Harold Geddie
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STATION SALESMANSHIP

Section Four
Building Your Motor-Oil Sales

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BUILDING YOUR MOTOR-OIL SALES

This Section is to be devoted exclusively to Imperial motor oils. It will develop the outstanding selling advantages of Imperial motor oils for you and, equally important, you will be given the principles and methods by which you can turn these advantages into actual sales at your station.

As a starter, let's consider our friend Bob Morris, whom you met in Section One of this program. He is not making so much money at his station as he should make or as he would like to make. In talking the situation over with his friend the Imperial salesman, he learns that his average sales of motor oils are below that of Imperial dealers and stations generally, and, therefore, some action toward building his motor-oil sales is logically indicated.

The minute Bob begins analyzing his motor-oil sales, he finds out some very important and interesting facts.

The Basis of Motor-Oil Profits

He finds that his problem of building motor-oil sales and profits is divided into two very definite parts:

1. To sell more motor oil to each customer.
2. To sell more IMPERIAL motor oils.

Now let's consider the first factor in building your sales.

Selling More Motor Oil to Each Customer

When a motorist's gasoline gauge indicates that his car is running low on fuel, he begins to worry and, at
the first opportunity, he replenishes his supply. He does this because he knows his car will not run without fuel. Since gasoline is necessary to keep a car going, the amount of the supply is kept plainly before the motorist's eyes.

On the contrary, Mr. Motorist will not worry about driving as much as 500 or 1,000 miles with an inadequate quantity of motor oil in his motor or with oil contaminated by impurities to such an extent that it is causing irreparable damage to his motor.

The fact that he doesn't know the condition of or the amount of oil in his motor doesn't worry him, because no one in whom he has confidence and who can tell him facts in understandable and convincing language takes the trouble to bring these conditions to his attention.

That has been one of Bob Morris's shortcomings. He has considered a question along the lines of "How's your oil, Cap?" to be about the limit of productive salesmanship. Yet he knows that no motorist knowingly injures or shortens the life of his motor by starving it or by using gritty, abrasive oil.

Therefore, he realizes that he must plan his service procedure to make the greatest number of oil checks possible. This is the only way in which the careless or indifferent motorist can be told that his oil is in bad condition or that it is below the proper level.

Once he is convinced of this, Bob immediately runs into a flock of sales problems:

1. He must set up and adhere to the service procedure which will ensure the maximum number of oil checks not only at the pump, but also at the pit and air-standard.

2. He must know what goes on inside the motorist's car with respect to its lubrication so that he can intelligently and convincingly explain to the motorist the importance of correct and adequate lubrication, how to ensure it, and the penalties of neglect.

3. He must win the motorist's confidence so that the motorist will believe what he tells him and be guided by his counsel. He does that through good salesmanship and good service.

Here, then, immediately facing Bob Morris, are three important factors of salesmanship, which have been emphasized and illustrated in previous Sections. He must "know his stuff"; he must plan his salesmanship so that he can tell his "stuff" as often as possible (that is, create sales opportunities); and, lastly, he must offer his counsel in an obliging, tactful manner to win the confidence of his customers.

The Importance of Building Confidence

This quality of building confidence is of vital importance. Let's stop to illustrate it briefly. Say that for an oil change, a car requires five quarts of Imperial, at 30 cents a quart. That's $1.50. If the motorist changes his oil, as the car manufacturer recommends, every 1,000 miles (without considering replenishment), his oil is costing him one and one-half tenths of a cent a mile. If he runs this oil another 1,000 miles, he saves one and one-half tenths of a cent a mile, but he is using oil which certainly isn't doing his motor any good and which may be costing him considerably more in depreciation and repair expense.

Two motorists might be told exactly these same facts by two service-station retailers, and yet one of them might drive out feeling that he had been shown up as a chump for thinking he was practicing economy,
and the other feeling that he had received friendly, valuable advice. The only difference would be in the men who had conveyed these facts to the motorists—the facts themselves being identical. This is why that third factor—winning the motorist’s confidence—is so vitally important in all selling.

How Do You Stand on All Three Points?

Now, before we go forward to discuss the problem of selling more Imperial motor oils, let’s stop here a moment for a brief self-test. In other words, we shall put the spotlight on that word “service,” which, stated or implied, is a part of the name of your station, and we’ll see just what it really means from the standpoint of building your oil sales and profits.

It must be perfectly clear that the number of oil checks you make is a very important factor in the amount of Imperial oils you sell. What are you doing about this? Are you striving to make the maximum number of oil checks on the cars that drive into your station? If not, then here is a very definite and proved way in which you can increase your sales of Imperial oils.

Are you equipped with facts which will help the motorist understand the economy and safety of clean oil and proper levels? Remember, these are advantages—the things that the motorist buys—and the vast majority of motorists need to be told of these advantages. They need to be told of the positive advantages they will enjoy and also of the negative penalties they will incur through neglect.

Suppose a motorist drove into your station tomorrow and told you that this matter of changing oil is “all the bunk.” What would you say to him? What
do you really *know* about the importance of clean, fresh oil kept at the proper level, the *advantages* it will ensure, and also the other side of the picture, the penalties of contaminated, insufficient oil?

Sell this motorist out of his mistaken ideas; show him that it is not "all the bunk." And do it in a friendly, helpful manner that will win his confidence, make him want to come back for all his motoring counsel, and yet will not make him feel that he has been "shown up."

An Imperial retailer who has more than doubled his oil business told a LaSalle field man this recently:

"There is no subject on which the motoring public has more misinformation than motor oils, and no subject on which they are more in need of the right facts.

"One usually forms his own judgments of anything he can see or can see at work. If, for instance, a gasoline creates knocking or vapor-lock, the motorist knows this and can guard against that brand of gasoline in the future. He can also judge the value of a tire by the service it gives. But the lubrication of his motor is something he cannot see at work. Many motorists think that if the oil-pressure gauge shows the proper pressure, everything is all right inside the motor. Yet oil that is dangerously low, highly contaminated with dust sucked in through the carburetor and oil vent, and badly sludged will show up all right on the pressure gauge.

"I have won many customers and built a great deal of confidence in my advice merely by telling motorists this one fact—a fact that is known to every service-station retailer. Since the average motorist does not know the facts about his oil, it is up to us retailers to post ourselves on these facts and make it a part of our service to pass them on to the motoring public.

"If we retailers could increase our oil sales 50 per cent, we would not only make a lot more profit for ourselves, but we would also make a still greater profit for our customers—

The number of oil checks you make is an important factor in the amount of Imperial motor oils you sell. That's why it's so important to develop a definite service procedure that ensures the maximum number of oil checks.

in longer life for their motors and greater freedom from breakdowns and repair bills. We can achieve this sales increase and even surpass it by taking on the responsibility of giving our customers good lubrication advice."

**Selling More Imperial Motor Oils**

Returning to our friend Bob Morris, we now find him enjoying greater oil profits because he is making all the oil checks possible and giving his customers sound advice regarding the proper lubrication of their motors. Thus his ratio of motor-oil sales in proportion to his sale of Imperial gasolines has increased to a point where each gallon of gasoline sold means an increased profit, based, of course, on the additional oil sales made.
Then, too, more of his customers are keeping their oil at a proper level and changing it more regularly than before; and they are, of course, enjoying the advantages of better motoring, longer life for their cars, and economy, through less depreciation and repair.

Many motorists feel that as long as they have oil enough in the crankcase of their car to ensure circulation to all moving parts of the engine, their car will perform all right. They do not take into consideration that the oil reservoir of their car’s engine was designed for the proper quantity of oil necessary to supply the engine adequately.

Often the motorist does not realize that motor oil helps to eliminate heat. Bob explains that, when the quantity of oil in the crankcase falls below the proper level, the oil does not have an opportunity to cool properly, because it is in continuous circulation through the engine. Thus it suffers from excessive heat, losing its lubricating properties more quickly and increasing its consumption.

In going aggressively after this oil business, however, Bob quickly finds that there is a very definite class of motorists who cannot be reached by this procedure.

For example, here comes Dr. Smith, who drives a good car and to whom Bob has been selling Three Star for a long time. Bob asks to check the oil, but the doctor says, “No, never mind. I haven’t used anything but Acme oil for years.” Or, Tito, the market gardener, says to Bob, “Why should I pay you 30 cents for oil when I can get Whoopie oil for 20 cents and save a dime a quart?”

Thus, Bob Morris has encountered these two obstacles in his path to greater oil sales and oil profits:

1. The motorist who is loyal to some competing brand of oil.

2. The price buyer.

What is he going to do when he meets either of these obstacles? Back away from the sale and admit himself licked? Or is he going to attempt some real selling and win these customers over to his oils as they have been won to his gasolines? The latter, of course!

Selling Imperial Oils against Competitive Brands

To win these customers over to his oil, however, it is necessary that he again “know his stuff.” He cannot say to Dr. Smith, “Well, that’s good oil all right, I guess, but I’m sure you’d find Marvelube just as good if you gave it a trial. Marvelube is good oil.” The doctor isn’t going to change oils merely on that appeal, because Morris has not offered him any advantages to make the change. Thus, as you have seen, advantages must be offered if the customer is to buy. Nor would Tito consider the idea of paying 10 cents more a quart to be an advantage; more than likely he would consider it a disadvantage.

Consequently, in order to sell either of these customers, who are typical of a great field of profitable prospects for your oil, it is necessary that Morris have a good working knowledge of the qualities and properties of motor oils in general and of Imperial oils in particular. He should also be equipped to pass this knowledge on to his customers in a way that they can understand and that will be convincing to them.

Doubtless, you have a percentage of gasoline cus-
tomers at your station who buy their oils elsewhere. You can already offer them the advantages of safety and convenience—crankcase service, buying their oils where they buy their fuels and, at the same time, the safety of established brands sponsored by the Dominion's leading company, and so on. But these advantages obviously are not enough, for, in spite of them, your customers buy competing brands. Therefore, if you intend to change them over to your brands, you must stake the intrinsic values—namely, the superior values in service, the purity, and the uniformity—of your oils against the values of other oils. And you must use the three-step selling process in building your oil sales:

Advantage: You must claim that the superiority of Imperial motor oils provides the advantages your customer will buy.

Proof: You must PROVE these advantages, not by making still more claims, but by giving your customers facts which they can understand and which will be convincing to them.

Agreement: As a result of these ADVANTAGES and the convincing PROOFS you have offered, you must get your customers to agree to keep their crankcase filled with your oil.

In the following pages you will be given the brief, nontechnical facts about motor oils which you will need in order to prove the claims you make for the superiority of Imperial oils. You can use these facts to meet any competing claims and to prove the advantages you claim; and you can use them as an important factor in building your customers' confidence in you as a safe counselor on motoring problems, which confidence, you have seen, is so important in building the business of your station.
Part 2

THE VALUES MANUFACTURED INTO YOUR MOTOR OILS

Probably you have heard the old story about the countryman who, when the marvelous anatomy of the caterpillar was explained to him, exclaimed, "Gosh! I thought they were just fuzz and mush!"

The "anatomy" of the black, viscous crude oil which forms the basis of all petroleum lubricating oils is just as wonderful in its way as that of the caterpillar. In a drop of crude oil are to be found all the virtues and all the faults of every sort and brand of motor oil—from the oils which hold their body and give the motorist maximum safety, economy, and service, to the bargain (?) oils which break down under heat, which sludge, which form destructive carbon, and which are, as one indignant motorist expressed it, "a snare and a delusion."

A drop of crude oil is raw material, and, like any raw material, its value in its finished form rests on what has been done to it during the process of manufacture. A pound of pig iron may be made into horseshoes and be worth a few cents a pound, into horseshoe nails and be worth much more, or into hairsprings for watches and be worth thousands of dollars. The same is true with crude oil, although, of course, the spread of dollar values is not nearly so great.

The point to be stressed here is that the products made from both pig iron and crude oil do not gain their values merely in being found; they must be manufactured. On the skill and care put into this manufacture rest their real values.

Why Marvelube is the Best Motor Oil on the Market

Throughout this sales-building program emphasis has been placed on the importance of using the three-step selling process in all sales work: claiming an advantage, proving that advantage, getting agreement to the proof of the advantage. In building your oil sales, especially in winning users of competing brands to Marvelube, you must make claims for Marvelube—claims based on advantages, which, as you know from Section One, are what the motorist seeks and will buy. In order to make these claims "stick," you must prove them. You must give the motorist clear, logical reasons why Marvelube is a better oil than the brand he is using, either in quality, in the economy of a lower price, or in both. Part 2 of Section Four is, therefore, devoted to some of the nontechnical and easily understood facts about motor oils in general and about Marvelube in particular which will equip you with this proof and will enable you to pass it on to your customer.

Marvelube is the Purest Oil the Motorist Can Buy

If you should fill a crankcase with crude oil just as it comes from the well, it would lubricate the motor, but it would be so laden with wax, sulphur, various hydrocarbons of no lubricating value, and innumerable other miscellaneous "eats and dogs" that trouble would quickly follow.

Before oil can be sold as motor oil, therefore, it must be refined. Harmful and valueless substances must be taken out of it—substances which cause the oil to congeal at low temperatures or to break down at high temperatures, those which are unstable and thus cause sludging, and those which produce quantities of harmful carbon.

Now, this refining process is one of degree. That is, the crude oil may be refined to a point where all ex-
traneous substances except the ultimate "oiliness" of the crude itself are removed. This is possible in the laboratory (as proved by the colorless, odorless, tasteless "mineral oil" you buy in the drugstore), but it is not economically feasible for a motor oil.

**Determining the Quality of an Oil**

We might imagine an oil refiner saying to himself, "Well, I've taken enough impurities out of this oil so as to give the motorist a good enough run for his money and yet leave me a good profit." So he bottles or cans the dark brown or green-hued oil and claims for it about all the virtues under the sun. The motorist believes that the dark brown or greenish hue of the oil he buys is a characteristic of the oil itself. As a matter of fact, however, these colors are caused by the non-lubricating, sometimes harmful substances and color bodies which the refiner has not taken out of the refined oil. Perhaps he hasn't the equipment to do this, or perhaps he considers the finished oil "good enough."

Take a bottle or vial of Marvelube and hold it against the light alongside a bottle or vial of most competing oils in the same price class, and you can easily see that Marvelube is almost transparent while the other oil is practically opaque.

This means that Imperial Oil Limited has carried the refining process—the removal of nonlubricating and often harmful substances from the oil—far beyond the point where the competing refiner has left off as being "good enough."

**The Phenol Treatment Process**

The superior purity of Marvelube is due to the Phenol Treatment Process, a revolutionary advance in the manufacture of motor oils which was pioneered and perfected by Imperial engineers and chemists. Petroleum authorities throughout the entire industry give full credit to Imperial and its scientists for the discovery and development of this great advance in manufacturing methods.

The Phenol Treatment Process begins where ordinary refining processes leave off. Since, as you have seen, the color of a motor oil is due to unnecessary and often harmful substances in the oil, the fact that Marvelube, after it comes from the Phenol Treatment Process, is the clearest and most nearly colorless oil obtainable is proof that it is the purest oil that the motorist can buy.

A great many of the substances taken out of the oil by the Phenol Treatment Process are colorless, gluey substances. They look like oil and are soluble in oil, but they have no more lubricating value than molasses.

The Phenol Treatment Process is the most expensive step in the refining process because it eliminates up to 30 per cent of the bulk of the oil as it goes into the stills. Thus, nearly a third of the oil is removed and must be devoted to other uses. This is a greater percentage than is removed from any other oil. In many competing oils the substances which Imperial rejects are retained; in a number of cases solvents are used to help overcome undesirable properties; and in other cases the oil is treated to give it a lighter color. Marvelube is pure oil with the maximum amount of nonlubricating substances removed. It contains no solvents and is subjected to no bleaching process. Marvelube's color is the natural color of a pure product.
Ordinary Oil

Many motor oils contain undesirable substances and impurities which give them a darker color.

—Is Practically Opaque

We might compare the refining values of the Phenol Treatment Process and ordinary refining to the action of a vacuum cleaner and a broom. The broom takes off only the superficial or surface impurities, whereas the vacuum cleaner cleans all the way through.

Often motorists feel that a certain amount of dark

Marvelube

Marvelube’s clear, golden color is visible proof of its purity and lasting body.

—Is Almost Transparent

color in ordinary motor oil is a sign that it has “the stuff” necessary to make it stand up. In other words, a motorist often believes that a darker-colored oil has greater body and will withstand the abuse of engine temperatures better than a light-colored oil such as Marvelube. This, as you have just read, is not true. It is, therefore, important that you point out clearly
to such customers the true facts you have been studying. Explain that this idea is just as foolish as that of the woman who bought the noisiest electric refrigerator she could find because then she would be sure to know when the motor was running.

**Absolute Control Methods in the Manufacture of Marvelube**

In no refinery in the industry are to be found more scientific and exact methods of product control than in Imperial refineries. If you should visit the great refinery at Sarnia, for instance, you would see a large building filled with the most modern and advanced equipment and under the care of highly trained specialists. The absolute uniformity of Imperial motor fuels, lubricants, and other products is ensured by this equipment and the constant supervision of these specialists. Every step in every process is carefully checked and rechecked. No product leaves an Imperial refinery until it has passed the rigid specifications set up by Imperial engineers and chemists.

There are real sales values in these facts. Your customer is assured of receiving not only the best motors selling products that money can buy, but also products of absolute uniformity today, tomorrow, and always. There are no “off batches” under the Imperial sign.

**The Importance of PURITY in Motor Oils**

Now, just what is meant by and what are the real values of purity in motor oils? You have seen that motor oils possess both good and undesirable qualities. The object of refining, of course, is to preserve the good qualities of the oil and to remove the undesirable ones. Therefore, the measure of the purity of an oil is also the measure of its desirable qualities. This is why Imperial has produced and perfected the purest motor oil the motorist can buy at any price.

As you saw in Section One of this program, the motorist, or customer, buys advantages. These desired advantages are definitely known. They were learned through questioning thousands of motorists on the qualities they value the most in motor oils. After each advantage, or desired quality, has been stated, we shall examine it to show how the greater purity of Marvelube gives the motorist that advantage in greatest measure. We shall also explain, in non-technical terms, the properties of motor oils on which the desired advantages are based.

**Advantages the Motorist Seeks in Motor Oils**

It is, of course, self-evident that these motor-oil qualities would be necessary in a high-grade oil, whether the motorist had been questioned on the subject or not; but this research proved that the motorist is definitely conscious of the need for these qualities, and, therefore, that effective salesmanship should be based on stating the why’s and wherefore’s of Marvelube’s superior values in each particular.

Here are the advantages:

1. Long life.
2. High mileage.
3. Winter fluidity.
4. Low carbon formation.

1. **What Is Meant by Long Life**

Long life in a motor oil is measured by its ability to stand up. That is, an oil with long life will not break down under heat or in operation in the motor
to the extent of altering its lubricating values. Long life is the ability of an oil to give approximately the same safe and satisfactory lubrication during the last 100 miles of use that it does during the first.

Long life is a quality that the motorist has to take largely on faith, because there is no test that he or the service man can make which will demonstrate beforehand that an oil has this quality. If the oil breaks down or loses its lubricating values and thus causes faulty or inadequate lubrication, the damage is done before it is discovered. The motorist cannot see, or hear, or feel the oil at work in his crankcase.

Right here, let's digress for a moment to look into one or two related subjects which often need clearing up in the mind of the motorist—and also in the mind of not a few service-station salesmen.

Contamination of Oil Is Not "Breakdown"

All motor oils become contaminated by road dust, dilution, or soot, which find their way past the pistons and into the crankcase, or through the carburetor if there is no air filter or if it is not functioning properly. How fast such contamination occurs depends entirely on the mechanical condition of the motor and the service conditions under which it is operated. The extent to which contamination may remain in the oil and be circulated through the system depends on whether or not the motor is equipped with an oil filter, and also on the condition of the filter if there is one.

Any motor oil becomes thinner when it is warm; and, of course, when a car is driven into the station, the oil is warm. Also, oil will often become discolored
by the soot or soft carbon in it, which does no appreciable damage. It follows, therefore, that the usual “test” made by casually inspecting the test rod to see how thin the oil is, or how discolored, is of no particular value in determining the true condition of the oil.

It must be clearly understood that this contamination or thinning-out normally under heat is quite distinct from what is referred to as “breakdown” in the oil itself. The nature of poor-quality or relatively unstable oils is definitely changed when subjected to operation in a motor and the high temperatures encountered during operation. Such an oil rapidly becomes dark and tends to thicken and develop sludge. When this happens, the lubrication value is so seriously impaired that the oil may even clog the oil system and cause complete failure.

This is why the long-life qualities of a motor oil must be bought largely on faith—faith in the integrity and ability of the company sponsoring it to manufacture a long-life oil and faith in the retail-station salesman, based on his ability to give the motorist sound and understandable counsel on his motor-oil problems.

Long Life Is Based on the Stability of the Oil

The stability of an oil is its ability to resist breakdown under high temperatures and to avoid sludging. Breakdown of an oil is caused by the undesirable substances which have not been taken out of it at the refinery. Naturally, therefore, a pure oil is a stable oil, and since the superior purity of Marvelube can be seen, it is evident that it is a highly stable oil. While the stability or long life of an oil cannot be proved by any test that can be made at the station, it can be

reasoned logically that the purer oil is the more stable and offers the longer life. Marvelube has demonstrated this fact in the laboratory; you can demonstrate its superior purity and explain the effect of purity on its long life.

Marvelube Resists Sludge Formation

You have heard the term “sludge” used to describe almost any substance that may be found in the crankcase or in other internal parts of the motor. Because it is particularly related to the long-life characteristics just discussed, we shall deal with this term fully at this point. Just what is sludge?

When you start a cold engine, especially in winter, and gradually warm it up, a few drops of water are
formed in the crankcase due to the condensation of water vapor which finds its way past the piston and strikes the cold walls of the crankcase. This water vapor is formed in the engine by the burning of the motor fuel, and evidence of it may be seen in the water dripping from the end of the exhaust pipe when a cold motor is started.

There is also the natural condensation which takes place in the crankcase due to the changing temperatures caused by the operation of the engine. As the engine starts and operates, the crankcase becomes warm, and drops of water, formed on the inside, come in direct contact with the motor oil.

The Damaging Effects of Sludge

Such water in the crankcase mixes with the oil and with such contaminating substances as road dust, soot, and so on. It then either settles to the bottom of the crankcase, doing no harm, or forms a black, buttyer mass which not only sticks to the oil screen and other parts of the motor, but also is circulated throughout the oil system to a certain extent. This ultimately clogs up oil lines or piston rings and starts a chain of more or less serious trouble in the motor.

The tendency of an oil to form sludge is directly related to its stability. An oil that breaks down as a result of working in the motor at high temperatures and mixes readily with moisture and impurities will form sludge. Since Marvelube is an oil of high stability due to its purity, you can offer it as an antisludge oil, and you can prove that this is so by stating the above facts.

There is another important factor in connection with the formation of sludge which the service sales-

man should know and which he should counsel his customer on. As pointed out, when a cold motor is started, considerable moisture is condensed on the cold surfaces of the motor. As the motor is heated to its normal operating temperature, however, this water vaporizes and escapes through the exhaust.

It sometimes happens, however, that the motor is shut off before it has run at its normal temperature long enough to vaporize this water, which results in the water staying in the oil and forming sludge. The story is told of the badly sludged motor of a fire truck, and how this condition was blamed on the oil. It was found, however, that the motor was tested each morning for a minute or two, just to make sure that it would start. Consequently, the motor was not run long enough to reach a temperature that would vaporize the condensed water, and the water kept on building sludge in the oil. When new oil was placed in the crankcase and the motor run each morning long enough to bring the temperature up to normal, the sludging difficulty immediately disappeared.

Thus, if you should have a complaint of sludging, you will almost invariably find that a practice is followed of stopping the motor before it has reached its normal temperature—as in the case of a car which is used for only a block or two. Tell your customer always to use Marvelube and to be sure to run the motor long enough to bring it up to normal temperature, and he will never be troubled with sludging.

It is interesting and impressive to note that in the burning of five gallons of gasoline, six gallons of water vapor are formed, so you can see how necessary it is that the motor be given the chance to vaporize the
moisture formed when it is cold and to drive it off through the exhaust.

2. What Is Meant by High Mileage

High mileage is the ability of an oil to give satisfactory and safe service without the necessity of frequent and expensive replacement. The mechanical condition of the car and the conditions of service are, of course, important factors which influence the mileage of oil. Some oil is normally lost in the form of vapor escaping from the breather pipe, and there is often some mechanical leakage around joints in the crankcase or at the point where the crankshaft passes through the rear end of the crankcase, as can be observed in the streaks of oil on highways where cars travel at high speeds.

Speed of driving has more effect on oil mileage than, perhaps, all other factors put together, but in dealing with high mileage of an oil alone, two things must be kept in mind as of primary importance:

1. The ability of an oil to hold its body.
2. The ability of an oil to withstand high temperatures.

An Oil Must Hold Its Body

The oil must hold its body and not thin out abnormally at the high temperatures encountered in the motor, particularly on the cylinder walls where a seal must be maintained by the oil film between the cylinder walls and the piston rings to prevent “blow-by” of either burned or unburned gasoline into the crankcase, and to prevent the passage of excessive oil from the crankcase up into the top of the motor where it would be burned and wasted and, possibly, deposited there in the form of carbon.

Assuming that a correct consistency, or S.A.E. grade, of oil is used, this value of holding its body is measured by the viscosity index of the oil.

An Oil Must Withstand Heat

The oil must be able to withstand the heat of the motor without vaporizing. This quality is measured by the flash point of the oil.

Explaining the Viscosity Index

All oils will thicken to some extent under low temperatures and thin out under high temperatures; but there is a wide range of difference among oils in this respect. The question of real importance is how much an oil changes in body when subjected to changes in temperature. Engineers have worked out a definite measuring stick to gauge this characteristic and to measure definitely this difference between oils. This measuring stick is known as the viscosity index.

Let’s assume that a certain oil will get thicker under low temperatures and thinner under high temperatures—in other words, change more in body—than any other oil. Naturally, it would be the most undesirable of all oils, and, therefore, be given a rating of zero on the viscosity-index scale.

Now, let’s assume that we have another oil that resists thickening under cold and thinning out under heat better than any other oil—in other words, changes least in body. This would be the most desirable oil; and this type would be given a rating of 100. This scale does not cover the entire range of the viscosity index, however, and may be likened to the scale on a thermometer which, of course, has degrees both below
zero and above 100. The present method of determining the viscosity index of an oil is coming into general use and is recognized by most of the oil companies.

A good winter oil must have a viscosity index of 90 or over in order to give satisfactory cold-weather service. Marvelube's viscosity index is well over this number and will compare favorably with any oil in its class on the market.

The Meaning of Flash Point
The flash point of an oil is the temperature at which it starts to give off sufficient vapor momentarily to
ignite when a flame is passed over the surface of the oil. This test is made by standard methods. Any oil will, of course, burn in the presence of flame, but an oil with a good flash point will resist the vaporization effect of the heat developed in an operating motor. Marvelube has an exceedingly high flash point and is thus able to withstand high engine operating temperatures.

Why Marvelube Is a High-Mileage Oil

The tendency of an oil to change its body unduly under different temperatures and to vaporize under high temperatures is largely measured by its stability, which, as you have seen, is measured by its purity—the absence of foreign or contaminating substances left in the oil.

During the process of its manufacture, and particularly in the Phenol Treatment Process, Marvelube has had those undesirable elements extracted from it which, if present, would cause the oil to have a poor viscosity index, and would affect consumption. During the oil’s manufacture it actually has had to meet and withstand temperatures and pressures far in excess of those encountered in the motor of any customer’s car.

Because of this uncanny ability to “take it” under extreme conditions, Marvelube maintains the necessary protecting film of lubrication and at the same time gives the motorist the advantage of high mileage to an extent unequaled except by a few of the very best premium-priced oils, and far better than many competitive regular-priced oils.

Some Important Facts about High Mileage

One often hears a motorist congratulating himself that either some brand of oil requires no make-up to maintain the full level between drainings, or that his car “uses no oil at all.”

In either case the car is not being properly lubricated, and, as the least of his troubles, the motorist is heading almost certainly for excessive oil consumption in the future when friction due to inadequate lubrication has worn down the cylinder walls and pistons.

Naturally, in a properly lubricated motor—one oiled to the full stroke of its pistons—some oil is left on the upper cylinder walls; and this oil burns in the presence of the flame of the burning charge. Therefore, a very definite consumption of oil is indicated if the motor is to be properly lubricated and undue wear avoided. Authorities differ rather widely on how much this consumption should be, and there are also the variables of
mechanical condition, speed of driving, viscosity of the oil used, flash point, and so on. It is safe to say, however, that in a motor in ordinary, good condition and operating at today’s driving speeds, the consumption of oil should not be less than one quart per 1,000 miles.

High Speed Is an Important Factor in Oil Consumption

Your customer should understand that the relatively high speeds of modern cars is a very important factor in the consumption of oil. A fast-running engine means that more heat per minute is given off by the burning of the gasoline—more heat than can be carried away by the cooling water. A hotter engine means hotter oil, and all oils become temporarily thin when hot. A fast engine means pistons working up and down extra fast—so fast that the lower oil control or “scraper” ring on the piston cannot do its job properly. The duty of the scraper ring, remember, is to prevent too much oil, which is continually being splashed onto the cylinder walls, from getting past the piston and then being blown out the exhaust and lost.

The following are the most important places in an automobile through which the oil can and actually does disappear:

**Joints of stationary parts**, such as a loose drain plug at the bottom of the crankcase, a leaky gasket joint between the upper crankcase and the lower oil pan, and other engine joints.

**Points where moving parts of the engine pass through the crankcase wall**, such as front and rear where the crankshaft emerges, camshaft bearings, etc.

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This test was made on the laboratory dynamometer. The rear wheels of the car were mounted on rollers, which were in turn connected to a large dynamometer that absorbed the power. The car was operated at the speeds shown by the points on the curve. An air draft, varied to correspond with any given car speed, was directed against the car radiator to simulate driving conditions. Such test conditions give more accurate results than road testing because (1) there are no variations in speed due to traffic conditions, (2) speeds can be accurately maintained, (3) there are no variations in air speed or temperature.
Crankcase breathers through which oil mist and vapor can and do pass.

Cylinder walls where oil works up past the pistons and out the exhaust.

It is obvious that at high engine speeds, with the oil pump working harder, the whirling crankshaft dashing greater quantities of oil against the inside of the crankcase and against all places such as joints, breathers, etc., where oil can escape, the suction behind the crankcase tending to draw the oil mist out—all these cause higher oil consumption.

How great this increased oil consumption may be can be seen graphically on the chart on page 33.

Importance of Proper Lubrication

If the consumption is half the amount it should be or, as so many motorists boast, none at all, then the oil being used is too heavy. An Imperial retailer who has given a lot of attention to this problem says:

"Too many motorists are driving 1935 and 1936 cars under today's conditions and still thinking about their oiling problems in terms of 1925 cars. Here is what is happening in thousands of cases:

"The motorist who has a modern car with its tight clearances starts out using too heavy an oil. As a result, he is pleased to note that he isn't using any make-up oil between drainings. The reason he isn't is because his cylinders are not being properly lubricated. This, of course, results in rapid wear of rings and walls, and pretty soon he notices that he is using a lot of oil.

"To overcome this condition, he goes to a still heavier oil, one that is too heavy to lubricate properly under the wider clearances that friction has created. And so the process begins all over again, until the time comes when he 'cusses out' his car as an 'oil pumper,' or concludes that 'they aren't making as good oil as they used to.'"

"My experience and observation of a great many cars have made me firm in the belief that service people are recommending and allowing their customers to use oils which are too heavy. There is no need for this, because the danger signals are always easy to see. If, for example, a customer tells you that his car uses no make-up oil, or you find from the service record tag that it isn't using any, that is your cue to do some real educational selling, following the company's recommendations as given in your Imperial chart of recommendations.

"This selling isn't hard to do, because you have the advantage of logic on your side. You can easily prove that a motor must use up oil if it is to be properly lubricated and protected against undue wear. In giving this sort of counsel, you will not only do the motorist a big favor in showing him how to lengthen the life of his car and save himself money in the long run, but you will also do yourself a favor by selling the proper oil—according to your company's recommendations—for lubricating his motor and thus create the sale of additional quarts between drainings."

A Real Opportunity for Confidence-Building Salesmanship

From the foregoing facts you can see that "high mileage" is a somewhat elastic term. Motor-oil consumption should be no higher than that which ensures the proper lubrication of the car. An oil which has an unsatisfactory flash point, or which breaks down under heat, will, of course, give poor mileage even though the proper S.A.E. grade is used. With the use of a high-grade oil like Marvelube, however, there should be a definite consumption of oil.

Here is a real opportunity for confidence-building, educational salesmanship. With the many thousands of new cars coming into use, with their higher compression ratios and their clearances of ten-thousandths of
an inch, the lubrication problem is assuming greater and greater importance. The motorist must be educated to the need for lighter oils than he has been using in the older cars. In telling him why this is so, you will be very definitely solving that third problem (set up on page 3) of building the motorist's confidence to the extent that he will believe what you tell him and he will be guided by your advice and the advice of your company's lubrication engineers.

3. Winter Fluidity Means “Easy Starting”

One of the most important advantages in a motor oil sought by the motorist is easy starting in cold weather, especially in latitudes subject to extreme temperatures. Some motor oils will congeal under subzero temperatures to such an extent that they practically become solids. This causes a destructive strain on the battery in turning the motor over.

You saw that viscosity index is the measure in which oil changes its body under changes in temperature. You saw the importance of a good viscosity index in preventing undue thinning of the oil under heat, or on the “hot end” of the scale. It is equally important on the “cold end” in preventing undue thickening under low temperatures.

The “pour point” of an oil is the lowest temperature at which it will pour, or, rather, flow to the pump. The pour point is very important as a factor in easy starting, but not in just the way that the average motorist thinks.

For example, the pour point of an oil may be plus 10; that is, it will flow to the pump at 10° above zero. At zero it would be practically solid. Yet the motor might start easily with such oil in the crankcase. This is because different types of oils have different properties at low temperatures. We can illustrate this by comparing these oils, one to a cup of butter, which would be solid at zero, and another to a cup of molasses, which would still flow sluggishly at the same temperature.

It would be natural to assume that the “molasses” oil would give the easier starting, but if you should run your finger over the hard butter, you would find it still slippery, whereas the molasses would be extremely sticky.

Thus an oil with a very poor pour point may give easy starting because of the oil that has been left on the bearings of the motor from the previous operation. With such an oil these thin films of lubrication are quickly exhausted and the bearings will run without lubrication until the congealed oil in the crankcase warms up enough to flow to the pump.

On the other hand, certain oils may flow to the pump immediately, but they are so sticky that they put a fatal strain on the battery; thus, the demonstrations one sometimes sees at service stations showing the fluidity of an oil under low temperatures are meaningless from a practical standpoint. Even though such oils may flow to the pump immediately, it often happens that the pump cannot force the sticky mass through the oil lines in sufficient quantities to supply lubrication to the more remote points, which is immediately necessary if wear is to be prevented. The ability of an oil to begin immediate lubrication throughout the motor is called “pumpability,” and is a very important factor in winter operation of the motor.
Easy Starting plus Pumpability

Summing up these facts, we see that there are two important factors involved in satisfactory winter operation of a motor: easy starting and pumpability, or the quickness with which the oil reaches the bearings. Easy starting is dependent on the viscosity of the oil. Pumpability is dependent on both the pour point and the viscosity of the oil.

Marvelube—the Oil Which Offers Both Advantages

Marvelube has been developed and is manufactured to give the motorist both of the foregoing advantages—easy starting and pumpability. Marvelube in the various S.A.E. grades will vary in the temperature at which the motor may be easily started and the temperature at which it may be pumped, but each grade will compare favorably with the corresponding grade of competing oils or even of premium-priced oils. The two most commonly used cold-weather grades of Marvelube—Marvelube “Ten” (S.A.E. 10; 10W) and Marvelube “Twenty” (S.A.E. 20; 20W)—will permit easy starting of the motor and begin pumping to the wearing surfaces promptly at temperatures well below zero. It may be noted here that manufacturers of certain well-known cars recommend the use of S.A.E. 10 or 20 oils in summer, so that the high viscosity index of Marvelube 10 and Marvelube 20 is of unique advantage in driving such cars under summer conditions.

No competitive oil can offer more easy-starting value than Marvelube, and many oils fall far short of it in this important advantage. Nor does Marvelube sacrifice the vitally important advantage of pumpability to easy starting. Careful laboratory tests have proved that Marvelube is not exceeded by any competing oil in the ability to begin lubrication immediately on the starting of the motor; and it ranks far higher in this respect than many of them.

A Real Selling Opportunity

When you look at these demonstrated facts from the standpoint of their sales values, you immediately realize that they present an opportunity for real salesmanship, and also the responsibility of giving your custom-
ers the proper counsel on their lubrication problems so that they will get maximum economy, satisfaction, and safety. Thus you have convincing facts to present to your customers during the cold seasons when easy starting is of first importance. You can say, for example:

“Mr. Motorist, no other oil will give you easier starting these cold mornings or ensure quicker lubrication of your cold motor. I’ll tell you why: Even at zero and below, Marvelube flows because of its low pour point, and it flows freely because of its high viscosity index.”

Then, when you go ahead and tell him how easy starting at the cost of delayed lubrication can endanger his motor, you are giving him counsel which will win his confidence in you and in Marvelube, and serve as another important step in building him into a 100 per cent customer for your station.

4. Marvelube Is Low Carbon Forming

Motorists are usually quite conscious of their carbon problems because the presence of it in the motor creates considerable trouble and occasions expense in having it removed. Therefore, whatever counsel you can give them on this point will be of interest and will be appreciated.

The Facts about Carbon

There are three kinds of carbon produced by motor oils:

1. A dry, sooty type: This is similar to the soot or lampblack deposited by a flame held against a piece of glass. This type of carbon has little or no effect on the motor or its operation, and it is nearly all blown out with the exhaust, or is washed down into the crankcase with the oil where, as a rule, it does no harm.

2. A scaly, curly type: This is a harmful type of carbon. When deposited, this type resembles large numbers of tiny clamshells. The waferlike edges of these scales become red hot when exposed to the heat of the combustion chamber and cause pre-ignition and knocking. It is this type of carbon that sometimes causes the motor to run after the ignition is turned off. This carbon, because it builds up, leads to severe detonation. It breaks off and wedges under valves, causing them to hold open and to burn and warp, which leads directly to lost power and sluggish performance.

3. A coarse, granular type: This carbon resembles black granulated sugar and is also harmful. It breaks off from its deposits and wedges between the pistons, rings, and cylinder walls; because of its highly abrasive quality, it causes rapid wear and scoring.

Different types of crude oils, under ordinary refining methods, produce varying quantities of these kinds of carbon due to the foreign and nonlubricating substances they contain. It is obvious, therefore, that the purer the motor oil is, the less carbon it will form, since there will be less carbon-forming substances left in it.

Since Marvelube is demonstrably the purest oil on the market, as proved by its clearness, you are justified in telling your customer that Marvelube is a low carbon-forming oil and will thus ensure better motor performance, better protection for his motor, and greater freedom from repair and overhaul expense.

Marvelube Gives the Motorist the Advantages He Seeks

In the preceding pages no attempt has been made to give you anything in the nature of a complete description of all the qualities and advantages of Marvelube, but the advantages which loom largest in the motorist’s mind have been discussed so that you will
be equipped to suggest them to him and then prove that he can secure them all in Marvelube.

Long life, high mileage, winter fluidity (easy starting and pumpability), and low carbon formation will probably meet 99 out of 100 of your motor-oil advantage requirements. If you sell these four advantages to the motorist, you will seldom, if ever, need to suggest any others.

You Have a Real Selling Job to Do

Never lose sight of the fact that you have a real selling job to do in building your motor-oil sales and profits. Remember that many millions of dollars have been spent to sell the motorist the idea that he must pay a premium in order to get good oil for his motor and that certain basic types of oils are better than others. In the past, when oils took their advantages and disadvantages straight from the oil well into the crankcase, these claims were mainly true, and public acceptance and buying habits have been largely built on them.

But such claims are not true any more. Marvelube has blazed a new trail in motor oils. Ways have been developed and manufacturing processes perfected to create a motor oil that now gives the motorist the maximum of the advantages he wants with the minimum of the disadvantages he has been obliged to accept in order to enjoy these advantages. The responsibility of telling the motorist this good news rests on your shoulders. You must tell him that the great advances made in gasolines have been paralleled in motor oils—that just as he can get a premium gasoline at a regular price in Three Star, so he can get a premium motor oil at a regular price in Marvelube.

---Greater Protection from Repairs

Your customer cannot buy a better oil than Marvelube at its price; indeed, he may pay a premium for an oil no better or not so good. Imperial has furnished you with a product that will meet all competition and will make good all your claims for it. You have been given the facts about Marvelube in simple, nontechnical language—language that your customer will understand when you pass the facts on to him.
If you will really sell Marvelube—show the motorist that it offers him all the advantages he seeks and equip yourself to tell him how it offers these advantages—you will be surprised at the ease with which you can build your sales. Today most of the salesmanship behind all motor oils is merely the advertising done by the company and the display at the station. Thus, when you step out and do a real selling job, you automatically place yourself far ahead of your competition. And you gather the sure rewards that always go to aggressive salesmanship in contrast to the poorer rewards of mere vending.

Polarine—the Best Motor Oil in Its Class

Throughout this Section the interest has been centered wholly on Marvelube, because this is the oil that you should sell in the field where the vast percentage of all sales are made.

Polarine has a large following among those who have used it for years and who have found it to give satisfactory service. While it does not offer advantages in the same measure that Marvelube does, there is no better oil in its class, and you can recommend it to those who feel that they must use a lower-priced oil than Marvelube.

With Polarine you can meet most of your price competition—all that is worth meeting. Advantage for advantage it will compete favorably with many competing oils sold at a higher price; and at the same price Polarine has no superior.

Thus if you go aggressively after the oil business in your radius, you need pass up no opportunities on account of price. As a matter of fact, your salesmanship can win the majority of so-called price buyers to Marvelube when the real values of oil are understood by the motorist. But where price must be a consideration, Polarine will give you a “fighting oil” that needs to give no advantage to competition.

In the next part of this Section we shall go forward with a discussion of the ways and means by which you can effectively present the advantages of Marvelube to your customers, giving a number of tried and proved methods that are working out successfully in actual practice at many service stations and that you can easily adapt to your own salesmanship for your own profit.
Part 3
SELLING YOUR IMPERIAL MOTOR OILS

In the first part of this Section you saw that you have two definite opportunities to build your motor-oil sales and profits: first, to sell more motor oil to your customers, and, second, to sell more Imperial motor oils; that is, to sell your customers on the advantages of using more oil and to win to Imperial oils motorists who are now using competing brands.

Here are two distinct kinds of salesmanship. In the first case it is educational salesmanship based on counsel to the motorist who is already sold on Imperial oils. In the second case it is salesmanship based on the comparative values of competing oils. We shall take each of these sales problems and discuss ways and means of developing an effective selling procedure.

The First Step to the Oil Sale

As emphasized in the first part of this Section, the first step in the oil sale is the oil check. The motorist may have a general idea of how far his oil has run, but he doesn't know its level until it is checked. If there is a tag under the hood, the only way to see it, and thus to check the oil, is to get the hood up. Therefore, your oil sales will be measured very definitely by the ability you develop in increasing the number of your oil checks. On this point an Imperial salesman says:

"I learned long ago never to say to the customer, 'Oil O.K., sir?' This would be on a par with the salesmanship of the fellow who says, 'You don't want anything today, do you?' Instead, I always say, 'I'll check your oil for you to be sure it's safe,' and then give the customer an oppor-

portunity to decline before I actually start raising the hood, although I am ready to do it when I make the offer.

"If he tells me not to bother, this is a situation when I must use my judgment. If he seems to be in a hurry, I merely smile and say, 'Yes, sir,' and let it go at that. If things look right and he doesn't seem to be in a hurry, I may say, 'I suppose you use Marvelube as well as Three Star, sir?' This gives me an opportunity either to say, 'It's a fine oil, isn't it, sir?' or, if he uses some other brand, to hand him whatever literature I might have and to say a few words about Marvelube.

"My experience has been that the most important thing in building oil sales is tact—that is, the ability to determine the best course of action to take with each customer. Never force your sales efforts on anyone. Never stop your service to talk, unless your judgment tells you that the customer is interested and wants to listen. You can make anyone listen, but to make him listen against his will is merely to antagonize him."

On this problem of selling the oil check, another good salesman says:

"The best way to sell an oil check is through a standard service procedure. If the customer notes that he is receiving a snappy, businesslike routine of service, he will regard the raising of the hood as a part of that service.

"The big advantage of this idea is that you can do your selling while you are busy, and thus the customer will not feel that you are delaying him. For instance, while you are wiping both sides of the windshield, you have plenty of opportunity to sell, and if you are putting snap into your work and maintaining a smiling, courteous attitude, this will not be resented."

Adapting Your Procedure to Your Customer

Of course, in many cases the customer who drives in is an old friend. You may have gone to school with him or belong to the same lodge. But no matter who
or what he is, it is just as important that you check his oil and help him get the utmost satisfaction, safety, and economy from his car as it is that you check the oil of a prosperous-looking stranger. You see, principles never change; only their application changes to fit the circumstances. That is what makes salesmanship so interesting and so profitable to one who really puts into it the thought and effort that any important undertaking requires.

Remember, too, that checking the oil is not merely an attempt to sell a quart or two of Marvelube, or at most, an oil change. It is also an attempt to place an entering wedge into the making of, first, a customer who will use enough oil, and, second, a customer who will use nothing but Imperial oils in the future.

Opportunities for Oil Checks

An Imperial salesman in Ontario says:

“There are more opportunities to check the oil and to make sales at the pump than anywhere else, but these are not necessarily the best opportunities. I have found the air-standard to be a very profitable place to sell motor oil.

“In the first place, at our station we always make it a point to help the motorist who comes in for free air, because this is our opportunity to impress him with the fact that we are glad he came in and are eager to serve him.

“In checking the tires, we also have a fine opportunity to inspect them, and many of our Atlas-tire sales are made to people who come in for air. Incidentally, we also sell lots of valves.

“When the tires are checked, we say, ‘I’d better check your battery, too, while you are here, and also your water and oil, so you’ll be all set.’ Nine times out of ten no objection is made to this idea, with the result that we sell a good measure of battery service, batteries, and cables to people who had no knowledge of their need when they came in.

“When we check the oil, we always look for the tag, and if there isn’t one, we always put one in, saying something like this, ‘I see you haven’t a record tag; I’ll put one in for you.’ In filling out the tag, we ask the customer’s name and address (if we don’t know him) and how far his present oil has run. If he has a tag, of course, we get this same information from it.

“The big idea behind all this procedure is to get us into helpful, friendly contact with the motorist, so we will have ample opportunity to talk to him while we are working. Whatever selling we do is always done as a service and not as an effort to sell something.

“For example, a lady drives in, and the oil check shows that her oil has run over 1,000 miles and is below the proper
level. Of course, we can say, 'You need two quarts of oil,' or, 'You ought to have your oil changed,' but that isn't the best way to sell. What she needs is a little education on the oiling of her motor. If she is told about the effects of dirty, contaminated oil on the bearings and cylinders of her car, she will accept this as good advice, rather than as an attempt to sell her something. If and when she decides to do something about it, you can tell her about the Marvelube you are putting in—it's purity and good qualities—so that from then on she will always buy Marvelube.

"The same ideas will apply to anyone who comes in to the air-standard. The motorist usually has time to talk and is willing to receive good advice on the safeguarding of his investment in his car.

"To sum up this whole situation: I see salesmen everywhere, hunting up people to talk to and then having to do a real job of selling every one of these people in order to make a living. In a retail station our prospects come to us; we can observe their cars and their needs. We know more about these things than they do, and all we have to do is to give them good, friendly counsel and information, and they will buy. Of course, you can't sell everyone, but if, as a result of these ideas, you sell one out of ten, you're just that much ahead of where you would be if you gave service as a mechanic or a hostler, instead of as the man the motorist wants to turn to for help in getting the best out of his car."

This salesman has been quoted in full, even though he has wandered somewhat off the subject of oils, because he has stated some very important principles to which every Imperial salesman should give earnest consideration.

It's All in Your Viewpoint

How do you look at your air-standard? Do you regard it as a place where your customer gets "free" air, as equipment which is necessary but unproductive to your station, or as a service which gives you an oppor-

portunity to make friends, give good counsel, and make sales?

Let's just imagine a conversation that might take place at an air-standard between Don Lewis, wide-awake Imperial salesman, and Mr. Emerson, a motorist who drops in occasionally for Three Star and who has come in today to have his tires checked. Lewis gives this service and then, following the example of the Ontario salesman, checks the oil:

Lewis: "The level's O.K., Mr. Emerson (Lewis got his name from the tag), but I notice that this oil has run over 1,500 miles."

Emerson: "Oh, yes. That's all right. The fellow who sold me that oil said it was good for 2,000 miles. It's great stuff, too; I haven't had to put in a drop of oil since that was put in."

Lewis: "Practically any good oil will lubricate your car indefinitely, Mr. Emerson. Oil doesn't wear out in the sense that clothing wears out. But it does become contaminated and filled with impurities sucked in through the carburetor and in other ways. That is why motor manufacturers recommend that oil be changed at least every 1,000 miles. Many of these impurities are abrasive, scratch the cylinder walls and rings, and create undue wear on the bearings.

"I notice that your car is pretty dusty, probably because you do quite a lot of driving on gravel. This means that you are kicking up a lot of sharp dust, some of which is bound to get into your oil. If we should drain out your oil right now and let it settle overnight, we'd find in the bottom of it a certain amount of gritty impurities that certainly aren't doing your motor any good. No doubt you read in the papers about the dust storms in the West putting motor cars out of commission and ruining some of them. That is what is happening to cars all the time, only of course on a slower scale. I imagine that a day's fast driving on a gravel road would be equal to an hour of one of those Western dust storms. So you can see what is happening when oil is run too long."
As a Place for "Free" Air for Customers?

Emerson: "By Jove! I never thought of that. It does sound reasonable. But isn't that what the oil filter is for—to take out all this dirt?"

Lewis: "A good filter will take out most of the dirt, but it can't get absolutely all of it. I see your car has done a little over 30,000 miles. How many times have you had your filter changed?"

Emerson: "Do you have to have it changed? I thought it was good for the life of the car."

Or As an Opportunity to Make Friends and Sales?

Lewis: "No, indeed! Ten thousand miles is the limit; 8,000 is better; and where one is driving on gravel, it should be changed every 5,000 miles. If your filter has never been changed, it quit working long ago, and the oil is simply by-passing it."

Emerson: "Well, that's certainly a shock to me. I think I remember seeing ads recommending changes of oil filters, but I guess I set them down merely as attempts to sell more filters—something like those spark-plug ads, you know." (Here Lewis has received a definite additional sales tip. From what Emerson just said, it is quite possible that his
plugs are in bad shape and need testing. He will take that up in a later sale; right now he is talking oil.)

Lewis: “No, an oil filter is just like any other filter. All it can do is to catch and hold what it is supposed to, and it cannot dispose of what it catches. When it’s clogged, it’s clogged. The chances are, Mr. Emerson, that your oiling system is pretty badly in need of attention. I would recommend that you let me change your filter, take out this 1,500-mile oil, flush out your crankcase thoroughly, and then fill it up with clean, pure, new oil. It will be a real economy to do this.”

Emerson: “What’s the idea of flushing? Won’t the impurities drain out with the oil?”

Lewis: “Not all of them. It’s just the same as rinsing out a bucket that has had dirty water in it, before putting in clean. A certain amount of the old oil will not drain out of the oiling system, but if it is flushed, practically all of it will be removed.”

Emerson: “I see. Well, I guess you’d better do what is necessary to fix it up. Put in good oil.”

Lewis: “I’ll put in the purest oil that money can buy—Marvelube.”

Emerson: “That’s pretty good oil, is it?”

Lewis: “Yes, sir. Another thing, Mr. Emerson, I wonder if your serviceman has been giving you the right S.A.E. grade of oil. What grade have you been using, sir?”

Emerson: “I believe S.A.E. 30 is in there now. Why?”

Lewis: “Well, you said that your motor isn’t using any make-up oil. That is usually a danger signal that you are using too heavy a grade. You see, Mr. Emerson, there are very tight clearances between the cylinder walls and the rings in these late-model cars, on account of the high compression rings. This means that, unless the pistons are properly lubricated, there will be a lot of friction which will wear the rings and the cylinder walls.”

Emerson: “Yes, I can see that all right, but why isn’t the oil I am using doing the job?”

No product leaves an Imperial refinery until it has passed the rigid specifications set up by Imperial engineers and chemists. Here is one of the many steps in this product-control method—the viscometer bench. This apparatus tests oil for body.

Lewis: “I will explain that. You see, the piston goes up almost to the top of the cylinder and, naturally, it must be lubricated all the way up. This will leave a film of oil on the surface of the upper cylinder, and this oil will be burned as the cylinder goes down, ahead of the burning of the expanding fuel gasses. You can see how that must happen, can’t you? Thus, if your motor is not using up oil, it is evident that the oil is so heavy that it is not getting by the rings so as to lubricate them and the upper cylinder.

“There is no fixed rule, but if you are doing much country driving at today’s speeds, you should use about a quart or more of make-up oil between drains. You are using number 30, which is usually the grade servicemen put in in warm weather when they want to impress you with the lasting quality of their oil. I would suggest that you put in number 20, which is recommended by the manufacturer and in the company’s guide for safe lubrication for your car. Then when the
weather gets cold, put in number 10. This change, I am sure, although it will cost you an occasional extra dime, will save dollars in the efficient operation and long life of your car. You see, sir, we always follow the recommendations of the car manufacturers and our company lubricating engineers in determining the proper grade of oil for your car."

_Emerson: _"Well, you certainly have given me some facts about my motor that I never knew before. Go ahead and fix it up the way you think it ought to be. I guess I can depend on your judgment."

In this case Lewis isn't selling Marvelube in competition with another brand; he is selling the educational ideas of proper lubrication. If Mr. Emerson had said that he preferred some other brand, then, of course, Lewis would have sold Marvelube, but evidently this customer is not partial to any other brand. He didn't buy a brand when he bought his present oil; he bought what he thought was an advantage—2,000 miles.

Now, of course, this interview was carried on along certain lines in order to bring out certain facts. Another interview might take any direction and arrive at any number of destinations. The big point is that this salesman saw an opportunity to do an educational selling job, and he did it successfully. He would, of course, have adapted his selling to whatever special situation might have arisen.

_Again—the Personal Factor_

Mr. Emerson gave expression to a number of fallacious ideas in this interview. He either lacked information on important points or he had the wrong information. Lewis could easily have antagonized him, and thus lost the entire benefit of this contact, had he adopted anything but a friendly, smiling, helpful attitude. No one will appreciate being contradicted or "shown up." Therefore, it is vitally important that you give this factor your most careful consideration. You do not want people to drive out of your station thinking, "That fellow thinks he's smart." You want them to think, "Pretty helpful chap back there. Knows his business, too. Guess I'd better tie up to him."

_Grasping Sales Opportunities_

In large department stores and other expert merchandising operations a great deal of attention is given
to items which are termed “companionate” or related sales. That is, the customer for a toothbrush might be interested in a mouthwash or a dentifrice. This subject will be dealt with in Section Six of this program, but right here your attention is called to its importance. Lewis sold a flushing job and a filter in addition to the oil change, because he made them a part of the advantage he was offering his customer. Dozens of other salesman had changed Mr. Emerson’s oil in the past, and all had seen that filter; but he knew nothing about the advantage of flushing or the facts about his oil filter until he came into contact with a real salesman.

An Imperial dealer says:

“During the past six months I have kept careful account, and the record shows that flushing jobs have been sold with 62 per cent of all drains made. Many of these jobs required no selling at all; we just asked if the crankcase was to be flushed. In the others, just a simple explanation of the purpose of the flushing sold the customers on having it done. Any Imperial dealer can do as well as this—perhaps better—simply by remembering that there is an added-profit service to be sold with each drain and then calling the customer’s attention to it.”

You have the same opportunity to increase your own profits if you will take advantage of these many opportunities.

Educating Your Customers in the Importance of Regular Crankcase Service

An Imperial salesman recently complained that he had been only measurably successful in getting his customers to come in for periodical crankcase service. He said, “We went to a lot of work here installing the proper records for our crankcase and lubrication serv-

ice. We were prompt in sending out post-card notices, but somehow or other the scheme didn’t work very well. I guess it’s something like going to your dentist twice a year—you don’t do it.”

The trouble with this salesman, and with every Imperial retailer who has difficulty with his record and follow-up system, is that he hasn’t sold the need for regular periodical oil changes and lubrication. You will recall that the other four buying decisions and the whole buying process must rest on the first decision. Without it the whole sale falls through. You saw, on page 51, how Lewis sold Mr. Emerson the need for clean, fresh oil in his crankcase. This is a sale that is absolutely necessary if you are to sell more Imperial oils to your customers.

This is not a difficult thing to do. You can, if you will, explain very logically and convincingly what dirty, contaminated oil does to a motor. You will recall, in the first Section, the dealer who set up the display of friction-worn parts. This display could feature both crankcase and chassis lubrication. There are many other ways by which you can demonstrate the need of regular oil changes, in addition to your oral salesman. An Imperial salesman says:

“The buses of a large company pass our station. I have been able to use these buses as a convincing demonstration of the truth of what I am telling my customer about his oil. I usually say, ‘See those buses, sir? The superintendent told me that they get upward of 200,000 miles out of them before they are retired. That is about four or five times as much mileage as the average motorist gets out of his car. Those buses run in summer and winter, in all kinds of weather, and under all conditions; and the only reason the motors last so long is because the oil used is Imperial oil, and it is changed regularly every 1,000 miles.”
Another Imperial salesman says:

“Many Imperial salesmen keep an old oil-filter cartridge on hand to show the customer why he needs a new filter. But I have found that while such a display does sell new filters, these sales are ‘small change’ compared to the amount of motor oil it will sell. An old cartridge will prove, better than anything you can say, what normally goes into a motor. I have dozens of regular customers who wouldn’t think of letting their oil run over 1,000 miles, because they have seen visual evidence of oil contamination in an old filter.”

Still another salesman has adopted the following plan:

“When I drain out a batch of particularly dirty oil, I save it and keep it handy in a can. Then when I explain to a customer the importance of clean oil and regular changes, I stir up this dirty oil, drop a little of it on a paper napkin, and say, ‘Here is a batch of oil I just drained out of a car. I want you to look at the dirt in it. A lot of this dirt is gritty, and you can imagine what it does to cylinder walls, rings, and bearings.’ You see, the oil itself soaks into the napkin, leaving the particles of contamination in plain view, making this demonstration very convincing.”

You will recall the importance of the proof step in your three-step selling process. The foregoing demonstrations are most convincing proof steps to supplement the other logical proof you can offer of the advantages of clean oil and regular changes.

The Importance of Careful Follow-Up

Motorists are, of course, just human beings and are prone to allow good intentions to take the place of good deeds, and so they will let their oil stay in the crankcase too long merely because they do not “get around to” having it changed. There is no one who does all the things he should do. We all merely do what we consider to be the most important. Therefore, you can see how important it is that you do a good selling job on the advantages of regular oil changes. To do a good selling job in this connection is to remove a great deal of the difficulty in inducing your customers to change oil regularly.

Beyond this, however, there is much you can do to help your customers. The next Section is to be devoted to Imperial Specialized Lubrication Service, and many of the principles and methods pertaining to crankcase lubrication will pertain to that also. In fact, it should be your policy to tie these sales opportunities together; but since this Section is devoted exclusively to Imperial oils, we shall touch on this subject of follow-up briefly here and then examine it more fully in the next Section.

Conducting the Follow-Up

The first essential of an effective follow-up is a correct record in the station, carefully maintained and kept up to date. Imperial has provided such a record and all that goes with it. Properly managed, it will prove one of the biggest dividend payers of the station.

The first step in the oil follow-up is taken at the station—you should make it a point always to look for the tag. If there is no tag, then one should be installed. The tag should be sold; that is, the customer should receive a clear explanation of the tag, its purpose, and its importance.

In selling a motorist on the advantages of the tag, you might say:

“This tag, sir, will act as a guide in helping you to protect your engine. On it we will record the date of the oil change, the amount of oil purchased, and the mileage of your car.

“When you are in an Imperial station for gasoline or other products, the salesman will check this record and compare it...
with your speedometer mileage. Thus, when you have driven the 1,000 miles prescribed for your motor oil, the salesman will remind you that you are ready for a drain and refill of the proper motor oil. Consequently, your engine is assured of protection against contaminated, worn-out oil at all times.

"I'll install this record now, sir, and record your present mileage, as well as the date and the grade and brand of oil you are using. You want this protection, don't you?"

Very often attaching the tag will give you an opportunity to do some educational selling on clean oil and regular changes. You might not wish to install a tag in a foreign car, but you should always install one in any car with a Dominion license plate, even though the customer says that he lives at a distance. You can say, "That's all right, sir, you need good motor-oil service wherever you live," and then, perhaps, you can give the facts about the importance of clean oil. If every Imperial dealer and salesman would give these facts to Imperial customers, no matter where they live, all Imperial retailers would profit bountifully.

In making careful and systematic checks of the cars that come in, you will detect the greater part of the cars that have reached the mileage at which the oil should be changed. On those which are due for a change, the regular mail follow-up should be used. This will bring in a good percentage, and the remainder should be followed up personally.

This may be done by telephone where it is practical, or by personal call, if necessary. If a good customer asked you to deliver five or six quarts of Marvelube to his home, you would doubtless do it gladly; so you certainly should be willing to make this trip in order to make the sale. An Imperial dealer says on this point:

The first essential to an effective lubrication follow-up is a correct record of each customer's oil changes. Imperial has provided record forms which, properly managed, will pay big dividends in increased motor-oil sales.

"There's no use in building up business and then letting it die out. I sell between two and three drums of oil every month by following up my customers who neglect to come in when they should."

To sum up this important feature of your oil business: A plan is only a good plan when it is in operation. You have access to a carefully thought-out, successful plan for following up your oil sales possibilities.

Your oil sales can be built, first, by selling the advantages of clean oil and systematic changes, and, second, by following through to see that your customer actually receives these advantages.

In carrying out both these activities, you will not only sell the maximum amount of motor oils to your
established customers, but you will also create additional regular customers by winning their confidence with sound counsel regarding their motor-lubrication problems. You are now ready to tackle the motorist who comes in to buy your gasolines, but who thinks that Appalachian or Whoopie oils are better than yours for his purpose.

**Selling Imperial Motor Oils Against Competition**

Let's again point out that the buyer buys advantages. But when we analyze the many things the buyer buys, we find that these advantages are very hazy and indistinct in his mind. In this category will come the purchases made as a result of buying habits, which have been discussed. Here is Mr. McDonald, who bought his first car in 1925 and started using Blank's oil in it. He did this not because he knew or was told anything about oil, but because that oil happened to be the brand his service station sold. Blank's is good oil, although it may have some defects, such as hard starting in cold weather and excessive, hard carbon. But Mr. McDonald has long since accepted these things as being inherent in motor oil, and he buys Blank's oil for the same reason men vote regularly for one political party—because they have always voted that way.

In other words, Mr. McDonald and many thousands of other users of Appalachian and Whoopie oils are fallow ground. Nobody has ever tried to sell them any other oil. And when a product which is backed by aggressive salesmanship comes into competition with another product which is not so backed, even though it may have equal merit... well, you know what happens. Good salesmanship wins.

Therefore, a tremendous increase could be made in the sale of Imperial oils merely by asking motorists to buy them and by giving the easily understood, simple facts, which you have learned in this section, about the advantages of these outstanding oils.

Prove this to yourself. The next time a customer tells you that he uses a certain oil, and you have the opportunity to do some educational selling, tell him of the purity of Marvelube, and how this purity will ensure him the advantages he wants. You will find that he is interested in and impressed with the information you have for him.

**Selling the Advantages of Imperial Oils**

Mr. Smith says, for example, “I have been using Blank's oil for years. I find that it gives longer life to my motor.” You can say, in effect:

“'Yes, Blank's is good oil and stands up well in service. The reason why any oil stands up is because of its stability—its freedom from nonlubricating and contaminating substances. In other words, an oil must be pure to give long life. You can see that, can't you?'”

“Marvelube is the purest and, therefore, the most stable oil on the market. Note its light, transparent color. It is lighter than other oils because more impurities have been removed from it than from any other oil. In fact, Imperial's Phenol treatment begins where other refiners leave off. This process removes upwards of 90 per cent of the quantity of the oil being refined, a far greater amount than that removed in the refining of any other oil.

“I am sure you will find that Marvelube will give you more of the advantages of long life than any other oil. It will stand up under all conditions and never shudge. A trial filling of this oil will convince you of this fact, Mr. Smith. Will you give Marvelube a chance to prove its superiority?”

Or, suppose Mr. Jones says, “No, I always use Blank's in the winter because I find that it is easier...
Most Oils Look Alike—

-To the Average Motorist

starting and it saves my battery." You can recommend Marvelube along these lines:

"Yes, Blank's is a good oil in that respect, but Marvelube is better and will give you still greater advantages of easy starting, as well as other advantages.

"Easy starting depends on the viscosity index of an oil and its pour point. The viscosity index is merely an oil's ability to resist change in body under extremes of temperature; pour point is the lowest temperature at which it will pour

or flow to the pump. Both of these qualities are necessary in a safe, easy-starting oil.

"Many oils give easy starting even if they solidify under low temperatures, because they are naturally more 'oily' than others, and the oil left on the rings and bearings from the last operation permits the motor to turn over easily. But it is just as important for the oil in the crankcase to begin pumping immediately; otherwise the bearings and rings will be dry, and friction wear will take place.

"The only way to safeguard your motor in winter is to use an oil that you are sure gives the maximum of both these

Make Him See the Difference—

-By Selling Marvelube's Advantages
advantages. You can see that very clearly, can't you, Mr. Jones?...

"Marvelube has the best winter fluidity of any oil in its class on the market, and it will flow to the pump immediately under temperatures well below zero. The reason why it will do this is because it is the most highly refined oil on the market; all substances which would interfere with its natural "oiliness" or would tend to make it thicken under low temperatures have been removed. I can conscientiously recommend Marvelube as the safest oil you can put into your crankcase in this cold weather.

"Will you give Marvelube a trial and let it demonstrate its superiority, Mr. Jones?"

Here we have developed little informal sales talks on two of the advantages the motorist seeks in the motor oil he buys. You can easily expand them and also develop sales talks on the other advantages along the lines outlined previously in this Section.

The Force of Intelligent, Informative Salesmanship

Getting right "down to brass tacks," motor oils bearing the brands of reputable, substantial companies which have the resources and modern equipment to keep abreast of technological developments in the industry, are good oils and will give good service. Imperial believes that Marvelube is the best oil in its class. It has been developed with that one objective in view, and laboratory tests have proved that it is the best oil in its class available to Canadian motorists.

But, ignoring these facts for the moment and instead of letting the oils "fight it out" among one another purely on the basis of quality and advertising, let's see what salesmanship can do to put the marker of leadership on your end of the scale.

You have talked to Messrs. Smith and Jones and have given them information about motor oils they did not have before. Smith, for example, didn't know why Blank's oil had the desired long-life advantage. In telling him why an oil gives long life, you have also proved to him that he can get more of this advantage in Marvelube. Suppose he goes back to the dealer where he has been buying Blank's and says, "Say, Bill, Jim Blake (you) was giving me some mighty interesting facts about motor oils the other day. He says Marvelube will stand up better than this oil you're selling me."

Now, Bill has a problem before him. He can, of course, say that Blank's is as good as, or better than, Marvelube, or that you are "talking through your hat." But if he isn't equipped to give facts about Blank's to offset yours and then to prove these facts, Smith is very likely to go away with the feeling that Marvelube is the better oil, because you gave facts to prove your claims and Bill didn't.

Jones believes that Blank's gives him easy starting —easier starting than any other oil—and, therefore, he wouldn't think of changing brands. But when he hears that easy starting isn't the only cold-weather problem (a fact his service-station salesman hasn't explained to him) and considers the convincing proof you have given about Marvelube, even though Blank's might have as low a pour point, you have the better chance to win his business.

Competition between Salesmen As Well As Between Oils

Thus, you have still another proof that your real competition is not with other brands alone. It is a
competition between men, or, in other words, salesmanship.

Imperial has given you motor fuels and oils that will measure up in every advantage and value with the products with which they may come in competition. It has given you quality to sell, and about the best selling combination you can get is quality leadership of product plus good salesmanship.

Therefore, when Messrs. Smith and Jones buy Blank's oil instead of Marvelube, it is because of two circumstances. Either you haven't had an opportunity to pit your salesmanship against that of the man selling Blank's oil, or his salesmanship is more effective than yours. Blank's won by virtue of the salesmanship behind it, just as Marvelube would win if you put winning salesmanship behind it.

You can readily see that the problem of your competition with other brands of oils can be solved largely through salesmanship—salesmanship that makes an opportunity to promote your oils and then gives the motorist a clear idea of the advantages offered by them. In other words, if your competitor can say only, "Yeah, Blank's is good oil," and you can prove that Marvelube is the best oil the motorist can buy for the money, you are the winner, just as you would be in any field of merchandising or salesmanship where you could pit proved claims against mere claims.

Selling the Price Buyer

The price buyer has but one objective in his mind—to save money. The saving of a nickel, or a dime, or more a quart looks very attractive to one who must count his nickels and dimes, and also to the inveterate bargain hunter. Now, let's reason out this problem, using a very simple logic which you, in turn, can use with your customers.

In the first place, the price buyer doesn't think he is buying cheapness; he thinks he is buying economy. That is, he wouldn't knowingly do a dollar's worth of damage to his motor to save a nickel in money. Therefore, he thinks that cheap oil will give him good service and will not damage his motor.

You have seen the important characteristics of motor oil—the qualities that give long life, high mileage, and easy starting, and that also prevent such injurious effects as sludging, formation of hard car-
bon, and breakdown. It costs lots of money to produce an oil which will give the advantages and avoid the disadvantages mentioned. Imperial, for instance, discards up to 30 per cent of the bulk of the basic oil to ensure a product that has all the desired advantages. If oils of the quality of Marvelub could be produced and sold more cheaply, then competition would quickly force down the price of such oils. The fact that competition does not do this is proof that no oil giving satisfactory advantages can be produced or sold at a lower price. There is only one way in which the price can be lowered—by giving a poorer oil. Size of operation, resources, and equipment cannot be given as reasons for a lower price, because Imperial leads in all these particulars. A poorer quality of oil must be the only reason for the lower price.

Often it is claimed for “bargain oils” that their distribution costs are lower. As a matter of fact, they are usually higher. There is always a retailer’s profit, and usually a jobber’s profit. No plan of distribution can be more direct and economical than Imperial’s.

Thus, we narrow down to the question of the economy of using a poorer oil. The cost of producing good oil is in putting into it the advantages that ensure real economy and in taking out the impurities that create disadvantages. It follows logically, therefore, that a lower-priced oil does not offer these advantages to a satisfactory degree, and has not had removed from it the substances that create disadvantages. Since these advantages and disadvantages have a direct bearing, first, on the economical and satisfactory operation of the motor, and, second, on its life, it follows that the price buyer must sacrifice economy, satisfaction, and long life in the operation of his motor when he buys price oil. Thus when he buys an oil cheaper in price than that which competition between reputable companies has established as the minimum that is economically possible, he is sacrificing these advantages in engine operation.

Now Develop Your Own Sales Talk to the Price Buyer

If you have studied and mastered the facts about motor oils and the advantages and disadvantages they create in the motor, as set forth in these pages, you can tell your price-buying customer the advantages an oil must have to give him satisfactory operation, real economy, and long life for his motor. You can prove to him that he can get these advantages in the largest measure in Marvelube, and you can prove to him why he cannot get these advantages in a lower-priced oil.

Now you’re “all set” for a convincing sales talk on real economy in motor oils. Since you must deliver this sales talk yourself, adapting your procedure to your prospect and to the circumstances of your sale, there will be no better time to begin the development of your sale than right now. Pick out a real person, if possible—someone whom you know is buying a cheaper oil—and then work up in your own mind just how you would go after him with a hard-hitting, educational sales talk.

Tell him what advantages an oil must have to ensure real economy in operation and motor life.

Tell him how and why Marvelube will give him these advantages.

Tell him why a cheaper oil must be a poorer oil.

Tell him what a poorer oil will do to his motor.

Sell him a refill of Marvelube.

Practice this sales talk. Think about all the points
and factors involved. Remember that the keynote must be economy, and point your talk directly to that.

In short, all you know and have learned about your business and your products must be given effect by what you say about them and how you say it at the pump, pit, air-standard, or in your community development work. Therefore, it should be one of your most important activities to put this knowledge into words. The more thought you give this problem and the more you practice selling, the more effective you will be when you're face to face with your prospects.

**Summing Up**

In these pages you have seen that you have two opportunities to build your motor-oil sales and profits:

1. To sell more motor oil to each customer.
2. To sell more Imperial motor oils.

To develop both these opportunities, you must know the facts about motor oils—the advantages they offer and the disadvantages they may incur. You can multiply these opportunities by seizing every opening to counsel your customer on his motor-oil problems and also by creating such openings. You will always sell more motor oil by talking about it to ten people instead of to five people.

The oil check is the most productive way in which to create these sales opportunities. Develop your procedure to ensure the maximum number of oil checks, and then stick to it.

To sell more motor oil to each customer, you must practice educational salesmanship. Sell him the advantages he will enjoy through clean oil, the proper oil level, and regular changes, and then follow through on these sales.
To sell more Imperial motor oils against competition, sell the advantages of Imperial motor oils. Tell the prospect of the advantages he will get from your oils and then prove these advantages to him.

If you will carry out the easily applied plans outlined in these pages, master the simple, nontechnical facts which have been given you, and then definitely set out to sell more Imperial motor oils, you will succeed.

But do not forget, Imperial oils must be sold! You cannot build your oil profits by waiting for motorists to ask for them. Too many people have already been sold on certain brands of competing oil. They cannot see or feel the oil at work in their motors. They think they are getting satisfactory service from their present brands and won’t change of their own initiative. You must sell the superior advantages of Imperial oils.

Remember, too, that the motorist must buy motor oil. He will buy yours—if you give him the facts about them.

**A SELF-CHECK**

This Self-Check is provided to give you an opportunity to review the principles you have read in this Section and to check on the knowledge you have gained from it. It is important for you to read again those parts which you do not clearly understand and thus be able to apply the principles given here to your daily work.

**Here Are the Questions**

1. The minute you begin analyzing your motor-oil sales, you find out some very important and interesting facts.
type which is not harmful to the engine. Why is it harmless? (Pages 40 and 41.)

9. Marvelube has every quality that a motorist could desire in his motor oil. Often, however, people are not interested in merely a fine product, they want the utmost that money can buy. How are you going to meet the demands of this "quality-product" class of buyer? (Pages 41 to 44.)

10. Your oil sales may be measured very definitely by the ability you develop in increasing the number of your oil checks. Can you recall the suggestions offered by a number of Imperial salesmen regarding their procedure in increasing oil checks? (Pages 46 to 56.)

11. Suppose a customer says to you, "I have been using Blank's motor oil for years. I find that it gives longer life to my motor." What will you say to him to convince him that Marvelube offers him superior qualities? (Pages 65 to 69.)

12. You have often heard the statement that "competition is between salesman as well as between oils." Just what is meant by this? (Pages 69 to 74.)

A Look Ahead

The next Section will be another interesting and profitable feature of this sales-development program. It will take up the important subject of the merchandising of Imperial Specialized Lubrication. You will see what a real source of profit and good will this often-neglected phase of service-station salesmanship really is. The method used by many successful re-

tailers to develop this profitable business will be explained. You will see, too, that it is one of the most important of all your products and services in building the loyalty of motorists to your station and in the development of 100 per cent customers.