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1930
IMPERIAL RETAIL
STATION SALESMANSHIP

Section Five
Building the Profits of Imperial
Specialized Lubrication Service

Prepared in Co-operation with
IMPERIAL OIL LIMITED
LA SALLE CORPORATION SERVICE
a Division of
LA SALLE EXTENSION UNIVERSITY
IMPERIAL RETAIL
STATION SALESMANSHIP

Section Five
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Contents

Introduction
Selling Lubrication by Appealing to the Buying Motives ............................................ 2

PART 1: Bringing More Cars into Your Station for Imperial Specialized Lubrication Service
and Selling Those Motorists Who Do Come In
The Evolution of Merchandising .......................................... 9
The Real Sales Values of Imperial Specialized Lubrication ............................................. 14
Selling the NEED of Systematic Chassis Lubrication .................................................. 15
The Sales Values of Your Equipment ............................................................................. 20
Timely Suggestions Stimulate Lubrication Business ..................................................... 26
The Cash Value of Sales Resourcefulness ..................................................................... 30
Check Your Methods ..................................................................................................... 33
1. Gain and Economy ..................................................................................................... 37
2. Pride and Self-Respect ............................................................................................... 38
3. Comfort and Convenience—Timesaving .................................................................... 40
4. Protection and Safety of Investment or Family ......................................................... 44

PART 2: Selling Your Customers on the Advantages and Economy of Systematic and Frequent Imperial Specialized Lubrication Service
Imperial Specialized Lubrication Is an Investment—Not an Expense ......................... 50
Follow Through to Ensure Maximum Sales .................................................................. 53

PART 3: Using Your Imperial Specialized Lubrication Service As a Steppingstone to Additional Sales
Loyalty Built on Confidence ......................................................................................... 63
The Five Buying Decisions ............................................................................................ 66
Introduction

You will recall that four definite profit opportunities at your station were outlined in the beginning of this sales-development program:

1. Bring more motorists into your station.
2. Sell more to each motorist who comes in.
3. Bring more motorists back to your station through QUALITY plus SERVICE.
4. Sell more motorists who come in for free service.

You will also recall that the profits of your station depend on two kinds of sales opportunities:

1. Sales of necessities—sales of products and services which are necessary to keep the motorist’s car in operation.
2. Created sales—sales of products and services which will add to economy, safety, and satisfaction in the operation of the motorist’s car, but which he can do without.

These two sources of profit are illustrated clearly on pages 19 and 20 of Section One of this program. Let’s repeat a sentence or two from page 20:

“Thus, a very important source of profit opportunities will be found in making sales that never would be made except for the quickening touch of your creative salesmanship. Just go over in your mind the Imperial and Atlas products and services which you have for the motorist and which you would like to sell him, but which he can do without. You will readily see that a very important percentage of the possible profits of your station must rest on your skilled and aggressive salesmanship.”

1
Imperial Specialized Lubrication Service
plus Creative Salesmanship

Proper and systematic lubrication of the modern automobile is the most important factor in its long life and safe, economical, and trouble-free operation. But proper lubrication, both of the motor and of the chassis, is something that can be slighted and neglected without immediate apparent penalty. Therefore, this vitally important factor is slighted and neglected by a large percentage of motorists.

Extensive surveys have disclosed that not one motorist in ten follows any systematic program of lubrication, and a large percentage of motorists entirely neglect the chassis lubrication of their cars.

Motorists were found who had never had their cars thoroughly lubricated and, beyond an occasional replacement quart of oil, were unaware of the necessity of any further lubrication. This seems hardly credible, yet it is a fact.

Here, then, is one of the great opportunities for creative salesmanship at your station—an opportunity to do the educational selling which will give your customers a clear understanding of the profit to them of proper and systematic lubrication of their cars.

Selling Lubrication by Appealing to the Buying Motives

As has been stressed again and again, the motorist buys advantages. A properly lubricated car offers so many attractive advantages that you are at once equipped with a wealth of sales ammunition with which to carry this sales message to your customers. Let's go back to the four buying motives, as you learned them in Section One, and see how definitely they match up with the sale of proper and systematic lubrication:

1. GAIN AND ECONOMY. Friction wears out machines. Lubrication reduces friction. Therefore, proper lubrication will be economical in the long life and trouble-free operation of a car. A properly lubricated bearing requires less power to operate. Also, a properly lubricated car will use less fuel, because friction wastes power.

2. PRIDE AND SELF-RESPECT. One of the chief satisfactions to be enjoyed in a new car is the quiet operation of both the motor and the chassis. A noisy, rattling car is never a source of pride to its owner; more often it is a reproach—a sign of carelessness and neglect, the same as a weedy garden or unkempt personal appearance. A car that is properly lubricated will not develop squeaks and rattles, which are...
caused by friction and wear, and it will thus remain a source of pride to its owner.

3. COMFORT AND CONVENIENCE. A properly lubricated car steers easily and rides easily, adding to the comfort of its occupants and contributing materially to their mental comfort because of its quiet operation.

4. PROTECTION AND SAFETY. A properly lubricated car is a protection of the investment of money it represents—an insurance against undue deterioration and depreciation in value. Proper lubrication is also a definite protection of the physical safety of the occupants. Failure of operating parts and bearings is often caused by friction and undue wear. Protection and safety, both of occupants and investment, are definitely ensured by proper lubrication.

Thus, you see that, in exercising your creative salesmanship by giving your customers valuable counsel on the upkeep and care of their cars, you are dealing directly with all the basic advantages which they value and will buy, once they understand them.

For example, no one would willfully injure his car; no one would spend $5 to save $1. The reason why motorists actually do these things, through neglecting to lubricate their cars properly, is because you and your brother salesmen are not doing so good a job of selling as you should. Here, then, is a real opportunity for profit.

The Profits of Imperial Specialized Lubrication Service

In the first Section of this program (page 18) you saw the large cash profits to be made on Imperial Specialized Lubrication Service—the profit on a barrel of grease amounting to as much as the profit on the sale of 13,100 gallons of gasoline.

But this is only one of the definite profits that you will enjoy through the aggressive development of your chassis-lubrication business. Before we go forward with these ways and means, however, let’s pause here for a moment to present several facts that will be helpful to you in getting the full value of these pages.

The Relationship of Motor-Oil Sales and Chassis-Lubrication Service

For proper organization of material it has been necessary to divide this program into definite Sections relating to one or more phases of your business. Thus, the preceding Section was devoted exclusively to Imperial motor oils and their sale, and this Section is focused on Imperial Specialized Lubrication Service. Yet you will readily recognize that there is a very definite connection between the two subjects.

It is generally agreed and recommended by all authorities that the crankcase oil should be renewed after it has been contaminated by road dust. And since it is impossible to ascertain without scientific means whether or not oil is contaminated, in the absence of such scientific means, the safest thing to do is to change the oil every 1,000 miles, or oftener in special cases. It is also recommended that the chassis should be lubricated every 1,000 miles.

Where the oil is changed on a mileage basis, therefore, there is a direct connection between these two services; and in promoting this business you will naturally join them in your sales efforts. That is, you would say, in effect, “Mr. Jones, you will get long life and trouble-free service from this fine new car of yours if you will change the oil and lubricate the chassis every 1,000 miles. I’ll explain to you why this is so . . . .” Then you can go forward with the second, or
proof, step of your Advantage-Proof-Agreement selling process.

The customer’s car on the pit or lift possibly needs either one or the other of these services in addition. That is, the customer who is having the oil changed probably should have Imperial Specialized Lubrication Service for his car also; and the car being lubricated probably needs an oil change. But it would be awkward to keep on bringing out these obvious facts in connection with specific sales opportunities relating to either one or the other. If you will keep in mind the direct connection between these two opportunities, you will train your mind to think of them together, which will develop them in your contacts with your customers.

This Is Not a Technical Training

Inasmuch as this is exclusively a sales-development program—a means whereby you can gain greater profit through the expert use of your equipment, materials, and procedure—its scope does not cover the actual procedure in rendering chassis-lubrication service, except where such service might have a definite sales significance. Your company supplies you with all the proper equipment and products for giving outstanding service, and your check charts are proved guides for every step of the work.

The Importance of Carefully Studying Your Materials

There will always be a definite relation between the effectiveness of your salesmanship and your knowledge of your products, and the skill you develop in presenting and utilizing this knowledge. This is particularly true of your Imperial Specialized Lubrication Service, the value of which will often be judged by your evident skill and familiarity with every point of the job.

It is, therefore, vitally important that you make a careful study of all materials, plans, and procedures supplied by your company. As a result of this study, you will be so well equipped at every point that your lubrication service will enjoy the same leadership as your gasolines, motor oils, tires, batteries, and accessories.

Remember, your sales are service sales. You build the good will of your station not only by the excellence
of your products, but also by the soundness of the counsel you give the motorist. The more you know about your products and the greater the skill you develop in presenting and applying them, the greater will be this good will. And good will is a part of your stock in trade that can always be exchanged for real money.

The Three Sources of Profit in Imperial Specialized Lubrication

There are three very definite sources of profit in your Imperial Specialized Lubrication Service, which will be developed in the following pages. They are:

1. Bringing more cars into your station for Imperial Specialized Lubrication, and selling those motorists who do come in.

2. Selling your customers on the advantages and economy of systematic and frequent Imperial Specialized Lubrication Service.

3. Using your Imperial Specialized Lubrication Service as a steppingstone to additional sales.

There are other profits to be developed from your Imperial Specialized Lubrication Service, particularly in the direction of building and holding your customer's confidence and loyalty; but, in order to simplify your study of these profit possibilities, they will all be grouped under one or more of these three headings.

Part 1

BRINGING MORE CARS INTO YOUR STATION FOR IMPERIAL SPECIALIZED LUBRICATION SERVICE AND SELLING THOSE MOTORISTS WHO DO COME IN

The motorist who has just driven on your lift or over your pit for a chassis lubrication has probably passed a number of signs offering what is claimed to be the same service at a lower price. Why, then, has he passed what seems to be an opportunity to save money in order to come to you? There are a number of factors which answer this question. There is one, however, that is bound to have an increasing effect on the profits of your station. We shall examine this factor here. Not all retailers understand it clearly, but you should understand it because it will supply you with a very important incentive to build your chassis-lubrication business.

The Evolution of Merchandising

If you could step back about fifty years, you would find very different conditions in the merchandising world—not only in products, but in methods, as well. Step into any establishment today and you will find that most of the things offered for sale are either ready-made or packaged under some nationally known trade-mark. However, when your grandfather wanted a new suit of clothes, he didn’t go down to the clothing store and bring it home with him; he went to the tailor. The tailor bought the woolens, linings, thread, buttons, and so on, and your grandfather depended on him to see that they were of good quality, as well as to make a suit that would be satisfactory. Your grandmother bought her dress goods by the yard and made up the garment at home. She bought sheeting, towels,
and so on in the same manner. Today all these things are ready-made and trade-marked.

When your grandmother went to the grocery store, the grocer weighed out her requirements — crackers from a barrel, jelly from a bucket, pickles from a keg. She depended on the grocer to supply her with good products and to give full measure or weight. In other words, the retailer was held responsible for the quality of the things he sold, and his success was importantly measured by this one factor.

Today this has been completely changed. The manufacturer has gone around the retailer to sell the consumer. The middleman is merely the dispenser and depends for his profit on the attractiveness of his place of business, his salesmanship, his service, and his friendly relations with his customers. Today, instead of buying a pound of crackers from Grocer Smith because we believe he has better crackers than Grocer Jones, we buy a package of nationally advertised crackers, and we buy them from either Smith or Jones, depending on whether we like Smith or Jones personally better than his competitor. Nor do we depend on the grocer to give us proper weight; we accept the manufacturer’s word that the package is full weight. Thus, a great percentage of our purchases are made by \textit{brand} or name, for example: tobacco, all kinds of food-stuffs, shoes, tires, hats, gasoline, motor oil, and automobiles.

Of course, we may be influenced to buy one brand instead of another because our friend Smith sells it—for example, if a competing dealer were to change over to Imperial and bring most of his customers with him. But even so, this would be a change of \textit{brands}, and

the customer would think of the gasoline he bought as Esso or Three Star rather than as Smith’s gasoline.

\textbf{How This Evolution Has Affected Your Lubrication Business}

The public, in general, would rather depend on the word of a nationally known manufacturer than on that of an individual retailer as to the quality of any product. That is why you display the Imperial sign and why all the Imperial products you offer are properly branded and named.

That is why, too, you are given the opportunity to sell your chassis-lubrication service under a brand name—Imperial Specialized Lubrication—which carries the prestige and guarantee of a nationally known manufacturer. Let’s see why it is so important that you promote this brand of lubrication.
Time was when “greasing” was just a simple chore to be done on the car—one that required no particular skill or knowledge. Therefore, the motorist was perfectly willing to let whoever might be available do the job. But as automobiles developed, their lubrication became much more important, and the job of lubrication became more and more intricate. The motorist is learning that many special lubricants are required, that a car has many places requiring lubrication which an untrained man might miss, and that special equipment is necessary to do a good job. Perhaps the motorist’s former car was subjected to improper chassis lubrication. He knows that his new car gives far better performance than any other car he has ever owned, and he is more or less conscious of the fact that this is the result of finer workmanship and more exact mechanisms. Consequently, he doesn’t intend to subject his new car to any unnecessary hazards through improper care.

He has perhaps been told by the dealer who sold him the car that lubrication is very important and should be done only at the dealer’s service station by “factory-trained” service men. For all these reasons the tendency on the part of the motorist is not to depend on Jim, Bill, or Jack. He feels far safer if he knows that the lubrication of his car is sponsored, both in materials and in method, by a company in which he has confidence, and that Bill, Jim, or Jack is trained in this method and uses the designated materials.

This is why the motorist passes up signs offering chassis lubrication at half your price and drives to your station. He unconsciously decides, “Well I might save a little money, but I guess I’d better stick to Bill and Imperial Specialized Lubrication Service. Replacing a worn-out bearing would cost me more than I could save in five years by having cheap lubrication jobs, and besides, I don’t know whether or not those cut-rate people know their business.”

It should be plain, also, that the retailer who doesn’t take full advantage of this very definite trend in lubrication business is sacrificing an opportunity—he is somewhat in the position of the grocer who still insists on selling his goods in bulk, instead of taking advantage of widely known, factory-sponsored, branded goods.
The Real Sales Values of Imperial Specialized Lubrication

The term “Imperial Specialized Lubrication” has very definite sales values and should be used whenever the subject of chassis lubrication is discussed. The term means far more than that the motorist can get his car “greased” here. It is his assurance that:

He will get safe, expert lubrication, sponsored by the Dominion’s largest oil company;

His car will get just the right oils and greases for each part;

The oil and greases will be applied properly, with special instruments, in accordance with the check charts showing the chassis of his particular car; and

An expert trained in this service will apply them.

More than this, if the proper records and follow-up plans provided by the company are carried out, the customer will see that he has been given the full benefits of a protective system which will give him the advantages of safety, economy, comfort, and so on.

Thus, when you impress this term “Imperial Specialized Lubrication” on the mind of your customer and back it by intelligent and planned salesmanship, together with skillful and friendly service, you are adding a very important factor in the building of your business and profits.

Think for a moment of the advantage your aggressive promotion of Imperial Specialized Lubrication will give you over the competitor who is still trying to act as an individual—trying to induce motorists to place their trust in him, rather than in a great organization whose experts and scientists have worked out in the laboratory and under actual service conditions the best and safest types of lubrication for every point of the car.

Therefore, the Imperial Specialized Lubrication check charts, equipment, etc., like the Imperial sign which tells the motorist that he can get his chosen gasolines and oils here, is also a station identification—an assurance of quality in this third type of motor service, which the motorist can be educated to consider quite as important as his fuel and motor oil.

The Advantages of Imperial Specialized Lubrication Must Be Sold

To depend on your equipment to do the selling job for Imperial Specialized Lubrication would be no more profitable than to depend wholly on the Imperial sign to get motorists into your station. The signs and equipment in both instances will do some part of the job, of course, but the real profit must come from your aggressive salesmanship.

Selling the NEED of Systematic Chassis Lubrication

A successful Imperial retailer says:

“Chassis lubrication is, without doubt, the most neglected service and profit opportunity at a station. I have made it a point to talk the advantages and necessity of proper lubrication in my sales contacts and I have found that a large percentage of motorists have an improper conception of the importance of this feature of their motoring needs.

“This proper conception, of course, is the first sale to be made. I have found it an easy one to make, because the motorist can readily see that oil and grease are the cheapest and best kinds of insurance for long motor life he can buy. After you have sold your customer on the profit and the importance of proper lubrication, it isn’t hard to convince him of the superiority of Imperial Specialized Lubrication."
"I pay particular attention to the new cars. Motorists are always willing to be complimented on their new cars and also to listen to good advice on their upkeep. I tell them how important systematic lubrication is in maintaining new-car performance and then prove this by showing them a lubrication check chart of their cars, pointing out all the places that need expert lubrication with specific approved lubricants. When motorists really know these things, they will no more neglect the proper lubrication of their cars than they will the filling of their radiators.

"One thing that we service-station people should always keep in mind is that our sale should not be merely one greasing service. For example, a customer drives in, and you ask him if he wants his car greased. You may 'hit' him just at the right time. Perhaps he hasn't had it done for months and he has the time now and lets you go ahead. You find that the car is badly in need of the service, but if you merely go ahead and do the job as a mechanic, he will probably drive out and let another six or eight months pass before conditions are just right for him to have it serviced again.

"On the other hand, if we go at the job as salesmen, we explain to the customer the importance of systematic service and the penalties of neglect. Then we not only get the present job, but we also have a good opportunity to bring the customer back regularly. I have many regular customers whom I have made in this way and, of course, my follow-up system keeps the idea firmly in their minds."

Mechanic or Salesman?

This Imperial salesman has put his finger directly on one of the important success factors at any service station. You will readily agree that since so many motorists neglect the proper lubrication of their cars, a selling job is necessary to show them the profit of giving attention to this feature of maintaining new-car performance and long life. The best place to sell this idea is when the customer's car is on your pit or lift. If the customer is present, you can make the job interesting to him by showing him how an expert job

Your skill in performing Imperial Specialized Lubrication Service and your knowledge of the special requirements of each car are important factors in building customer confidence.

is ensured by the check chart, special equipment, properly developed lubricants, and so on, supplementing this demonstration with a good talk on the necessity of proper lubrication.

On the other hand, if you go about lubricating the car as a mechanic, merely doing a good job, the chances are that in the customer's mind it is merely another "greasing job." You have sold no ideas, you haven't grasped the opportunity to do your customer a real service, and you have, of course, missed a very definite profit opportunity.

Making Opportunities to Sell Imperial Specialized Lubrication

The more you talk to the customer about the way he profits by regular, systematic chassis lubrication,
Working As a Mechanic—

—It's Just Another Greasing Job

the more lubrications you will sell. Merely asking the motorist if he needs or wants his car lubricated is not skilled salesmanship. Skilled salesmanship creates the want or need, just as it grasps all opportunities and also creates additional ones. Here is what another aggressive Imperial salesman has to say on this point:

"In the past, one of the most effective ways of introducing the subject of lubrication was to listen for spring squeaks and to inspect shackle bolts, but I have had to work out new ideas to fit the new cars.

Working As a Salesman—

—It's a Profit-Building Opportunity

"Of course, one should always get the hood up whenever possible and inspect the lubrication tag, if there is one. But there are also many other ways I have found of suggesting Imperial Specialized Lubrication. For example, I have sold a great many jobs by inspecting the hinges and catches on the doors of cars. If they are dry and show no signs of recent lubrication, I say:

"I notice that the lubrication of your doors is all dried out, sir. This often indicates that considerable time has passed since the last chassis lubrication and that you need one. Do you recall when your car was last lubricated?"
"This plan works particularly well at the air-standard, or whenever the motorist is getting any sort of free service. Of course, it doesn't always lead to a sale, but it does introduce the subject of lubrication, and in most cases you can say something to sell your customer on the idea of regular service.

"I also pay particular attention to the steering of the customer's car. If it seems at all stiff, I usually say:

"'When you drove in, it looked to me as if your steering was a little stiff, sir.'

"A certain percentage of them will say, 'Yes, it does seem a little stiff.' Then I can come back with:

"'That may mean your car is in need of chassis lubrication. The steering gear is usually the first to show this condition, although the other parts will be just as badly in need of it.'"

The Sales Values of Your Equipment

In the preceding pages you have seen the sales values of the ideas behind Imperial Specialized Lubrication Service—the superior advantage of a company-sponsored and company-developed plan of lubrication compared with the haphazard procedure of an individual or a cut-price "greaser." Therefore, you should always strive to make your equipment an important part of your sales work. Instead of talking empty-handed, try to make an opportunity to display and demonstrate your charts, guns, lubricants, and other equipment. This same Imperial salesman, quoted above, says on this subject:

"Most of the new cars have some advanced mechanical feature which offers an opportunity, first, to broach the subject of lubrication; and, second, to give the motorist good advice.

"Take knee action, for example. If a new car with knee action comes in, I usually ask the motorist how he likes it. Then I can follow with:"

"This new development has created additional problems in proper lubrication, which our engineers have worked out and made a part of our Imperial Specialized Lubrication Service for such cars. Here on this check chart is the diagram showing the approved lubrication instructions for knee-action wheels. You see, that's the great advantage of our chassis-lubrication service. You don't have to depend on any one person's keeping up to date with the right greases and oils to meet the changes and improvements in cars. As fast as these improvements appear, our company supplies us with full information and directions to ensure expert lubrication service.'

"Of course, one has to make the best of his opportunities and be guided by the attitude of the customer and what he says. But I have found that the customer is usually greatly
interested in listening to information about his car which is not too obviously an effort to sell.

"The whole secret in building this business, as I see it, is to stress Imperial Specialized Lubrication Service. This is the big sales strength. Whenever I can show the customer that Imperial Specialized Lubrication Service is a standard system, worked out and sponsored by Imperial and directly adapted to the customer’s car, I know that I have another steady customer for chassis-lubrication service."

You will observe that while this salesman takes full advantage of the strength of a company-sponsored plan, he also shows his charts, which are visual evidence to the customer that he can depend on receiving expert service at this station. Such charts also will be genuinely interesting to the customer because, although he has heard a great deal about knee action, he probably hasn’t much of an idea of its mechanical details. He will readily see that proper lubrication is a very important factor in the satisfactory operation of this new development in riding comfort, which will supply him with another valid reason for regular lubrication service. This same selling procedure will also apply, of course, to all other developments in car design and equipment where lubrication of the part is a factor.

Meeting the Car Dealer’s Competition

Many automobile dealers also maintain service departments and so make a strong bid for the servicing of the cars they sell. This is, of course, entirely proper and is good business. But suppose your friend John Smith, who has been driving a 1926 model, buys a new car. Although he continues to buy his gasoline from you, he doesn’t come back for motor oil or chassis lubrication. The chances are that the car dealer has sold him on the advantage of regular lubrication service given by his service department. In this way the dealer has the advantage of regular contact with the customer, which is the big advantage that you enjoy.

What are you going to do about that? Are you going to let this good customer take the most profitable part of his business somewhere else? Or are you going to make an effort to win it to your station? One enterprising Imperial retailer, in telling how he solved such a problem, says:

"In the past year a good many of my customers have bought new cars. In checking up on my sales, I found that the ratios of oil sales and lubrication service were dropping. I made a good increase in my gasoline sales, but the sales on the other products remained stationary.

"I soon found that this was caused by the car dealers’ sales efforts to bring cars back for service. This, of course, is good business on the dealers’ part, since they lack the regular contact with the customer that we service-station people enjoy. But I also realized that the reason they were succeeding was because they were selling their service and I wasn’t. People were going out of their way to go back to the dealer for lubrication because they thought it necessary in order to get the proper service. The dealer had sold them on the so-called factory lubrication.

"After considerable deliberation I decided that it would not be good strategy to ask these new-car owners where they were having their lubrication done, or to tell them that I could do it as well. My first step would be to admire the car, an attention which is always pleasing to the owner. This would give me the opportunity to proceed something along these lines:

"You know, sir, these new cars, with their tight bearings and hairline adjustments, require expert service in their lubrication. It has been necessary to develop special lubricants and special equipment in servicing them properly to ensure quiet operation, long life, and freedom from wear and repair expense."
"We have a service plan, called Imperial Specialized Lubrication, that is specifically designed to enable you to keep and enjoy this new-car performance throughout tens of thousands of miles.

"The lubrication of your new car is very important, and I'm sure you want to know all you can about the subject so that you will always be sure of getting the best. If you'll step over here for a moment, I'll show you a diagram of your particular car and explain its lubrication requirements."

"I then give a good demonstration of our products, equipment, check charts, and methods. As all this is based exactly on the customer's new car, it's really interesting to him. If there is any special point that makes the lubricating of his car a little tricky, I point this out and explain the danger of untrained service men overlooking or not understanding it.

"When I give such a demonstration, the customer, of course, goes away with the conviction that he can get as good or better lubrication service at my station as he can anywhere. He is my customer, anyhow, and often it is far more convenient for him to come to my station for his requirements. These are added factors that help me to overcome the competition of car dealers."

This Imperial salesman has, of course, hit on the sound principle that it is usually best to say nothing about his competitors, to draw no comparisons, but to give his service the advantage of a skilled demonstration and then let the customer decide. One is always placed at a disadvantage when he claims his product or service to be "as good as" that of competitors. To boost one's own interests to the best of one's ability, making no comparisons, creates a better impression on the prospect.

Expert Service Is Not Always Expert

An enterprising and progressive car dealer will, of course, give high-grade service. He will have men trained in servicing the car he sells, and the customer may place his interests in such a dealer's hands with full confidence. However, field surveys have disclosed many service departments where the lubrication service is anything but expert. Instead of the lubrication service being done by trained mechanics, it is usually done by the newest apprentice or beginner, and in some cases by the roustabout who sweeps up and runs
errands. To point out the danger that expert service might not be had at a car dealer’s, however, might be an injustice to the dealer who is really giving expert service. Then, too, it violates the principle given in the preceding paragraph. Nevertheless, this condition is a factor and can be handled somewhat along these lines:

“The lubrication of the chassis of the modern car has become a very important feature of the service station, sir. In the old days this wasn’t so important, and the greasing used to be done by anybody in the service department. Even today, in many places, it is merely a sideline; but at our station it is one of the most important services. No man is allowed to lubricate a car at our station until he is thoroughly trained in the work, and then we make sure that the correct procedures and lubricants are used for every job. With these new cars one can’t afford to take chances with an untrained greaser; it is a job for an expert lubrication man.”

Timely Suggestions Stimulate Lubrication Business

The more you talk the advantages of proper and systematic chassis lubrication—the more time you devote to the education of your customers on this important subject—the more lubrication business you will win. Such a campaign will pay in the immediate business you get; but your real profits will come from the continued sales you make to those who know that the long life of their cars and their motoring satisfaction depend importantly on the prevention of friction caused by lack of, or faulty, lubrication.

Therefore, you should not only tactfully seize every opportunity given you to talk lubrication, but you should also strive to create such opportunities. One of the strongest sales suggestions is based on timeliness—time to do some certain thing. Here are some of the ways adopted by one Imperial retailer. He says:
little time. But it is easy, from that point, to go right along
with your sales talk, always, of course, using good judgment
about taking more of the motorist’s time than he wants to
give you.

"There are some ideas you want to get over to the motor-
ist. For instance, you want him to realize that he must
have the proper lubricants in his transmission and differ-
etial to meet the requirements of the season. You can give
him a very helpful and interesting little talk on these lubri-
cation requirements.

"If you will go after the sale in this way, the customer will
not get the idea that you are trying to sell him a crankcase
drain and other things. He will gain the impression that you
are merely giving him good advice on the upkeep of his car.
He knows that these things should be done and, when you
put them up to him as a service, he will decide to have you
do them, or rather take it for granted that you are going to
do them, and then there remains only the matter of arrang-
ing for the time.

Cashing In on Special Occasions

"My spring and fall idea worked so well that I deter-
mined to develop all the timely ideas possible to help fill the
calendar. Many of my customers go on tours in the summer,
and I make it a point to be right ‘on the job’ to offer them
our touring service, maps, etc. Then it is easy to offer the
following suggestions:

"You’ll want your car properly conditioned and looked
over before you start, and I’ll be glad to take care of it for
you. A good deal of the safety and comfort of your trip will
depend on a proper lubrication job and on good, long-life
oil in your crankcase. Imperial Specialized Lubrication will
be your insurance policy for proper chassis lubrication, just
as Esso or Three Star (whichever he uses) will give you the
best mileage.

"A little talk like this often invites questions on just what
is meant by Imperial Specialized Lubrication; and this, of
course, gives me the opportunity to explain all about it. I
know that whenever I can do that, I’ve got a new customer
or a steady customer, as the case may be.

Use your maps and tourist aids as a means of selling Specialized Lubri-
cation Service and other needs. Taking advantage of such opportuni-
ties will increase your station profits.

"This idea works out splendidly just before holidays—
Victoria Day, Labor Day, Dominion Day, Thanksgiving, be-
fore the Toronto Exposition opens, and so on—when many
motorists are planning to take long drives. I get a lot of
immediate business in oil changes and chassis lubrication, to
say nothing of other sales of observed needs, such as tires,
fan belts, and battery cables.

Profits in Tourist Business

"We have many tourists here during the summer season,
and there is a lot of good business besides gasoline and oil to
be had from them, if you go after it. Whenever I see license
plates that indicate the car has come a considerable distance,
I always ask about the trip—if it has been enjoyable, if it is
the first to Canada, and so on. If I can get up the hood of
the car, I look for the lubrication tag, but even if I don’t do
this, I can usually find an opportunity to say something like this:

"You've probably gone over 1,000 miles with this oil, and your car may need chassis lubrication. This weather is certainly tough on many parts of the car. We are equipped to give you speedy, expert service."

"Or if the car is headed for home, I may say:

"You have a long drive ahead of you, sir, and then adapt my talk to that fact.

"Of course, we have to play our averages; only a percentage of our selling shots hit the mark. I guess this is true of all selling, but if we are tactful and really interested in giving good service, and keep on trying to give it, the actual number of sales we make will mount up surprisingly."

The Cash Value of Sales Resourcefulness

In the preceding pages you have been given sales methods developed by a number of your brother Imperial retailers. They evidence that priceless quality of sales resourcefulness—the ability and the determination to create sales opportunities where the ordinary attendant would never see them.

You can do the same and, perhaps, better.

You can create business and profits out of the opportunities that come to you if your eyes and your mind are open.

The exact and specific sales ideas you have just read may require some change or modification to fit your trade and the particular conditions of your business. But it is this ability to adapt—to meet conditions with ideas and methods to fit them—that is the sure sign of a good and progressive salesman.

What are the special sales opportunities at your station? Have you ever thought of them? What special conditions (such as the class of your trade, your location, etc.) are there that require special sales planning on your part? What do you consider to be obstacles in your path to the building of a profitable Imperial Specialized Lubrication business? Your first step is to analyze your conditions and list your special problems, if you have any.

How can you remove these obstacles with intelligent planning or offset them with more effective salesmanship in some other direction? What advantages do you enjoy? How can you develop them to the fullest? Your answers to these questions are the true test of your ability as a salesman. They are being successfully answered by many Imperial retailers. Your ability to answer them effectively will be the measure of your success and growth.

They are not difficult to answer. Indeed, most of the answers lie in your attitude toward your work and your opportunities. If you really see the opportunities in your chassis-lubrication business—both the immediate opportunities and the opportunities for business building—and determine to develop them, your mental attitude alone has won half the battle. We develop the ability to do well the things we believe in and want to do, and we find plenty of opportunities to do them.

Based on the experiences represented on these pages, two main facts will stand out with great prominence:

First: You must ask for business if you expect to get it. Good salesmanship will develop many logical and effective ways of asking for business; but—boiled down to the one big fact—you must ask for business.

Second: Imperial Specialized Lubrication has a definite sales value in assuring the motorist of a proved plan
for keeping his car young, backed up by expert, interested service.

Thus, your plan for the development of your lubrication profits should be to seek constantly the opportunity to sell the idea of the importance of regular, systematic lubrication and the superiority of Imperial Specialized Lubrication Service in giving the motorist the best service that experience has developed and that money can buy.

Imperial Specialized Lubrication in Community Development

LaSalle, in co-operation with Imperial Oil Limited, conducted a survey among Imperial retailers preparatory to the development of this sales-building program. This survey disclosed that there was quite a difference of opinion among the members of the Imperial sales family as to the effectiveness of community development—solicitation of business within the station’s business radius.

To account for this, it was found that the retailers who started out with a definite plan of procedure and with a definite objective in view invariably found this idea productive. Those who merely called to ask for business did not find the idea so profitable, although in no case did a retailer say that it was completely unproductive. In other words, the salesmen who complied with the sales principles you have learned in this program found the plan profitable, while those who went about the plan haphazardly usually found their efforts unprofitable.

These principles haven’t been given to you just to read and remember until you can submit your solutions to the problems called for; they are for you to understand and to use today, tomorrow, next month, next year—as long as you are interested in building business and making money. Therefore, let’s stop here a moment for a little test.

Check Your Methods

Suppose you decided to solicit the business of a number of motorists in your immediate neighborhood whom you know you could serve profitably and whose business you would like to have. On what basic principle of salesmanship would the success of your solicitation rest?

If you can’t answer this question immediately, you haven’t given this program the attention it deserves. The only success you will ever have will be success based squarely on principles; you can either use them consciously in accordance with plans, or hope to comply with them by accident. There is no choice between these two ideas, of course, so before you read on, stop here and decide what you would do—what appeals you would make to interest your neighbors in the service of your station. Remember, this whole program is focused directly on your salesmanship and your profit. You are the one to profit most. If these proved selling principles are dim or indistinct in your mind, or if you fail to use them, it is your loss.

The answer to the foregoing question is that you would plan to offer each prospect a definite advantage. Then you would use the three-step selling process to prove the advantage and secure the decisions which you know your prospect must make before he will buy.

You have a world of advantages to offer and a world of proof to support them, but since this Section is de-
voted to the development of your Imperial Specialized Lubrication, we shall illustrate these principles accordingly.

Planning Your Community Development Campaign

When someone rings your doorbell and you go to the door, you want the caller to have something definite to say—something that will make it worth-while for you to go to the door. That’s right, isn’t it?...

All right. You have a little preliminary sale to make right there, haven’t you? In other words, you need a “door-opener” that will place your prospect under some little obligation, instead of, perhaps, annoying him by troubling him to answer the door and to listen to you. Suppose you decide that your road maps and touring service would be a logical door-opener. Then you might proceed along these lines:

“Mr. Jones, I am your neighbor, Bob Smith, of the Ever-Ready Service Station. I should like you to have one of our new road maps. They are really more than just maps, because they give a lot of valuable information to car owners all through the Dominion. I should also like to extend to you my company’s cordial invitation to take advantage of the service of its touring bureau. This service is entirely free and complete. Even though you may not need it now, there undoubtedly will be an occasion when you will, and if you keep this card handy, both my company and I will be glad to have you use it when the need arises.”

Of course, you need not use these exact words, but you readily get the idea that you have made your initial sale—you have come with a definite advantage to offer. You are now in a far stronger position than if you had come merely to ask a favor instead of to give one. Mr. Jones naturally thanks you, since he is under some slight obligation; and you are ready to proceed with the real objective of your sale. You must use tact in opening your sales talk; and remember, too, you are selling Imperial Specialized Lubrication Service. The following sales talk is merely a suggestion:

“I notice that you are driving a Plymouth, Mr. Jones. It certainly is a great car, both in looks and in performance. Before I came over this evening, I selected a few of our check charts and among them is the chart for your car. I thought you would like to look at it.

“Naturally, you want to keep your car young and to get lots of trouble-free service and enjoyment from it. The car’s lubrication will be a very important factor in doing that, and I’ll explain why...”
Then you would go ahead and give Mr. Jones valuable counsel on the operation of his car and the importance of regular lubrication as an insurance for long life and trouble-free operation. This would, of course, build Mr. Jones' confidence in your ability and in Imperial Specialized Lubrication Service, and thus lay the solid groundwork for your sale.

Applying Principles to the Building of Your Imperial Specialized Lubrication Profits

Up to now little or nothing has been said about the principles of expert salesmanship as applied to building your Imperial Specialized Lubrication Service profits, the emphasis having been placed on the opportunities to create sales. It will be helpful at this point to look at your selling job from the standpoint of sales principles.

You have seen that expert salesmanship is largely a problem of adaptation—of finding the best means of grasping or of creating sales opportunities.

This adaptation—"cutting your coat to fit your cloth," so to speak—is an easy task when you know the principles of your job. These, of course, you have learned in the first two Sections of this program and you have seen them applied to selling your gasolines and motor oils.

Applying the Three-Step Selling Process to the Sale of Imperial Specialized Lubrication Service

On pages 2 to 4 of this Section you saw the application of the four buying motives—gain and economy, pride and self-respect, comfort and convenience, and protection and safety—to the job of selling chassis lubrication. It will be helpful now to take each of these four buying motives and to develop short sales talks on each, using the Advantage-Proof-Agreement selling process throughout. The words used in these developments need not be the exact words used in this Section, of course, but if you adhere to the principles in your sales work, the words themselves will not be so important.

1. Gain and Economy

Gain, or economy, as applied to the lubrication of a motor car, implies a service that ensures:

A. Minimum friction, which means longer life for the car.
B. Freedom from failure or breakage due to friction, resulting in the minimum loss of service and preventing repair and replacement expense.

Thus, you have two important gain and economy advantages to offer in Imperial Specialized Lubrication. For example:

(A) "Imperial Specialized Lubrication will add many thousands of miles to the service of your car, Mr. Jones, because . . .

Proof: "The thing that wears out cars faster than anything else is lack of proper lubrication. The reason why cars squeak, rattle, grind, and give other evidences that parts are worn and the car is 'old' before its time, is friction. The reason why there may be a difference of $50, $100, or $150 in the trade-in allowed on two cars of the same make, model, year, and mileage is often due largely to the lubrication such cars have received. The average motorist gives his car about one-third of the lubrication recommended by the manufacturer. Imperial Specialized Lubrication is a planned lubrication service, especially designed to ensure the maximum number of miles and the
highest trade-in value when you turn your car in for a new one.

Agreement: “You can readily see that Imperial Specialized Lubrication is not an expense, but really a profitable investment in continuing the youth of your car and is, therefore, a real economy, can’t you, Mr. Jones?”

(B) Advantage: “Imperial Specialized Lubrication is the best insurance policy against the repair shop you can buy, Mr. Jones, because . . .

Proof: “Burned-out bearings and undue friction of working parts mean repair costs. The modern car requires modern lubrication methods. Indifferent, unskilled, or rule of thumb lubrication by untrained workmen is known to be one of the chief causes of mechanical failure at many points in a car. Imperial Specialized Lubrication is planned, systematic lubrication by trained experts, who use scientifically developed lubricants and special equipment, which absolutely ensure each bearing of your car’s chassis being properly lubricated and safeguarded.

Agreement: “You want to keep your car out of the repair shop, don’t you, Mr. Jones?”

There are other advantages of a properly lubricated car, from the standpoint of gain and economy, that Imperial Specialized Lubrication Service will ensure. For example, a properly lubricated car will operate more easily, thus effecting a saving in gasoline. For practice in developing your own sales talks, suppose you plan an original three-step selling talk, stating this advantage.

2. Pride and Self-Respect

The selling appeal to pride and self-respect is a valid and very important one, because the majority of people have a great deal of pride in everything that pertains to their personalities—personal appearance, their homes, cars, and other belongings. Appearance is an important mirror of character. A car that is sadly in need of washing or that has a rattle somewhere in its anatomy may take the motorist where he is going just as well as a car in perfect condition, but his pride will
be a powerful influence to induce him to correct these conditions. For example:

**Advantage:** “I know that you want to get the maximum service from your car, Mr. Jones, and you also want to take pride in its quiet and efficient operation right up to the day you trade it in. Imperial Specialized Lubrication will ensure that service because . . .

**Proof:** “Squeaks or rattles in any car, new or old, indicate one thing—improper lubrication. The chassis of a car that has been kept properly tightened and lubricated will operate just as silently all during its life as will the chassis of a new car. Imperial Specialized Lubrication will not only be a profitable investment in keeping your car young and out of the repair shop, but it will also enable you to take pride in driving it after many thousands of miles of service.

**Agreement:** “You do take pride in having a smooth, quiet-riding car, don’t you, Mr. Jones?”

3. **Comfort and Convenience—Timesaving**

These buying reasons may be considered as having two different meanings:

1. Comfort, convenience, or timesaving while operating the car.
2. Convenience or timesaving in the service rendered at the station.

Imperial Specialized Lubrication Service will offer many effective appeals to both these meanings. Applying the first meaning, it will ensure:

A. **Comfort in riding and operation.**
B. **Convenience in having the car always in first-rate condition.**
C. **Timesaving through freedom from lay-ups due to repairs.**

According to the second meaning it ensures:

D. **Convenience** because you assume the responsibility of keeping account of the lubrication requirements.

E. **Timesaving** through the pickup and return of the car at times when it is normally idle.

Let’s develop a brief three-step selling talk on each of these advantages:

(A) “Imperial Specialized Lubrication will make your car ride much more comfortably, Mrs. Jones, because . . .

**Proof:** “The easy-riding qualities of your car depend on each bearing and moving part operating smoothly and freely. Imperial Specialized Lubrication has a special oil or grease developed especially for each part, and thus smooth riding and easy steering are assured.

**Agreement:** “Of course, you want your car to handle easily, don’t you, Mrs. Jones?”

(B) “Imperial Specialized Lubrication ensures that your car will always be in perfect operating condition, Dr. Smith, because . . .

**Proof:** “This chart and special equipment guarantee perfect lubrication of every part of your car. This expert service, together with the specially developed Imperial lubricants, will keep the chassis of your car in perfect running condition.

**Agreement:** “It is important that you have your car in perfect operating condition at all times, isn’t it, doctor?”

(C) “Imperial Specialized Lubrication will be a profitable investment for you, Mr. Salesman, because . . .

**Proof:** “Our scientifically developed lubricants, special equipment, and approved charts give you a
quality of lubrication that will stand up under those long, hard drives you make. That will save
you time and money by avoiding 80 per cent of
the causes for lay-ups and repairs—improper lube-
rication and too infrequent lubrication service.

Agreement:
"It is important that you keep your car in good
running condition, isn’t it, Mr. Salesman?"

(D)
"We can save you time and add considerably to
your convenience, Mr. Black, if you’ll let us look
after the lubrication requirements of your car,
because . . ."

Proof:
"It is difficult for you to remember just when
the oil should be changed, the chassis lubricated,
and your car conditioned for summer and winter
driving. You forget it or put it off, and your car
suffers. We have a very accurate record system
here, and we’ll be glad to assume the responsi-
bility of looking after the welfare of your car. And
we can do this without any inconvenience or loss
of time to you.

Agreement:
"It would be much more convenient for you to
have us take over this responsibility, wouldn’t it,
sir?"

(E)
"We can keep your car in tiptop condition and
still have it available for your use at all times,
Mr. White, because . . ."

Proof:
"We will call for it at your home or place of
business when you do not need it. And we will
get it back to you promptly.

Agreement:
"This would mean a real timesaving, wouldn’t
it, sir?"

Note that in these short examples of the three-step
selling process, based on the reasons-why the customer
will buy, you have the materials for a real and con-
vincing sales talk. For example, Mr. Businessman
wants his car always to be in good operating condition;
he does not wish to incur the annoyance and expense
of having it laid up for repairs; he would find it profit-
able to be freed from the responsibility of keeping track
of his service requirements; and, since time is an im-
portant element, he would also like to be freed from the
necessity of driving to the station for service at stated
intervals.

Building a Real Sales Presentation

Assuming, therefore, that convenience is Mr. Busi-
nessman’s most important motive, you can take a selec-
tion of the examples just given and join them together
in a real sales presentation of Imperial Specialized Lu-
brication Service. First, you would sell the superiority
of your service with example B or C, or both, and then
use examples D and E to show how the advantages of
Imperial Specialized Lubrication can be enjoyed without inconvenience.

It will be good mental exercise, at this point, for you to work up a sales presentation to Mr. Businessman in your own words. You know what he wants and you have it—in products, in service, and in convenience. Practice this and you will be astonished at what an effective sales talk you can develop. Further, you can take this sales talk to work with you tomorrow morning and watch it create business and profits for you.

4. Protection and Safety of Investment or Family

This is another buying motive that has a double meaning:

A. Protection of the car and safety from breakdown.

B. Protection and safety of occupants.

Imperial Specialized Lubrication offers definite advantages in both these meanings. The development of the advantages of your chassis-lubrication service in sales talks, using the three-step selling process, has been sufficiently detailed in the preceding sales examples to enable you to go forward “under your own power” in the development of your own sales talks.

Just to give you a framework on which to develop original sales talks, consider the following cases:

You have a customer who is a peace officer, most of whose work is the patrolling of a main highway. He drives a small, fast car and occasionally has to attain high speeds in order to overtake traffic violators. What kind of protection would be an advantage to him?

Another customer has a young daughter who drives a roadster to and from the college she is attending. She knows nothing of the mechanical features of her car. What kind of protection would this customer buy for his daughter?

Another customer is a lady who drives her two small children to a school across town every day. What protective advantages would interest her?

Still another customer is a market gardener who drives an old car made into a light truck, which he uses to peddle his produce about town. What kind of protection would you sell him?

These are all special cases, of course. You might not be able to identify any of these people among your customers.

But remember, every customer who drives into your station, and every prospective customer whom you might bring in, is a special case. Each customer needs and buys one or more of the advantages you have to offer. If you offer this advantage skillfully, appealing to his buying reasons, and then prove how he can enjoy it, you will make plenty of sales.

Take a number of your gasoline customers to whom, so far as you can recall, you have never sold chassis lubrication, and who, perhaps, do not give this feature of their motor prowling problem half the attention it deserves. Set out each of these customers distinctly in your mind; think of them as individuals, not just as customers in general.

Then decide just which advantages of Imperial Specialized Lubrication—economy, protection, pride, or convenience—would probably be most appealing to each customer. Then imagine that you are selling each of these customers on Imperial Specialized Lubrication.
Don't Aim Buying Appeals—

—At Customers As a Group

How would you start your sale? How would you follow through?

When you get right down to the job and begin to think of these customers and their motoring problems individually, it isn't difficult, is it? As a matter of fact, it is always easier to do a good selling job than it is to do an indifferent one, just as it is always easier to travel a well-marked paved road than it is to wander haphaz-

ardly across country. Try this plan. You must present these sales talks to build your lubrication business, anyhow, and whatever preliminary thinking and planning you do will be very helpful in your actual sales contacts.

Summing Up

So far in this Section you have been dealing with just one of the profit opportunities listed on page 8—
bringing more cars into your station for Imperial Specialized Lubrication and selling more of the motorists who do come in.

In the preceding pages you have seen the definite advantages you enjoy in offering a company-sponsored lubrication plan. Thus, your identification signs and your equipment—charts, guns, lubricants, etc.—offer real sales values to help in increasing your profits.

You have seen that every motorist who drives into your station gives you opportunities to sell Imperial Specialized Lubrication—both in winning him as a customer for your chassis-lubrication service and in selling him the values of regular, systematic lubrication service.

Finally, you have seen how definitely your lubrication profits will rest on your aggressiveness and resourcefulness as a salesman. You have seen how this salesmanship rests solidly on the simple principles you have learned. Thus, by being alert to your opportunities and by sticking close to principles in your sales work, you will make the building of these profits an easy, interesting job, instead of the difficult task which the untrained, haphazard retailer makes of it.

Your next big, profitable job will be to cash in on these new customers—and your present ones—by selling them on the advantages of systematic and regular Imperial Specialized Lubrication Service, and by developing ways and means to ensure their continued patronage.

Part 2
SELLING YOUR CUSTOMERS ON THE ADVANTAGES AND ECONOMY OF SYSTEMATIC AND FREQUENT IMPERIAL SPECIALIZED LUBRICATION SERVICE

The real and continuing profit of your chassis-lubrication business must come from repeat business. In fact, the real profits of any business depend not only on the number of new customers who can be won, but also on the continued patronage of those customers—the number of times they come back to buy. This is why the good-will factor of your station operation is so important.

It might conceivably cost you more in time and effort to sell a single chassis-lubrication service than the profit would justify. But when you realize that this initial service can be made the beginning of a long series of lubrication sales which require no selling effort on your part, this first, perhaps hard-won, sale becomes very profitable. This one sale multiplies itself ten or fifteen times during the year and, therefore, runs into considerable volume.

Consequently, your chassis-lubrication profits depend on two very important factors:

1. Selling the idea of the profit advantages to the customer so strongly that he will recognize the need of lubrication in order to enjoy the maximum advantages of his car.

2. Following through on this initial sale to see that the maximum number of services are sold to the customer.

Naturally, if this first sale is not properly made, the customer is not going to be overly concerned regarding a systematic adherence to the lubrication program. Now and then an Imperial retailer is found who states
that he has not been able to handle his follow-up service system successfully. Logically, such a failure is due to the fact that he has not made his first sale—he has not sold the idea of the necessity of this service. It is, of course, seldom effective to remind a customer that it is again time to do something that is going to cost him money, when he does not regard that something very highly.

Imperial Specialized Lubrication
Is an Investment—Not an Expense

The motorist knows he must buy gasoline to make a car run. He realizes there must be some oil in the crankcase, and that if his lights burn out, he must get new ones or incur penalties. These are sales that you don’t have to make, because they fulfill self-evident needs. But you must sell the necessity of proper lubrication if your follow-up plans are to be successful. You can readily see why this is so. On this point an Imperial retailer says:

"The first scratch on the finish of a motorist’s new car is always a matter of great concern to him. The reason for this is that his investment has been depreciated to some extent.

"I have used this idea effectively in selling the profit of proper lubrication. My sales talk goes something like this:

"Mr. Customer, you have a very attractive car here, and I know you take very good care of it. You drive it carefully, avoiding damage to the finish and dents in the fenders or body, and you are careful not to let the radiator freeze up or run dry. You have a sizable investment in this car and you are careful not to do anything that will depreciate the value of that investment. That’s right, isn’t it? . . .

"But the greatest part of your investment is under the body, out of sight, and this should have your most careful attention. Many people carefully wash and polish their cars to keep them looking as nearly new as possible, and at the same time, by neglecting the really important mechanical parts, they allow their investment to be rapidly depreciated.

"A car will stand lots of abuse and neglect. For example, the manufacturer recommends that the chassis be lubricated every 1,000 miles. The car may run for a time if this is not done. However, if this is the case, then the recommendations of the maker are being disregarded, and naturally the car will not give the service that the maker built into it. The manufacturer is striving constantly to make motoring less expensive. If a car could do with less lubrication the maker would say so. The fact that he recommends lubrication as he does is proof that the car cannot get along with less without damage.

"Then I go ahead and explain what happens with contaminated motor oil in the crankcase and insufficient lubrication
of the bearings outside the motor. I strive to convince the motorist that oil does not cost him anything—on the contrary, it is an investment in the long life, trouble-free performance, and economical service of his car. When the customer is sold on that point, the problem of getting him to look after these things is a comparatively simple one."

Gaining the First Buying Decision

You will recall that every sale rests on the five buying decisions, and that until the first—the need—has been made, none of the others is of any import. This retailer, then, in driving home the importance of regular lubrication, is giving his customer the information on which he will base this first buying decision. Keep this in mind and do not expect to have your follow-up system work with complete success until your customer has made this vital first decision.

Selling Marvelube and Imperial Specialized Lubrication

As stated in the beginning of this Section, your interest has been centered on chassis-lubrication business, although there is a direct tie-up with crankcase lubrication. Since the oil should be changed periodically when it becomes dirty—on a mileage basis of every 1,000 miles—and the chassis lubricated every 1,000 miles, these two services often may be joined in your follow-up work, and, of course, your customer should be just as thoroughly sold on the importance of one service as on the other. When the car is on the pit or lift for either of these services, this is, of course, the ideal time to give them both.

Play Your Averages

Now, you will probably never reach the ideal situation where you have sold all your customers on the profit of correct lubrication. People will go right on losing their teeth and health for want of a little preventive treatment, uninsured houses will burn, and people will set out on motor trips without carrying a spare tire. Human nature being what it is, there is practically no hope of reaching the ideal in any undertaking. However, all progress is not in reaching ideals, but in striving for them.

Thus, you cannot induce all your customers to give their cars a square deal and to enjoy the profits that come from proper lubrication. But in striving to do this, you will sell the idea to a certain percentage of them. Those whom you do not sell will pay out the money you should have in repairs and in shorter life for their cars; those whom you do sell will pay this money to you—money that, except for your salesmanship, you never would have. In other words, if your customers should spend an average of $30 a year for lubrication where they are now spending $10, and you succeed in raising this amount to only $15, you are just 50 per cent better off than the salesman who concludes that people can’t be sold lubrication, anyhow, and therefore doesn’t try.

Follow Through to Ensure Maximum Sales

You cannot leave the regular oil changes and lubrication services to your customers, even though they are fully sold on the importance of both. You must assume the responsibility for this and, of course, you can’t depend on your memory or on any faulty records. It is not within the scope of this program to explain the workings of the follow-up systems and the materials made available to you by your company. These are all very clearly explained and have been developed as the result of long and successful experience. You should make full use of these plans and materials
Having Sold the Importance—

—or of a system of your own that is equally effective. The main consideration is to have a system which brings to your attention, promptly and infallibly, the service dates of every customer’s car. These record cards are one of the most important and profitable items of your business, but their profit lies only in their effective use. The service record under your customer’s hood is an important part of your follow-up plan, but only if its importance has been sold to the customer. He will not attach any more importance to it than you do.

—Of Regular Lubrication Service

Follow Through to Ensure—

—Maximum Lubrication Sales

Effective Follow-Through

Here is what one successful Imperial retailer says:

“I had not gone very far in the building of my lubrication business when I discovered that the weak link in it was the negligence of the customer in bringing his car in for service. We built this service up considerably, adding tire and battery checking, and so on, which made it much more attractive, but still the situation left a lot to be desired. I realized then that we had to do some really intensive work.

“The first thing we did was to send out a notification card to the customer whose card showed that he was about due
for lubrication service. This card brought in a certain percentage, but not enough to be satisfactory.

"Following the mailing of the card, we instituted a policy of using the phone. We called the customer either at his place of business or at his home in the evening, reminding him that his car was overdue for service and attempting to make a definite date for bringing it in. This was also resultful, but we still had a residue of customers who didn't come in. They forgot, were too busy, just put it off, or what not. I had gone to a great deal of pains to sell these people on prompt oil changes and chassis lubrication and I did not propose to have the business lapse just through neglect.

"Now, when the customer doesn't come in in response to the card or telephone follow-up, I make it a practice to call on him personally, just as quickly as I can. Naturally, I don't go to reproach him or to make a nuisance of myself, but to offer a suggestion that almost invariably meets with his approval.

"I point out that inconvenience or lack of time has prevented him from bringing in the car and, since that is the case, I offer to bring it in for him. There is always a time when the car is not in use. If the customer drives to work, it is probably parked most of the day, and we can pick it up and return it during this time. If he uses his car all day, then we can usually get it in the evening, and so on.

"As a result of this plan, we have many customers whom we merely ask for the key, and who expect us to look after their cars without any action on their part."

Another Imperial retailer has worked out a slightly different plan which he finds effective. He says:

"Our station is right here at the main entrance to the business section, and we draw trade from the surrounding neighborhoods. Therefore, most of our customers pass the station morning and evening. A good number of our customers drive in here either on the way to work or on the way home, leave their cars, and we drive them on to their destination. Then we arrange to pick them up or to deliver the car, whichever is more convenient for them. This plan has increased our lubrication business to a very satisfactory extent.

"We also have a good number of customers from a large factory near by, which has several acres of cars standing in its parking lot every day. I took the license numbers of these cars, looked up the names of the owners, and called on them at their homes. A good portion of them were glad to have us service their cars when they would otherwise be standing idle in the lot. This turned out very profitably, too, not only in oil and lubrication sales, but also in the sale of tires, batteries, and accessories as well.

"As a matter of fact, our lubrication profits began to grow with a change in our viewpoint. We had always taken the position that it was up to the customer to look after his car, and if he didn't—well, it was too bad. But when we began thinking that it was our responsibility to get the customer's
A Profitable Responsibility

The idea brought out by this salesman is a good note on which to end this short part—your assuming the responsibility of giving your customers, through proper lubrication, the maximum advantages of their investment in their cars.

There is not a great deal to be said on the subject of customer follow-up, because Imperial Oil Limited has made available to you all the materials and plans you will need for an efficient handling of this phase of your business. But, as you have seen, every one of your customers presents a special case—needing perhaps special appeals to sell him the idea and special handling to keep him sold. To do this you must use your resourcefulness. It is always possible to find the resources to do the things that you want to do and that are profitable. Therefore, by accepting the responsibility outlined by the salesmen just quoted, you will find the basis on which to build your resourcefulness in developing this important source of your profits.

Now, let's proceed to look into the additional opportunities for profit that the aggressive promotion of your Imperial Specialized Lubrication Service opens to you.

Part 3

USING YOUR IMPERIAL SPECIALIZED LUBRICATION SERVICE AS A STEPPINGSTONE TO ADDITIONAL SALES

From the opening page of this program where you read that Mr. Stewart drove out of the Four Corners Service Station with five gallons of Three Star and a number of things wrong with his car, the emphasis has been placed on the service element of your job. You have seen that every sale you make is a service sale—something that will add to the advantages the motorist wishes to gain from the ownership and operation of his car.

You have seen that your work around the customer's car, whether in selling or in extending the "free" services offered, brings you face to face with sales opportunities—chances to observe needs and to suggest sales.

There are two kinds of opportunities which you must always seek. They are:

1. Opportunities to sell more of the products and services of your station.
2. Opportunities to build the customer's confidence in your company, in its products, in your station, and in yourself.

These opportunities exist at every contact you have with the motoring public, but you will never have more or better occasions to develop these two kinds of opportunities than when you are selling the advantages of Imperial Specialized Lubrication and delivering that service. Let's examine each kind of opportunity separately to see just what it offers.
Opportunities to Make More Sales

The following chart shows just how great the opportunities for additional sales are. Every item listed on it is a definite need. The motorist has to buy most of these items from time to time; he will buy others if their advantages are pointed out to him. An Imperial retailer whose extra-created sales pay him the major portion of the profits of his station says on this point:

"The time to sell your accessories is when you are giving lubrication service, either crankcase service or chassis lubrication. It requires but a second to look at the fan belt while you are lubricating the fan assembly, to inspect the battery cables when you are servicing the battery, to check the spark plugs while you are oiling the generator and the pump, and so on around the car.

"You know that sooner or later a frayed fan belt is bound to let go, a worn cable will short the battery, and a cracked spark plug will cause a dead cylinder. When you call attention to these hazards on your customer’s car and offer to remove them by installing a replacement, you are really giving him friendly, interested service, which he will appreciate and for which he will thank you. If there is any easier selling than that, I’d like to know what it is.

"If the car has an oil filter, I always make sure of its condition. If the oil needs changing, the customer is as pleased to hear of it as I am to tell him. I always snap on the lights—brights, dimmers, and cowl lights. Then I check the taillight and stoplight. Many times I have had customers say, ‘I’m glad you caught that. I’ve been intending to get a new light for days.’ Very often I not only renew his lights, but also sell him a kit of extra lamp bulbs. These are just a few of the sales opportunities that are right before our eyes all day long.

"The important thing we should keep in mind is that parts are constantly wearing out or failing. Your customers know this, and you can’t find one who, through failure of some part of his car, hasn’t had some unpleasant experience that
DAILY REMINDER
OF
MY SALES OPPORTUNITIES

3-Star Antifreeze
Alcohol
X-Liquid Stop Leak
X-Radiator Flush

Atlas Wiper Blades
Atlas Glass Cleaner

Atlas Mazda Lamp Bulbs

Trim Polish
Nu-Trim Polish (Wax)
Atlas Top Dressing
Atlas Touch-Up Enamel
Atlas Polishing Cloth

Atlas Mazda Lamp Bulbs

Esso Gasoline
3-Star Gasoline
Atlas Mazda Lamp Bulbs

Atlas Tires—Atlas Tubes
Inflation Valve Caps
Dust Cap—Valve Cap
Valve Insides
Atlas Rim Flaps
Atlas Tire Boots
Atlas Tire Repair Kits
Atlas Shaler Hot Patch

Marvelube Motor Oils
Imperial Flushing Oil
Esso Handy Oil
Atlas Fan Belt
Atlas Radiator Hose
A C Oil Filter
Champion Spark Plugs
Marvelube Waterproof 44

Atlas Batteries
Atlas Battery Cable
Atlas Friction Tape Fuses

Marvelube Chassis 11
Marvelube Pressure Gun
Marvelube Universal and Wheel 33
Marvelube Expee Gear Oils
Imperial Penetrating Oil
Marvelube Gear Oils

"Every customer who drives into my station needs one or more of my products,
and if I suggest them as a service, he will buy them from me."
cost him time and money. You know, for instance, that a motorist driving with a weak fan belt is going to be in trouble sooner or later, perhaps out on the open road miles from service. He knows it, too! Somebody is going to sell him a new fan belt very soon, and he'll appreciate your thoughtfulness in calling this need to his attention before he gets into trouble. The same idea applies to every other accessory or part about the car, and there is no better time to give this service than when you are doing a chassis-lubrication job."

Training Your Mind to Observe Needs

It is a good plan to study each of the opportunity points about the car as shown on the chart. Decide in your own mind at what point of the lubrication service you will check on a certain opportunity, and then, if you find a need for replacement, how you will draw attention to it.

For example, say that you have trained your mind to inspect the spark plugs while you are oiling the generator and the pump (depending, of course, on the car and the location of the plugs; the Nash dual ignition, for example, has plugs on both sides). In a certain percentage of cases you will find defective plugs. In such cases you will wish to try to sell a replacement. What would be the best way to do this?

Selling a Spark Plug

You could say:

"I note that the porcelain of this plug is cracked, sir. That may be costing you power, and it should be replaced. I'll be glad to test all your plugs, if you wish. It will take just a few minutes, and then you'll be sure you're getting power from all your gasoline. A couple of defective plugs can reduce the efficiency of your motor as much as one-third, and, in addition, give you poor service. Shall I test them, sir?"
Selling a Fan Belt

Or when your inspection indicates a worn-out fan belt during the lubrication of the fan assembly, you could say:

“This belt is going to give you trouble shortly, sir. It’s liable to let go at any time, and it might happen out on the road where it would cause serious annoyance and loss of time. I can put on a new one in just a minute or two. You don’t want to run the risk of having it let go on the road, do you?”

Thus, you can take each article and service you have to sell, decide on the best time during your service of the car to inspect the need for it, and work out the proper method of suggesting the sale.

Note that each of these suggested sales is a service—a means of saving the customer money, keeping him out of trouble, and adding to the efficiency or appearance of his car. You need never ask him to buy something as a favor to you or because you would like to sell him the article or service. These sales and profits will fall right into your lap as the result of your spirit of service, your concern for your customer’s interest, and your tact in serving that interest.

Opportunities to Build Your Customer’s Confidence

The big objective of your work is to educate your customers to come to you for all their motoring requirements which you are equipped to supply. As you saw earlier in this program, you want to build 100 per cent customers, not only to make the profits from their purchases, but also to keep them away from competing salesmanship.

Such 100 per cent patronage must be built on a number of factors—products of outstanding superiority, certified services, company leadership, and customer loyalty—all of which, with one exception, have been provided free by your company. The one exception is customer loyalty to your station. You are your company’s final contact with the customer. All its policies and all its ideals must be given effect by you. You must pass them on to the motorist.

Loyalty Built on Confidence

Aside from the personality factors as builders of business and profits, one of the most important of all influences is the confidence you build in the mind of the customer by your knowledge of your job. Therefore, it is vitally important that you equip yourself to give Mr. Motorist the real facts about adequate lubrication, and to demonstrate the superiority of Imperial Specialized Lubrication by an effective sales presentation of the product, the proper equipment, protective covers, the correct chart, and the actual work of giving the service. You know that in your own case, whenever you give your patronage to a store or shop, you want to know that the salesman there knows his business. Only in this way is your confidence won; and your customer is the same sort of person you are.

You are also building customer confidence when you give motorists intelligent explanations of the advantages of your gasolines, oils, Atlas tires, batteries, and accessories. The customer knows little or nothing about these things, and what he thinks he knows may be all wrong. Therefore, he is eager to put his trust in the salesman who can convince him that he “knows his stuff” and he is interested in serving his customer’s best interests. Here is what a successful Imperial retailer says about building customer loyalty:
The Motorist’s Loyalty to You—

—Depends on His Confidence in You

“We have many opportunities to sell the motorist on our ability and good faith; but I have found that the best of these is Imperial Specialized Lubrication. When rendering this service, we have the car ‘wide open,’ so to speak, and can give it a careful inspection at every point.

“If the customer is there while the job is being done and if he hasn’t seen the application of Imperial Specialized Lubrication before, you should always invite him to look on. There should be no distinction made between needs that you discover and can supply and those that will require services you don’t render.

Build His Confidence in You—

—By Using Good Salesmanship Always

“For instance, every now and then you will find a defective lubrication fitting, a loose motor bolt, worn ball or roller bearings, the need of packing in the pump shaft, and all sorts of needs that, unless you have a shop, you can’t handle yourself. These should be called to the customer’s attention, and he should be advised to have them remedied. He will appreciate this counsel and thank you for it.

“If there is anything of a minor nature about the car that you can fix yourself, always call attention to it, even if it is only the tightening of a filter-brace screw. All these little
services indicate your interest in your customer's enjoyment of his car.

"Whenever you have your customer standing around while you are working, talk about the car and its service. Give him interesting facts about the importance of regular oil changes and chassis lubrication, about motor oils in general, and about every other subject that may suggest itself while you are at work or superintending the job.

"Such things not only build the motorist's confidence in you and tie him to your station for all his needs, but they also build you. You learn how to talk to all kinds of people, you learn how they think, and you develop the ability to talk naturally and convincingly. You find out by practice the best way to offer your facts and sales talks, and thus you become more and more efficient as a salesman."

The Five Buying Decisions

Throughout this Section a great deal of emphasis has been placed on the buying motives and the three-step selling process, many sales examples being given to show their application to the sale of Imperial Specialized Lubrication. The five buying decisions, however, have been left until this point in order to show how each decision is an important step in the sale of Imperial Specialized Lubrication, and how all the selling methods and ideas presented have a direct tie-up with one or more of these decisions. Let's take the big subject of selling Imperial Specialized Lubrication and see how each buying decision becomes an essential factor:

Decision 1—the Need

The motorist must decide that he needs regular, systematic lubrication in order to secure the maximum advantages from his car.

Decision 2—the Thing to Fill the Need (the Product)

The motorist must decide that Imperial Specialized Lubrication is the best product or service obtainable to give him those advantages he decided he needed when he made the first decision.

Decision 3—the Source (Your Service Station—You)

The motorist must decide that your station is the best place to buy this needed Imperial Specialized Lubrication because he is convinced that your service is the best and most expert.

Decision 4—The Price

The motorist must decide that your price is more profitable to him even though he might be able to obtain lubricating service at a lower price elsewhere.

Decision 5—Now Is the Time

The motorist must decide that the lubrication of his car must be attended to regularly—that he must begin this service at once, and continue it regularly at the proper intervals afterward.

Thus, you see, every step of your effort in building the sales of Imperial Specialized Lubrication is aimed directly at one of these five decisions. Think of these decisions in connection with your sales plans and be sure that due consideration is given to each one. It would be a good idea to review briefly these five decisions, as presented in Section Two.

Intelligent Practice of Salesmanship

We have come a long way in the building of sales effectiveness, haven't we? Compare yourself—giving an intelligent, educational sales talk on the advantages
of Imperial Specialized Lubrication Service and the importance of regular lubrication—with an untrained competitor who will do a “greasing job” if it is asked for, or whose sales effort will consist of, “How about a grease job today?” This comparison will give you a real picture of how far you have come in your development as a salesman, and of the unbeatable advantage you hold over such a competitor.

Compare yourself at work on an Imperial Specialized Lubrication Service job with the competitor who does merely a “grease job” and again see how far you have come. You are selling while you are working, inspecting the car for needs and pointing them out, not as sales you wish to make, but as services. Thus, you build the customer’s confidence in you and establish a firm business friendship, while the untrained man works merely as a mechanic.

Imperial Specialized Lubrication is but one of the opportunities which you have to build the profits of your station through intelligent salesmanship—confidence-building salesmanship. Your every contact with the motorist, whether he comes for fuel, oil, or so-called “free” service, is an opportunity to move one step nearer your goal—the 100 per cent customer.

**Summary**

Reviewing briefly the important points emphasized in this Section, you have seen:

That Imperial Specialized Lubrication offers you three opportunities for profit:

1. Bringing more cars into your station for Imperial Specialized Lubrication, and selling those motorists who come in.

2. Selling your customers on the advantages and economy of systematic and frequent Imperial Specialized Lubrication Service.

3. Using your Imperial Specialized Lubrication Service as a steppingstone to additional sales.

*That Imperial Specialized Lubrication must be sold: It must become a definite part of your continuous sales procedure. You must be constantly alert to grasp these attractive profit opportunities, because Imperial Specialized Lubrication Service, unlike motor fuels in the tank, may be neglected for a time.*

*That Imperial Specialized Lubrication must be sold in accordance with sound sales principles: The offering of advantages that will lead the motorist to make*
the decisions that ensure the continued proper lubrication of his car. The motorist will make these decisions only when he is convinced that proper lubrication is profitable.

That you must take full advantage of all the business-building and confidence-building resources with which you have been supplied for promoting Imperial Specialized Lubrication: The name itself and what it stands for have definite salable values when presented as a sponsored plan which has been developed and perfected by specialists and trained engineers.

All these points have been fully developed in the preceding pages and in many parts of the earlier Sections of this program. You have been given actual sales methods which you can easily adapt to your own use in building your station profits and your own effectiveness as a salesman.

Perhaps the most important value you should get out of these pages is the vision they offer you—the proof of the possibilities and opportunities that effective methods can give you. If you believe that real money is to be made in the development of your Imperial Specialized Lubrication business, and that you can develop it, then the methods become more or less detail. Remember always that motorists, in general, have been buying much less lubrication service than is actually needed to furnish adequate protection. It is your job—your opportunity—to remedy this situation. The measure in which you do this will be the measure of your growing profits.

A Self-Check

In going over Section Five, which deals with the profits you obtain from intelligent and aggressive han-

dling of your Imperial Specialized Lubrication Service, you must do more than read. You must analyze the points, one by one, and be sure you understand them so that you can use them in your daily work, adapting them to the innumerable situations which arise in your station. Only in this way will you get the most from this program.

The purpose of this Self-Check is just this: to help you analyze the important points given in Section Five. Grade yourself, if you like. One hundred is, of course, a perfect grade. Deduct ten for each question you missed completely, five for any you knew in part. The result will be your grade. This is not an examination, remember, but just what it is called—a self-check.

Before you begin working out the Sales Opportunities, be sure to reread thoroughly those parts of the Section which the Self-Check has shown were still not wholly clear to you. This will assure your turning in a better paper, and, quite as important, your knowledge will be reflected in the increase in your skill at selling Imperial Specialized Lubrication.

Here Are the Questions

1. Merchandising today is quite different from what it was, say, in your grandparents’ time. Explain the principal differences. How do these differences affect the service you render at your retail station? How does your Imperial Specialized Lubrication Service fit into this new conception of merchandising? (Pages 9 to 13.)

2. The identification signs of Imperial Specialized Lubrication Service not only serve as a notice to the motorist that here he may get his car lubricated, but also provide
assurance that he will receive superior lubrication service. Name the factors back of your service that offer him this assurance. (Pages 14 and 15.)

3. Skilled salesmanship creates the want or need, just as it helps you to grasp all opportunities and create additional ones. Can you recall what an aggressive Imperial retail-station salesman had to say regarding this point? (Pages 15 to 20.)

4. Your lubrication chart and special equipment are most important aids in selling Imperial Specialized Lubrication Service. Can you recall how one Imperial retailer takes advantage of the sales values in his equipment to increase his lubrication sales? (Pages 20 to 24.)

5. The seasons of the year and the holidays aid you materially in increasing the profits of your Imperial Specialized Lubrication Service. Give several examples of how you can cash in on these special occasions. (Pages 26 to 30.)

6. You should now be using the Advantage-Proof-Agreement process quite naturally and habitually in all your selling, but it is occasionally wise to check up on yourself to see if you are directing your appeals to the buying motives (reasons-why). The use of the Advantage-Proof-Agreement process and the buying motives in relation to Imperial Specialized Lubrication Service were analyzed for you on pages 36 to 47. How will you use them in actual sales situations? (Pages 37 to 45.)

7. Oftentimes a lubrication-service sale multiplies itself ten or fifteen times during the year and, therefore, runs into considerable volume. Your chassis-lubrication profits depend on two very important factors. Can you recall what these two important factors are? (Page 49.)

8. The service record under the hood of your customer's car is an important part of your follow-up plan if its importance has been sold to him. He will not attach any more importance to it than you do. Can you recall the two plans for selling the importance of the service record which have proved to be successful in other Imperial retail stations? (Pages 53 to 58.)

9. Every contact you have with the motorist should mean one more opportunity for sales. Your lubrication service, more than any other contact, should be used as a stepping-stone to additional sales. How will you point out the need and sell spark plugs? How will you sell a fan belt? (Pages 60 to 62.)

10. Every step of your effort in building the sales of Imperial Specialized Lubrication Service is aimed at gaining the five buying decisions. Show how each buying decision becomes an essential factor in the sale. (Pages 66 to 68.)

A Look Ahead

You have now covered three of the important profit opportunities of your station—three steps to the creation of the 100 per cent customer—gasolines, motor oils, and Imperial Specialized Lubrication. Section Six will deal with a very attractive opportunity:

Building Your Atlas Sales.