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STATION SALESMANSHIP

Section Six
Selling More Atlas Tires,
Batteries, and Accessories

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Section Six
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Introduction

The men at the Duncan Corners Service Station were holding a little impromptu sales meeting.

"It's all right to say that we can make plenty of money pushing our Atlas tires, batteries, and accessories," said Bill Stuart, "but people aren't going to buy anything they don't want, and you're simply going to drive them away if you keep on asking them to buy."

"That's right," chipped in Ned Connors. "I know, in my own case, that if I went into a clothing store, for example, to buy some collars, and the proprietor tried to ram suspenders, socks, neckties, and what not down my throat, I'd go somewhere else next time."

"That's very true," agreed Bob Duncan, the owner of the station. "Nobody likes to be constantly urged to buy more than he came in to buy. But let's look at this situation in another way. Suppose that on the morning you went to buy those collars, Ned, you noticed a hole in one of your socks and you knew that this was the last pair you had."

"Why, then I'd ask for socks along with the collars," returned Connors triumphantly. "I'll buy whatever I need. If I want socks, I'll buy them."

"In other words, you have to want something before you'll buy it; and the only reason you'd buy socks is because you needed them," said Duncan.

"That's right," agreed both the boys.

"All right," replied Duncan, smiling. "Suppose a customer drives in here with a spongy fan belt that is about ready to let go and perhaps cause him trouble
out on the road. He certainly needs a new fan belt. Why doesn't he buy one?"

"Hold on, now," objected Connors, "you're changing the base of our discussion. When I have a hole in my sock, I know it; but the customer doesn't know that his fan belt is in bad shape. If he knew it was in bad shape, he'd buy a new one, just as I'd buy the socks."

"Then all you'd have to do is tell Mr. Customer that his fan belt is in bad shape, and he'll buy a new one; you wouldn't have to sell it, would you?" asked Duncan. Connors nodded agreement. "Now suppose you were Mr. Customer," continued Duncan, "and Stuart here, told you about your fan belt. Would you consider that he was trying to ram a fan belt down your throat, as you expressed it, or that he was doing you a valuable service?"

"Well, if he told me in the right way, I'd probably consider it a service," admitted Connors.

"Well, as I see it, that's the answer to our selling problem here," replied Duncan. "This is the Duncan Corners Service Station. That means we are here to give service. We can look at that service merely as pumping gasoline and giving the customer what he asks for to fill his known needs. Or we can hunt for and find needs that the customer doesn't know of, but that will add to the enjoyment, economy, and safety of his driving, and then put those needs up to him as a service. That sounds all right, doesn't it?"

"It sounds all right to me," agreed Connors.

"Me, too," said Stuart. "Here comes Mr. Mason. He gets more free service per gallon of Three Star than any other customer we have. Let's try out some of these ideas on him."

Creative Salesmanship in Action

The customer pulled up at the air-standard and, as Stuart hurried over to serve him, said, "Will you please check my tires? And I guess you'd better look at the water, too."

While Stuart was checking the tires, Duncan came over to the car. "Good morning, Mr. Mason," he said. "If you like, I'll put water in your battery while Bill is looking after your tires."

"I guess that would be a good idea," said Mason, climbing out of the car. "I don't remember just when it was looked into."

Instead of merely putting in water, Duncan made a hydrometer test and found that the reading was only
1.225. "Look here a minute, Mr. Mason," he said. "You can see that this scale on the hydrometer shows your battery is less than half charged. Have you been using your lights more than usual?"

"No," replied Mason. "In fact, I can't recall using my lights at all for several weeks. I can't understand why the battery should be run down. The motor starts pretty slowly in the morning, but there always seems to be enough juice in the battery to spin it."

"From what you say," replied Duncan, "it looks as though your battery may be heading for trouble. At any rate you have no reserve of power in the battery, and it may suddenly fail when you are starting in the morning or are out on the road. If your battery is left in this condition, I am afraid you are almost sure to have trouble before long."

"Well, I can't afford to be tied up with a dead battery," said Mr. Mason. "What do you suggest?"

"We'll put it on the capacitester first," said Duncan. This was done, and the hydrometer reading was confirmed. Duncan carefully explained the capacitester to the customer, showing him that a recharge was indicated, and then said:

"The battery may need only recharging, but there is also the possibility that it may be worn out or have a dead cell. We can't determine its condition until we have put it on the charger for some time. In the meantime, Connors will put in a good rental battery for you; and when you come in again, we'll be able to give you a correct report on your battery."

"I guess that is a good idea," agreed Mason. "I'm glad you caught it before I had trouble."

While Connors was installing the rental battery, Duncan raised the hood of the car. "You said you were having a little trouble getting started, Mr. Mason. You're using Three Star and Marvelube, so I know your trouble isn't there. Have you had the spark plugs tested recently?"

"Are they supposed to be tested?" asked Mason. "They've been in ever since I bought the car—over 20,000 miles."

"The manufacturers recommend that plugs be changed every 10,000 miles," replied Duncan. "We'd better test yours now. It'll take only a few minutes, and it may mean a big saving to you, not only in starting, but also in gasoline consumption and the pep of your car."

Mason stood by while the plugs were tested. Since they had been in service for 20,000 miles, they were in bad condition—two had cracked porcelain and all were badly corroded. When Duncan briefly explained the effect of dead or pitted plugs, Mason readily agreed to have them replaced with a new set.

"Say, that does make a difference, doesn't it!" exclaimed Mason as he stepped on the starter. "Why didn't you fellows tell me about that before?"

Analyzing What Happened

Back in the station, after Mason had driven off, Duncan opened up:

"Now, boys, let's not just congratulate ourselves on a good sale made to one of our regular free-service customers, but let's figure out just what we did. We made a sale of a battery recharge and of a new set of spark plugs. How did we do it, Stuart?"
“By offering to check the battery,” replied Stuart.

“Is that right, Ned?” asked Duncan.

“We did three things, or rather you did,” replied Connors. “You offered to check the battery; you used the hydrometer; and you listened when Mason said he was having trouble starting and used that remark to get the hood up.”

“That’s right,” said Duncan. “And when I had the hood up, I looked at the fan belt, which was all right. I looked for an oil filter, and there wasn’t any. I checked the radiator connections, which were in good shape. And I also looked for a one-shot reservoir and a lubrication record, and there was neither of these. These are all sales opportunities to be looked for. If we look for them, we are bound to find a certain percentage of cases where we can do our customers a service by calling attention to a need, just as we did with the spark plugs.

“Now, Stuart, what did you look for while you were checking the tires?”

“I looked at the valve cores and at the treads and side walls of the tires. They are in pretty good shape. Mason can probably get several thousand miles out of them before he will have to think about new ones.”

“What did you look for, Connors?” asked Duncan.

“Well, about the only thing I had a chance to look at was the battery cable, and that was O.K. However, I did notice that Mr. Mason should have a can of touch-up enamel, a can of top dressing, and a can of body polish. But I didn’t think conditions were just right to mention them. He could use a can of Esso Handy Oil also, because I noticed his door hinges and catches are dry.”

“Barber-Shopping” the Customer

“Right there you brought up something we should always consider,” said Duncan. “As I said, I didn’t see a service record tag under the hood. I know we have never lubricated Mr. Mason’s car; and, offhand, we might think that I should have talked Imperial Specialized Lubrication to him. But he was thinking about the battery and the spark plugs. And my sense of tact, diplomacy, or whatever you want to call it, told me that it wasn’t just the right time to suggest anything else.”
“That’s just the way I felt about the enamel,” said Connors. “I felt that if we tried to sell Mr. Mason any additional products, he would get the idea we were ‘barber-shopping’ him and would resent it.”

“That’s right,” agreed Duncan. “Mason will come in again for his battery, and then we’ll have a good opportunity to talk to him about some other need—lubrication, tires, or what not. And since he now feels that we have done him a real service, he will have confidence in us. But we must be careful not to overdo our selling. We shall get a good many service opportunities from Mr. Mason; and if we keep our eyes open, discover needs about his car, and call them to his attention as a service, we’ll sell him plenty.

“Now, fellows, what is one good lesson we have learned about the possibilities of our free-service customers?”

“One good idea is to offer to check the battery,” replied Stuart.

“And always use the hydrometer and clean the terminals on those we are allowed to check,” added Connors.

**Courtesv and Service Lead to a Sale for the Alert Salesman**

A car containing two women pulled up at the Esso pump. While Stuart was serving it, one of them got out and entered the restroom. Connors noticed that the catch on the door of the car was dry and stiff and, getting a can of Esso Handy Oil, he lubricated it, carefully wiping off the catch when he had finished.

“That catch will work more easily now, madam, and I’ve wiped it carefully so there’ll be no danger of soiling your dress or gloves.”

“Every Courtesy and Service—

“I’ll put a drop of Esso Handy Oil on these rusty hinges.”

“That seems to do the job well; I believe I’ll take a can.”

—Can Lead to a Sale

“Well,” she said, “that’s very nice of you. I always thought they put spots on at service stations instead of preventing them.”

“That isn’t true here, madam,” said Connors, smiling. “It is an ironclad rule here to be extremely careful about such things. Our lubrication service ensures against any danger of soiling your clothing or the upholstery of the car.”

“In that case, I think I shall let you take care of my car,” said the customer. “The people who have been doing it have been careless in that respect.”

The other woman returned from the restroom and
stood watching Connors lubricate the opposite door catch. "That certainly does the work, doesn’t it?" she exclaimed.

"Yes, ma’am," said Connors, handing her the can. "That’s our Esso Handy Oil, and it’s a very convenient thing to have around the home. It’ll lubricate all sorts of household equipment, such as washing and sewing machines, door and window catches, and so on. We sell a great deal of it for household use."

"I think I’ll take a can with me, young man," said the second woman.

"I’ll take one, too," said the customer, "in appreciation of your kindness in oiling the door catches."

You Must Be a Salesman—not Merely a Dispenser

The foregoing sales cases are typical sales opportunities, which were designed to illustrate principles. Similar cases could happen right at your station and
will happen with profitable regularity if you will adopt the attitude of these three salesmen and will keep your eyes open to the innumerable sales opportunities that are rolling in and out of your station every day.

The attitude you should take is that today’s service station is not just a dispensing place for “gas” and oil. It is quite as definitely a merchandising operation as the stores on the main street of your community. The grocer who dispensed only food staples or the druggist who was interested only in filling prescriptions would soon find himself left far behind in the march of progress and in competition for business and profits. Both these merchants know that their real profits come from the additional items they offer—items usually related to the staple goods, but in many instances far removed from the staple line. Flour, sugar, salt, and starch will bring the customer in; perhaps the profit on them will even pay the rent; but the real money is made in the specialties—the luxuries and other eye-catching, desire-creating items.

Where Your Plus Profit Is Made

The same principle applies to the service station. Gasoline and oil sales are important, but plus profits are made and the real success of the station is ensured by the sale of other items that the motorist hasn’t thought of—items which he needs, or will need in the near future, such as new tires, a new battery, a new battery cable, a new fan belt, spark plugs, and so on.

You have already seen additional profits being built by aggressive promotion of your gasolines, motor oils, and Imperial Specialized Lubrication. You now realize that such profit opportunities not only build their own profits, but also open the door to unlimited additional profits through the sale of related items.

In this Section we come to a wealth of additional profit opportunities in the building of your tire, battery, and accessory business. Throughout this program many sales of these items have been used to illustrate the use of the selling principles and to show how the sale of your gasolines and oils leads directly to opportunities for selling these long-profit items. Now these long-profit products will have the center of the stage, and the spotlight will be thrown on them.
Part 1

BUILDING PROFITS WITH ATLAS TIRES

In previous pages a distinction has been made between the items that the motorist must buy and those he will buy when he understands the advantages they will offer him. Tires fall very definitely into the first class. They are just as necessary to the operation of the car as the fuel which is placed in the tank.

But there is a “catch” in this fact. The motorist must go to the service station to buy his gasoline, but there are many places he can go to buy his tires. You will recall what has been said about the force of buying habits—how people will go out of their way to get a certain brand because they have formed the habit of buying it. Thus a great number of tire stores, tire departments, and other sources are maintained at the expense of the service station because of these buying habits and also because the service-station retailer does nothing to change them.

For example, authoritative figures show that for every $1 the motorist spends for gasoline, he spends 35 cents for tires and tubes. The average service station gets less than one-fourth of this amount; the rest goes to tire stores, mail-order houses, and accessory firms. Yet the service station is the logical place to buy tires; and Atlas tires and tubes are the best tires and tubes that can be bought at service stations or anywhere at comparable prices.

Here, then, is a real opportunity to build the profits of your station through a more aggressive merchandising of Atlas tires. You can offer the motorist every advantage he can secure from any other tire and from any other source and, in addition, you can, as you will see, offer many additional advantages, which you can use as the basis of your salesmanship. And you also have a far better opportunity to sell tires and tubes than any of your competitors.

The reason the motorist goes out of his way to buy some competing tire is because he believes it to be a better tire or because he thinks he gets more for his money. In other words, quality and price are the deciding factors that send your customers out of their way to buy tires from your competitors.

The reason your customer thinks some competing tire is the best value for the money is because he has been sold the idea, both by advertising and face-to-face salesmanship. He hasn’t found by experience that the other tire is better than Atlas, because Atlas will stand up in comparison with any tire at any price. Your job, therefore, is to put forth the salesmanship required to offset this competing salesmanship and these buying habits of long standing and to sell your customers the idea that they can get the best tires and tire service more conveniently, and at a saving in money, right where they have learned they can get the best gasoline and motor oils.

Your Tire Sales Opportunities

The first step in building your Atlas tire and tube sales is to set yourself a quota, since it is always easier and more inspiring to work with an objective than without one. There are two ways to set your quota. One way is to figure out how many Atlas tires you are now selling for each 1,000 gallons of gasoline. This may be anywhere from one-fourth of a tire to one tire—more or less. For example, an Imperial retailer in Quebec is selling a little better than one Atlas tire and tube for
every 450 gallons of Imperial gasolines, which is more
tan double the average of any other Imperial retailer
in the same community. An Ontario Imperial retailer
is doing still better, averaging nearly three Atlas tires
and tubes for each 1,000 gallons, because he energet-
ically promotes these plus profit items at every oppor-
tunity. He says:

"There are two reasons why people don't buy Atlas tires
from you. One is that they buy tires somewhere else, and
the other reason is that they don't buy new tires so soon as
they should—running junk tires that put serious hazards on
every mile they travel.

"In either of these situations you have to do some real sell-
ing. If your customers are buying tires elsewhere, you have
to talk Atlas whenever you have the opportunity. And you
can make your opportunities by inspecting tires on the cars
that come in and by going out after business in the same
way that tire stores do. If your customers don't buy tires
when they need them, you have to do educational selling,
showing them how dangerous it is to run bad tires and how
few pennies they save in doing so.

"It isn't hard to build up a good tire business if you put
your mind to it and really grasp the opportunities that are
around you all the time."

Set as your quota a good increase over your present
tire sales. You have all the opportunities in the world
to reach a real objective, because the business from
which it is to be built actually exists—people are buy-
ing tires, but they're buying them somewhere else.
They'll buy them from you if you go after the business
instead of waiting for the business to come to you.

The second way to set a quota is on the basis of a
straight increase in the number of tires sold without
reference to the gallonage of your station. This method
has certain advantages over the first because you have

many splendid possibilities entirely outside your sta-
tion. You can sell many Atlas tires and tubes to motor-
ists who are not regular customers for gasoline and oil
because your station is not convenient to them. For
example, you have your friends, relatives, fraternal as-

associates—a large circle of people with whom you come
in contact—people who drive cars and who follow out
established habits in buying their tires. As has been pointed out previously, there is also a large group of people with whom you do business—your grocer, your doctor, and the many business people with whom you deal. Many of them are your friends and they would be glad to throw business your way if they knew you wanted it and if they realized that they could do as well or better with you.

As a matter of fact, what is there to prevent you from operating your own tire store? All you need is the proper viewpoint. You already have all the facilities for sales and service. In addition, you have far more advantages than any automobile tire store could have—you have frequent, continuous contact with your prospective customers.

In other words, instead of thinking, “I’m running a service station where I sell gasoline, oil, and some accessories,” you should look at your business in this way: “I am in the gasoline, oil, tire, battery, and accessory business. I pay my rent with the profits from gasoline and oil sales, but I make my money from the long-profit Imperial Specialized Lubrication, Atlas tires and tubes, Atlas batteries, and Imperial and Atlas accessories and specialties.” With such a viewpoint you won’t be thinking exclusively of your gasoline gallonage; you will broaden your vision to include the field of your real opportunities and you will develop ways and means to cash in on them.

Regardless of how you base your quota, by all means set one—a good, healthy one, which is beyond what you have been doing in the past. Say, just for easy figuring, that you have been selling ten Atlas tires a month and that you set for yourself an immediate objective of twenty tires a month. The actual figures in your case may be more or less; the numbers given here are merely for illustration. Now, you are faced with the task of making ten more tire sales. You know what you have been doing to make your original ten sales; so if you are to double this number, you must develop additional sales opportunities. In reviewing your opportunities, you find you have four definite places where you can build Atlas sales.

The Four Atlas Sales Opportunities

These Atlas tire sales opportunities are to be found:

1. At the pump.
2. At the air-standard.
3. At the pit or lift.
4. In community development.

Here are your four opportunities to build Atlas tire sales. Three of them are made to order for you; the other you make to order for yourself. Let’s take each of these opportunities and discuss it briefly.

1. Atlas Tire Sales Opportunities at the Pump

The customer, friend, or stranger who drives up to your pump for gasoline may be in a hurry or may think he is, which amounts to the same thing. It is, therefore, necessary to be extremely tactful in your sales efforts and to avoid any appearance of detaining the customer for a sales talk he didn’t invite. You do, however, have ample opportunity to inspect every set of tires that come in, and such inspection can be made the entering wedge to many tire sales. Let’s hear what one enterprising Imperial retailer has to say on this point:
The Four Atlas Tire—

1. At the Pump

2. At the Air-Standard

3. At the Pit or Lift

4. In Community Development

—Sales Opportunities

“I always make it a point to inspect the front tires of a car when I am coming out for service and the rear tires when I am giving service. If I spot tires that need replacing, or will need replacing soon, I always say, ‘Shall I check your tires, sir?’ It will take only a minute.’ I do this in order to get the car over to the air-standard where I will have more time and a better opportunity to talk Atlas tires. Of course, I don’t get all the cars over to the air-standard, but I do get enough of them over to make the plan worthwhile.

“If I do succeed in checking the tires, I say something like this to the customer: ‘This rear tire here is in a rather dangerous condition, sir.’ This statement usually gets him out of the car where I can show him the condition of the tire and tell him what may happen, which leads into my Atlas sales talk.

“If I can’t get the customer over to the air-standard, I fill out an Atlas Tire Inspection Report and hand it to him, saying, ‘I notice your tires are not in very good shape, sir. I should like to tell you about Atlas tires when you have the time. I can save you some real money on them.’

“By using this plan and being tactful about it, I find I can get many motorists to listen to my sales talk then and there. On the other hand, the customer who is in a hurry realizes, from my method of approach, that I’m not trying to hold him up for a sales talk.

“One thing you can bet on: The motorist whose tires are in bad shape has been doing plenty of thinking about them;
he is interested in tires and is willing to take time to hear anything that will be to his interest.

"This being the case, the claim I make about saving money on tires surely clicks. In the case of the man who doesn't want to stop to listen, I always say, 'Thanks for calling, sir. Be sure to let me tell you about Atlas and our proposition before you decide on new tires. It will mean money to you.' By tactfully using these methods in a friendly, smiling way, I get the opportunity to present the Atlas story to a surprisingly large percentage of those who need and those who will shortly need new tires. And, believe me, when I do get a chance to tell the Atlas story, very few sales get away from me."

Here you can see an enterprising, tactful salesman taking advantage of the opportunities that come to him every day. He doesn't expect to give every customer a sales talk on Atlas nor to sell everyone who needs tires. But by consistently following the methods he has mapped out, he enjoys the full advantage of his averages. Thus he sells many, many tires that the unskilled salesman who waits to be asked for tires would never sell. Bald-headed, worn-out, dangerous tires are rolling into your station every day. Many of the customers you serve are thinking about new tires. What are you doing with these opportunities? Perhaps right here would be your opportunity to achieve that first quota for your tire sales.

2. Atlas Tire Sales Opportunities at the Air-Standard

At the air-standard the customer is receiving free service and he expects to spend some little time, perhaps getting out of the car to stretch his legs. He is under some slight obligation to you, because you are extending him a courtesy, and you, therefore, have a number of precious minutes which you can turn into dollars if you are alert to your opportunities. On this point one Imperial salesman says:

"Every car that comes to my air-standard is going to need new tires sooner or later. After making a quick inventory of the car to see if any accessories, such as a windshield wiper, are needed, I devote myself to just two things: tires and batteries. Since we are discussing methods of promoting tire sales, I'll confine myself to that.

"In the first place, you must use judgment; you must talk tires only when you feel that conditions are right and when the customer is willing to listen.

"Lots of people think that there's no use talking tires if they are in good shape. But these salesmen overlook the fact that tires are wearing out. No sales talk is ever wasted. I've sold customers who didn't need tires just then, so hard that they brought in friends who did need them.

"The air-standard is an opportunity—a selling opportunity. Yet I've seen service salesmen inflating the tires—some of them in bad shape, too—and never opening their mouths. If the motorist isn't an immediate prospect for tires, and I find that I can do so without seeming to sell, I give him interesting information about how to service his tires to get the most miles out of them. I always point out some superiority of Atlas, such as its better nonskid design, longer nonskid life, carcase construction, and so on. All this information sticks in his mind, and he will remember it. Besides, there's no telling
when he may say to a friend, 'Better look into those Atlas tires down at Bill's; they look mighty good to me.'

"If the customer needs new tires and is willing to listen, I then unlimber and do some real selling. I point out that his tires are dangerous to drive on and I try to show him why. I give a good talk on our service and the Atlas guaranty, which is made good anywhere in Canada or in the U.S.A. Then I do my best to close the sale immediately.

"The result of this plan is that, if I spend an hour a day giving so-called free service at the air-standard, I'm putting in an hour of selling effort on Atlas—both for the present and for the future. Consequently, my tire and tube sales, as well as battery sales and service, have shown a steady climb.

"The main thing to remember, always, is not to oversell. You can do a lot of selling by giving the customer good advice on his tires, building up acceptance on his part, which is always an important step in any sales work."

It isn't difficult to understand why this salesman's tire business shows a steady increase. He knows that no sales effort is ever wasted, and even though the motorist may not be ready for new tires for a year, it is more profitable to talk Atlas to him than to say nothing.

In your own case whatever selling you do on Atlas—and this goes for all your products and services—is seed. Some of it may fall on stony ground, as in the parable, but much of it will fall on fertile ground and will grow into sales and profits for you. Never lose an opportunity to talk about the products and services of your company. You never know how, where, and when it will register.

3. Atlas Tire Sales Opportunities at the Pit or Lift

At the pit or lift you have full opportunity to give every tire a careful examination. You also can have the motorist take a good look at his tires—something he probably hasn't done in a long time. The selling procedure here will not differ materially from that at the two sales points previously discussed. The main thing is to be alert for sales opportunities and to put in the time you spend at the pit or lift not just as a workman but as a salesman. Let your hands do the manual work, but let your mind work also. You have doubtless heard the old saying that a man is worth $2 a day below his ears and an unlimited amount above his ears. This is certainly true of your job.

4. Selling Atlas Tires and Tubes in Community Development

While the principles of salesmanship will not vary, whether you are selling Atlas on your driveway or in community development, the methods will be somewhat different. For instance, when you talk Atlas tires at your station, you may be dealing with a customer whom you know, or basing your sales effort on observed needs. The chances are that your prospect is already a user of Imperial products and services, and you, therefore, have the advantage of established confidence in recommending Atlas.

In community development, however, you may be talking to a prospect who is not a customer of your
station or a user of Imperial products. Therefore, you must start “from scratch” in your sale and do a real selling job on the advantages of Atlas. In doing this, however, you are simply paralleling the sales efforts of your competitor, and if he can sell his brands profitably, there is no reason why you shouldn’t do likewise. In fact, you can sell Atlas products more easily than your competitor can sell his, because, as you will see a little further along, you can offer advantages that he cannot.

You will, of course, call on your customers and users of Imperial products, as well as strangers, in your community development work. But in order to set up all the elements of selling an Atlas tire, let’s devise an imaginary sales situation and follow it from beginning to end. Thus we will set up all the advantages of Atlas tires and tubes in the form of a sales talk. Such a sales talk, covering all the advantages and features of Atlas tires, will be an unduly long one and it is not necessarily a form for you to follow. In your own sales work you will have the opportunity to give your prospects all the facts about Atlas, but you will seldom give them all in one interview. One advantage might make your sale for you, but it is important that you be equipped with them all, ready for use if an occasion demands. In other words, you can look on the following sales visit as a sort of reservoir from which you can draw whatever sales facts you need to meet any particular sales problem.

Setting Up the Sales Problem

Of course, no two prospects will ever be alike as no two people are ever alike. But we can set up a sales problem that will be general in character and that can easily be adapted to meet any of the endless variations. Let’s assume that you have a doctor in your territory, Dr. Blake, who has two cars—a sedan used by his family and a coupé which he uses for his professional visits. Dr. Blake comes into your station only occasionally, evidently as a matter of convenience. You have noted, however, that he is, or shortly will be, in the market for new tires on his cars and, since you have called on him for medical service, you determine to get this new tire business.

To begin with, you are not going to the doctor to ask for favors—to ask him to buy tires from you because you would like to sell them. And you are going to have a logical reason for calling on him, so you lay your plans accordingly. Now here you are at the doctor’s front door:

The Opening of the Sales Presentation

You: “Good evening, doctor. I’ve come to give you one of our new Imperial road maps and to invite you to take advantage of the Imperial touring service. (The doctor thanks you after you have explained the advantages of the touring service.) By the way, doctor, I noticed that your sedan and coupé will be needing new
tires very soon. I remarked to Bill that those on the sedan, especially, are not very safe for your family.”

Doctor: “Yes, I know it. I’ll have to buy some tires pretty soon. I expect to turn in the sedan next season and I hoped that the present ones would last, but I’m afraid they won’t.”

You: “I should like to talk to you about your new tires, doctor. I can save you some real money and also offer you some worth-while advantages that no other tire can duplicate.”

Doctor: “Well, I don’t know. Blank tires were original equipment on both the cars, and the second set of Blanks are on the sedan now. They have given excellent service, and I hardly think I’d like to change.” (Note that the first decision—the need—has already been made. The second decision is the immediate problem.)

You: “Blanks are very good tires. I can give you all their advantages in Atlas tires, however, and also save you some money.”

Doctor: “Well, I don’t believe in saving money on tires. I think the best tires you can buy are the cheapest, not only in the mileage you get, but also in the matter of safety, which is far more important.”

You: “I agree with you on that, doctor, and our company takes a firm stand on that—mileage and safety. Atlas tires are first-line, quality tires. The very best materials that skill can produce and money can buy are used in their manufacture. They are made by highly skilled workmen and are rigidly inspected. There is no better first-line tire to be bought than Atlas, and very few can compare with it.”

Inspection of the tires on cars at the pump can be made the entering wedge to many tire sales.

Doctor: “If your tires are as good as others, how can you sell them for less money? I notice that all first-quality tires sell for substantially the same price.”

Why Atlas Tires Can Be Sold at a Lower Price

You: “The reason why Atlas tires cost less, doctor, is because it costs our company less to handle tires, and we pass the saving on to you. Atlas tires come directly from the factory to our bulk plants and to us, whereas most of the other tires pass through the hands of many people, all of whom must make a profit. Atlas tires are handled by Imperial men and Imperial equipment.”
You can readily see that in such a straight-line merchandising operation the sales and handling costs are far less, can’t you?"

Doctor: “I suppose that’s right. Less handling and fewer middlemen ensure lower costs in any business.”

Selling the Quality of Atlas Tires

You: “Exactly, doctor. But as you just said, you want to be assured of quality regardless of price. You are always interested in saving money, of course, but you want to be absolutely sure that you are getting this price saving at no sacrifice of safety or service.”

Doctor: “That’s right. I want to know that my family and I are fully protected by good tires.”

You: “There are two important features that you want in your tires: first, long, trouble-free service, and second, safety. Safety is, of course, the more important, but we shall take up the service feature first, because many of the safety features are closely related to it. That’s clear, isn’t it, doctor?”

Doctor: “Certainly. A long-wearing tire should also be a safe tire.”

You: “Here is the picture of a section of an Atlas passenger-car tire. This picture shows the way in which a tire is built up; although, of course, in the vulcanizing process, all these many layers fuse into one complete piece without seams or joints. Now, let’s look at the structure of the tire in detail. Here is the thick, tough tread rubber that comes in contact with the road. There are a number of important features about this tread, doctor, which I wish to explain before I cover the construction features of the carcass.

Sell the Prestige—

---Of the Imperial and Atlas Guaranty

Selling Imperial Prestige

“First, I want to offer the only feature of Atlas tires that you will have to take on trust. That is the quality of rubber used in this tread. Imperial Oil and Atlas guarantee that this rubber is the highest quality of new, live rubber—the finest that money can buy. The best experience and knowledge of the rubber industry have gone into the making of this tread to secure the maximum toughness and wearing qualities. You are, of course, familiar with the standing and the ideals of Imperial Oil Limited. You know that we jealously guard the reputation of our products and, conse-
quently, we would make no claim that couldn't be proved 100 per cent. So, when I tell you that this rubber is scientifically developed to give you the best and longest service, you can accept that claim on its face value, can't you?"

**Doctor:** "Yes. I guess that whatever Imperial Oil says about its products may be accepted as true by the public. You couldn't afford to make false claims even if you were inclined to, and I know you aren't."

**Selling the Atlas Tread Design**

**You:** "That's fine, doctor. Now, you don't have to accept the next tread feature of Atlas on faith. Atlas will give you better traction on the road than any other tire. Traction is the ability of a tire to grip the road, and the greater the surface of rubber in contact with a dry road, the greater this traction will be and, also, the longer the tire will wear. You will see here on this picture of the tire section that there are three areas of traction: first, here in the center; next, on these two rider strips; and, finally, on these buttresses at the side. This construction gives more traction area than is offered by other tires. This means more wear from your tires and also a greater degree of safety because you are able to stop quicker. The more friction you can get when you apply the brakes, the quicker you can stop; and, of course, the more tire surface you have in contact with the road, the more friction you will get. That's clear, isn't it?"

**Doctor:** "Yes. That's quite clear."

**You:** "You see, doctor, although I promised to deal with the service feature first, I keep getting over to the safety factors—the two are so similar. But stick-

ing to the service feature, we see that the real advantage of this tread is to give long life to the Atlas tire by bringing more rubber in contact with the road surface.

**Selling the Values of the Atlas Side Wall**

"Now, I want to call your particular attention to the side wall of Atlas as shown in this picture. If you were to examine some tires, you would see that there is a seam where the tread is attached to the carcass. If you should examine a pile of junk tires, you would find many with this seam opened. This cannot happen with Atlas. You can see here that the Atlas tread and the side walls are all one piece. Atlas treads and side walls are of one-piece construction, molded at the same time and in one piece, which gives us the same tough compound in the side walls that we have in the tread. This construction, of course, offers additional protection against cut abrasion, curb cuts, and other road hazards, which so often affect tires with separate side-wall rubber construction. That's a valuable feature, isn't it, doctor?"

**Doctor:** "Yes. I guess that is pretty important."

**Sales Values in the Carcase**

**You:** "This is a picture of a four-ply Atlas. It has four plies of cords made of the finest long-staple cotton cords, which are completely surrounded by thick coats of rubber. Note that each of these plies is brought down to the bead of the tire and is folded over this twisted cable of steel wires, the ends of which you can see. Many tires do not have this feature; their plies simply come down to the bead where a strip of fabric, called a flipper or suspension strip, is placed
over the ends and runs up into the side wall of the tire.

“The Atlas is made by the Anchor-Ply Construction method. And you can see that it certainly is a sturdy construction. The bead and the cable are bound firmly to the carcass, reducing to the minimum the possibility of side-wall failure. You can see that it would be impossible to devise a stronger type of construction, can’t you, doctor?”

Doctor: “Yes, it looks all right to me.”

Sales Values in the Breaker and Cushion Strips

You: “You can see here that there are four of these plies, which are all completely surrounded and impregnated with high-quality, live rubber. The carcass is firmly welded to the tread by these cushion strips, which have embedded in them the two breaker strips. The purpose of this construction is to serve as a binder between the carcass and the tread and also to supply cushioning for the carcass. The purpose of the breaker strips, which are made of heavy, loosely woven fabric, is to distribute the effect of blows from road shocks that are delivered at one spot on the tire.

“While the tire is built up, layer by layer, in this manner, it is one complete piece, without a seam or joint anywhere to be seen when it comes out of the vulcanizing machine. Nothing can pull loose or give way in normal usage. All that an Atlas tire can do is wear out, and its quality and ruggedness make it last longer. You can see that Atlas is really a quality tire, can’t you, doctor, and not just a tire built for a price?”

Doctor: “Yes, it looks all right, but I suppose other tires have their advantages, too.”

You: “Certainly. The point I wish to bring out,
Doctor: "No. I can't say that I have. I suppose, however, that the friction of the tire on the road causes the heat."

You: "No. The heat is caused by internal friction. If the tread of your tire were getting enough friction on the pavement to heat it excessively, it would wear out in a few miles. When a car is rolling, the tire undergoes constant flexing, which tends to create internal friction and, consequently, heat. To overcome this effect, the rubber used in Atlas tires is chemically treated to resist the damaging effects of internal heat. Internal friction is reduced to the minimum by impregnating and coating all the fabric elements of the tire with live, chemically cooled rubber, which insulates them and thus prevents friction.

"The flipper or suspension strips that I mentioned, and that are found in almost all tires, are also another cause of internal heat. These strips are made of closely woven fabric and, if they are not properly insulated and built into the tire, they will tend to create friction and heat. In the Atlas tire these strips are properly insulated with chemically cooled rubber, and their ends are insulated and cushioned by an extra strip of rubber, as shown by the heavy shading in the diagram.

"You can see that if, as in this Atlas tire, the possibilities for internal friction are reduced to the minimum, the result will be less heat and, consequently, greater tire service and economy, can't you, doctor?"

Doctor: "Yes. Friction creates heat, all right, and I can see where this friction might be overcome by cushioning everything with rubber."

You Sum Up Your Sales Points

You: "Now you have seen the structural details that ensure the maximum life and service of Atlas. Atlas is a quality tire, offering you all the advantages you can get in any first-line tire and some you can get in no other tire. And, don't forget, you get these advantages for less than they would cost you in any other tire. Now, I'm going to tell you why Atlas is the safest tire you can buy.

Selling the Safety of Atlas Tires

"I have already shown you that Atlas tires bring more rubber in contact with the road than other makes and thus give you greater traction and quicker stopping. This is a very important advantage in these days of high-powered, high-speed cars."

Doctor: "Yes, that's all right on dry roads, but how about skidding on wet pavement? That's where the danger is; and no matter how much contact with the road a tire has, it can still skid, can't it?"

You: "That's true. If one drove only on dry pavements, a perfectly smooth tire would be best. But let me tell you what happens on a wet pavement. When a tire is running, the weight of the car displaces the rubber in all directions, just as pressure displaces any yielding substance. This spreading action gives the edges of the tread design the effect of a squeegee, such as is used to dry a window, and the pavement under the tread is wiped dry, allowing the rubber to gain traction. If you have ever noticed, when a car has passed along a wet street, it leaves tracks that are dry compared with the rest of the pavement."

Doctor: "That's right. Come to think of it, the tire
does dry off the pavement, although I’ve never thought of it in that way."

Proving Your Safety Claims

You: “Now, if you were using a real squeegee, the wider the blade, the more surface you would dry. It follows, then, that the more lineal distance of sharp edges on a tire tread, acting on the same principle, the more nonskid qualities it will offer. That’s right, isn’t it?”

Doctor: “Certainly.”

You: “All right. That Atlas has more and better nonskid qualities is proved by the fact that the lineal distance of these sharp edges on Atlas tires is greater than on any other tires. In other words, Atlas gives you a wider squeegee than any other tire, and, therefore, dries the pavement under your wheels to a greater extent.

Atlas on Soft Roads

“You drive your coupé on dirt roads also, doctor, and, therefore, you are also interested in the safety factors of Atlas on such roads. You will agree that about the skiddiest road in the world is a dirt road after a rain.

“A paved road is harder than your tire, and so the tread design acts as a squeegee. But on a soft road these edges dig in, on the principle of a cogwheel, and the deeper they dig, the greater the traction. This would also be true in sand. As with the squeegee effect, the wider a cog, the greater its power, and since Atlas has more lineal feet of these cutting edges, it will get you through harder going on soft roads than any other tire. You can see, doctor, how the greater lineal amount of sharp, nonskid edges on an Atlas makes it a safer tire, both on wet pavement and on soft roads, than a tire with fewer nonskid edges, can’t you?”

Doctor: “Yes, that would be a logical conclusion.”

Selling the Longer Nonskid Life of Atlas Tires

You: “Here is another important safety feature of Atlas tires, doctor. You want not only the most nonskid values in a tire, both on pavement and on soft roads, but you also want these values for the longest
possible period of time. Notice the depth of this non-skid design. This tire will give you safety against skidding for more than 65 per cent of the life of the tire. Many tires give you this value for only 50 per cent of their life, and no tire will give you more than Atlas. That's another important advantage, isn't it, doctor?"

Doctor: "Yes, that is a real advantage. The Atlas tire seems to be a good one, all right, and if it gives the mileage that other first-line tires do—and I'd have to depend on your word for that—it would seem to be a good tire to buy."

You: "No, doctor, you don't have to depend on my word for that. In the first place, Imperial Oil would not sponsor a tire that is not on a par with Imperial products generally. As you know, Atlas tires are sold all over North America by a number of the greatest oil companies.

"These great oil companies have equipped their delivery trucks, which roll up more than 800,000,000 miles of travel every year, with Atlas tires. Atlas tires are approved for use by such companies as Westinghouse, United Radiator Corporation, General Electric, and dozens of other great organizations. Here in the Dominion Atlas tires are approved by such companies as Canadian General Electric, International Paper Corporation, The Ethyl Company, and many of the large Canadian transport companies. Such users don't buy tires on anyone's say-so. They make their own tests; they keep their own service records; and they buy Atlas tires because they have found them to be the best and most economical. What these companies buy are miles of trouble-free service, not brands.

PROVE NONSKID ADVANTAGES—

Acts Like a Cogwheel         Grips and Ploughs Through

—ON SOFT, MUDDY ROADS

That's a pretty good indication that Atlas tires stand up, isn't it, doctor?"

Doctor: "Yes. I imagine firms such as Canadian General Electric are more competent to judge the worth of a tire than I am."

Selling the Atlas Guaranty

You: "Although you can't make your own laboratory tests, doctor, you are just as fully guaranteed that you'll get the best for your tire money as are Canadian General Electric and other representative companies. Here is a copy of the Atlas guaranty. Atlas
was the pioneer in the establishment of a time guaranty. You will note here that Atlas tires are guaranteed for one full year against all road hazards. No better guaranty for a first-line tire is offered by any reputable company.”

Doctor: “What do you mean by road hazards?”

You: “The guaranty covers anything that could happen to your tires in service to make them unfit for further use, except in the case of running a flat tire and so causing unnecessary damages which the guaranty doesn’t, of course, cover.”

Doctor: “The family put 20,000 or more miles on a car during a year. How about that?”

You: “If they do, then the Atlas tires on the car will be guaranteed for 20,000 or more miles—not in those terms, but they will be guaranteed for a full year, no matter how many miles the car is driven, so long as the mileage is for pleasure and not for business. In your case, even though your car is used in your professional practice, the guaranty will apply. It doesn’t apply only when a car requires a commercial license, such as a taxi, delivery car, and so on. With this written guaranty, backed by the reputation of our company and the thousands of satisfied users, don’t you feel that you can equip your cars with Atlas with the fullest confidence, doctor?”

Doctor: “Yes, I guess I could put on Atlas tires with full confidence in their service and safety.”

Selling the Atlas Service Policies

You: “I’m glad to have you say that, doctor. And now I’m going to give you another advantage you will enjoy as an Atlas user. You know that the life of a tire is greatly influenced by the service it gets. Motoring on an underinflated tire subjects it to abnormal flexing, which causes rapid deterioration. Any good tire man will urge you to come back for frequent service and inspection because he knows that is the only way in which you will get the values you should from your tires. But it isn’t always convenient to go back to the tire store or dealer for this service. The result is that tires are generally neglected.”

Doctor: “Yes, I know that.”

You: “That can never happen if you have Atlas tires. There are more than 32,000 Atlas service stations throughout Canada and the States. Here in Hometown, whenever you drive into our station for gasoline, oil, or service, you are also in an authorized Atlas service station where your tires will be carefully inspected and kept in good condition. We assume the responsibility for your Atlas tire service. If you are touring outside this territory, you will still find the Atlas sign on the best stations everywhere.”

Doctor: “That certainly is an important advantage.”

You: “With tires other than Atlas, where adjustments are required, the representation is so limited that it is necessary to hunt up the dealers handling them. Then again, many companies do not authorize their dealers to make adjustments on tires unless you have bought them from the particular dealer to whom you go for adjustment. All this means that Atlas service is outstanding because, wherever you see the Imperial sign, you can be sure there is an authorized Atlas station which will make your adjustments just
as carefully as though you had bought the tire there. All that is required is to present your guaranty with the tire, and immediate adjustment will result, without any red tape or delay. The Atlas is the only tire with an international guaranty. No matter where you are—in the States or in Canada—you will find that the best service stations sell Atlas and are authorized to give you Atlas service and adjustment under the terms of the Atlas guaranty. These are real features, aren’t they, doctor?”

Doctor: “They certainly are. I guess we’d better put new Atlas tires on the coupé right away, because I can’t afford to have any tire trouble. The sedan needs new tires, too, but since I am going to trade it in this summer, I’ll look around for a set of cheap tires that will last that long.”

Selling the Junior Atlas

You: “I have just the tire for you, doctor, in the Junior Atlas. Just as I can save you money on regular Atlas tires for your coupé, I can also save you money on the Juniors for your sedan. The Junior Atlas is a quality tire at a price that will compare favorably with that of third-line tires. Let me tell you, in a few words, of the advantages of the Junior Atlas.

“Here is a picture of the Junior Atlas. Note how rugged it is in appearance, the tread being three-fourths of the cross-section diameter. You can see that it has a very good nonskid pattern and, like its big brother, the nonskid life of an Atlas Junior is more than 65 per cent of its life. These riding bars shown here in the picture are wider than any you will find on any low-priced tires, and they, of course, make for easy riding and even wear on the entire tread of the tire.

“This tire has four plies of antifriction cord and the double breaker strip that is in the regular Atlas makes it safe against blowouts and adds to the life of the tire. The Junior Atlas is protected by a six
months' guaranty and enjoys all the service and adjustment advantages of the regular Atlas.

Doctor: "I can see that it is a good tire, all right, but I can get along with a cheaper tire, since I am going to turn in the car anyhow."

You: "You are going to drive this car more than a thousand miles before you turn it in, doctor, and there are two things that you must think of. The first is safety. As I told you, the Junior Atlas will cost you no more than a third-line tire, and if you get a cheaper tire than this, you are going to get a tire that you wouldn't want to risk having your family use under any circumstances. All you can save on a cheaper tire is $1 or $2, and you will be incurring risks that are all out of proportion to the small savings."

Doctor: "Well, there might be something in that."

You: "The second factor is the trade-in value of your car. Remember, you are not putting the price of the Junior Atlas tires into your car. You must buy new tires anyway, so what you are thinking about now is the difference between the price of a Junior Atlas and a sub-third-line tire. That's right, isn't it?"

Doctor: "Yes, although I didn't figure it that way."

You: "When you turn your car in, the kind of tires and the condition they are in will be factors in the amount of allowance you get. Or if you sell the car yourself, you can get more money if there is good rubber on it. In other words, I can sell you a set of Junior Atlas tires for no more than you would pay for any tire that you would be willing to put on from the standpoint of safety. And the Junior Atlas will look better, wear better, and get you more trade-in money for your car. Don't forget, also, that you will get the Junior Atlas guaranty, which you wouldn't get on a cheaper tire."

Doctor: "Well, young fellow, you haven't left me a single reason for buying any other tire, so I guess you'd better fix both cars up with your tires."

You: "That's fine, doctor. Now, you'll start the season with fine new Atlas tires and tubes and not have a single tire problem to worry about for a long time to come."

Selling Atlas Tubes

Doctor: "Oh, I think the tubes are all right. I haven't had a single puncture, so they must be in fine shape."

You: "Your tubes have been in service over two years, doctor, and as you know, rubber tends to deteriorate. Your tubes have had to take a lot of hard usage and, naturally, they can't be expected to outlast a new set of tires. It is practically certain, therefore, that you will have trouble with your old tubes before your new Atlas tires are worn out, and your tires may be injured or destroyed, to say nothing of the safety of new tubes contrasted with the possibility of an accident with the old ones. Also, in addition to deterioration from service, a tube will stretch and, therefore, will not fit the new casing properly."

Doctor: "I guess you are right. Better make a complete job of it."

Selling Atlas Tires According to Principles

Throughout this extended sales presentation you adhered closely to your sales principles. In the first
place, you presented each feature of Atlas tires as an advantage—an advantage appealing to a definite buying motive in each case.

You sold economy in the superior wearing qualities of Atlas tires—in more miles for each dollar of tire cost.

You sold comfort, convenience, and timesaving in the trouble-free service of Atlas and also in the Atlas service and adjustment policies.

You sold protection and safety—the most important motive—by explaining the design of the tire, the method of manufacture, and the materials used.

Pride was not involved in this sale, although it might well be a factor with a prospect who values the satisfaction of attractive, new, first-quality tires on his car.

All these advantages were proved, in line with your three-step selling process. The prospect was given logical facts which he could accept and on which he could base his decisions. Thus you were on solid ground every step of the way.

Note that the creation of the first buying decision—the need—was not a factor in this sale. The prospect recognized the need of new tires, so your heavy guns were turned on the missing decisions—that Atlas tires were the tires he should buy, that the source was most convenient, that the price made them bargains, and that now is the time to buy. When the second buying decision was made, then all the others followed automatically, because, naturally, the prospect would buy his tires from you, he had confidence in Imperial, the price was satisfactory—a saving, in fact—and the time decision was certainly automatic.

How to Build Your Own Atlas Sales Presentation

As stated, the preceding pages included all the salient sales values of Atlas tires. You probably won't need all the selling points given in any single sale, the idea being that you can use this long presentation as a reservoir in which you will find all the selling strength you need to meet any tire sales situation. Just as your prospects and their requirements differ, so will your sales presentations differ to meet them. However, in building any sales presentation, you will wish to take full advantage of the three great values of your tires:

1. The structural values of the tire itself.
2. The service values.
3. The price values.

These three values can well be made the foundation on which you can build an effective sales talk to fit any prospect’s requirements because they are the three values he will buy. Thus, whenever you have an opportunity to talk Atlas tires, you can start out with the thought, “I’ll tell this prospect about what a good tire Atlas is, what good service he will get from it, and how he can get these advantages at a saving in money.”

With this one thought, together with the facts about Atlas that you can get and keep up to date from your company’s printed material, you will find effective sales presentations building up in your mind without any particular effort on your part.

Proving That You Are an Expert Atlas Tire Salesman

Here comes John Smith, one of your gasoline customers who has never bought an Atlas tire from you. His car has a pair of smooth rear tires and a junk spare. You know (and Smith knows, too) that he
will shortly be in the market for tires. Somebody is going to sell them to him.

No salesman will have so good an opportunity to sell them as you have. Smith comes into your station once or twice a week; you know him and enjoy his confidence. Thus everything is in your favor—a first-line tire that gives no advantage to any competitor and that you can offer at a saving in money; acquaintance with your prospect and frequent contact with him; and his need of tires, which he must buy somewhere. Could any salesman ask more than this?

All right! Go ahead and sell Mr. Smith a pair of Atlas tires. Now, instead of thinking of Smith as an imaginary person, give him the name of your next gasoline customer who has plainly evident tire needs. Then go to work on him.

Tell him of the structural advantages of Atlas as you have learned them from your company’s material and as you saw them given to Dr. Blake in the preceding pages. Show him how these structural advantages will ensure him more trouble-free miles per dollar of tire cost than he could get from any other tire.

Tell him how convenient it will be to put on Atlas tires and about the superior service values he can get at your station.

Show him how he can get all these advantages—the values of the tire itself and all the service advantages—at a smaller cost than he would have to pay for any other tire of equal value.

That isn’t a difficult sale, is it? You have the facts; all you need do is deliver them to the procession of prospects who come into your station and to the prospects you can reach all around you.

Building the Confidence of Your Tire Prospects

Throughout this entire program you have seen the importance of building the customer’s confidence in your knowledge and understanding of his needs. His knowledge on these points is very limited, and he is eager to depend on you, once he is convinced of your ability and good faith. This is as true of the customer’s tire problems as it is of his lubrication and other needs. And that is why you should make a careful study of the Atlas bulletins and everything else that
will equip you to give sound counsel to your customers. You saw a number of important facts about Atlas tires in the interview with Dr. Blake. Some other facts, on which additional selling points may be based, will be given in the following pages.

**Selling Six-Ply Atlas As a Service**

You will recall that you recommended four-ply Atlas tires to Dr. Blake. Perhaps you should have recommended six-ply Atlas for his family sedan. How are you to judge these recommendations?

A recent investigation was made which showed that 72 per cent of all 1934 passenger cars are equipped with tires which are not heavy enough for the service they must give.

Let's take an example which plainly demonstrates this fact: A seven-passenger sedan, weighing 3,750 pounds, loaded with seven people, weighing altogether, say, another 1,000 pounds, totals 4,750 pounds of weight on the tires. And this weight is not evenly distributed over the four tires, but usually about 60/40 or 65/35 rear and front, respectively.

Therefore, your calculation should be based on the weight the rear tires must support. In this example, for instance, 60 per cent of 4,750 pounds would be 2,850 pounds, or 1,425 pounds for each rear tire. In order to get balance and to have the tires available for transfer from the front to the rear in case of necessity, the front tires should be of the same construction and size as the rear. A four-ply tire on one front wheel and a six-ply on the other will almost invariably cause a shimmy at high speeds.

In trucks, the weight distribution usually runs about 70/30 rear and front, unloaded. When the pay load has been added, the weight distribution very often reaches the proportion of 85/15, or even 90/10.

In recommending Atlas tires, either for passenger cars or for trucks, the first consideration should always be "the right tire to meet the need." A six-ply tire will give no more service than a four-ply tire if the four-ply tire is sufficient to support the load it must carry and thus avoids abnormal flexing and traction wave (which will be described shortly).

Where the six-ply tire is required, according to the standards given in your Atlas Tire Data booklet, it is your selling job and your service job to give the customer the proper understanding of his tire requirements. This will ensure him the maximum service, economy, and protection, and, of course, will be a real factor in the building of his confidence.

**Getting the Maximum Service from Atlas Tires**

The major enemy of tire life is heat, not heat transmitted from the pavement to the tire by friction, but heat caused by internal friction. This is due, first, to the constant flexing of the tire in service and, second, to the constant displacement of the tread rubber as the tire rolls along under weight and spread. If you could see a slow-motion moving picture of the action of a tire in service, you would see a "wave" of rubber constantly in front of the point of contact of the tread with the pavement. The greater the load on the tire, the bigger this wave of displaced rubber will be. Heat is generated both by the pushing out of this wave of rubber and by its return to the tread after the pressure is removed by the revolution of the tire.

The internal heat caused by these two factors—internal flexing and the traction wave in the tread—
is constantly traveling over the side wall from the tread to the bead in an effort to get out or release itself. The constant presence of this frictional heat has a tendency to cause oxidation of the rubber, not necessarily on the outside of the tire, but between the plies. As soon as sufficient heat has been developed to break down the adhesive ability of the rubber which holds the plies together, ply separation develops. This, of course, causes much greater friction, because the plies are free to rub against one another, creating greater heat. This speeds up deterioration in the tire.

The foregoing explanation shows why it is vitally important to maintain the proper inflation in tires. An underinflated tire naturally flexes to a greater extent than one that is properly inflated. This causes a definite “hinge action” in the side wall about one and one-half inches above the point where the rim holds the side wall in place, and thus hastens the deterioration of the tire through excessive frictional heat.

Vital Importance of Selling New Atlas Tubes with New Atlas Tires

Your educational salesmanship is of vital importance when the customer is of the opinion that, since he has had no trouble with his tubes, they will be satisfactory for use in his new tires. A tube that has gone, say, 20,000 miles, even though it has never suffered a puncture, has certainly deteriorated to some extent. The tube is probably larger than it was when new and, when fitted into a new tire, it will probably be pinched somewhere on its surface and cause trouble. Also, no tube can be expected to outlast two casings. Therefore, an old tube in a new casing is certain to cause trouble some time during the life of the new casing. In short, the old tube will not fit the new tire. It has deteriorated in service, and its inevitable failure may destroy the new tire and may even incur the definite hazard of a serious accident. Your customer will readily see the logic of these facts if you explain them to him.

Atlas and Junior Atlas Cover Your Entire Sales Field

You need never lose a tire sale for want of the proper tire to offer. The Junior Atlas not only equips
you to meet all price competition and the requirements of your price-minded customer, but it also gives you an added opportunity to sell both Junior and regular Atlas by attracting to your station a certain number of tire buyers who wouldn’t come if you had only a first-line tire to offer.

When to Sell Junior Atlas

The high quality and low price of regular Atlas tires, together with all their other advantages, will meet the requirements of your prospects for first-line tires. The same qualities and advantages of Junior Atlas, in its class, will meet the requirements of the remaining prospects.

Right here are some very important facts about your Atlas tire business that you should understand clearly and that you should always use as a guide for your salesmanship:

The first is that the Junior Atlas is not a tire to be sold instead of the regular Atlas. Your business on regular Atlas tires is built on permanency—the satisfaction of your customers in the service of regular Atlas tires. There is no permanency to be built on price marketing. The customer who is allowed, through lack of real salesmanship, to buy because of price will simply become a “shopper” and go wherever he can get the lowest price. No permanent business was ever built with such customers. The price cutter down the street will sooner or later wear them away from you.

The second fact is that, if you sell a Junior Atlas where your salesmanship could and should have sold a regular Atlas, you simply exchange a higher-profit sale for a smaller-profit sale and you haven’t created anything.

The Junior Atlas has a very definite place in your business, but you should understand very clearly just what that place is. First, it is a tire to meet the requirements of those who feel that they must temporarily use a low-cost tire and who may go elsewhere if they know you have no such tire to offer. Second, it should be used as a “build-up” to the sale of the regular Atlas.

As you saw in Section Two of this program, the motorist is far more interested in quality than in price. Therefore, every time you mention or answer questions about the Junior Atlas, you should automatically carry the conversation over to the regular Atlas, with its greater value, economy, and safety. Of course, the customer who has made up his mind to buy a Junior Atlas in many cases cannot be moved to buy the regular Atlas; but experience has proved that in many other cases he can be so moved. And every time you do this, you have added definitely to the permanency of your business, to the satisfaction of your customer, and to the profits of your station.

Building Up to Regular Atlas Tires

Thus, by proper salesmanship you will be able to build up a good many of your customers, who think they should buy the Junior Atlas, to the regular Atlas by showing them the greater advantages per dollar of investment which they will get from the better tire. For example:

“Mr. Smith, our Junior Atlas, as I’ve shown you, is a better tire than any other you can buy at its price. It will give you more miles, better nonskid features, and greater safety than
you can buy in any other tire for the money. These are the advantages you want, of course. Naturally, you want all the advantages you can afford. Therefore, the money you pay today is not the only thing you should consider. You should also think of these tires you’re buying today in terms of a year from now, or even two years or more.

“When you think of your tires in this way—from the standpoint of miles and safety per dollar of tire cost—then our regular Atlas is the tire for you to buy. In other words, with a little greater investment, you will draw greater dividends in tire satisfaction and draw them longer, making the regular Atlas by far the cheapest tire in the end.”

Naturally, if Mr. Smith can’t afford to make this greater investment, or does not care to do so for any special reason, you still have in the Junior the best tire that Mr. Smith can buy for the money.

Therefore, to repeat, you need never lose a tire sale!

Profits in Atlas Truck-Tire Sales

There are many fine sales opportunities in every community for the sale of Atlas truck tires—both regular Atlas for the many light delivery units and heavy-duty Atlas for the heavy trucks. The businessman buys his tires on a business basis—miles per dollar. This type of buyer is always willing to listen to a profit message. You have such a message for him. For example, suppose you go to Mr. Trucker and say:

“Mr. Trucker, I can save you some real money on the tire (and battery) requirements of those six delivery trucks of yours. Of course, neither of us is an engineer, and we can’t talk scientifically about the fine points of tire construction. But we both know that you are interested in more miles per dollar. That’s right, isn’t it? . . .

“When companies such as General Electric, Westinghouse,
Summing Up Atlas Tire Selling

These pages have touched briefly, but practically, on the high points of one of the most attractive profit opportunities at your station and in your community. You have the best products that experience and unlimited resources can build. You have definite sales advantages over competition—both in more frequent contact with your prospects and in price. Your intelligent and aggressive development of these opportunities will not only add to the profits of your station per gallon of gasoline sold, but it will also stimulate to an equal degree all your other profit opportunities.

Part 2

BUILDING ATLAS BATTERY PROFITS

The chances are that Dr. Blake is, or shortly will be, in the market for an Atlas battery for his professional coupé. You will be able to find out when you apply those four Atlas tires and tubes you sold him. He has worn out a set of first-line tires on the coupé and, therefore, his battery is probably about ready for replacement also—if, indeed, someone has not already sold him a new battery.

National averages show that one battery is sold for every three replacement tires sold. And for every new battery sold, there will be three recharges of two days each—a total of six rental days for each sale of a new battery. Stating your profit opportunities on Atlas batteries in another way:

There is one new Atlas battery sold for every 1,000 gallons of Three Star or Esso.

This amount of gasoline supplies the average car for a period of from eighteen to twenty-four months, which is the average life of a battery.

No Limit to Your Atlas Battery Sales Opportunities

However, your profit opportunities on Atlas batteries, battery service, and accessories are much greater than the above figures would indicate, because millions of gallons of gasoline are sold at places that do not offer battery service. Thus you can not only sell your own customers a new battery for every 1,000 gallons of Three Star and Esso they buy from you, but you can also sell many additional batteries to motorists who buy their gasolines elsewhere and who
go to supply stores, battery shops, etc., for their batteries and service.

In the preceding part of this Section it was suggested that there is nothing to prevent you from operating a tire store and effectively competing with other tire stores. Likewise, there is nothing to prevent you from operating a profitable battery business, and from drawing your business from the same sources and using the same methods employed by competitors who do not offer motor fuels and oils. Indeed, you have many advantages over such competition, as you shall see.

The Advantages You Enjoy

You can sell a generous share of the battery prospects in your community because you have a better battery and a better "deal" to offer than they can secure elsewhere. In other words, you have a product which the motorist must buy and you can prove to him that it is the best on the market for the price. The only ingredients necessary to turn these facts into real profits are:

1. A clear realization of your Atlas battery profit opportunities.
2. The salesmanship necessary to profit from these opportunities.

Extensive surveys have shown that the great majority of motorists do not know the makes of the batteries in their cars. To them a battery is a "mysterious black box" that is hidden away somewhere in a car and if it fails, it puts the entire mechanism out of order. Practically every motorist has experienced battery trouble. This may be due to neglect or abuse, or to the fact that the battery has worn out. In either case proper service and salesmanship would have prevented the inconvenience of battery failure and the delay and annoyance of being forced to call for help.

There Is Little or No Brand Competition in Your Battery Business

Thus you do not often have to overcome any established loyalty to competing brands in presenting your Atlas batteries. A motorist will readily install an Atlas if he is convinced that it offers him the best value for his money. And he will take your word for this if you have won his confidence and if you have put forth the requisite salesmanship. Here is what one Imperial retailer says on these points:

"The most profitable studying I have done in a long time was learning the facts in the Atlas Battery Sales and Service Manual. I not only found in it facts about battery sales possibilities from which I could establish a sales quota for myself, but I also found all the information about Atlas batteries and battery service which I needed to equip me to sell them successfully.

"For example, 'The Inside Story,' as it is given in that manual, will equip any live service-station salesman with the facts he'll need to sell his prospects 100 per cent on Atlas. If each salesman will learn the details of Atlas batteries as they are given there, and then familiarize himself with the advantages they offer over competing batteries, he will never miss a sale, even to the out-and-out price buyer."

You Must Know Your Product

You have the manual on Atlas battery facts this salesman refers to. How much study have you devoted to it? Are you equipped right now to give a prospect a convincing demonstration of the superiority of Atlas?
Suppose a prospect said, “Your price is too high.” What would you say to him? Would you merely claim that Atlas is a good battery and worth the money or could you prove to him that the price isn’t too high? Or suppose Dr. Blake said, “I’ve always had the Smith Battery Service look after my batteries.” Would you be obliged to say, “Well, the Atlas is a mighty good battery, and I’d like to sell you one”? Or could you turn loose some real battery information, wrapped up in expert salesmanship, to convince the prospect that your battery is superior?

Developing Your Battery Sales Presentation

In the organized sales presentation on Atlas tires given to Dr. Blake, you have a good framework to use in developing your Atlas battery sales talks. You will find this easy to do if you follow some very simple directions.

In the first place, you saw how this tire presentation was built around three definite values:

1. Structural values.
2. Service values.
3. Price values.

You have the same framework on which to build your Atlas battery sales talk. With the Atlas battery manual before you, develop in your own words the structural values of the Atlas battery as you would give them to a prospect at your station or in your neighborhood development. Remember, too, that these values must be presented as advantages, and that these advantages must be proved by the three-step selling process.

For example, you come to the value of the two extra plates in the Atlas battery. What do these extra plates mean to the prospect in service? How will you prove these values? Take the six features of Atlas battery
construction and the advantages they offer. For example:

"You will remember, Mr. Jones, that some months ago I put in a new battery cable for you because the old one was badly corroded by solution seeping up around the terminal posts. That couldn't happen with an Atlas battery, because the Atlas terminal post is fused with a patented lead bushing which is molded into the hard rubber cell cover."

Thus, when you have covered all the structural values of Atlas, follow through with the service values and the price values. By the time you have done this, your prospect will be firmly convinced of the superiority of Atlas batteries, and you will have made a profit, both for him and for yourself.

Selling Atlas Batteries As a Service

In the beginning of this Section you saw a salesman develop a sales opportunity at the air-standard by checking the battery for a customer who wanted free service. You can expose yourself to sales opportunities in the same manner.

If possible, keep your water service in evidence at the island where the customer can't fail to see it. Then, when opportunity offers, suggest that the battery be checked. "Shall I check your battery, sir?" or, "Has your battery been checked recently, Mr. Jones?" or other similar suggestions will not be resented by customers. The great majority of them will appreciate your asking, since there are few motorists who do not realize that their batteries are not serviced so regularly and so often as they should be.

On the pit or lift you have, of course, ample opportunity to make a thorough inspection of the battery and cables and to make a hydrometer test.

Building Your Atlas Battery Profits with the Hydrometer

Too much stress cannot be placed on the importance of the hydrometer and the capacitester as battery business stimulators. These tests are always interesting and convincing. If such tests show that the battery is weak, you have a ready-made, logical reason why the battery should be put on the charger. In this way you will build your battery rental business as well as your battery sales. You will also build another addition on your 100 per cent sales to your customer.

In cases where the battery fluid lies below the surface of the plates, and you cannot get at it, the level should be restored with water, the condition pointed out to the customer, and he should be told the importance of having a test made just as soon as possible after further driving. You cannot, of course, make an immediate hydrometer test in such cases, because the water has not become mixed with the battery fluid.

You must, of course, use your judgment in handling such situations. For example, if one of your customers is starting on a trip, and the level of the water in the battery prevents a hydrometer test, you should recommend putting the battery on the capacitester to make sure that the charge isn't dangerously low, which would indicate the possibility of a worn-out battery. If the customer is going to drive only a short distance or can conveniently come in again shortly for a hydrometer reading, it would be satisfactory merely to restore the water level.

Always remember that your hydrometer is the key to battery profits. You should by all means include its use in your battery service procedure. Never merely put water in the battery without making a test, if it is at all possible. In this way you keep yourself thor-
roughly informed on the condition of your customers' batteries and are in a position to do the necessary selling to ensure an Atlas replacement when the time comes.

Here, and also at the air-standard, you will often have opportunities to give short sales talks on the importance of regular servicing in the life of a battery and also to say a few words about Atlas. You must, of course, use your judgment in such cases; otherwise the customer will feel that he is being subjected to undue selling or delay. There will be no danger of this, however, if you keep in mind that you are giving
a service which is of value to the motorist. The only time you can sell a new battery or give charging service is when you discover the need of it, and a service attitude will give you more opportunities to discover needs than will an obvious effort to sell.

Battery Salesmanship in Action

An Imperial retailer who has built a highly profitable Atlas battery business, both in the sale of replacement batteries and in rentals, says:

"At the lubrication pit I make a hydrometer test of the battery as a part of our regular service, being sure to show the motorist what I am doing and the results. At the pump or air-standard I usually say, "Shall I put water in the battery, sir?" If the customer agrees, I always make a test. If the battery is all right, I tell him so. If it isn't, I explain what is wrong and make my suggestions of service.

"I have found that the customer appreciates being told the condition of his battery. It is reassuring to him to know that it is all right. And, of course, if service is needed, or if he is heading for trouble, he appreciates knowing that also.

"If the battery is taken out of the car and put on the tester, I always make it a point to explain its operation to him, just as I show him the table in the manual if his battery is too low, so that he needn't take my word for it. As a matter of fact, a battery is quite a mysterious thing to the average motorist, and he is always interested in the information you can give him about it.

"One thing should be noted carefully: See to it that a tag is used every time you check a battery. Explain this under-the-hood record to the motorist. Show him how it safeguards his battery. In this way you will soon have all your regular customers' cars tagged and you'll be in a position to say, 'It is time to look after your battery again, Mr. Smith.'"

"All during this service, of course, you are putting in a good word for Atlas batteries so that when the time comes to buy a new one, the sale will come to you without any question.

"This plan works out in more than one way. I've made several good gasoline and oil customers by servicing Atlas tires and batteries at the air-standard for people who came in for free service. The thing we should always remember is that the motorist who gets free service from us is paying good money for his needs somewhere, and if we sell him on our courtesy and knowledge of our jobs, we stand a good chance of winning him over as a paying customer. The idea works the other way, too. If we let people go elsewhere for their free service or their tires and batteries, some good salesman may gather them in for their gasoline and oil, also."

Another Imperial retailer who has built a profitable Atlas battery business says:

"The chief point to remember and provide for, if you are going to build your battery profits, is to make the hydrometer reading an important part of your standard service procedure. You cannot do this hit or miss or whenever you or your men happen to think of it. The planned use of your hydrometer and capaoimeter is an important source of profit at your station, which you must realize. Then you will not be inclined to neglect something that means money in your pocket.

"Behind the standard procedure of battery checking there should be sound educational selling that will convince the customer of the importance of having his battery checked often and regularly. We know that the water level of the battery should be kept up and that the battery should be kept properly charged, but the customer doesn't know the importance of these things. Otherwise, he wouldn't neglect the battery as he does. But he can be sold on these ideas if we service-station people will just realize the importance to the motorist and the profit to us in doing so.

Following a Standard Checking Procedure

"The battery should not merely be checked; this checking should be sold to the customer by doing it in his presence and by calling his attention to the readings. Our plan is to give the customer the reading of each cell, holding the hydrometer before him so that he can see it clearly. Should
the reading of any one of the cells indicate the need of a rechecking, we then suggest to the customer that the battery be removed from the car and placed on the capacitester to confirm the hydrometer readings. We do this because the customer may not always be satisfied that the hydrometer readings are accurate.

“When the battery is placed on the capacitester, we always invite the customer to observe the test, and the details of the instrument are explained to him. This reading, of course, confirms the hydrometer readings, and the customer is then convinced of the accuracy of the test. A recharging job is far easier to sell when the battery is out of the car than when it is in the car, as it is just as easy to put in a rental battery as to put back the customer's battery.

“It must be remembered, too, that new battery sales are largely made because the present battery will not take a recharge. This, of course, can be determined only when the battery has been on the charger from twelve to twenty-four hours. Thus, you see, there is a direct relationship between all the steps—the way to get the battery on the charger is first to get it on the capacitester, and the way to do that is to take hydrometer readings.”

Now let’s sum up the points made by this retailer and present them as a standard procedure which you can easily install at your station:

1. Make regular hydrometer tests:
   (a) By selling the customer on the importance of such tests.
   (b) By making the hydrometer test a regular part of your standard service procedure.

2. Test each cell of the battery in the presence of the customer and show him the results.

3. If the battery (or any of the cells) indicates the need for recharging, suggest to the customer that the reading be confirmed by placing the battery on the capacitester.

4. When the capacitester confirms the hydrometer reading, sell the importance of a recharge, both for the convenience of the motorist and the protection of the battery. Explain at this time the significance of whether or not the battery will take a recharge, as this will lay the groundwork of a battery sale should it develop that the battery will not take a recharge.

Here are four simple service steps, properly mixed with the priceless ingredient of salesmanship, that will be easy for you to follow and that will result in added battery profits to you. Such a procedure will ensure your customer against the inconvenience and trouble of battery failure and will also ensure you against having your customers make emergency purchases of new batteries from someone else.

Here is a fact that should be very impressive to every Imperial retailer: An actual survey, taken at a number of representative Imperial retail stations, has shown that every hydrometer reading taken has resulted in sales to the amount of 76 cents. These figures are merely averages; it would be entirely feasible to increase these sales to well over $1 for each reading by employing a standard checking procedure and appropriate salesmanship. Therefore, the battery service you give should under no circumstances be looked on as a "chore" or another item of "free service," but as one of the most promising profit opportunities that you enjoy at your station.

You can readily see that the above methods will build Atlas sales and profits for your station. So don’t wait until your customer’s battery fails—perhaps a long way from your station. Do your selling by easy stages beforehand. Consequently, the customer will have no other thought than to buy a new
Atlas battery—and Atlas tires, too—from your station when the time comes to replace the old one.

Sell Atlas Batteries the Year Round

The sale of batteries is to some extent seasonal, yet there are enough sold the year round to warrant one's close attention to the sales possibilities at all times. The percentages in the following table, which were figured from the shipments for a year of a representative number of nationally known battery manufacturers, show that there are battery sales possibilities every month of the year:

<table>
<thead>
<tr>
<th>Month</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>5.08</td>
</tr>
<tr>
<td>February</td>
<td>4.14</td>
</tr>
<tr>
<td>March</td>
<td>6.95</td>
</tr>
<tr>
<td>April</td>
<td>9.84</td>
</tr>
<tr>
<td>May</td>
<td>9.09</td>
</tr>
<tr>
<td>June</td>
<td>5.27</td>
</tr>
<tr>
<td>July</td>
<td>5.76</td>
</tr>
<tr>
<td>August</td>
<td>7.28</td>
</tr>
<tr>
<td>September</td>
<td>10.51</td>
</tr>
<tr>
<td>October</td>
<td>15.12</td>
</tr>
<tr>
<td>November</td>
<td>10.18</td>
</tr>
<tr>
<td>December</td>
<td>10.78</td>
</tr>
</tbody>
</table>

While the above table shows that certain months of the year are much better than others, it should be borne in mind that the sales made in the best months of the year will depend to a very important extent on the service you give and the salesmanship you put forth in the lighter months. Generally your

Atlas tire and Atlas battery business will ideally balance each other—as the sales of the one grow less, the opportunities for sales on the other build up.

Selling Atlas Batteries in Community Development

All that has been said about the profit opportunities of your other products and services in community development applies with equal force to Atlas batteries. You have a convincing sales story to tell. You have a wealth of advantages to offer and convincing facts
to prove them. You have guaranteed quality and you need give nothing to competition in the way of price.

And remember this:

Every time you develop the sale of an Atlas battery in community development, you are tying that motorist to your station. Once he has bought a battery from you, you can be pretty certain that he will come back for battery inspection and service.

Thus your salesmanship will not only build your battery profits, but it will also build your other profits.

**Summing Up on Battery Sales**

You have seen from the preceding pages that Atlas batteries offer you several attractive profit opportunities at your station—the actual profit on battery sales and service and, equally important, the additional sales of other items you can create through customer confidence and intelligent salesmanship. Here are the steps to real battery profits:

1. **Study your Atlas Battery Sales and Service Manual thoroughly and conscientiously until you have mastered ALL the facts and methods it presents.**

2. **Familiarize yourself with the details of competing batteries, especially those with an appeal based on price. Don’t do this with any idea of “knocking” them, but rather to sell, first, yourself and, second, your customer on the provable superiority of each Atlas battery in its class.**

3. **Develop your own sales talks on all the advantages and values offered by Atlas batteries—in construction, service, long life, guaranty, and greater value for lower cost.**

4. **Plan all your sales presentations in accordance with the sales principles you have learned. State the features of Atlas batteries in terms of one or more of the advantages your prospect seeks and will buy; prove these advantages with the facts you have; and get your prospect’s agreement in order to help him make each of the necessary five buying decisions.**

5. **Plan to multiply the effect of your developed salesmanship by making as many opportunities as possible to apply it at your station and in community development of all kinds.**

The most effective method of multiplying your Atlas battery sales opportunities is clearly stated in the manual. Let’s repeat it here for emphasis and to give you a fitting conclusion to this part of your sales training:

Secure battery sales. The salesman who takes the greatest number of hydrometer readings is the salesman who is securing the larger portion of the customer’s battery dollar. It gives the salesman a logical introduction to a correct sales presentation.
Part 3
PROFITS FROM YOUR SMALL ACCESSORIES

For every gallon of gasoline you sell, there should be an additional profit of at least 1 cent, made from the sale of small accessories and specialties. Some of these the motorist must buy somewhere, and some of them he will buy if they are skillfully merchandised.

For example, in the “must” class there are fan belts, light bulbs, wiper blades, fuses, battery cables, radiator hose, and so on. In the second class are such things as polish, household oil, body wax, and other items which the motorist can do without, but which would add materially to the satisfaction of motoring. There is also another class—halfway things—which the motorist should buy in order to get the most effective use of his car, but which he can put off or entirely neglect. In this class are spark plugs, oil-filter cartridges, and so on.

A liberal percentage of salesmanship must be mixed with all these classes of so-called small accessories and specialties if the profits they offer are to be realized. It is also necessary that you sell even those items which the motorist must have. For example, if you let a weak fan belt achieve its inevitable destiny, the chances are that it will give way miles from your station, and someone else will sell the new one; whereas had you called attention to its condition as a service, you would have sold it and would also have spared the motorist serious annoyance.

Planning Your Accessory Sales

There are quite a number of items in your accessory and specialty stock. If these are stacked up at ran-
As a Miscellaneous Collection—

Their Sale Is Difficult to Plan

a spark plug is and what it is for; there is no pre-liminary selling to be done on that point, as may be the case with some other items. The second question is also easily answered. But when you come to the third question, you must know how to answer it effectively. There is a wide range in the prices and qualities of spark plugs, and there are many “bargain” plugs which the motorist may think are as good as yours. Why is the plug you sell better than these and worth all you ask for it? You will, of course, find the answer in your

As Individual Products—

Their Sale Is Easy to Plan

Atlas bulletin, and you will need this answer to do an effective selling job.

Who should buy your plug? Why should he buy it? Those are also easy questions to answer, but they involve an effective sales talk. What happens when there is a dead plug or two in a motor? How does the motorist lose, and how would he profit by putting in a new plug in place of the dead one? What are the advantages of renewing spark plugs?
After you have reached a solution to these questions, there still remains another important one that you cannot overlook: When should be buy it? Since this important question has a direct bearing on your sales tact, it will be discussed on pages 83 to 85 in detail.

You see, there is a certain amount of preparation necessary to sell effectively such an everyday item as a spark plug. Now, if you will take each item of your accessory stock, put the spotlight on it, and subject it to these six questions, you will find plenty of preparing to do in order to equip yourself to sell it effectively. You will find that many of your items require a pretty fair educational sales talk if you are to sell the values they offer and to create the sense of need in the mind of the prospect.

How to Sell It

For example, suppose you have just begun to handle spark plugs. The first thing to do is to work out the answers to the six questions listed. This will equip you with the necessary selling talks in order to present the advantages of live plugs—and, specifically, of your plugs—to your customer. The next problem is to develop the best ways and means of selling spark plugs. You shouldn’t wait until the motorist asks you for them, because you know that many motors have worn-out plugs the driver doesn’t know about. And you are too good a salesman to say, “How about your spark plugs?” or, “Let me sell you some new plugs.”

You will have to be more skillful than that and, remembering that it is always easier and more effective to sell as a service, you decide that you will proceed somewhat along these lines:

“I’d like to test your spark plugs, Mr. Jones. It will take only a minute or two. A dead or defective spark plug wastes lots of gasoline and power.”

Or, you might decide on a little more extensive educational selling. For example, you might ask:

“When did you have your spark plugs changed, Mr. Jones?”

Mr. Jones has probably never had his spark plugs changed, and it may develop that his present plugs have gone anywhere from 20,000 to 50,000 miles. In that case, you can tell him that spark plugs become corroded, the porcelain cracks, and so on. The makers recommend that plugs be changed every 10,000 miles, but at any rate, they should be taken out and examined, because bad plugs waste gasoline and power. You will, of course, plan your selling talk to fit each individual case, but so long as you plan your talk as a service, you won’t go astray.

When Should He Buy It?

The intelligent clerk wouldn’t ask the boss for a raise right after the company has passed a dividend, nor attempt to explain some rather extended idea a few minutes before the boss has to take a train. Likewise, there is also a good time and a bad time to attempt the sale of your accessories and specialties. For example, your sales tact will tell you that it might not be the best time to attempt an educational sales talk on spark plugs to the motorist who has just driven in for Three Star and who is evidently in a hurry. Therefore, still using the spark plug as an example, you decide that the time and place to talk about it are when your prospect has the time and is in the mood to listen.
You might deem it advisable, in certain cases, to do this when you are checking the oil, when you are at the air-standard or on the pit, or you might make spark plugs one of the subjects to talk about when you are calling on prospects in your community development work.

Spark plugs have been used here to illustrate the principles of accessory salesmanship. These principles do not change, but, of course, their application changes to fit the special requirements of whatever accessory may be involved. The “big idea” behind your accessory sales is to give each item an identity—to look at it as a definite profit opportunity and the basis of a service to your customers.

Thus, instead of saying, “I have a lot of accessories and specialties around here I wish I could sell,” you should look at them as so many distinct profit opportunities, each one standing on its own merits, with its own definite use, and with a proper time and place for its selling.

For example, the sale of your fan belt involves procedures for inspecting cars to develop needs, and for sales talks to convince the customer of the necessity of having a sound belt and of the superiority of the belt you sell. And the same statement applies to each and every item of your stock.

Seasonal Opportunities

Many of your accessories and specialties are seasonal. Certain times of the year, influenced by temperature conditions, touring habits, etc., will be important factors in your sales work. For example, at the approach of cold weather, antifreeze is a logical leader in your sales effort. That suggests safe hose connections. An exceptionally severe spell of weather should be the basis of your suggestion that the radiator be checked to ensure its safety; and in the spring an inspection of the hose connections and a flushing of the radiator are in order. A customer who drives in during a rain or snowstorm with a wiper blade that is not doing a perfect job of cleaning is, of course, an ideal prospect for a new blade.

The approach of cold weather also provides a logical reason for offering to check the battery and its connections, for suggesting change of oil, T. and D. lubrication, and other means of preparing a car for cold-weather driving, such as a heater, tire chains, etc. “What can I offer my customers today in this extreme cold, in this deep snow, in this heat, or at the start of a long trip?” and so on, are the types of questions to ask yourself over and over. The answers will build the profits of your station. Such questions, coupled with a conscientiously followed plan of inspection of cars to disclose needs, and with each of your specialties and accessories definitely spotlighted in your mind, will result in a steady stream of sales which will mount up and provide an important share of your net profits. And don’t forget that every successful experience develops your personal capacity as a salesman and as a profitable business manager.

Emphasize Safety and Protection When Selling Accessories

Safety campaigns are becoming more and more prevalent in an effort to cut down the large number of motoring accidents. The appalling increase in automobile accidents is being constantly called to public attention in newspapers, in magazines, and by radio. And the newspapers and magazines are also contributing articles on safe motoring. This free publicity gives
you an opportunity to emphasize your accessories that have a direct relationship to safety, such as light bulbs, wiper blades, chains, safe tires, etc. Therefore, appeals to the buying motive of safety and protection will increase your sales on these profit-building items.

Importance of Display in Selling Accessories

Many of your accessories and specialties will sell themselves in good volume if given the opportunity. A great deal has been said of the effectiveness of attractive display as a sales stimulator, and you should make the fullest possible use of whatever display facilities you have. Island stores have proved their effectiveness wherever used. If you have a window suitable for the purpose, it should be kept clean and used for attractive, frequently changed displays. If many of your customers come into the station, accessories should be displayed where they will meet the eye. If the merchants on Main Street find it profitable to spend thousands of dollars on attractive displays, surely the same principle is as sound for your station. Think how often you have bought things simply because you saw them, and they suggested a need or want. Give your customers many such opportunities to buy.

In Conclusion

We have now reached the end of the Section devoted to one of the most interesting and important phases of your business. In the development of your tire, battery, and accessory business you are definitely keeping pace with today's business trends—making the so-called "service station" of yesterday an important merchandising operation of today and tomorrow.

Also, in building this feature of your business, you are equipping yourself to keep pace with the development of your industry. You are building the service station as the logical place for the motorist to secure all the products and services required to give him the maximum value and enjoyment of his car, and you are winning for yourself a fair share of the great profits which go only to the business that keeps pace with development and that is equipped to grasp these profits.

A SELF-CHECK

In each of the earlier Sections of this sales-development program you found a Self-Check to run through before working out the Sales Opportunities. This gave
you an opportunity to test your knowledge of the high points of the Sections and to discover what parts you did not thoroughly know. You are again given a Self-Check to follow and to test your knowledge and understanding of Section Six. As you read these questions, make sure that you can answer every one clearly and, if you find you are unable to give a clear, complete answer, turn to the pages indicated and study the reference material very carefully. Only in this way will you be able to check yourself and determine if all the important parts are clearly in mind.

For each answer which you are sure is correct, allow yourself 10; for those partially answered, allow 5. A perfect grade is, of course, 100.

Now for the Questions

1. In the beginning of this Section you saw a salesman develop a sales opportunity at the air-standard by checking the battery of a customer who was receiving free air service. How did he capitalize his sales opportunities by offering battery service and a check on the customer's spark plugs? (Pages 3 to 5.)

2. Courtesy and service often lead to a sale for the alert salesman. Can you recall how one Imperial retail-station salesman made the sale of a can of Esso Handy Oil by following through on courtesy and service? (Pages 8 to 11.)

3. Every retail-station salesman is given four opportunities to build Atlas tire, battery, and accessory sales. Three of these opportunities are made to order for you; the other you make to order for yourself. Can you recall where these four Atlas sales opportunities are to be found? How will you develop them? (Pages 19 to 26.)

4. You may recall that, in selling Dr. Blake on Atlas tires, a strong presentation of the sales values of the breaker and cushion strips was made, and, in addition, the fact that Atlas tires do not overheat was also capitalized. What were some of the features offered in this presentation that were sound evidences of Atlas service? (a) As the sale to Dr. Blake continues, Atlas' longer nonskid life is thoroughly explained. What would you say in offering this factor or advantage to one of your customers? (Pages 34 to 41.)

5. In building any sales presentation on Atlas tires, you will wish to take full advantage of three great values. What are these values? How will you use them? (Pages 49 to 51.)

6. You have successfully completed the sale of a set of Atlas tires to a new customer. However, when you mention new Atlas tubes to him he says, "I believe the old tubes will be satisfactory as they all seem to hold air." What reasons will you give to point out the importance of his using new Atlas tubes in his new tires? (Pages 54 and 55.)

7. In Atlas batteries you have a product that the motorist must buy and you have a product that you can prove to be the best. There are two ingredients needed to turn these sales advantages into real cash. Can you remember what they are? (Page 62.)

8. On page 70 an Imperial retailer, who has built a highly profitable Atlas battery business both in the sale of replacement batteries and in rentals, explained how he capitalized the use of the hydrometer. Do you recall how he did it? How can you build a profitable Atlas battery business by making the planned use of the hydrometer and capacieter an important part of your service procedure? (Pages 70 to 74.)

9. There are two ways to look at the problem of selling your small accessories and specialties. The first method is
to regard them as a helter-skelter collection. The second method is to set each item apart and to subject it to careful study, asking yourself certain questions. What are the six questions you should ask yourself? How can you use these questions to increase your accessory sales? (Pages 79 to 84.)

10. Every retail-station salesman enjoys a number of seasonal selling opportunities influenced by temperature conditions, touring habits, etc., which are important factors in your sales work. What sales opportunities are suggested to you by these seasonal conditions? (Pages 84 and 85.)

**A Look Ahead**

We have now come to the end of the sales portion of the Imperial-LaSalle sales-building program, so far as the written part of it is concerned. There is, however, no end to the opportunities you will find to build the business and profits of your station and to develop within yourself those abilities which will mean so much to you in the future. You should regard these six Sections, which are devoted to salesmanship, as only the beginning. When a lawyer has completed his law course, he is really just beginning his real development as a lawyer. His development is a continuous process, a constant building on the principles he has learned. Review your sales-building Sections frequently and conscientiously. Strive to improve your salesmanship at every opportunity, because salesmanship will solve the major portion of the problems which confront you as a businessman.

It is, of course, every merchant's ambition to see his business grow—to see his own enterprise keep pace with that of the industry of which it is a part. To do this, there must be growth in one's ability to manage.

The next and concluding Section of this sales-development program will, therefore, be devoted to management—to the ways and means by which you can make your work more productive. Thus you will develop the resources of your time and your opportunities to the fullest extent by decreasing costs at your station, by managing to increase your sales, and by developing numerous other ways that have been found effective in sound, efficient station management.
Memoranda