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MS-920: Sy Syms Papers, 1944-2012.
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Herzog, Marty, 2005, undated.

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Sy.

April 27, 2005

My two sons bought me a new Dell Computer, which I decided to put to use and write my memoirs of London Fog and McGregor Doniger.

I retyped the handwritten notes I previously sent to you; (perhaps some new ones)

I hope you will receive the same enjoyment as I did when retyping - I may tell my memoirs,

"Old Companies just fade away"

McGregor Doniger and London Fog OR

"Old Time Salesman just fade away"

by Marty Jerez

I'm doing O.K. - no complaints -

Take care, stay in Good Health.

Your friend and pal -
Marty Jerez

The DATING game - as played by Syms and London Fog (1)

At the end of every Fall Season the styles that were not convertible were given over to Marty Gersog (Jeffrey Division) for sell off. I would have the same "modus operandi" to facilitate and accomplish my sell off.

I would contact my four major accounts I deemed eligible to receive the first offerings, in this order:

1. Syms.

2,3 T.J. MAXX and Marshalls

4 SCHOTTENSTEINS

Through my prompting and direction, Syms was always the operation, both Men and Ladies, to get up first. The categories that were being offered were mainly the "Overwear (lined) category. Syms would buy and be shipped by January 15th and I would be able to "extend dating through May 25th" of that year.

In late January after selling the other three the maximum quantities available, I would be receiving the second and more desirable non-convertible styles. Syms' buyers, Men and Ladies would revisit me in the last week of January or first week of February and buy for immediate delivery with the dating extended to be "as of June 25th"

After March 1st, I would then on various occasions, as desirable styles

came to me and ^{instructed} sell Syms on a "PACK
and Hold" (PAHO) basis for June 25th delivery
with dating as of August 25th.

Sy, if you reread my schedule, it
was my purpose and assuredly yours
that Syms reaped the following
benefits:

1. The December/January shipment of merchandise were sold in January, ~~and~~ in the Syms Sales which followed.
2. The late January shipments were sold by Syms in their February Selloff and then BASH Sale Day thru March sales.
3. The Balances, if any goods remained were then used for their early fall selling mixed in with new "PAHO" shipments.
4. Syms may have sold at very sharp low prices during the sale periods, but the money that came in I am certain was put to good use to pay other manufacturers for their Spring Goods Shipments, although not discussed. I always felt was with your guidance.

In this manner I was able to pelloff the entire carryover, exact the highest asking prices for our goods, and ~~this~~ I was able to satisfy the needs of my office accounts for the 26 years I worked for London Fog.

I truly believe the best interests for Sy Syms was being served by giving my best effort to Syms.

by continually offering goods at the lowest prices being sold and in a timely manner. The confidence of your buyers, as expressed to them by your guidance, made things complete.

Throughout the years I always felt that you knew Symp was getting their fair shake from London Fog through me.

Sy, it's hard to believe that I was able to maintain this "modus operandi" to keep my inventories clean for all my years with London Fog.

(A)

A Highlight Event in the FALL SELL of 1991

In 1991, at the end of the Fall season I found myself with a carryover of Ladies Lined Outerwear 103,000 units which was approximately four (4) times the normal for that category.

As per my "modus operandi" I invited up Sigs first who bought 3000 units

Marshall's came up next seeking to buy the entire inventory at much lower prices than I offered. The counter offer prices were turned down by me and I allowed them to select specific styles at my offered prices. They bought 60,000 units

T.J. Maxx followed the next day and although not satisfied with the total quantity remaining bought the remaining 40,000 units, at my prices offered.

I had nothing left for my remaining accounts - Schottensteins and others throughout the United States who normally would be looking for goods at that time of the year.

I placed a call to my Stan Rubin, M.Mgr. who was in Maryland, and got him out of a Board of Directors meeting.

I told him that I had a problem and would need additional Ladies Outerwear Units. He said that this was outstanding and shocking to hear.

for the Board of Directors, at that very moment, were discussing the "mountainous problem" of the heavy Ladies Lined Underwear carryover.

He laughed when he was told that I had held to our mutually agreed to prices and said that I would have an additional 25,000 to 30,000 units assigned to Jeffrey Division Selloff by the end of the day. These additional units came from London Fog Outlet Store commitments being held for use for the following year.

Thusly, I was able to satisfy the second additional buy for Syms ^{and also} Schottensteins and my other accounts.

Sy, it may be unbelievable, but for 26 years I was able to resolve every problem that occurred. Meanwhile, throughout those years Sy Syms and Syms were growing in stature and size to where you brought Syms to be a leading retailer in our field. I always felt that I contributed to your growth.

Take care and be in good health.

1/8
SymsThe Beginning The year 196- ? Scene 303 Fifth Avenue The
McGregor Doniger (Laurenton Division Off Price Sales Office)

I was seated at my desk, in the outer office doing my daily work when Sy Merns (Sy Syms) came into our office for the THIRD TIME looking to buy off price McGregor merchandise, both times without success.

When announced to my immediate boss, Irving F.Klausner , Sy was told to wait in the outer office until Klausner was ready to see him. Klausner most assuredly was on the phone soliciting donations from Laurenton customers or telling them about his latest trip to Israel.

In previous visits to our office Irving Klausner had turned Sy Syms down twice without an explanation. I knew that the turndown was because Klausner had his favorite Laurenton retail account, namely)Parkway Distributors on Washington Street, later moved to Fulton Street, and did not want a conflict in the Downtown Manhattan area. Parkway Distributor was owned by Irving and Shirley Glasberg who were taking care of Klausner with Donations, etc

Sy Syms took a chair beside my desk and asked me, " why doesn't Klausner sell me merchandise? In previous years I had taken a liking to Sy when he was working for his brother George Merns at Merns-NYC., and felt that his store could be sold without a problem. I responded to Sy, " let me talk to Klausner and I'll try to do something"

I went into Klausner little cubicle office, and waited until he concluded his telephone conversation with one of his cronies.

Conclusion: I convinced Klausner that Sy would keep returning until he was sold. I suggested that I sell to Sy the Irregular merchandise only with no first quality offerings which were being bought by Parkway Distributor, and therefore there would be no conflict. Klausner accepted my reasoning and directed me to limit the dollar amount offerings to be made.

I returned to my desk and told Sy Syms to follow me into my showroom. I suggested that he let me write up the initial order of Irregular merchandise for \$5000. I told him that the first order would cover his immediate needs. I explained him that although we would be using IRREGULAR MERCHANDISE ONLY, that the irregular goods covered current fashions, basic and the latest manufactured styles which would be more to his advantage than prior season first quality merchandise which were dated and not being sold to the department and retail store trade that year..

Upon receipt of the first shipment, which proved highly saleable, the reorders continued for the many years to follow.

Most important it was the beginning of a strong and trusting mutual relationship between us that has lasted close to fifty years.

2/8
Syms.... My first London Fog Sale to Syms.....July 28,1968 approximately

I (Marty Gerzog) had just left McGregor Doniger to take on the position of Director of the Jeffrey Division to sell closeout merchandise of London Fog's Distress and Irregulars.

On my first visit to the London Fog's Baltimore headquarters I was driven by an executive to a warehouse located on the outskirts of the city. The only employee there was a security guard who let us in. When he turned on the lights of the warehouse I was surrounded by a warehouse full of " three tier rack high of raincoats and outerwear", both men's and ladies, covered with drop cloths to prevent fading from the naked bulbs. Strangely enough there were no windows to be seen in the entire warehouse, which were " stuffed to the seams "from " wall to wall. " with raincoats and outerwear units.

I was told by my escort that this entire Jeffrey warehouse was filled with off priced goods only which would be my responsibility to sell off.(Thousands upon thousands of units). I would be given a picker, a packer, and a billing person to handle my future orders.

Side note: From that moment I felt personally responsible to sell the off price goods to keep these individuals employed by bringing in their days work.

On the warehouse floor I saw a wooden rolling order rack and on the slanted desk was a " worksheet " with handwritten notes which appeared to be a Syms order (with no confirmation number) calling for 5000 men's golf type jackets of a wool plaid under collar with wool plaid self lining.. The delivery dates read:

July 25th or sooner - 2500 units

August 25th 2500 units

I immediately phoned to Sy Syms to announce that I had joined London Fog and asked Sy whether the worksheet order was shippable. Sy responded to me that it was an order but perhaps the July 25th shipment was too late but that it would be O.K. to release the August delivery of 2500 units.

I responded to Sy:" Sy, as my first transaction for London Fog that I would not want it to be a cancellation."

Sy laughed and said, " O.K. Marty, let the whole order ride ½ today and the balance to follow in August.

This was my first London Fog request to Sy Syms and the many requests of the 26 years that followed were never turned down. Sy Syms never said NO " to me to any request made to him, which I felt would be for the betterment and best interests for the Syms operation.

P.S. A year later when I visited the warehouse which was being closed because I had " emptied completely " the entire off priced inventory, that I discovered that there were windows throughout but were covered by the three high tiered racks blocking out the daylight from coming in.

3/8
Syms/Sy Syms clashes with Parkway Distributors/Irving Glasberg
With Marty Gerzog in the Middle- A New Sandwich is Made

In December 1968, I found myself to being very successful at London Fog with my modus operandi to establish the new off price Jeffrey division under Jeffrey Mfg. Co and also as the Director of the Special Market Area ~~covering the Off Price Jeffrey Division~~ and also heading up the new London Fog Divisions Uniforms, Premium Incentives and the Big and Tall sectors.

When being hired I told Jon Myers who assigned to me to head up the new London Fog sectors that each sector was a position requiring separate Division Directors. Jon Myers responded that the job would be easy for me to cover for London Fog had absolutely no sales volume and void of any accounts in these new areas. But he wanted me to be the Special Market Director to show corporate coverage to these sectors.

At my first week in the New York Office I was sent an inventory listing of the mens and ladies goods that London Fog considered to be their Distress Inventory that I was hired to sell off. This known inventory had caused the London Fog management to panic and to seek out a closeout specialist to move out these units, which I was hired to do. When I reviewed the total of approximate 100,000 plus units to sell off, tears came to my eyes. After selling off these units I would be out of inventory with nothing left to do, and for this new job I had left McGregor Sportswear after 16 years.

I went to work every day contacting my creditable and substantial McGregor off price accounts. I established each ~~Jeffrey~~ ^{Laurent account} as a new account. I selected only the cream of the crop, being the credit manager and passing on security clearance knowing each account would be loyal in their operations to both London Fog and myself. I sought to establish with this limited inventory a strong foundation of accounts who would handle the current and future inventory problems I would be facing

By December 1968, I was selling strong, the old inventory units were being sold off, and when visiting the Baltimore warehouses and also studying the IBM inventory runs, I kept coming up with THOUSANDS of additional unknown coat units considered to be obsolete and distress Jeffrey units to be sold off. I was on a roll opening new Jeffrey accounts, taking orders with handwritten notes by day, and at night, working at home into the early mornings, transcribing my handwritten notes to proper factory orders. I would then get into the New York Office at 7 A.M. and call in my rewritten orders by phone to their Ediphone Department until 9:30 A.M. Then I once again resumed my daily routine. I was told that I kept one Ediphone Department girl working all day rewriting my phoned in orders to factory required IBM entry orders. The London Fog management people were constantly watching my progress and had expressed amazement of my daily input of orders and noting the continuous rising offering prices I was getting, which resulted in lower markdowns to London Fog.

Then in December of 1968 I visited my favorite account Parkway Distributors/Irving Glasberg. His Jeffrey volume was continually increasing and I thought I would be greeted with his usual smile. He invited me into his office and began reading me the riot act. Glasberg accused me of being ungrateful being he got me the London Fog job. He stated that I was continually raising my asking prices for both mens and ladies coats. I started

with London Fog in July 1968 at \$12.00 per coat, then \$13.00 and later to \$13.50 while he had continued to hold his retail to his customers at \$20.00. He was livid, his face was red and he threatened to call the Myers family to have me FIRED. He stated that I was "nickeling and diming him to death."

I countered that I presently was asking \$14.50 per coat and taking on new accounts at \$15.00 per coat with no problems. My accounts were selling at \$25.00 retail with absolutely no problems while also asking for additional coats. I suggested he raise his retail price up to \$25.00, and that he might find no resistance, and it would increase his mark up.

He then lambasted me for selling to Syms Mens Irregular Coats. His customers were telling him that Syms had a better selection of colors and sizes. He then made a fist shaking it directly to my face and "ordered" me never to sell Ladies Goods to Syms. He walked out of his office to his cash register and I followed him. He continued to berate me in front of his entire sales force. I just stood there motionless and speechless while he continued to rant, and once again implied that with one call to the Myers family that I wouldn't have to show up at my job. While standing before him I was thinking of my future moves that would be needed to replace his sales volume for when I started with London Fog his business covered almost 60 % of the Jeffrey total shipping units.

Side note: When Jon Myers had called him in the Spring of 1998 he was offered 5000 units of both Mens and Ladies coats. He turned Jon Myers down. Jon Myers then responded, "Irving you have to take them for you are my #1 account" Glasberg responded, "shove the 5000 units up your ass", then stating I already have a reserve stock inventory in my upper floors totaling over 10,000 units, and the floors would buckle under from the weight if additional coats were squeezed in."

M.G. conclusion: Glasberg could act tough with me for he had enough coats to sell for two years, and could pass on any immediate offerings.

The next week I received a 3 way phone call with both Jon and Israel Myers asking me to explain my falling out with Glasberg, for he did ask of them to have me fired. (Irving and Shirley Glasberg considered themselves to be their #1 account as well as close friends).

I cleared the air by telling them both that my new prices were to be firm and the same as every Jeffrey customer would be paying. I also had decided to sell Syms Ladies coats, which I did sell to Sy Syms upon leaving Parkway/Glasberg that same day. I told the Myers that I would be holding my ground both in principal to maintain London Fog's right to sell at our prices, and free to select future customers beneficial to my Jeffrey Division.

Jon and Israel Myers both expressed their vote of confidence in my decisions and stated they would back me up in any actions that I might take. To quote Jon Myers:

"Marty, you head up the department, you make the final decisions and don't worry about Irving Glasberg. You are considered as family to us and Irving Glasberg is a customer not family.

Conclusion: I did not contact Glasberg and he did not contact me for two months. In that period of time I took on major new Jeffrey accounts who would prove to be my future "big hitters" Marshalls, and T.J. Maxx. As London Fog grew in the years to come so did Syms, T.J. Maxx and Marshalls. In later years Glasberg sold the Parkway store which eventually went into Chapter 11. My decisions paid off for London Fog..

4/8
Syms... The Selling in of Ladies Coats to the Park Place Store

Background : In December 1968 I had a falling out with Irving Glasberg of Parkway Distributors / NYC and upon leaving the store, I had already decided to respond to Sy Syms, by selling ladies coats into his Park Place location.

I entered the Syms store and went to Sy Sym's office on the fifth floor. Sy Syms expressed once again the need to have London Fog coats added to his mix of ladies coats. Sy Syms stated that Parkway had a successful operation and that some day he hoped to be as big and successful as Irving Glasberg of Parkway Distributors. I responded that I would help him accomplish his goals

We went down to the Ladies Coat Department where I saw an inventory of 100% Misty Harbor coats. I looked over the coats and asked of Sy Syms, " why he allowed the coats to have such a pitiful rundown appearance? The coats looked dirty, old, dishelved, picked over and looked like the residue of a department store's end of season inventory. Sy Syms responded to me, " My friend Lou Rothstein last week shipped in these same coats, which coats were left over store stocks that Lou Rothstein was committed to take back from his Misty Harbor accounts." Lou Rothstein then imposed a forced sale into the Syms store. Sy Syms stated his desire to leave Misty Harbor and Lou Rothstein, and he once again requested London Fog ladies coats to now accompany the mens coats, which were selling exceptionally well in his store.

I told Sy Syms that I would begin immediate ladies coat shipments, which eventually became the leading sales item of his entire operation.

Conclusion : From this humble beginning Sy Syms climbed his ladder of success, one step at a time, until he reached his goals at the top. Sy Syms relied upon his many friends in the trade to help him along. He kept his word in every instance with me and in my books " Sy Syms was truly the gentleman of our trade. "

5/8
Sy Syms ---- The Lane Bryant Episode Fall 1969 Or 1970

I, Marty Gerzog in the year and a half with London Fog had accomplished the many goals expected of him after being hired as the Special Market Director such as:

1. The continuous disposal of both Irregulars and Distress First Quality merchandise in a protective manner safeguarding the London Fog brand label by selling through my reputable off price accounts across the United States.
2. Uniform and Airlines Division – the introduction and sales of regular priced coats to the respective trades which eventually would ship over \$3,500,000 per year.
3. Establishing a Premium Incentive Business which did over \$1,00,000 regular priced volume in the first year, and which I had to give over to another account executive who then built on the foundation of business I established.
4. Big and Tall Trade which I initiated by selling specific specialty stores as London Fog accounts, and also arranged for special cuttings, on their own patterns, to certain accounts. I gave over this new regular priced business to the London Fog Sales Force, who from then on sold the Big and Tall Stores from season to season in the years ahead.

Everything was working out to my advantage. The London Fog management held me in a high regard having successfully “saved” the company by ridding them of their Distress Inventory of the past and now moving out the new distress goods as it developed. I was making my own independent decisions in all the areas that I covered and which was foreign to the London Fog management. I was their hero.

Syms of Park Place was receiving all the Mens and Ladies Coats they could handle and the merchandise was selling through with no problems.

Then one day Sy Syms telephoned me to alert me that Syms had taken over the new unopened location of a Lane Bryant store on Route 4 in Paramus, New Jersey. Sy Syms asked whether it would be O.K. to transfer London Fog coats from his Park Place store to the Paramus store. Also, you were requesting for future direct shipments to the Paramus location.

When hired, I had agreed with London Fog management that I would get a clearance from a Regional Sales Manager before shipping to a new store location.

Our Regional Sales Manager, Sid Stephens refused to give his permission to ship London Fog off priced merchandise to Syms/Paramus looking to protect his regular price accounts in the Paramus Mall nearby, which stores accounted for over three million dollars of regular yearly business. (Macy's, Gimbels, A & S, etc.)

I called upon the National Sales Manager Jim McCarten to override Sid Stephens. I strongly stated that I could not let down Sy Syms who was counting on

the London Fog coats to be sold in his new location. I gave my personal assurance that I could control the London Fog label exposure for at the time our off-price policy was to ship coats on a "Blind-no label Basis", and then control problems from developing by limiting quantities going in.

Jim McCarten, worked with me in the New York office, and had seen first hand the many "miracles" I had performed in the past year for London Fog. Jim McCarten told Sid Stephens to back off and to await a problem before he would consider a final decision.

For over a year I was shipping both Mens and Ladies coats to the Paramus store, without any problem and all was going great. Then one day the "shit hit the fan."

A Syms store manager, on his own decision had placed a Syms raincoat advertisement in a local New Jersey paper- The Elizabeth Record. Although no mention of the London brand name was mentioned, the ad had pictured the front cover of our London Fog Ladies catalog in its' entirety, which featured the most popular London Fog Coat.

Sid Schlessinger owner of Schlessinger's West New York, New Jersey had been complaining about competition from the discounting of London Fog merchandise in his own area. He passed on the newspaper ad to Sid Stephens for him to take aggressive action.

To be concise, we held a meeting in the New York office whereby Jim McCarten decided to jump into ^{the} car parked in our building and the pay a surprise visit to the Syms/Paramus store. Sid Stephens and I were invited along.

We entered the main entrance and I was greeted with the most colorful sight that will stay with me forever.

On hanging chains from the ceiling, which held rectangular racks, and each rack held perhaps 50 coats each. The entire main floor area in both directions, perhaps 30 to 40 racks were swinging Ladies Unlined Coats in the most vibrant Spring Season colors of yellow, lime, pastel blue, red, raspberry, apple green etc etc including the many basic tan/beige shades. The Mens' coats were swinging from the other side of the Mens selling floor.

Thousands of coats were hanging for us to view, and whenever a customer touched the coats, the swinging racks would sway back and forth,

I had a "seasick feeling" and Sid Stephens immediately reacted by sarcastically saying, "Marty, I thought you would be limiting the quantities being shipped to Syms"

Needless to say it took a lot of talking and good salesmanship on my part to bring things back to order, whereby the Syms/Paramus store would be shipped as in the past. I expressed the fact that there had not been one complaint from the nearby Paramus Department Stores during that past year. I then called to Sy Syms who assured London Fog that the advertisement was a mishap that would never be repeated. I then gave my own personal assurance that Sy Syms and I would limit the London Fog exposure. I received a new opportunity to sell the Paramus location.

In the years to come, Syms opened many new store locations without a problem. The growth of the Syms operation assisted London Fog and myself to have a loyal respected vendor to sell successfully while both companies grew in stature.

6/8
Syms introduction of the Button Out liner which evolved into London Fog's Snap out liners for approximately 110,000 both Distress and Irregular Unlined Coats---Part One

Background - October 1968

I, Marty Gerzog had arrived at London Fog in July 1968, and after three months I had sold up the entire inventories of both mens and ladies ^{zipout lined} coats First Quality Distress Goods and Irregulars.

I discovered a forgotten inventory of surplus and unusable zipout warmer liners with zip tracks already attached. I directed the production department to place the liners into the shell only coats inventories of both Mens and Ladies Irregulars, which had the lips to receive the zipout warmers liners. I directed them to use compatible liners, that though not color coordinated, would suffice to convert the unlined coat shells with lips to highly saleable first quality coats, both mens and ladies. With this move I was able to sell out a few thousand shell only coat units which would have been unsaleable at that time.

I then arranged to clear out the unusable remaining liners to a Jeffrey account who resold the orlon piled warmers to peddlers outside football stadiums to be used as seat warmers. These surplus orlon piled units were also sold to discount operations as "veskits" whereby the satin sleeve was to be cut out. The young "street kids" took to the new fashion look and shortly I had sold out of the entire inventory of liners.

I suggested to the production staff that all mens and ladies coats should be manufactured with zipout liners, patterned and utilized for each coat shell, and that the completed garment, if deemed to be Irregulars would then end up in future Irregular inventories, eliminating a buildup of an unneeded inventory of Irregular Unlined Coats. This new production method eliminated the buildup of excess warmer unit inventories which previously had been manufactured "helter skelter," and which unused surplus liner units had to be sold at ridiculous low prices to be rid of.

I now was able to continually receive for sale both Mens and Ladies Irregular Coat units with liners, which I doled out through each season to my key Jeffrey off price accounts such as Syms, Parkway Distributors, Harry's Bargain Store etc etc. During peak production periods where Irregular inventories became abundant I then included sales to my major accounts Schottenstein, T.J. Maxx and other Jeffrey accounts.

One afternoon I visited the Syms Store at Park Place and was shown through their custom tailor shop. I spotted a carton of "liners with button holes only" in various sizes of S_M_L_XL, "which when an unlined shell coat was sold to a customer, the tailor would mark off the inside shell and sew on buttons to bring about a finished coat with liner.

Immediately I recognized the possibility of "button out liners" to resolve London Fog's problem to move out the voluminous Unlined Coat Inventories. I placed a single coat, with button out liner "into a bag, returned to our office and showed it to Stan Rubin, Executive Vice President of London Fog. Upon studying the garment came to the same conclusion as I did. He excitedly exclaimed, "this is the answer to a maidens' prayer.

We gave the coat to our production staff with directions to make a " sleeveless veskit liner with button holes. However, the manufacturing of sewing on buttons to each coat was found to be too time consuming and costly.

I remembered that my friend Herb Klapper located on 25th street who sold sewing machines parts had a " grip snip " machine which could place "snap clasp grips", the "she grip part" to the inside of the coat and the "male nipple part" onto the liner. Our London Fog production people found that this conversion process was workable and planned to bring up to the Baltimore warehouse two grip-snip machines that were lying idle in their manufacturing plant.

London Fog had a surplus coat inventory of 85,000 ladies units and 25,000 mens units which would have awaited the following Spring 1969 season to be moved out. With the " snap-out lined coats I was able to command a profitable price, create an immediate sale for shipments during that Fall season. Also, additional surplus units of mens and ladies coats were continually turning up to make the conversion worthwhile

. I was asked how many coats I could sell thus enabling them to buy orlon pile piece goods which figures would include the surplus pile goods lying around in their manufacturing plants. After checking with a few of my major accounts, describing my pricing and production plans, and then requesting their approximate planned purchases I submitted a figure of 50,000 ladies liners and 25,000 mens liners.

For one month, while the veskit snapout liners were in production I transacted my normal business and also took " snapout orders from my Jeffrey off price accounts. I would write my orders on worksheets and place the paper worksheets in my desk drawer. One day I tallied up the sold coats and came to 47,000 Ladies and 22,000 Mens units, and I had not made a presentation to Syms. I set up an appointment with Sy Syms, at his store and showed him two coat samples, mens and ladies, carrying the " gripsnip clasps" with the "veskit liners." Sy Syms, studied the coats and without hesitation said, " what is the price and what quantities do you want from Syms? Syms bought 3,000 Ladies and 3000 Mens coats for late November through December 1968 delivery completing my planned for figures.

The production was timely and every order taken was shipped complete and then sold through successfully at the retail price points planned for.

After this astounding feat I was held in high regard at both the management and factory levels. My work became a fascinating game whereby every workday brought about new problems that I found that I could independently resolve. In the next 25 years I performed with 100% accuracy in my judgment calls.

7/8 7/8
The Snapout Liner – Surprise Ending with a Humorous Morale to the Episode

Upon receiving the Syms “Snapout Liner Coat” orders I realized the need to have more “vestkit liners” for the growing inventories of Ladies Unlined coats. I also anticipated additional reorders after the initial shipments to the Jeffrey accounts.

I called to Jerry Gilbert, Vice President of Quality Control and requested the purchase of liner goods to cover the need for additional “vestkit liners”.

Jerry Gilbert responded that he would do so, and then unexpectedly in a very firm tone ordered me to send to him my written completed orders.

I responded that the work involved would be too time consuming, as I had other daily commitments taking immediate business and writing up the orders, which workload kept me busy at least 20 hours each workday and then additional hours on weekends.

Jerry Gilbert strongly reiterated that I comply with his previous directive to me and shouted into the phone, “Send me the “FUCKIN’ ORDERS” now.” I responded in anger, “Go fuck yourself” and then hung up on him.

Ten minutes later Jon Myers, CEO called me and in a soft soothing voice said, “I hear you are having a “to-do” with Jerry Gilbert. Jon Myers went on to explain that the London Fog manufacturing people had to be methodical in their future planning of the needed workforce, material and piece goods, and factory space, etc , all which had to be coordinated in advance of orders.”

I told Jon Myers that I had a priority to ongoing current business, and with grip snip machines still in transit from the South, would he want me to sacrifice that for Jerry Gilbert’s request, which work to be involved would take me a full week to prepare the written orders. Jon Myers responded, “Marty, send Jerry Gilbert the completed “Snapout Liner” orders by Friday night. I replied curtly, “you’re the boss”.

I turned to my desk that Monday morning and then I continuously began writing, day and through each night, and finally on Friday night at 11 P.M. I took a cab from my office to the Post Office to mail the last of my written orders calling for future delivery.

A year later, when in the Baltimore warehouse working with Jerry Gilbert’s assistant I related the above incident. The assistant smiled and said,

“Marty, both Jerry Gilbert and Jon Myers considered me a salesman, and doubted that I had taken the quantities I stated. They wanted the proof in written orders before committing the production of additional “vestkit liners”.

Morale to the story. As bosses believe “A salesman can never be trusted to be 100% truthful.” And neither can the boss be also.

8/8

The Dating Game- as played by London Fog and Syms

At the conclusion of each Fall season, the styles that were not convertible were given over to the Jeffrey Division for selloff. I would then use the same "modus operandi" by contacting those Jeffrey accounts I deemed to be most productive,

1. Syms
2. T.J.Maxx
3. Marshall's
4. Schottenstein's

Through my prompting and direction, the Syms' buyers, both mens and ladies got up first. The categories being offered were mainly Outerwear and a limited quantity of coats. Syms would receive first call of the offerings and their initial purchase would be . Ship by January 15th with dating of May 25th

In late January, after selling the other three Jeffrey accounts I would receive a second group of even more desirable non- convertible styles. The Syms' buyers would revisit me and buy for immediate delivery with dating extended to be "as of June 25th

After March 1st, as additional isolated but desirable styles were given over to me, I would invite up the Syms buyers to place orders on a PACK and HOLD basis (PAHO) calling for June 25th delivery with dating as of August 25th.

In this manner, the Syms operation assuredly reaped the following benefits:

1. The January shipments were sold in the months of late January through February and leftover goods went into the late February events and into the March and Bash Days and then other events.
2. The February shipments were mixed into the sales through the month of March.
3. After March,,the PAHO goods would be warehoused to await the following Fall season sales.
4. Syms moved goods at "sharp low prices", but the revenue that came in could be utilized to good use to pay other manufacturers' bills for their seasonal shipments. Although the advantages of dating were never discussed with Sy Syms, I felt certain that the Sy Syms guidance was always present.

In this manner I was able to sell off entire carryovers of consecutive years, extracting the highest prices for London Fog goods, and also was able to satisfy the future needs of my off price Jeffrey accounts. My modus operandi continued throughout my 26 years with London Fog, and I never had to "DUMP GOODS" to jobbers, or opportunist new price conscious customers.

I truly believe that that the best interests for both Syms and the other Jeffrey accounts as well as London Fog were being served in a timely manner, selling at proper offering prices while attaining top dollar for London Fog.

With systematic and equal opportunity offerings I maintained my credence and equal fairness to all of my Jeffrey buyers.