

talks on marketing by Hoyt's

DECEMBER 29TH, 1921

Building a Business by Synthesis

A PUTTING together of certain things builds an ordinary business. The addition of certain other factors builds a big business. Further addition of rare elements develops a leader in its industry.

All manufacturing businesses require a skill in manufacturing. Mercantile businesses require a skill in buying. In both, the ability to manufacture or buy to advantage, so that an adequate production at a proper cost is available, is necessary.

To know how to finance is important. Financial skill is needed to develop either manufacturing or a mercantile business.

The building of a well-knit organization, working under properly-conceived system with the duties properly delegated, is of importance.

There must be developed a sufficient demand for the product on the part of those who use or consume it. If distributors are needed who pass the product on to the consumer, they will be obtained easily if the demand is insistent.

Ordinary Business vs Real Business

AND then we come to the finer factors, the rarer elements, the things which tend to differentiate between the plain, ordinary businesses and real businesses.

In the candy business there are those who are just candy manufacturers, and there are also a few candy merchants. There are numerous soap manufacturers and but a few soap merchants. Hundreds of firms make toys, and a few among them are merchandisers of toys.

The difference starts with a more complete method of identification by the consumer. This means proper trademarks, brand names and packaging. In the United States there are two kinds of Glue—Le Page's and all the others.

The next part, omitted by the majority of ordinary businesses, is what we call "Constructive Imagination." It is hard to define. Yet it is easily recognizable when it is a part of a business. Alfred Gilbert could have been an ordinary toy manufacturer or electrical manufacturer; but he added "Constructive Imagination" and evolved "Erector" and the "Polar Cub Fan."

Frank E. Davis could have been a plain Gloucester fish merchant; but he added something; and his products are known and bought from coast to coast. George D. Hoffman could have been an ordinary manufacturer of steam valves; but, instead, he is a merchant selling "Hoffman Valves." W. R. Buxton could have been an ordinary manufacturer of leather novelties; but, instead, he has merchandised over two million "Keytainers."

Adding "Constructive Imagination"

WHEN we build a Plan we attempt, with the cooperation of our customer, to put together all the usual components, and then to add something unusual which may be called "Constructive Imagination." One of us would be pleased to explain our methods of synthetic business building.

During the next ten or twenty years the business which will grow into leadership must be that which possesses the added, unusual elements that distinguish between the prosaic manufacturer or ordinary merchant and the merchandising manufacturer or real merchant.

Write, telephone or call.
Hoyt's Service, Inc.
ANNED ADVERTISING
Registered U. S. Pat. Off.
WEST 32nd STREET
NEW YORK
CLEVELAND
MASS.

BERLIN SEES ALLIES REVERSING ATTITUDE

Believes Cannes Parley Will Favor Revision of Reparations Policy.

MAY DEFER PAYMENTS

Germans to Confer Personally Instead of Exchanging Formal Notes.

RATHENAU OFF TO PARIS

Trip Viewed as Indication French Are Ready to Discuss Question.

INDIAN NATIONALISTS OPPOSE VIOLENCE

Congress Declines to Consider Extremist Doctrine.

VICTORIA MEMORIAL OPENED BY WALES

Marble Palace in Calcutta Dedicated to India's Glory.

RATHENAU, FAILING, FINDS CABINET BAR

London Mission Aroused Political Opposition.

GERMANS FROM VOLGA WAITING AT FRONTIER

Admission of 4,000 Children Delayed, Fearing Disease.

EGYPTIANS ADVISE BOYCOTT OF BRITISH

Doctors to Withdraw Deposits; Run on Banks Begun.

SEES BRITAIN TOWED BY AMERICAN SHIP

'Premier Can't Be Leader, Because Leadership Lies in Washington.'

LANG TO BE IN CHARGE OF GERMAN EMBASSY

Montreal Consul Here; People Want Change, He Says.

PHILADELPHIA HOLIDAY EXCURSION

\$3.00 Round Trip
MONDAY
JAN. 2d

NEW JERSEY CENTRAL

SEES BRITAIN TOWED BY AMERICAN SHIP

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NEW JERSEY CENTRAL

many will know a serious industrial crisis at the beginning of the year. We can then lay the blame where it belongs. For it was the guarantee committee of the Reparation Commission which demanded that we take this step, and when early in January this measure becomes a law it will test the allied repatriation policy.

"We can do nothing more than try to fulfill what is required of us. But when a million Germans are unemployed and German industry is crippled the world will be better able to understand. This is a part of what I called the offensive of fulfillment."

Herr Kraemer anticipates beneficial results from the Cannes conference of the Allied Supreme Council and believes the French attitude toward Germany will be profoundly modified. Also he regards the calling of a world economic conference as possible. Domestic difficulties here he judges to be only a mild peril.

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NEW JERSEY CENTRAL

Continuing an Unusual Sale

MEN'S SUITS

\$37.50

Were \$44.75

Suits from our own stocks—stocks that have won admiration for tailoring and style standards. At this price remarkable value—amply repaying the man who has put off buying a much-needed new suit.

Single and Double-Breasted Models in a Variety of All-Wool Fabrics

No Charge for Alterations.

"Burberry" London Made Overcoats
Reduced to \$54.75 and \$74.75
Were \$74.75 and \$99.75

MADE—Fifth Floor Front.

R. H. Macy & Co.
HERALD SQUARE Ina NEW YORK

B. Altman & Co.

MADISON AVENUE - FIFTH AVENUE, NEW YORK
Thirty-fourth Street Thirty-fifth Street

An Extraordinary Offering of Men's Outing Flannel Nightwear

will take place to-day (Thursday) on the First Floor

The values are exceptional

Three Thousand Suits of Men's Outing Flannel Pajamas well cut and well made, of excellent-quality domest flannel (some trimmed with bands of sateen, others with mercerized loops), will be specially priced at \$1.60 per suit

Twelve Hundred Men's Outing Flannel Night Shirts of the same kind and quality of material, will be specially priced at \$1.35 each

B. Altman & Co.

MADISON AVENUE - FIFTH AVENUE, NEW YORK
Thirty-fourth Street Thirty-fifth Street

End-of-the-Season Reductions

have been made in the prices of

Boys' and Youths' Clothing

as a result of which many very remarkable values are now obtainable; among them the following:

Boys' Overcoats (sizes 3 to 10) embracing every overcoat remaining in stock reduced to \$11.75, 16.50, 22.50 & 35.00

Boys' Suits (sizes 8 to 18) (each with two pairs of knickerbockers) reduced to \$9.75, 15.00 & 20.00

Youths' Long-trouser Suits

(sizes incomplete, but ranging generally from 15 to 20) the assortment embracing the entire remaining stock, arranged in three groups and reduced to \$19.50, 29.50 & 39.50

(Boys' and Youths' Outfitting, Sixth Floor)