of stock.

A Safety Measure

In order to avoid such results the tank should not be filled to capacity. Two hundred and forty-five gallons is all that should be put in a two-hundred and fifty-gallon com- partment. Space for five gallons should be left in the tank for expansion. There should be no oversize left after the tanks are filled if the gauge provided for measurements is used.

Make sure that refined oil and gasoline is put in the right compartment. Use the same compartment for each product all the time.

Each dealer is required to return to the superintendent of the station as soon as he returns to the yards of any case where he has lost or spilled the oil, either on the street or in the customer's store.

Gasoline Deliveries

Tank wagons and trucks should not be filled with gasoline in a closed shop. Where the trade is large enough to warrant it, it is advisable to use a separate tank wagon or truck for this service.

Every faucet of a tank wagon or compartment of tank wagon containing gasoline, must have at- tached a brass tag with the word "gasoline" plainly stamped thereon.

Organization Changes

Victor L. Green, assistant manager at Calgary, has been transferred to be assistant manager at Regina. E. H. Teague, assistant manager at Regina, has been transferred to be assistant manager at Calgary. Effective January 1st.
**The Personal Touch**

**Relationship of Agents and Tank Wagon Drivers**

By C. W. McGone

A mental picture of your territory will at once bring to your mind the strong and weak points which it contains. One weak agent will give you more difficulty, worry and loss of time than a half-dozen strong ones, to say nothing of his weakness as a business getter. We are fully aware that it is not always possible to pick a winner and that during the past few years of war time, really good men were sometimes difficult to obtain, but this situation has largely cleared and with the advantages offered by this company we should have no trouble in future in getting genuine, good material.

**Valuable Assets**

In our opinion, a competent agent or tank wagon driver is the salesman’s most valuable asset from practically every standpoint and he will be cultivated by the five salesmen in such a way that he will become a very real sense, an assistant salesman. In order to bring this about, the salesman must exercise tact and diplomacy.

With your intimate knowledge of our business, of course, know what qualifications constitute an efficient agent. He cannot be efficient unless he is properly learned in the first place. Start him out right. It may take a little extra time to do this, but it is time well spent. You will find this instruction is like the Biblical bread that was cast upon the waters. It (or at least its fruits) will return during many years.

See that the wagon man and his equipment are in such condition that they are a credit and standing advertisement for the company. Impress upon him the necessity of making out his different reports punctually and accurately. You know there are many good tank wagon men who would rather deliver goods all day than make out their reports at night. They dislike clerical work and do not understand why so much of it is necessary. Explain for them, the importance of each report and why, for their own protection the same is necessary. They can be added very materially by your showing them how to systematize their work so that the same may not be irksome. In this connection I would strongly recommend to our accounting department that they simplify as much as possible, the reports they require from tank stations and reduce their number to a minimum.

Salesmen, agents, tank wagon men—are not the terms synonymous? Is not the driver one of, if not the most important units in our selling forces? Is he not, then, should make it our business to see that he is made such and if this is not possible, a new man should be provided immediately.

**Agent Training**

How are we utilizing these numerous and important members of our organization to the best advantage as part of our selling force? Most important of all to my mind, is that we choose carefully our men in the first place. With the proper men in hand, the salesman’s influence and guidance will soon be reflected in the agent. The agent’s training will be shown in every move he makes. Man is decide and careful, not easily driven. Make the agent your friend and teach him to feel that he is an important part of our organization and much depends on the manner in which he performs his duties. His interest should be in line with your interests and those of Imperial Oil Limited.

The object of this short article is to bring to your attention the opportunities we have and which perhaps some of us have overlooked, of making our agents into an important marketing factor as assistant salesmen. Many who are with us today and rank in our most successful salesmen, began as tank wagon men. To attain this position should be the objective of every agent in our employ and let us not forget that their is some good material among them.

**Co-operate Heartily**

Salesmen, be patient and patient-taking with your agents. Show them why they should consider themselves a part of our sales force. When they realize this, they will become in a very real sense, assistant salesmen, who will not only lessen your troubles, but increase your business at the same time fatten your order-book.

**Get the Full Carload**

Several sales of Imperial Polaron are recorded each year for upwards of a carload—thirty, forty and fifty barrels. If you can sell an order of better than twenty barrels—you ought to be able to make it a carload. Only a little salesmanship is required to show the dealer the extra profit in taking the full load, instead of the in making real energetic efforts to sell it quickly.

The carload order gives you the greatest opportunity a salesman can have—extra profit.

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**1920**

**Motor Truck Operation Notes**

Careful driving is essential at all times—never drive faster than 12 miles an hour, no matter how much of a hurry you are in.

In delivering Imperial products in customers’ yards, around industrial plants and other congested districts, make sure the road is clear—be sure you are on the right side of the road.

**The 1920 Contest**

Before you start out for the day’s work examine your lubricating oil level in the crank-case and renew oil if necessary.

Drain old oil from the crank-case every 500 miles and wash the crank-case with Imperial Royalite Coal Oil and thoroughly clean. Refill the crank-case with the correct grade of Imperial Polaron.

We have promised the Board of Directors a much larger business in Imperial Polaron cylinder and transmission oils and greases and also a much bigger business in Imperial Kerosene Tractor Oils.

The new quotas will be reasonable and possible, but every last man on the team that wins will do a much bigger business than he ever did before.

As announced in the last issue of The Salesmotor our facilities for the manufacture and distribution of Imperial Polaron have been greatly increased. Our advertising has also been considerably extended. We are backing you up to the limit—every team has a chance to win. What are you going to do to make it your team?
The Accelerator

Primers for the 1920 Drive
1st—Sell every dealer, whose credit is good, the full range of Imperial Petroleum and gasoline.
2nd—Call on every customer and prospect in your territory regularly.
3rd—Get all the business of every customer on your books now—the competition has no claim to any portion of it.
4th—Make every effort to get Imperial Petroleum Agreement with dealers—and to induce dealers to take the allotment agreed upon.
5th—Call on every tractor owner in your territory at least once a month in the busy season.
6th—Make sure that every agent and tank wagon driver knows the prices and discounts on all classes of motor car and tractor lubricating oils.
7th—Get more than one dealer to actually display the Chain of Responsibility—where the customer will see it.
8th—Increase your cashed sales by at least 10 per cent. over last year.
9th—Develop the market for Imperial Asphalts in your territory.
10th—Develop the make-up trade to the limit of your possibilities.

Sell the Complete Line
Many, many calls are made each year and little or no effort made to sell some of our specialties. We often learn that dealers are buying refined oil and gasoline from us and Imperial Eureka, Imperial Gas and Imperial Standard from wholesalers. Make some effort on every call to sell the complete line.

More Work
Our increased advertising this year is going to make the work of our salesmen more strenuous than ever. The common conception of advertising is that it makes selling easy—nothing could be further from our experience, however, that advertising places the obligation of extra work on the salesman. Advertising obliges a company to secure thorough distribution in every locality through distribution of all the products advertised.

The Consumer's Business
While we have been content to depend on the storekeeper in some sections of our business, the oil seller has been going to the consumer and getting that on the good business. Now we are after the consumer's business. We have the goods and the equipment to get it. Every effort should be concentrated on getting this business in 1920.

The Small Town Dealer
The great business of the country is done not in the picked stores of the larger cities, but in the smaller towns and villages, which dot the map wherever you drive. These small stores sell in the aggregate, vast quantities of merchandise. An individual dealer's sales may not be large, but a group of them can make big sales if you get after them.

Candle Sales
A special effort should be made to increase candle sales in 1920. We plan to make every effort to secure all classes of candle business up to the limit of our capacity. How much more can you do? How much more can you sell? How much more can you do to increase candle business in your territory?

How about the East?
For the last three years, the Western division has won the Automobile oil contest. Calgary won twice in succession. Winning this year, the Eastern teams have put forth great efforts, but not enough to win. Can one of the Eastern teams win this year?

Over the Top
Let us tackle our 1920 sales with the same enthusiasm we showed at the recent divisional sales convention. We set the bar at 1919 records in the sales. With smaller territories and greatly increased advertising, we must work harder than ever.

Planned Work
Planned work is usually much more efficiently and economically handled than work done haphazardly.

Tank-Wagon Drivers
Tank-wagon drivers should have a definite route and stick to it. If customers know that you will call on them whether it rains or shines, they will buy ahead and many rush orders will be saved.

And Salesmen
Every salesman should know the route and the time of every call of all tank wagon drivers under his supervision.

Every-day Service
We must give Imperial Service every day, the year round, to develop our business to its highest possibilities.
The SALESOMETER

Shows the speed and the distance travelled

The indicator shows the percentage of the year's quota of Automobile and Tractor Oil sold in 1919.