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IMPERIAL RETAIL
STATION SALESMANSHIP

Section Three
Increasing Your Gasoline
Sales

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Section Three
Increasing Your Gasoline Sales

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THE SALES VALUES OF IMPERIAL GASOLINES

Bill Douglas, owner of the Union Jack Service Station, was doing the family shopping for Mrs. Douglas. Knowing that G. A. Jackson, the grocer, operated two delivery cars and a family sedan, he seized the opportunity to do some selling along with his buying.

“You see, it’s this way, Bill,” Mr. Jackson replied. “I have a number of service-station men among my customers, and I like to divide my business among them. After all, the boys tell me that all brands of gasoline are pretty much alike. I guess you’ll agree to that, won’t you, Bill?”

“I’ll agree to that, Mr. Jackson,” replied Bill, “if you’ll agree that those three brands of canned tomatoes there on your shelf are all alike. They all look alike. Why do the tickets show a price of 13 cents for one brand, 17 cents for another, and 25 cents for a third?”

“Hold on, now, that isn’t a fair comparison,” objected Mr. Jackson, smiling. “I can prove to you that there is a difference in quality in those tomatoes. That 25-cent can is filled with a solid pack of the finest quality of whole tomatoes; the 13-cent can, while a good value, has more juice in it than the others, and the tomatoes in it are those left after the fancy ones are put into the higher-priced pack.

“Now, if you can prove to me that your gasoline is better than any other as convincingly as I can prove to you that those 25-cent tomatoes are better than the 17-cent and 13-cent cans, I’ll buy all my gasoline from you.”

Well, it looks as though Bill Douglas had “stepped
into one," as the saying is. Unless he can give Mr. Jackson information to prove that Three Star and Imperial Esso are better gasolines than others, he will be beaten in a game in which he dealt his own cards.

Suppose you were Bill Douglas, talking to your own grocer or to any other prospect whose business would be a profitable addition to your gallonage. What could you say that would prove to him that he should give Three Star or Esso the opportunity to prove itself in service?

You Must Know Your Products

It must be evident to you that a good working knowledge of the products you sell at your station is not only desirable; it is necessary. If, for example, you say, "Oh, sure, Three Star is good gas," or give similar sales talks (?), you are simply saying what the other fellow says, and the score of salesmanship remains right where it was.

This Section of your sales-building program is devoted, therefore, to the purpose of developing various ways and means by which you can convince the Mr. Jackons of your community that your gasolines are superior to competitive brands.

This will not be a difficult task, because, as a general rule, your competitor knows little or nothing about the gasoline he is selling, and the motorist knows less than that. Therefore, it is not necessary for you to be a petroleum engineer or for you to learn to talk like a "professor" in order to do an expert selling job that will stand head and shoulders above that of the untrained competitor, and that will be convincing to your customer.

The real advantage you enjoy in putting Three Star and Esso still further ahead is that they are better fuels; they will deliver on the promises you make for them. Therefore, if you do your part and really exercise the salesmanship which will put Imperial motor fuels into your customers' tanks, the fuels themselves will do their part in backing up the claims you make for them.

Starting with the Sales Principles

In developing the knowledge of your gasolines on which you will base your expert salesmanship, let's
begin by observing the sales principles you have studied.

First, you learned that the customer buys advantages. To gain his interest in the product or service you wish to sell him, therefore, you present this product or service in the form of an advantage. You will recall that all these advantages are based on four generalized buying motives:

1. Gain and economy.
2. Pride and self-respect.
3. Comfort and convenience.
4. Protection and safety.

These motives are, of course, general in character. Before appealing to them, you will have to determine the specific qualities of a product or a service which give the desired advantage or advantages. Thus: What does the motorist want in the motor fuel he puts into his tank?

What the Motorist Wants in Gasoline

The safest way to find out what the customer wants is to ask him. This has been done. Many thousands of motorists have been asked by trained field investigators just what qualities they value most in a gasoline. When all these thousands of replies were tabulated, the following results were shown:

Of every 100 motorists interviewed:
42 said that MILEAGE was the quality most valued.
24 said that POWER was the quality most valued.
15 said that FREEDOM FROM CARBON was the quality most valued.
12 said that QUICK STARTING was the quality most valued.
9 said that ANTIKNOCK was the quality most valued.
8 said that FREEDOM FROM VAPOR-LOCK was the quality most valued.

—Said They Want These Qualities

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The sum of the figures is 110 because some motorists gave more than one desired quality.

Offhand, one might be tempted to say that every motorist would be most interested in maximum mile-
age, and, therefore, would offer that as an advantage in all cases, neglecting the other things desired. In doing so, mileage would be offered as an advantage to 58 motorists out of every 100 who value some other quality more highly. For example, while every motorist, of course, wants to get the maximum number of miles out of a gallon of gasoline, it is quite reasonable to suppose that a motorist who experiences difficulty in getting his car started on cold mornings would be very willing to sacrifice one or two miles a gallon if he could get a fuel that would start his motor more quickly. Similar comparisons could be made in relation to any of the six qualities just enumerated.

Thus, you can see the importance of having facts as the basis of your salesmanship, and not just opinions or snap judgments. The salesman who confines his claimed advantages to maximum mileage is really doing less than half a good sales job.

To do a good sales job, you must be equipped to present all these qualities wanted by motorists—present them as advantages.

The qualities wanted by motorists are, of course, well known to Imperial chemists and engineers, and they have built these very qualities into Imperial motor fuels. It is their job to do this; and it is equally your job to help motorists understand that, when they buy your motor fuels, they get these advantages.

Let the competitor claim that his gas is as good as Imperial. That claim alone is recognition by him of the leadership of Imperial. Equip yourself to give intelligent and convincing presentations of the advantages of Imperial gasolines, and you will keep away out ahead of the “just-as-good” boys.

To do a good sales job, you must be equipped to present as advantages the qualities motorists want in gasoline. A full knowledge of these qualities plus good salesmanship will give you the enthusiasm for your work that attracts permanent customers to your station.

Before going forward to show how Imperial gasolines have been made to meet these known advantages desired by motorists, and to give you specific ways and means of presenting these advantages to your customer, it will be helpful at this point to discuss a few of the basic facts about gasolines in general—facts which will be interesting and helpful for you to know and which you will find valuable in understanding and selling the superiorities of Imperial gasolines.
THE PROPERTIES AND ACTION OF GASOLINES

Part 2

To begin with, let’s discuss a subject that is often more or less a mystery to motorists and almost as often to the retail-station salesman as well. Frequently, you will see in the advertisements of oil companies that a gasoline has a “high octane rating,” “higher octane number,” and so on. What is octane? What properties has a “high octane” gasoline over a lower one? What are the advantages of “high octane” rating or number? What advantages does it offer to the motorist?

The Meaning of Octane Number

Petroleum, from which gasoline is made, is composed of what are called hydrocarbons—combinations of hydrogen and carbon. Both of these elements, as you know, are inflammable.

Gasoline, as you also know, burns as a vapor. Some of the hydrocarbons which make up gasoline have lower boiling points than others; they are more volatile, vaporizing at lower temperatures, and thus burn more rapidly.

The hydrocarbon which burns very rapidly is known as a “knocker” because the burning is so rapid that it partakes more of the nature of an explosion. Other hydrocarbons in the gasoline burn more evenly and slowly and are known as “antiknockers.”

To get a clear picture of the burning of gasoline, imagine that you are building a fire in your fireplace. First, you use some highly inflammable substances, such as paper, shavings, and so on; on top of these you lay medium-sized sticks of wood which readily ignite from the kindling; and on top of these you place

the logs. If you have laid your fire skillfully, it will ignite and burn evenly from the applied match (spark). If you have not done this skillfully, however, your kindling may burn out before the sticks ignite, or the sticks may burn up before they have completely ignited the logs.

Applying this example to gasoline, if this “fire” is not expertly laid—that is, if the gasoline is not expertly balanced—the light hydrocarbons, the “knockers,” will burn rapidly, leaving the heavier fuels, the “antiknockers,” unkindled, resulting in loss of power, dilution of the lubricating oil, and a knocking engine.

The octane number of a motor fuel is the proportion of “knockers” to “antiknockers” in it. The methods for testing the antiknock qualities of a gasoline used to vary quite widely, each company having its own methods of testing, but these have now been standardized so that all gasolines are tested and rated alike.

How Knocking Wastes Power

Suppose you wished to move your car out of your garage by hand. You would get behind it and push it out, in this way utilizing the full effect of your strength. You would not, for example, secure a heavy maul and try to knock it out, even though you could do this without damage to the car. You would know that a steady push would be much more effective than a blow, even though there might be as much force behind the blow as behind the push.

This same principle applies directly to the cylinder of a motor. If the fuel charge contains an undue proportion of light and highly volatile “knockers,” it will burn so rapidly that it will partake of the nature of
an explosion, and thus you get the familiar "ping" caused by a blow on the piston head instead of a push.

Yet these highly inflammable light hydrocarbons are very important from the standpoint of easy starting, because, as you saw, they are the "kindling" of the fire. So, in order to enjoy the advantages of a proper proportion of light hydrocarbons, and avoid the disadvantages they create, another factor enters into the manufacture of modern gasolines—tetra-ethyl lead.

**What Tetra-Ethyl Lead Is and What It Does**

Tetra-ethyl lead—the familiar "ethyl"—is a chemical substance which is put into the gasoline to raise its octane number and thus to prevent knocking. It is a colorless, transparent liquid, is absolutely harmless to any part of the motor, and leaves no appreciable deposits.

It has no direct effect on the quick starting of a motor, nor does it directly increase the power or mileage of a gasoline. It does decidedly increase power and mileage, indirectly, however, by preventing the knocking which lowers the effectiveness of a motor.

Tetra-ethyl lead slows up and "smooths out" the combustion of the fuel charge in the cylinder, permitting the proper amount of light hydrocarbons to en-
You Wouldn’t Knock Your Car Out—

Knocking Wastes Power

Sure easy starting, and also preventing their knocking, thus raising the octane number.

A knocking motor always heats up, because much of the force of a blow turns into heat. In preventing this knocking, therefore, a “leaded gas” ensures a cooler motor as well as added power through the push it creates, instead of the blow. And, of course, a gasoline that is delivering maximum power through steady, even combustion will give more miles. Thus, while tetra-ethyl lead in itself does not give more power or more miles, you can see how it enables the gasoline to achieve these very valuable objectives.

Pushing Utilizes Power

Ethyl Is Absolutely Harmless

There has been a great deal of misinformation about the effect of ethyl in the motor. For example, when an engine which has been running on leaded gasoline is taken apart, it is often noted that the deposits on top of the pistons, on the inside of the combustion space, and on the valves are not black but gray, or nearly
white. This condition is striking and often unexpected, and has given some garage men and motorists the mistaken impression that the lead is causing the deposits. This is a fallacy. The deposits do contain a very small amount of lead, which in this form is white, but it is this small amount of white material which gives a gray color to the otherwise black gum and carbon forming the deposit.

Thousands of tests by automobile manufacturers and gasoline manufacturers have proved that the total quantity of deposits is no greater with leaded gasolines than with unleaded ones. If leaded gasolines formed harmful deposits in motors or had any other harmful effects, they would not be used by the great fleet operators and bus lines, which have facilities for finding out all the effects of motor fuels and lubricants on engines.

Tetra-ethyl lead is used in two kinds of motor fuels. It is used in premium-priced motor fuels, such as Esso, in the proportion of 1 part in 1,200. It is used in many regular-priced gasolines, such as Three Star, in the proportion of 1 part in 2,500. The various colors of different fuels are due to harmless dyes placed in them to identify them and to prevent their use for anything other than motor fuels; tetra-ethyl lead itself is colorless.

Motor Fuels in Action

Now let’s stop here for a moment, and, forgetting the somewhat technical terms, such as hydrocarbons, octane, and so on, use a somewhat fanciful though practical example to illustrate gasoline in action. Say that we call these hydrocarbons in gasoline power units, and then visualize these power units as a lot of horses which have been rounded up and are to be hitched into a team to furnish the power needed to draw a load of merchandise from one point to another. In this example, each horse would, of course, be a power unit.

When we go out to look over our horses milling around in the corral, we find that they are of every kind and description. From among all these we must pick a team that will be most effective in doing the job.

First, we pick out a number of light, spirited horses to hitch in the lead. Some of these light horses we find, however, are so spirited and “wild” that they cannot be used at all, so they are cut out, and we select a number of the others that will jump at the crack of the whip and start the other horses.

Next, we pick out a number of the medium-sized horses, that will bring their strength to bear after the sudden burst of movement of the light horses and “get the job to rolling smoothly.” Then we will put on a number of “wheel horses”—slow, powerful Percherons that will “lean into the collar” and take the load over the hills and through the bogs. Thus, we have a perfectly balanced team.

You can readily see how important it would be to have enough of each kind of horse, and not too many of any one kind. If they were all light, spirited horses, there would be plenty of prancing and “show off,” but not enough power. If there weren’t enough Percherons—big, heavy-footed boys—the load wouldn’t get over the hills. And if there were only light horses and heavy ones, the light ones would jump too fast for the big, slow boys.

Now, applying this picture to gasolines, the ideal
gasoline must be made up of the right proportions of these power units which we have pictured as horses. An engineer would tell you that the way in which these units are measured—whether they are light, medium, or heavy “horses”—is by their boiling points. Each hydrocarbon boils, or vaporizes, at a different temperature; the light ones boil at low temperatures and the heavier at higher temperatures. In other words, getting back to our horses for a moment, the light horses jump at the crack of the whip first and the heavy ones last.

What Happens in the Motor

When these horses go to work in the cylinder of a motor, the light ones jump first; they give ease to the starting motor, and the engine fires quickly. Then come the middle-weight horses that provide for the warming up and acceleration of the motor and give the bulk of the power. Last come the heavier ones that furnish the final “push.”

Right here we can bring ethyl into our picture by describing it as a skillful rein held over all this great team of horses to keep them moving evenly, efficiently, and at just the proper pace to ensure the maximum values and power from each.

If we could see the so-called “explosion” in the cylinder, it would seem to be just that—an instantaneous burst of flame. What actually happens, however, is that the electric spark of the plug ignites the gasoline vapor that is nearest to it, and this in turn ignites the fuel farther away, this process being continued until all the fuel in the cylinder has been burned. Think of this process as a prairie fire, for example, which starts at
one point on the prairie and then spreads rapidly over the entire area.

As this “prairie fire” in the cylinder spreads, the heat expands the gases, adding to the already high pressure caused by the piston compression. The piston has almost reached its full upstroke when this “prairie fire” starts, so it is ready to start its downward power stroke, forced by the expanding gases of the burning charge of fuel above it.

You can readily see how important it is that the application of power to the cylinder head must be even and smooth—a gradual application of force, rather than a sudden shock. This is why it is important that gasoline be properly balanced (that is, have the right proportion of light, medium, and heavy power units), and that the burning of these units be smoothed out by the tetra-ethyl lead.

"Fast" and "Slow" Are Comparative Terms

In applying the words “fast” and “slow” to the burning of light and heavy power units, one is inclined to think of these in terms of his everyday experience. But let’s take a look into the cylinder where these “fast” and “slow” power units are burning.

Say that the motor is turning at the rate of 3,400 revolutions per minute, which is pretty fast, but nothing extraordinary. To cause these 3,400 revolutions of the shaft, there must be 1,700 charges fired in each of the cylinders. (In a four-cycle engine the piston goes up and down to exhaust the burned gases and to draw in the new charge, and again to compress the charge and to give the power stroke when the charge is burned. Thus, there is a charge burned every other time the piston goes up and down, and, as the piston must go up and down every time the shaft turns, this means that for every 3,400 revolutions there must be 1,700 charges.)

Seventeen hundred charges in each cylinder every minute means the almost unbelievably fast rate of nearly thirty burned charges a second. Thus, you can see how fine the line must be drawn between the even, smooth combustion of the fuel which gives it its anti-knock quality and the “explosion” of a fuel that knocks. Even the “slow-burning” fractions of the fuel burn so rapidly that only the most rigid condition of manufacture and absolute production control can produce fuels of this split-second efficiency.

From this brief and nontechnical description of motor fuels and their nature and performance in the motor, you have gained the basic knowledge for understanding and explaining the superior qualities of your gasolines in your sales work. Therefore, we can go forward and examine the facts about Three Star and Esso as salesmen, and see how the qualities put into these outstanding gasolines at the refinery may be turned into sales advantages at your station pump.

The Nine Qualities a Modern Gasoline Must Have

You saw, on pages 4 and 5, the qualities of gasolines most desired by the motorist. In order to produce a gasoline which will give the motorist all these qualities, Imperial has produced a gasoline which offers nine distinct, salable advantages:

1. Instant starting.
2. Minimum use of the choke during warm-up period.
3. Fast, smooth acceleration.
5. Freedom from vapor-lock.
6. Freedom from gum, and ability to reduce carbon deposits.
7. Maximum miles per gallon.
8. Minimum dilution of the motor oil.
9. Freedom from all compounds harmful to any part of the engine.

Now, if all these features of a modern gasoline could be poured into a mixer, like the ingredients of a cake, and stirred into a finished product, it would be a simple problem to produce a gasoline which would give all these advantages which the motorist says he wants.

The problem, however, of building all these advantages into a motor fuel involves the highest technical ability and the most modern of equipment—facilities beyond the resources of many refiners and entirely beyond the reach of the little “barrel” refinery, whence comes “bargain gas.” For example, it would be easy enough to produce a fuel which would give instant starting as an advantage, only to have this advantage offset by the annoyance of vapor-lock. There is a great deal of power in the heavier ends of a gasoline, but if too many of them are present, the result will be difficult starting, oil dilution, and excess carbon deposits.

The Necessity for a Balanced Gasoline

Therefore, in order to produce all nine qualities which a modern gasoline must possess, it is necessary that it be a perfectly balanced gasoline; that is, it must successfully meet all nine requirements without sacrifice of any one in order to get another.

How Imperial Gasolines Meet the Nine Requirements of the Modern Gasoline

Let’s take each of these nine requirements of the modern gasoline and show how it has been provided for in the manufacture of Imperial gasolines. Please study these nine points carefully. These points will give you a great deal of information about your gasolines which will prove their superiority and will offer you a wealth of sales ammunition to use effectively in building your profits.

Many of these requirements will interlock somewhat. That is, a requirement which gives one advantage may also give another; for instance, minimum use
of the choke also ensures greater mileage and minimum dilution of the motor oil. But each requirement will be discussed independently, as well as how the specifications of Imperial gasolines meet that requirement.

1. Instant Starting

Quick starting is dependent on the measure of light, volatile hydrocarbons in the gasoline—the kindling wood, so to speak.

In winter, when the motor is cold, more light, quick-vaporizing units are required than in summer, because a cold hydrocarbon is further from its boiling point than a warm one. Thus the range of temperature of the weather is an important factor to consider in the production of a modern gasoline. A gasoline giving instant starting in winter would have so many light units in it that it would cause vapor-lock in summer, and in either case it would not be a balanced gasoline.

Gasoline Tailored to the Seasons

A natural suggestion would be that, since vapor-lock is largely a hot-weather malady, and instant starting is a winter problem, and since a gasoline would seem to need contradictory qualities to meet one and avoid the other; and, also, since each is tied in with opposite seasons of the year, why wouldn’t it be a good scheme to put in an extra amount of the light units in the winter when they are needed for instant starting of a cold motor, and to take them out in the summer when they are apt to get into mischief in hot fuel lines?

This is exactly what Imperial has done. Imperial gasolines are “tailored to the seasons,” not only to hot and cold weather, but also to the three ranges of temperature—to spring and fall, to summer, and to winter.

Thus, your customer always is sold a motor fuel that meets his requirements as they vary in the seasonal changes of temperature. Since he needs a gasoline in cold weather which will give him instant starting, quick warm-up, and acceleration, and since there is no danger of vapor-lock in cold weather, he gets a fuel with plenty of “light horses” in it. In the summer, when starting is easier, the proportion of light and heavy horses is reversed. In the spring and fall your customer gets a gasoline with an expert, carefully planned balance which will give him the fullest measure of advantages and the fewest disadvantages.

This is but one example of what is meant by a balanced motor fuel. Can you see the wonderful sales possibilities of this one fact? Not 1 motorist in 100
knows these facts, and you can easily understand how interested he will be to know that at the Imperial sign he can always get gasoline especially designed to give him maximum satisfaction under all weather conditions.

Thus, you see, the requirements of easy starting are expertly met in Imperial gasolines by the proper balance of light and heavy hydrocarbons to fit the seasonal changes in temperature.

2. Minimum Use of the Choke during Warm-Up Period

The choke feeds extra fuel into the cylinders during the warm-up period. Rapid warming up is due to the middle-sized horses in the fuel—what the engineers call the intermediate fractions—which boil at a higher temperature than the “starters.” If there are not enough of these in a fuel, there will be too many of the heavy horses admitted before the temperature is high enough to vaporize them. If the right number are present, then the motor will warm up quickly and excessive use of the choke will be avoided.

Where excessive choking is necessary in the warm-up period, a number of undesirable things are happening. Gasoline is being wasted, thus cutting down miles per gallon; this wasted gasoline which is not vaporized washes the oil from the cylinder walls, pistons, and rings, and exposes them to undue friction; finally, this unvaporized gasoline reaches the crankcase and dilutes the oil.

Here again you see the vital importance of a perfectly balanced gasoline—a result attainable only by the highest technical skill and the most modern refining equipment, the results of which are found in Imperial gasolines. You can readily see what an effective educational sales talk can be built around these facts. Further along in this Section you will be given sales talks and methods based on the facts you are learning; right here let’s confine our attention directly to the facts themselves.

3. Fast, Smooth Acceleration

This is similar to the second “quality,” since both are dependent on the properly balanced proportion of the medium fractions in the gasoline. The more rapidly the “power” hydrocarbons in the gasoline reach their boiling points, the more quickly they go to work, and the more quickly and smoothly the motor accelerates.
Fast, smooth acceleration also avoids undue use of the choke, because another way to explain its excessive use is that it is necessary to admit a large amount of hydrocarbons which have not reached their boiling points in order to get enough light ones which have. In skillfully balanced fuels, like Imperial gasolines, the intermediate fractions "hook right on," and, like the sticks of wood above the kindling in the fireplace, give almost immediate combustion in the cylinder.

4. Knock-Free Performance

You will recall that only 9 motorists in 100 gave this quality as being the most desired. That's because this annoying problem has been so fully solved by such modern fuels as Three Star and Esso that it no longer looms large in motorists' minds. It is important, however, that you have a clear understanding of why Imperial gasolines give such efficient knock-free performance in the modern high-compression motors—motors in which the ordinary gasoline of a few years ago would knock so badly that it would be practically unusable.

Antiknock qualities in a gasoline are due to two factors:

First, to an expertly balanced gasoline, in which the light, medium, and heavy fractions are properly balanced, with due regard to seasonal requirements, so that there will not be an undue percentage of any of the fractions to cause uneven combustion.

Second, to the use of tetra-ethyl lead. As you saw, the antiknock quality of a gasoline is measured by its octane number. It is a requirement of the manufacturers of ethyl compound that the octane number of so-called "regular-priced" gasolines shall not be above 70. It would be chemically but not economically possible to produce a gasoline of 70 octane without the use of tetra-ethyl lead; such a gasoline would be too high in cost. Therefore, all regular-priced gasolines to which tetra-ethyl lead is added have a maximum octane number of not over 70.

This is a very important fact to remember, because it disposes of many competing claims. Since tetra-ethyl lead is necessary to raise the octane number of regular-priced gasoline to the point that it will not knock in the modern high-compression motor, and since the manufacturers specify that the octane number of regular-priced gasoline may not be raised to over 70 by the addition of lead, it follows that no
competing regular-priced, leaded gasoline can have a higher antiknock rating than Three Star.

As a matter of fact, many competing regular-priced gasolines are found to have an octane rating as low as 68, and so-called “bargain” gasolines run as low as 45 and 50. When you consider how fine the line between a balanced fuel and an unbalanced fuel can be, as illustrated by the tremendous rapidity of combustion in the modern high-speed, high-compression motor, it is easy to see that the difference of even 1, or \( \frac{1}{2} \) of 1, octane point is a matter of real importance.

From the above facts you can readily see that it is impossible for the motorist to buy a better gasoline than Three Star at a regular price. It is decidedly possible, however, to buy poor fuel, either from the standpoint of lower octane number or from the standpoint of other physical characteristics, such as an unbalanced gasoline. The motorist who believes the regular-priced competing fuel he is using is a better antiknock gasoline than Three Star is basing his belief on a fallacy, or has encountered elsewhere better salesmanship than he found at any Imperial station.

There will be considerably more said about the manufacture of Imperial gasolines a little further along, but right here it can be pointed out that the manufacturing and control methods by which Imperial gasolines are produced ensure better gasolines than the motorist can buy elsewhere, considering them from the standpoint of all six of the qualities he wants.

The antiknock qualities of a gasoline are of great importance, not only from the standpoint of antiknock, but also, as you have seen, from that of economy—mileage—which 42 per cent of the motorists want above every other advantage.

5. Freedom from Vapor-Lock

To the average motorist, vapor-lock is that mysterious malady which overtakes his car on warm days. It may be caused by improper carburetion, but its chief cause is the vaporization of the fuel by high temperatures in feed lines, fuel pumps, carburetors, etc., on account of their nearness to hot exhaust pipes, manifolds, mufflers, or engine blocks. Vapor bubbles form in the feed system, and thus prevent the passage of the fuel and stall the engine, or, passing into the carburetor with the fuel, produce too lean a mixture, which causes the car to miss, lose power, or stall.

Thus, when the motorist idles at a traffic light or stops his motor for a few minutes, the temperature of
the motor rises rapidly, the fuel gasifies in the line or carburetor, and stalls the motor. The reason for this is clear: There are too many of the light horses, or even some very wild ones that should never have been included in the hitch. An engineer could give you many more details about vapor-lock, but, since we are not engineers and are getting sales facts that may be used at the pump, we shall not call any further on the engineer. The causes just given fit the vast majority of cases of vapor-lock and are sufficient for your purposes.

The motorist will not experience the annoyances of vapor-lock when using Imperial gasolines, first, because of the skillful balance of these fuels which always ensures the correct balance of light, medium, and heavy fractions, and, second, because Imperial gasolines are “tailored to the seasons.”

6. Freedom from Gum and Ability to Reduce Carbon Deposits

Some cars retain their new-car performance over a period of years. Others gradually lose their power, pick-up, and snap. Loss of efficiency in performance may be due to a number of causes: faulty ignition system; worn pistons or rings; sticking piston rings; burned, warped, sticking, or poorly seated valves. For many of these troubles the only remedy is an overhaul. But with the correct fuels and lubricants an engine can be made to function at top-notch efficiency with the maximum period between overhauls. In fact, the loss of efficiency of a motor is often due to an entirely different cause from those just mentioned—namely, the presence of gum in the motor.

Imperial gasolines avoid annoying vapor-lock, because they are skillfully balanced to ensure the correct proportion of the light, medium, and heavy fractions of "power" hydrocarbons.

—Keeps Cars from Stalling

What Gum Does to a Motor

Inferior gasolines, bargain gasolines, and those produced by small, inefficient, or out-of-date refineries often contain dissolved gum. This gum may precipitate in fuel tanks, fuel lines, or carburetors, sometimes clogging fine carburetor screens. More frequently the gum is carried into the engine where, because of the heat, it becomes a hard deposit on the walls of the intake manifolds, on valve stems, and on the undersides of intake valves. It may be deposited on the pistons or on the walls of the combustion chamber, helping to bind the carbon that comes from lubricating oil, road dust, etc.

By baking on the walls of intake manifolds, the gum obstructs the passages and may, in time, cause poor engine operation by interfering with the free flow of
intake gas. On valve stems and on the undersides of valves, gum causes sticking or interferes with proper closing. This results in irregular firing, loss of compression and power, popping, and backfiring. If the valves do not seat properly, hot exhaust gases swirl about them, burning and warping them.

Thus, you see, gum is a substance which can do a lot of damage. It should be refined out of the fuel along with other harmful substances such as corrosive compounds, but this is an expensive process, and only the highest quality of fuels like Imperial gasolines are gum-free. Many motor fuels, especially those of the nameless "cut-price," "track-side" variety, are loaded with gum, and quickly offset their slight advantage of price by the damage they do.

**Imperial Gasolines Are Solvent Fuels**

A motor fuel which gives trouble-free satisfaction should not build up gum deposits in the motor, in the first place. Beyond that it should also tend to remove the normal deposits formed by the burning of any gasoline and especially the gum which may be present because of previous use of inferior fuels.

Imperial gasolines are such motor fuels. They contain a special oil which tends to prevent the deposit of gum and to dissolve any gum which may have been deposited by inferior fuels. This oil has the effect of keeping the valve stems free and clean, ensuring their proper seating and operation, and in all other particulars gives the motorist the advantage of having the surfaces in his motor clean and free from gum. Thus, it removes one of the chief causes for the building up of carbon deposits.

This solvent oil in Imperial gasolines also acts as a "top oiler"—a very important feature. There are many sorts of top oils on the market which are claimed to be worth the extra expense they involve because they lubricate the upper working parts of the motor. The user of Imperial gasolines secures these benefits at no extra cost, which, as you readily see, is a valuable sales point for you.

Impartial and scientific laboratory tests with solvent oil have proved that the superiority of a motor fuel containing solvent oil over nonsolvent gasolines, from the standpoint of the general condition and efficiency of the motor, amounts to as much as 25 per cent.

7. **Maximum Miles per Gallon**

This is the quality which 42 motorists in every 100 say they value most—the advantage of economy, one of the buying motives.
This advantage of economy—more miles per gallon—is made up of many factors. The average motorist usually lacks the means of knowing accurately how much mileage he gets from a gasoline, because there are so many factors involved that he does not consider, such as the condition of his motor, conditions of driving, and so on.

Thus, on a long drive the direction and force of the wind may leave him with the impression that he has, or has not, secured good mileage from a tankful of gasoline. Driving in congested areas with frequent stops and starts would be another factor. All these variables complicate mileage tests far beyond the motorist’s resources to achieve anything like an accurate record.

Many fleet operators, who are in a position to keep accurate records of their gasoline consumption and mileage, have found that Imperial gasolines give them 5 to 10 per cent better mileage than competitive gasolines, and in several cases the saving has been more than 10 per cent. This saving may be enjoyed by the private motorist regardless of the conditions under which he drives, because whatever competing gasolines will do, Imperial gasolines will do better.

Why Imperial Gasolines Are Better

Here is a good place to follow out the three-step selling process: After claiming the advantage of superiority of Imperial gasolines, let’s go forward and prove these advantages.

To begin with, you have seen that there are a number of factors which contribute to the superiority of gasolines—the expert balance of the fuel, its octane number, its solvent oil which tends to overcome the effects of gum and carbon and provides an efficient top oiler, its seasonal control which gives instant starting, freedom from vapor-lock, and is a factor in ensuring maximum power from the fuel.

All these are advantages which involve two vitally important factors:

The most advanced and modern manufacturing methods to ensure the maximum degree of these advantages in the gasoline; and

The most rigid and scientific refinery control methods to ensure absolute uniformity of product at all times so that there will be no variation in the product which is delivered to the motorist.
Imperial Manufacturing Leadership

Imperial Oil Limited is one of the world’s great oil companies. Leadership in its field is a long-established company policy, and it has the resources—financial, technical, and manufacturing—to realize this ideal. The company has unlimited choice of the world’s best crudes; its refinery equipment is as modern and advanced as any in the world.

The men at the head of Imperial research and manufacturing activities are scientists of international reputation—men who have discovered and perfected many of the outstanding and revolutionary developments in the petroleum industry.

It is a fixed and inflexible policy of Imperial Oil Limited that nothing is perfect. No matter how good the product or how advanced the process, it can be and must be improved. Such a policy is the sound foundation and the absolute assurance of leadership, whether in the petroleum industry or in any other.

Thus, in all the great, revolutionary advances in the petroleum industry—the cracking process, hydrogenation, solvent or Phenol, and various other treatment processes—Imperial has either been the discoverer or has led the way to refinement or improvement in the process and the product. These facts are recognized and freely admitted by the industry. “Just as good as Imperial” is the defensive claim of the follower—the imitator. Imperial is recognized as a world leader; in British North America, Imperial is the recognized leader.

This means that all the advantages desired by the motorist are given to him in greater measure in Imperial products than in products from any other source. Imperial products will prove this just as often as Imperial salesmanship gives them the opportunity to do so.

Imperial’s Laboratory Control

The amateur tenor who struck the sour note right in the critical point of his aria gave the excuse that this was his “off night”—that he usually sang much better. The horse that lost the race probably got off to “a bad start,” and so on. But there are no “off times” or “bad starts” where Imperial gasolines are concerned. The test of manufacturing efficiency and leadership is absolute uniformity of product. If you should visit an Imperial refinery, you would witness the most highly developed and scientific manufacturing control methods to be found in the petroleum industry. Every step, from the crude oil as it comes from the tanker, car, or pipe line, to the finished product ready for the motorist’s fuel tank, is held under the most rigid control and test. Nothing is left to chance; there is no variation, no “high” nor “low.” The Three Star or Esso the motorist buys tomorrow will be exactly the same high-grade gasoline he bought today. The only change he will ever find in an Imperial gasoline will be the one which better adapts it to seasonal temperature, or which makes it a still better gasoline, the result of another Imperial step forward.

In these two particulars—leadership in manufacturing methods, and absolute uniformity of product—Imperial’s supremacy is unquestioned. They result in greater measure, suver measure, of the advantages which the motorist seeks and will buy. Here, then, is the proof of the claim of higher mileage for Imperial gasolines. The third step—agreement—will come
through your salesmanship, which will get Imperial gasolines into the motorist's tank.

8. *Minimum Dilution of the Motor Oil*

Crankcase dilution is caused by excessive use of the choke, which permits a large amount of the heavier fractions of the fuel to reach the combustion chamber before they are vaporized or atomized. About 75 per cent of Imperial gasoline is composed of those heavier fractions which are the last to reach their boiling points. It is important, therefore, that the motor should warm up quickly in order to reach the temperature at which these fractions vaporize. Thus we see that the second and third specifications on the list on page 19 also have a direct bearing on minimum dilution. Imperial gasolines, because they require minimum loss of the choke and warm up quickly, ensure the minimum amount of the unvaporized and unatomized heavier fractions reaching the combustion chamber.

9. *Freedom from All Compounds Harmful to Any Part of the Engine*

As you have seen, Imperial gasolines are manufactured under the most rigid control conditions. They are carefully guarded from the refinery to the customer's tank to protect them from all foreign material which might clog carburetor screens and jets. They contain no corrosive materials to damage the fuel system, to wear carburetor jets, or to attack the finished surfaces of the motor. They are free from gum—in fact, Imperial gasolines are as pure in character and composition as human skill and the resources of one of the world leaders of the industry can make them.

Because Imperial gasolines warm up quickly and require minimum use of choke, they prevent unatomized fractions from reaching the combustion chamber where they may leak into the crankcase.

Minimum Dilution of Oil—

—Because Imperial Warms Up Quickly

Your Opportunity to Cash In on Imperial Leadership

In the preceding pages you have been given the simple, nontechnical facts about Imperial gasolines which you should know in order to do an effective job of selling. These are interesting facts because they show the definite advantages you enjoy for presenting convincing sales points to your customers and prospects; and one is always interested in whatever is to his advantage.

An outstanding product merits salesmanship of equal quality. You should strive to make your salesmanship measure up to your product. Wherever they are sold, by their own merit Imperial gasolines have attained a public acceptance not approached by any
other brand. This leadership has been attained and retained by many influences, which work for you.

First, of course, is the superiority of Imperial gasolines. More motorists prefer them, by wide margins, than all other gasolines together. This great acceptance has been further fortified by effective consumer advertising, by word-of-mouth recommendation, and by the happenstance which caused motorists to try Imperial gasolines and then to become loyal to them because of their performance.

Now, couple this earned leadership with salesmanship, and you have the greatest selling opportunity any salesman can ask for. A good share of your selling job has already been done for you—is being done for you every day. But you must extend this leadership. You must tell the story of Imperial gasolines all day and every day if you are to cash in on the profit opportunities that are right at your elbow.

In the next part of this Section we shall take up sales methods and ideas which have been drawn from the experience of your fellow salesmen and from the industry as a whole, and which will be helpful to you in building your hard-hitting sales strength as a merchandiser of the best gasolines on the market today.

Before going forward to this next part, however, let's devote a few minutes to a discussion of the advantages and sales values of Esso, Imperial's premium motor fuel. Up to now no distinction has been made between Three Star and Esso. Since a distinction must be made in selling these two outstanding motor fuels, we shall finish this part of the Section with a description of Esso and then start the next part with the sales methods and ideas which have proved to be effective in merchandising this quality premium-priced gasoline.
in the gasoline they buy, and who want to enjoy the finest motoring experience that any gasoline can give them.

Esso meets these specifications of the quality market. No other gasoline can offer more of the advantages desired by the motorist or meet more fully the nine specifications listed on pages 19 and 20.

A Quality Fuel for the High-Compression Motor

As you have learned, there are a number of factors which cause knocking in a motor. The higher the engine compression, for example, the greater the tendency to knock. The presence of gum deposits or carbon in the combustion chamber will also cause or increase knocking by raising the compression ratio and operating temperatures. There are a number of additional reasons for knocking, such as the design, condition, and efficiency of the cooling system, spark advance, and carburetor adjustment, but such causes are rarely encountered. High compression ratios and excessive carbon deposits will account for practically all the knocking that comes within the scope of your sales problems.

Imperial Three Star gasoline will give knock-free service under normal, modern compression ratios and under normal driving conditions. When Three Star does knock, however, it is because its octane number is not sufficient to overcome the effects of the high compression ratio, abnormal driving conditions, or abnormal deposits of gum and carbon.

In such cases no regular-priced, leaded gasoline will give better service than Three Star, because no regular-priced, leaded gasoline, under the requirements of the manufacturer, is permitted to have a higher octane number than 70. Considering the many other basic advantages of Three Star—its expert balance and its rigid manufacturing specifications and control—it is safe to say that no competing regular-priced, leaded gasoline can give as high antiknock values.

As you know, the tendency among motor-car manufacturers is progressively to increase the compression ratios of modern motors. A gasoline which would have given satisfactory antiknock service in the motor of just a few years ago would be entirely unsatisfactory for today’s higher-compression motors.

*Imperial Esso has been designed for the highest-compression motors, and as manufacturers produce motors of still higher compression, Esso will be maintained to meet these further requirements.*
You saw that the economical attainment of octane ratings is secured by the addition of tetra-ethyl lead, and that the proportion of this substance in Esso is about double what it is in Three Star or what is allowable in any regular-priced, leaded gasoline. This greater proportion of tetra-ethyl lead in Esso gives it a minimum octane number of 76—enough to ensure smooth, antiknock operation in any modern motor, under the most exacting or difficult driving conditions.

Thus, the motorist with a new, high-compression motor will get the maximum in service and satisfaction from Imperial Esso. The cost of this outstanding fuel is but a little more averaging from 15 cents to 25 cents a week—and when the advantages of Esso are backed up with skilled Imperial salesmanship, a very profitable percentage of your customers can be won to its regular use.

On older, lower-compression motors, motors which are heavily carbonized and which heat up and lose power and knock because of this carbon, Esso will give the best performance possible under such circumstances—performance for which the drivers of such cars would be willing to pay a few cents extra, once they know the advantages offered.

Imperial Esso, like Imperial Three Star, contains solvent oil, and thus gives the same advantages of solvent qualities and lubrication of the upper working parts of the motor.

We shall now go forward to the next part of this Section and deal with the interesting and profitable methods of building sales and profits with Imperial Three Star and Imperial Esso.

Part 3

BUILDING ESSO AND THREE STAR GASOLINE SALES

Paul Warfield drove his new 1936 car up to the Imperial dual pump and Bob Jamison hurried out to serve him.

“That’s certainly a sweet car, Mr. Warfield!” exclaimed Bob with admiration for its sleek, streamline body. “Shall I put in Esso?”

“No,” replied Warfield, “guess I’ll stick to Three Star.”

“Well, Three Star is the best gasoline you can buy at the regular price,” said Bob, “but Esso is better.”

“Why is it better?” asked Mr. Warfield.

Suppose some Mr. Warfield asked you that question. What would you say to him to prove that Esso will give him more advantages in return for the slightly higher cost?

Or suppose that one of your customers drove in with a new car and said, “Look here, Bill, it seems to me as though you folks are letting down on the quality of your gasoline. Three Star seemed to work pretty well with my old car, but now I get a knock on stiff grades and sometimes going around corners. What’s the idea?”

How would you handle this complaint in such a way as to give the customer a clear understanding of the real facts and to ensure his continued patronage of your station?

An aggressive Imperial retailer recently said:

“The other day a customer of one of our competitors came in and said that he wanted to try our gasoline in his new
car; that the brand he had been using was no longer satisfactory.

"I knew what was the matter immediately, of course. His new motor had a much higher compression than the old one, with the result that the regular-priced gasoline he had been using knocked on the steep hills and under undue driving stress.

"I explained the situation to him and sold him a tankful of Esso, but that experience set me to thinking. If our competitors were losing customers for this reason, it would be quite possible that we were losing them, too. So now I make it an invariable rule, whenever one of my customers drives in with a new car, to point out to him that his motor has a higher-compression ratio than his old one, and that he may get a knock under certain driving conditions.

"I don't make any obvious effort to switch the customer over to Esso. I simply give him the facts, being careful to show him that Three Star has as high an antiknock rating as any regular-priced gasoline, and suggest that he give particular attention to his new car's performance on steep hills or during fast acceleration. Then, if he does get a 'ping,' he doesn't blame the Three Star, but knows that he needs Esso. By this method we have made a nice increase in our Esso sales, and at the same time I feel that we have forestalled a number of possible complaints that might lose us customers."

Selling the Facts about Esso Advantages

From the foregoing it is very evident that you should have a clear understanding of the advantages of Esso and be equipped to give these facts to your customers and prospects. In a recent survey in which a large number of service-station salesmen were asked why the motorist should pay more for a premium-priced gasoline, the vast majority merely claimed it was better, but when pressed for reasons why, they were unable to give them.

Although the motorist buys only advantages, he is not likely to see them unless they are all pointed out. Certainly he will not pay 2 cents more a gallon for his gasoline unless he sees advantages well worth this extra price, and so you must explain them to him.

Let's return to Mr. Warfield and Bob Jamison and develop a little sales talk in which Bob shows his customer why Esso would be better for his new car. We shall begin right where Bob started to tell his customer why:

Bob: "This new motor has a higher-compression ratio than that of your old car, Mr. Warfield. The manufacturers are constantly stepping up the compression in order to get more power, and the higher the compression, the more tend-
enacy there is to knocking. The gasoline you used when you bought your old car would not give you satisfactory service in this new car at all."

**Warfield:** "Yes, I understand that. But hasn't the antiknock of Three Star been stepped up to meet the requirements of these new cars?"

**Bob:** "Three Star will give you as high antiknock as any regular-priced, leaded gasoline on the market—much higher than many of them—due to Imperial's superior manufacturing and control methods. But as you drive that smart new car of yours along the road, you know that you have in your motor a good measure of reserve power. The manufacturer puts this into the motor because it is a valuable advantage, and you are quite willing to pay what it costs to meet all driving emergencies and thus add to the safety of yourself and family.

"By the same token you will get the same satisfaction and safety, both for the occupants of your car and for the motor, by a reserve of power in your gasoline. In other words, Three Star will take you along with perfect performance under normal driving conditions, but where you wish instant acceleration in an emergency, or to take a long stiff grade with no danger of heating your motor, Esso will give you these extra advantages, and at a very little extra cost—about 1/40 of a cent a mile. You want these advantages, don't you?"

**Warfield:** "Well, that sounds attractive, all right. But what is there about Esso that makes it better than Three Star? Because it's red and Three Star is green?"

**Bob:** "No, indeed. The red and green colors are harmless, inert dyes, used merely to distinguish one gasoline from the other. The reason why Esso is a higher-priced gasoline than Three Star is because it has a higher antiknock rating. This antiknock rating is measured by what the engineers call octave number. In all today's gasolines the octave number is controlled by the addition of tetra-ethyl lead. Thus, Three Star contains enough ethyl to give it an octave number of 70, and Esso has enough to give it an octave number not lower than 76."

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**Warfield:** "This octave number you speak of—just what does that mean?"

**Bob:** "I can explain that this way: A drop of gasoline is composed of various kinds of hydrocarbons, just as any other inflammable substance is. Some of these hydrocarbons are very inflammable; they ignite and burn very quickly, while others are slower. These inflammable hydrocarbons burn so fast that it is more like an explosion, and this is what makes the knock in the cylinder. Yet it is necessary to have a proper proportion of these highly inflammable elements in order to make easy starting. These inflammable hydrocarbons are known as 'knockers' and the heavier ones as 'antiknockers,' and the octane rating is the proportion of knockers to antiknockers."

**Warfield:** "How does the addition of ethyl affect this octane rating?"

**Bob:** "The ethyl fluid slows up and smooths out the burning of those light hydrocarbons, thus permitting the presence of enough of them in the gasoline to ensure easy starting and to ignite the heavier elements which would not ignite during the burning of the light ones, and thus pass down into the crankcase to dilute the oil, especially during the warm-up period.

"The difference of 1 octave number in a gasoline will make a decided difference in its performance, so you can readily see that a difference of 6 or more will mean a very radical difference. Imperial Esso, with its high octane rating, will ensure top-notch performance in the highest-compression motors, and give you that reserve of power that will ensure the utmost driving satisfaction.

"A number of my customers with these new high-compression cars are using Esso and are very well pleased with it. Let me suggest that you try a filling with it and give it a test in your car."

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**Esso Must Be Sold**

The foregoing is, of course, merely suggestive of a sales talk that might be used to give a customer an
understanding of the advantages Esso offers. You would, of course, develop your own sales talk in your own words to fit the customer with whom you are dealing. The big point to be emphasized, however, is that Esso must be sold. You must be equipped with the facts on which your customer may base his decision that he needs Esso in order to get the fullest satisfaction and pleasure out of his car. He will not accept your bare statement that Esso is “better”; he wants to know why it is better.

Master thoroughly the facts about gasolines in general and Imperial gasolines in particular, in the preceding pages of this Section. You will then find it easy to pass these facts on to your customers in the form of convincing, confidence-building sales talks that will create profits.

We shall now go forward with the merchandising of Three Star, in which you will find many additional suggestions and ideas for the building of the profits of your station.

**Building Three Star Gasoline Sales**

John Scott had just been transferred to the Canadian branch of his company. He had never given much thought to the gasoline he used in his car—just so it was the regular price and gave good service. For some little time after he settled in Canada, he shopped around among the strange stations, buying wherever he found it most convenient to do so.

Influenced by a Three Star Imperial electric sign which flashed on and off near his new home, by the effective newspaper advertising, and by the appearance of Imperial stations, he soon began buying from them exclusively. He found that Three Star gasoline was highly satisfactory, and, as a result, a number of Imperial retailers in the community shared his business.

Then he didn’t show up at these stations any more. Not that it mattered particularly, because they didn’t pay much attention to him, beyond serving him courteously when he came in. Therefore, no one missed him when he stopped coming. Scott kept right on buying Three Star, however, but he bought it all, and all his other motoring requirements, from Lewis Elliott’s station, even though he had to pass another Imperial station to get there.

**How Lewis Elliott Won Another 100 Per Cent Imperial Customer**

This is what happened: One morning Mr. Scott drove into Elliott’s station and said, “Five, regular.” Elliott didn’t recall having seen him before; and after he had served him, checked his oil, and given a “look” at the condition of his tires, he came to the window for the money and said:

“That’s Imperial Three Star in your tank now, sir. Are you a regular user of Three Star?”

“I’ve been using some of it lately,” replied Scott. “Is it better than any other gas?”

“There is no regular-priced gasoline with a higher anti-knock rating, and very few with as high,” replied Elliott. “Imperial gasolines are today the only gasolines sold coast to coast, and are used by more motorists throughout Canada than any other brand.”

“Well, I imagine that that chap across the street there would also claim that his gas is the best, wouldn’t he?” asked Scott, smiling.

“He might claim it,” returned Elliott, “but he couldn’t prove it. What he probably would say is that his gas is
'just as good as' ours. Three Star is made by the leading company in the industry in Canada, in the most modern refinery, and under the most exact specifications and control. You can always be sure of getting the best gasoline at an Imperial station. If you would keep an accurate record of your gasoline mileage and compare it with what you were getting from other gasolines, I'm sure you'd find that you're getting more mileage. Won't you try that, sir?"

"Well, I might do that," agreed Scott.

He seemed willing to talk, so Elliott told him about the other advantages of Three Star—the solvent oil, its action in removing gum, and its effectiveness as a top oiler; and about the seasonal control feature and its advantages.

When John Scott drove out of Elliott's station, he had a lot more information about gasoline than when he went in, and he had been sold two very important things, as proved by what he thought when he drove out:

"These Imperial people seem to be the leaders in this country.

"That man Elliott seems to be a live one, too. Knows his stuff. Guess I'd better tie up to him."

**Elliott Used Sound Principles of Salesmanship**

Now, let's analyze this illustration to see just what happened:

**First,** Elliott had some interesting and convincing facts about the product he was selling. Scott was a stranger to him, and, being on the alert to win new customers, he looked on this stranger as a prospect. If he had turned out not to be a prospect, no harm would have been done; but Elliott knew that a certain percent.

age of strange motorists are prospects, and the only way to winnow them out is to treat them all as such.

**Second,** Elliott strove to establish the brand name in his prospect's mind. Scott asked for "regular," but Elliott called it Three Star.

**Third,** Elliott claimed an advantage, or advantages, for Three Star, based on the general advantages which he knew had the proper appeal. This is in harmony with the first sales principle which you learned in Section One.

**Fourth,** he gave his prospect convincing proof of these claimed advantages, thus supplying the second
step of the three-step selling process. Until he did that, his claimed advantages had little or no weight, being considered on a par with those “the fellow across the street” might make.

Fifth. he completed his three-step selling process by asking for agreement or action ... “I'm sure you'd find that you're getting more mileage. Won't you try that, sir?”

Sixth. Elliott was too intelligent to attempt any “barber-shopping” tactics, but he saw that his prospect was willing to listen—willing because he had found someone who “knew his stuff” and was giving him new and interesting information. Therefore, Elliott went ahead and gave him additional advantages of Three Star. All he said helped to strengthen his proof, offered to support the advantage he had claimed, and made him more sure of gaining the customer's agreement to what he wanted him to do—to put Three Star to a careful test.

Seventh. Analyzing this sales talk from the standpoint of the five buying decisions, you readily see that the second decision (to buy Imperial Three Star) and the third (to buy it at Elliott's station) were the important ones for Scott to make. He already needed gasoline (first decision), the price was satisfactory (fourth decision), and he would buy now (fifth decision).

Keep in mind the fact that Elliott was not merely trying to sell five gallons of Three Star; that was already sold. He was aiming at a 100 per cent customer. Therefore, considering that this fifth decision involved a decision to buy all his gasoline and all his other motoring needs at Elliott's, this fifth decision loomed very large and very important, indeed.

Eighth. The most important decision Scott made was the third—to buy Three Star at Elliott's station. This decision was made because of a number of factors:

1. Elliott's station was neat and inviting.
2. His personal appearance and that of his helpers were satisfactory.
3. He practiced sound salesmanship.
4. He "knew his stuff," and was thus able to give interesting and reassuring information to support his claims.
5. His PERSONALITY was attractive. He was friendly, courteous, tactful. His whole manner indicated that he was glad Scott came in, he was eager to serve him, he appreciated his business, and he wanted him to come back.

Thus you see, as has been pointed out time and again, the Imperial identification sign before your station is not enough. It will attract more customers, more prospects, than any other sign. But the problem of attracting the motorist to your sign in preference to any other Imperial sign is very definitely a personal problem—one that is entirely in your hands. It is good to know that you are associated with the leading company in the Dominion; this spells opportunity. But how much of this leadership is turned into cash and rung up on your cash register depends on the degree to which you grasp this opportunity. It is possible to ride to some extent on the prestige of Imperial, but if you are interested in real money, real profits, then you must furnish your share of the motive power—salesmanship—that will still further build Imperial prestige and entrench it.

You have just read a sales case in which an Imperial retail salesman won a 100 per cent customer for his
station. You saw that there was nothing exceptional or difficult about this achievement; there were merely the clear vision of an opportunity and the skill with which to profit by it. All eight points analyzed are simple, logical ones and all easily within the reach of any Imperial retailer—within your reach.

The Averages Are What Count

Naturally, every prospect is not sold. This is true in any selling field. Let’s look at the problem as it might be expressed from two viewpoints.

Bill Smith says:

“Aw, there’s nothing in those ideas! I kept track of 100 motorists who came in here and whom I didn’t know, and I gave ’em the works as far as service and salesmanship are concerned. Only four of ’em came back, and only two of ’em became regular customers.”

On the other hand, Jim Clarke says:

“I’ve done pretty well with the idea. I kept track of 100 motorists whom I didn’t know and on whom I did some real service selling. As a result I won two good 100 per cent customers—people who buy plenty from me and who boost my station to their friends.”

Here, you see, are two radically different viewpoints created by the same set of circumstances. One salesman was thinking of his ninety-eight misses and the other of his two hits. One was discouraged, one was encouraged. Both are at their stations all day long, faced with the same opportunities. One will go on striving for more 100 per cent customers; the other will “give it up as a bad job.”

The percentage of 100 per cent customers won, as given in these examples, unless one’s trade is almost

Strive for 100 per cent customers every time a motorist drives up to your station. Such 100 per cent motorists are built by giving good service and practicing good salesmanship constantly.

100 per cent transient, is, of course, far too low. An enterprising Imperial salesman says on this point:

“It is somewhat difficult to arrive at exact figures on just what percentage of new regular customers come to you and stay with you as a result of the initial service and salesmanship you give them. Many of my regular customers have grown by degrees, so to speak. That is, some of them have gone along quite some time, visiting our station only occasionally; others have bought only gasoline for some time before they started using Marvelube and Imperial Specialized Lubrication. Some of my gasoline and oil customers had been with me for a year before I sold them Atlas tires, or a battery, and so on.

“So, it’s impossible to say just what percentage of prospects you can turn into customers. But this I do know: If you work on every prospect as though he lived just around the corner, you’ll tie up enough prospects to your station to make the averages well worth-while.
"As I see it, one needn't be greatly concerned with just what percentage of regular customers he wins anyhow, because the only way we have to win loyal customers to our station is by making it attractive, giving good service, and practicing good salesmanship. Therefore, it isn't a question of how many customers we are going to gain of any given number of prospects, but rather a question of whether or not we are good enough merchants to stay in the oil business and make it pay us a profit.

"One vitally important point we should always bear in mind is that our new customers are built from gasoline sales. In other words, we usually get our first opportunity to win the motorist's confidence and continued patronage from the way we treat him when he comes in and the selling job we do on Three Star and Esso. If we do a good selling job on these, then we're bound to get plenty of opportunity to do a selling job on the other things we handle. Our gasoline sales are the entering wedge."

The Importance of Your Gasoline Sale

This salesman has not only given you the correct viewpoint to adopt with regard to the returns of your salesmanship—treating every new customer as a prospective regular customer and letting the percentages take care of themselves—but he has also pointed out a vitally important fact regarding your gasoline sales, that they are the entering wedge in the building of steady, loyal customers.

The large majority of your new customers come in to buy motor fuel. They buy more of it than any other product, they buy it oftener, and they are more conscious of it than of any other product of the station. Mark this well: Motorists are prone to judge all the products of a company by the opinion they have formed of its gasolines. Gasolines are the standard by which the company's products are judged.

Therefore, you must sell the outstanding superiority of Imperial gasolines if you are going to do an intelligent selling job and build up the business and profits of your station. You must be ever on the alert for opportunity to sell their advantages and to keep them sold. You have unlimited opportunity to make these sales. The first sale must be to yourself. You must know that you have the best gasolines that the motorist can buy. This is what creates enthusiasm, and, as one aggressive Imperial salesman said:

"Enthusiasm is what puts the frosting on the cake—it's what makes a fellow's work stand out. The man who is enthusiastic about what he is selling is always looking for opportunities to sell it. And when opportunities are coming to you all day long, as they do at the service station, all you have to do is to recognize and grasp them."

The Problem of "Bargain Gas"

There will always be motorists who will buy the cheapest gasoline and oil they can find, just as there are people who buy cheap merchandise that in the end costs them more in lack of service and satisfaction than standard goods. There is no use in worrying about such prospects, because they are purely price buyers. But for the motorist who thinks he is saving money by using bargain gasoline, there is salesmanship which will win him over to the use of Esso and Three Star.

Competition among reputable petroleum companies is very real, and no reputable company can produce a good motor fuel and sell it for less than the standard established prices. Such companies also have the most modern equipment to produce high-grade gasolines as economically as possible, and their marketing and distributing facilities are designed to get their products to the motorist at the minimum of expense.

Therefore, no small or unknown company can legit-
imately undersell a standard, reputable company. In
the first place, none of them is equipped to make as
good gasoline, and, in the second place, they cannot
make even poor gasoline as economically and efficiently
as a reputable company makes good gasoline. The
only way in which they can offer so-called bargain gas-
oil, therefore, is to offer an inferior product.

You have seen the qualities of high-grade gasolines
such as Esso and Three Star. Such gasolines are neces-
sary for the satisfactory operation of the motor and the
safeguarding of the motorist’s investment. The motor-
ist who is using a bargain gasoline always incurs the
risk of putting into his tank an unbalanced fuel which
may be loaded with gum and which may contain cor-
rosive impurities that will do far more damage than
can possibly be offset by the small saving, and so will
shorten the life of his motor.

The user of bargain gasoline also foregoes the advan-
tages that have been built into Imperial products, such
as ethyl compound and solvent oil. In fact, there is
no saving whatever in using a third-grade, bargain
gasoline; on the contrary, it is far more expensive in
the long run, and if you will use your knowledge of
Imperial gasolines to point out this fact to many who
think they are saving money with bargain fuels, you
can win a profitable percentage of them to your prod-
ucts. Let’s imagine that you are talking to one of these
motorists. You might proceed somewhat along these
lines:

Three Star vs. Bargain Gas

“Yes, I know you can get that Trackside gas for 2 cents
less, Mr. Smith, but I am sure I can save you actual money
with Imperial Three Star.”

(Since the motorist is buying Trackside because he thinks
he is saving money, this would be the strongest buying mo-
tive. See Section One.)

“In the first place, no company can produce a better gas-
ole or produce it cheaper than Imperial. You can agree to
that, can’t you? Therefore, Trackside must be a poorer
gasoline. You have no way of knowing what damage it may
be doing to your motor until the damage is done. Imperial
has spent millions of dollars in developing ways and methods
to take out impurities and harmful substances that are
found in every crude oil. An alley refinery can’t do this, and
you have no way of knowing whether the gasoline you are
using is loaded with gum, until it has done a lot of damage
to your motor.

“Another thing: Every good gasoline today is a loaded
gasoline. This is necessary to produce a fuel which will give
proper performance in today’s cars. Ethyl compound en-
sures antiknock performance, a cool motor, and more power
on the hills.

“Imperial gasolines contain a solvent oil which tends to
dissolve that gum deposited throughout your motor which
catches carbon and tends to build up the deposits. It also
lubricates the top working parts of your motor, and this
decreases friction and increases power. You do not get either
of these advantages in the gasoline you are using.

“Your car represents an investment of real money, and
every day you use poor gasoline and oil in it, you depreciate
your investment and shorten its life much. If you were
to spend 1 cent a mile more on your gasoline and oil than
you are now spending, this would ensure your buying the
best, and would also add many thousands of miles to the
life of your motor. Good gasoline will cost you less than $5
of a cent a mile more—over twenty-five antiknock, full-
powered, safe miles for 5 cents.

“Let me put in Three Star this time, Mr. Smith, and it
will prove to you its real economy; and you’ll also have
driving satisfaction and the knowledge that your car is not
being injured by gum and other impurities that are in cheap
gas.”
As in your other sales, you would, of course, develop your own talks, using your own words to fit the prospect before you. Remember, no one really wants to use cheap gasoline in preference to good gasoline. And remember, too, that we all, rich or poor, buy advantages. Therefore, show your customer the advantages of buying Three Star—in safety, satisfaction, mileage, and longer life for his motor—and you will win enough of these price buyers to make the effort well worthwhile.

Now, It's Up to You

You have been reading many pages about Imperial gasolines: what they are, how they are made, and the profit opportunities they offer. So far you have been dealing with flat pages—information, ideas.

Your business is an action business—a doing process. You probably know the difference between static and dynamic. "Static" describes a force that has the power to do; "dynamic" is this power in action. Until now these pages, these ideas, you have been reading are static; it is only through the use you make of these ideas that they become dynamic—that possibilities are turned into achievements.

In other words, the superiority of Imperial gasolines is of no importance at the refinery, in the tank car, or in your tanks. It is merely a static superiority. Where it really counts, where it becomes dynamic, is in the motorist's fuel tank, and to develop the means and the ability to put it there in profitable measure is the real mission and objective of this program.

A Mental Test for You

Therefore, this will be a good place for you to lay down this book and make a mental test of the benefits
these pages have brought you—a mental test later to be turned into actual sales-making, profit-building action at your station.

Let's suppose that this Lewis Elliott we were talking about turns out to be a real person—that he turns out to be you. This isn't a difficult thing to imagine, because you're both Imperial salesmen whose job it is to promote Imperial products and services and to make money for yourselves.

Here comes Mr. Scott. You have never seen him before that you recall, and while he may be merely a transient motorist, still you know that he is a part of the raw material out of which your 100 per cent Imperial customers must be developed. Scott asks for “five of regular.”

What are you going to say to him? Now, don't turn back to see what Elliott said. Elliott can't build your customers for you. Use your own words—they are plenty good enough. And don't forget that you want Scott to drive out with the impression in the back of his mind that you are a pleasant, helpful sort of chap. You want to sell him that intangible thing, whether you sell him any tangible thing or not.

All right! You have broached the subject of the values of Three Star or Esso, and, remembering your principles, you have stated these values in terms of advantages.

Suppose Mr. Scott says, “Yeah, that's what they all say!” or, “Seems to me that all gas is alike!” or even, “Well, I've had pretty good results from Essex gas.”

Now, what are you going to say? Mr. Scott has thrown the ball right back to you. You have claimed something, and it's up to you to prove what you have claimed. You wouldn't accept mere claims of superiority; neither will Mr. Scott. Yet here he is, inviting you to prove to him that Imperial gasolines are better.

You have the proof. It is in the first part of this Section. But can you use it? It is there, lying flat on the pages, this static information. Can you lift this proof off the pages and make it perform for you?

If you wished to learn to play the piano, for example, you might read every book ever written on the subject, study all the theory in the world, but you still wouldn't be able to play a note on the piano. The only way in which you could learn to play would be to play—to practice! That's what you must do with salesmanship.

So tell Mr. Scott why Imperial gasolines are better and why he will like them better. Practice doing this. Do it over and over again until you have a real sales talk, based on the information and ideas you have learned. Only in this way can you make these ideas dynamic—put them into action for yourself.

You know the six advantages the customer wants. You know the nine specifications of Imperial gasolines which give him these advantages in greater, surer, more uniform measure than any other. Here is Mr. Scott before you—all the ingredients you can ever have or hope to have for a real piece of salesmanship. All that you lack is an effective presentation of these advantages and specifications—a lack you can easily supply by mastering this information and then putting it into your own words.

How One Imperial Salesman Built His Sales Effectiveness

Recently an Imperial salesman told a LaSalle field man his experience in developing his salesmanship. He said:
"I've always been greatly interested in petroleum products. By reading and studying the publications of the company and articles in trade journals, I acquired a knowledge of my products far beyond that possessed by the average service-station retailer.

"But this knowledge didn't stimulate much business until I realized that I wasn't using it effectively. I had a number of neighbors whom I had never been able to sell, and so I took these people one at a time and made believe that I was telling each of them what I knew about gasoline in general and Imperial gasolines in particular. In this way I got the facts I knew organized; I not only knew what I knew, but I also could tell others so that they would know it. It took quite a little practice to do this. I used to get before a mirror and make believe that the fellow in the glass was the prospect. In this way I saw how important the manner in which one sells can be—whether he is puckering his brow in an argument or is giving friendly advice.

"Well—this program did a number of important things for me: First, it sold me harder than ever on Imperial. Second, it helped me to round out my product information by filling in the weak spots. Third, it gave me the ability to put into selling words the facts I knew. And, fourth, and most important of all, it gave me the courage to go out and give these facts to actual people. A man who 'knows his stuff,' as the saying goes, isn't afraid to use it. It's the fellow who doesn't know it, or can't use it, who flinches."

Building Your Own Sales Procedure

Now, how did you come out with Mr. Scott? Remember this: If you didn't lay down the book and actually give Mr. Scott the facts about Imperial gasolines, it is yourself you have penalized. Dozens of Mr. Scotts, Smiths, Joneses, and others are going to come in contact with you. They all buy gasoline, and unless you are willing to 'rehearse' what you are going to say to them—know what you are going to say and how you are going to say it—well, you may never say it.

However, we are not dealing with penalties in this program. As an aggressive, clear-visioned Imperial salesman you are going to build your salesmanship on a sound foundation, and your days will be filled with experiences somewhat along these lines:

Your Sales Procedure in Action

Here comes a Mr. Jones. You don't know him or why he drove into your station. It may be mere happenstance; or he may have been seeing Imperial advertising, and the idea that perhaps Three Star is superior to the gasoline he is using has been slowly taking form in his mind. Or, again, some friend may have recommended it. Anyway, here he is, saying, "Five of regular." You reply:

"Five of Three Star? Yes, sir. Are you a regular user of Three Star, sir?"

Since Mr. Jones happens to be trying a new product, he is willing to say so and to listen to facts about it. He says, "No. Just thought I'd try it out to see if it's as good as you fellows claim."

Of course, he may say that he does use Three Star, or merely say, "Umph," in which case no harm has been done.

But let's suppose he is one of the inevitable new prospects who are always happening along and that he replies as above. In such a case you would say something along this line:

"You'll find it to be the best gasoline you ever put into your tank, sir?"

That's taking in a lot of territory and means nothing to Mr. Jones. He has heard such claims before and you know it. So you proceed to split up that general claim
into the advantages you know Mr. Jones is seeking, and use the three-step selling process to prove them and get him to accept them. You continue:

"Three Star will give you more mileage under the same driving conditions (advantage), because it is higher in antiknock rating than any other regular-priced gasoline. Therefore, it gives you smooth, steady power without the overheating which is a power waster (proof). Another reason why it will give you better mileage is because it's a balanced fuel especially made for this season (proof). Mileage is a pretty important feature these days, isn't it, sir? (Agreement.)

"Three Star is an antiscum gasoline also (advantage). It contains a special solvent oil, preventing the deposit of gum, which tends to catch and hold carbon around the valves and in the cylinders. This solvent oil also dissolves the gum deposited by inferior fuels (proof). That's a pretty important feature, isn't it, sir? (Agreement.)

"Three Star will also give you more power on the hills and on the getaway (advantage), because of its higher antiknock and antiscum qualities, and also because it is a perfectly balanced gasoline (proof). You can see that Three Star is not just an ordinary gasoline, can't you, sir?" (Agreement.)

"Individualizing" Your Sales

Of course, Mr. Jones probably wouldn't stand still and let you fire a continued broadside of sales talk at him. He would probably ask some questions based on your claims, and so on. No two people are alike, and probably no two of your prospects will react to your sales effort in the same manner. You would have to use tact and judgment in handling Mr. Jones in the way that would be most pleasing to him. If he is driving a new car, you would compliment him on it and claim your advantages in relation to his car. Thus:

The stranger who drives up to your station may be there through mere happenstance, but by treating him as a good prospect, you may win a permanent customer. Courtesy and salesmanship go a long way in building 100 per cent customers.

"You'll find Three Star will give you wonderful satisfaction in this splendid new car, sir."

In other words, the expert salesman always individualizes his sale to the prospect before him. On this point a good Imperial salesman says:

"You can't talk to a customer for ten seconds without gaining some very valuable clues on how to handle him. And a good salesman should always be alert to recognize these clues. For instance, you can always tell whether a customer is willing to talk or whether he feels that you are delaying him. Some customers want to do most of the talking; others merely want to listen. Some react immediately, and some let what you tell them 'soak in' and say very little.

"You have to sell these people one at a time, and since every fellow is interested only in his own affairs and advantages, you've got to 'figure them out,' so to speak, and order your procedure accordingly."
Selling Principles Never Change—

1. Comfort and Convenience

"The main thing is to know what you are talking about and to be able to impress your customer that you know it. One who can talk interestingly and has his facts ready to prove what he says will always find plenty of people to listen to him. The average motorist knows little or nothing about what goes into his car; and what little he thinks he knows is often wrong. When a motorist comes across a service-station man who really knows his stuff and who advises him in a friendly, interested manner, he is very much inclined to tie up to such a man's service station permanently."

Thus the qualities of tact and diplomacy are very
important in all your sales work. Principles of selling never vary. People are always interested in advantages and want claims of superiority proved; but the applications of these principles must vary to meet the ever-varying requirements of every individual customer.

So, to carry on your “rehearsing,” select a number of actual people whom you would like for 100 per cent customers at your station. Take them one at a time and decide definitely just what you will say to them—what advantages you will offer and how you will prove these advantages. This will be real training, and before you have followed the practice very long, you will find yourself putting this new salesmanship into actual practice at your station, and proving to yourself that you are tapping great, new sources of profit that the untrained salesman never knows exist.

Salesmanship and Your Competition

As has been emphasized and proved so many times in these pages, competition is largely between men. Assume, just for the sake of argument, that Imperial gasolines are not superior to their high-quality competitors. Even if this were true, you can still enjoy a decisive advantage over your competitors because of the quality of salesmanship you have been learning. If you practice this salesmanship and your competitor does not, you have a decisive advantage over him. One who can present the features of what he sells skillfully and convincingly will always win out over his competitor who cannot or who does not match his salesmanship.

Look around you at your competition and decide how much real salesmanship is pitted against you. You will be able to name competitors who are well liked and who have won the confidence of motorists; but you will find very, very few who are applying the sound principles of skilled salesmanship as a planned program.

Let’s say that there are five competitive factors in your merchandising set-up:

1. Prestige of the company.
2. Quality of products.
3. Personality of the salesman.
4. Service.
5. Salesmanship.

1. Prestige of the Company

Imperial Oil Limited is Canada’s largest and best-known petroleum company. It is the only company which operates nationally—from coast to coast. It is known to all as Canada’s own company, employing many thousands of loyal people in its widely diversified activities, and has by far the greatest dealer organization in the Dominion.

These facts have very definite sales values. Leadership in any business or industry always attracts patronage. The Imperial identification sign before your station is notice to the motoring public that they can drive in with confidence, certain to receive the full benefits and protection of Imperial policies and ideals. Thus, the prestige of your company brings business to you that you would not receive otherwise.

2. Quality of Products

In quality of products the best claim your competitor can make is “just as good,” never “better.” Therefore, if you look at the product competition in the most negative manner, you still enjoy “an even break.”
Study your products, learn their qualities, and you will sell yourself on their leadership.

3. Personality of the Salesman

A friendly, interested, helpful personality at your station is a factor entirely in your own hands. No competitor can make more friends than you, if you recognize the sales value of the personality factors and conscientiously cultivate them.

4. Service

Ranking with the personality factors as business and profit builders is the service at your station. This does not mean merely routine, matter-of-fact service, which is, of course, important, but the many special and helpful things you can do to build the confidence of your customers—make them feel that they receive expert counsel from you and can safely entrust the economical operation of their cars to you. And never overlook the fact that, in giving expert, smiling service, you are also uncovering opportunities for sales and profits.

5. Salesmanship

Now we are right up to the fifth factor, and the very worst score is an even one. Right here is where you can step out ahead with your skilled, trained salesmanship.

Prove to yourself how easy this is. What competitor knows the advantages and values the motorist seeks? What competitor can give the motorist an intelligent and convincing explanation of the factors that mean instant starting and long mileage, and then go ahead and prove that his gasoline will give more of these qualities than any other?

You can do this. You know what the advantages of Imperial gasolines are. You know how to present them as advantages. And you know how to prove your advantages convincingly.
The only way in which you can have a real race is when the other fellow runs. Look around you and you'll find that the vast majority of your competitors are not running. In short, any competitor who wins out over you on any of the five competitive factors you have just considered, wins by your own default. You hold the honors. Play them skillfully and you will see your gasoline sales steadily mounting.

And never lose sight of the fact that your gasoline sale is the entering wedge into all the other attractive profit opportunities at your station.

Cashing In on Free Service

Up to now your attention has been centered on sales of Imperial gasolines at the pump. There are many other opportunities for such salesmanship, a fruitful one being the opportunity to sell the customer who comes in for free service.

Free service is, of course, "free" only if you permit it to be so. Every motorist who comes in for free service must buy many things that cost money and pay profits. Therefore, whether or not he is a cash customer of yours, when he must buy, he is a good prospect.

Since this Section is devoted exclusively to Imperial gasolines, we shall not discuss all the other sales opportunities that the free-service customer presents, but keep mainly to the gasoline sale.

Here is the way one successful Imperial salesman handles his free-service opportunities. He says:

"Unless everyone at our station is busy with a buying customer, it is an ironclad rule that we must hustle over to the air-standard every time a free-service customer drives up to it, and take charge of the job.

"It is very important that this be done smilingly and with every evidence of willingness. This is one of our best opportunities to sell ourselves, and we take full advantage of it.

"The customer usually gets out of the car and follows around, thus giving us a chance to talk to him; and he feels a certain sense of obligation to us also. While I'm working, I always observe any needs of the car and call attention to them wherever indicated. I do not put on any 'sales pressure,' however, but rather strive to point out needs as a service. I've sold many Atlas tires by pointing out the dangerous condition of smooth rubber.

"If I decide that the customer isn't in a hurry, I always offer to check the battery, since this gives me a look at it, and at the cables, as well. This practice has made many battery and cable sales for me, along with a lot of battery service.

"I always find occasion to ask, if I don't know the motorist, whether or not he is a user of Imperial gasolines. This is better than asking what brand of gasoline he uses, because the question framed that way might indicate a willingness to serve only those using our brands.

"If I find that he is already using Imperial gasoline, I still give him a little sales talk on it, first, to keep him sold, and, second, to sell him the idea that we are well posted and in a position to give him real facts about his motoring needs. If he doesn't use our gasolines, and I can do so without seeming to 'high-pressure' him, I give him a talk on them and suggest that he prove their superiority for himself.

"I figure that in such cases he is using some competing gasoline merely because he happened to get started on it, and not because of any real knowledge he has of it, or for any particular loyalty to it. Therefore, if I point out advantages and superiorities of our gasoline, he is very likely to be impressed and inclined to give it a trial.

"In this way I have made many good Imperial gasoline customers for our station, and for other stations, also, to
say nothing of the added profits from other sales which have come through selling the advantages of Imperial gasolines.

"One has to use his judgment in doing all this. While I’m doing my selling, I always try to be busy wiping the windshield, checking the radiator, and so on, after I’ve finished rendering service on what he came in for."

The good salesman is resourceful. He is always looking for sales opportunities, always seeking to create sales opportunities. As this Imperial salesman says, the free-service customer offers many sales opportunities. He must buy many products and services that you sell. If you give him smiling, helpful, willing free service, he himself will create many opportunities for you to sell him the things he must buy.

Imperial Gasolines in Your Neighborhood—Development Campaign

Say that you are calling on prospective customers for your station, using your road maps and touring service as door openers. What do you say after the introductory courtesy part of your call is completed and the time for some salesmanship has arrived? Do you remark, "We’d like to take care of your motoring requirements, sir," or some similar general request? Generalized requests get generalized results, and sales are the most specific things on earth. To achieve them, you must make definite, specific offers.

Say that you ask:

"Are you a regular user of Imperial gasolines, sir?"

If he is, then you tell him of other definite, specific products or service you have for him. If he isn’t a user of Imperial gasolines, and since, as we have seen, gasoline is the door opener to his business, your job is clear-cut and specific. You must sell him on the advantages of Imperial gasolines.

You see, when you ask a prospect to give you some of his business, you are merely asking favors—begging, in fact. But when you tell the prospect of the definite advantages he will enjoy if he follows your advice and give convincing information that proves these advantages, then you aren’t asking for favors—you are conferring them.

Summing Up

In the first two Sections of this program you learned the basic principles of salesmanship as they apply to your business, and you saw these principles
opportunities to do so. Tell your friends, your business acquaintances, and your neighborhood prospects of the superiority of Imperial gasolines, and prove it with the facts you have.

Give this three-step plan a fair and honest trial. Remember that the general run of your competitors aren’t doing this. They haven’t the quality products to talk about, and they aren’t skilled salesmen. Therefore, you are sure to see definite, tangible results. All you need is a little faith in yourself and a planned campaign to begin with—the faith in the harvest to come that supports the farmer when he plants his seed; the faith that leads men to make sacrifices and put forth effort to gain abilities with the assurance that there will always be a reward for them.

A Self-Check

As before, you are given an opportunity to check yourself on the helpful information this Section of your sales-development program provided for you before you start work on the “Sales Opportunities” paper. If you have read and reread the material presented to you in this Section, and if you have tried to understand the practical importance of what you have read, you are now ready to take an inventory of what you have learned covering the sales values of Imperial gasolines. By answering the questions given you here and by looking up those you are unable to answer, you will fix in your mind the high spots of what you have learned.

Then continue to review your new knowledge and use it on your job every day. Be sure to brush up on parts which have seemed a bit hazy in your mind. You will find this an invaluable method of fixing what you
have already read so that you can use it daily in your customer contacts.

There are ten questions in this inventory; each counts ten points. Answer these questions one by one as you go through them for the first time and check those which you are unable to answer. To determine your grasp of the information given in this Section, add the number of questions you were able to answer and multiply by ten; the result will be your grade.

**Here Are the Questions**

1. Often customers, when reading advertisements on gasolines, come across the term “octane number.” How will you explain the meaning of “higher octane rating” to your customers? (Pages 8 and 9.)

2. Tetra-ethyl lead is present in both Three Star and Esso gasolines. What is the purpose? How does it affect the octane number? Does it directly or indirectly improve the performance qualities of your gasoline? (Pages 10 to 14.)

3. Oftentimes in explaining the balance of your Three Star and Esso gasolines to a customer, the action of your motor gasolines may be aptly compared to a team of horses—a comparison which you will find simple and understandable when explaining the values of your gasolines to your customers. Can you recall this comparison? (Pages 14 to 17.)

4. Every motorist wants certain advantages in the gasoline he buys. To determine just what those advantages are, many thousands of motorists were asked just what qualities they desired most. Pages 4 and 5 listed the six advantages which motorists have said they wanted. Write down—not necessarily in order—the nine values of, or specifications met by, Three Star and Esso which enable motorists using them to enjoy these advantages. (Pages 19 and 20.)

5. One of your customers tells you that a competitor’s gasoline ensures quick starting in winter weather because it is “better gas” in winter. “They make it so that it will give quick starting when it’s cold,” is the way he expresses it. What will you tell this customer about Three Star gasoline, featuring the fact that it’s “tailored to the seasons”? (Pages 22 to 24.)

6. Solvent oil is an important feature of Three Star and Esso gasolines. How will you explain the special advantages of this oil when telling your customer about it? (Pages 32 and 33.)

7. On page 51 you met Lewis Elliott, an alert salesman who used the three-step selling process to convince a new customer, John Scott, of the advantages of Three Star gasoline. How did he do it? What is Mr. Scott’s attitude likely to be toward Lewis when he drives out of his station? What eight facts in Lewis Elliott’s sale were important in building John Scott into a regular customer? (Pages 51 to 56.)

8. The gasoline sale is often the most important sales contact you make. Why is this so? Why is it important that you sell the new customer thoroughly on Three Star or Esso? (Pages 58 and 59.)

9. Imagine that you are talking to a motorist who tells you he is saving money by buying “bargain gas.” How will you point out to him that he is not actually making a saving? (Pages 59 to 61.)

10. Many salesman regard what is known as “free service” as unprofitable. Others claim it offers many sales op-
opportunities. One of the many advantages of free service, however, is the opportunity it gives you to offer the sales values of your products. Do you recall how one Imperial retail-station salesman used this time to increase the gallonage and profits at his station? (Pages 76 to 78.)

A Look Ahead

In this Section you have learned of the outstanding sales advantages of Imperial gasolines, and you have been given the methods by which you can effectively use these advantages in building the business and profits of your station.

The next Section will give you correspondingly interesting selling advantages of your motor oils, and also the selling methods which will equip you to ensure for these outstanding products the same leadership in your community which your trained salesmanship will now give your gasolines.