

"In making his preparations for this tour General Grant had no idea of the reception that awaited him, and it was only on the eve of his departure, while he and Mrs. Grant were my guests, that I suggested the necessity of his taking his uniform and sword. Uniform General Grant no longer owned, but one we soon got at Wanamaker's, and his swords were all deposited in Washington, but one was hastily sent him."

A month after the opening came the first "Opportunity Sale"—an event that carried its full meaning in its name. In orderly procession followed "Partial Inventory," "Mid-summer" and "Early Fall" sales, each offering special advantages in keeping with changing styles and seasons.

Before Wanamaker's, styles had been more or less regulated by the condition of existing stocks. If a certain merchant was overloaded with certain goods, he sold these as the "latest," and those who could not keep posted were accordingly misled.

In October, 1877, the Grand Depot announced "Lady-like costumes, cloaks, coats and wraps from Paris, Berlin and elsewhere." This was the first time Paris modistes and tailors had been represented in America in a large way, and it prefaced the present-day Wanamakerism of showing new fashions SIMULTANEOUSLY with their advent in foreign capitals. Today the Wanamaker Stores are actually fountainheads of fashions in America.

To make room for internal expansion was an immediate problem of the New Kind of Store.

In 1877 an alley, called Kelly street, still divided the square between Market and Chestnut. Growing pains were already being experienced. So, very quietly the store set to work to discount coming conditions.

From a worthy negro was purchased the house at 1313 Chestnut street, and before anyone knew what was being done, Kelly street had been bridged and an arcade entrance from Chestnut constructed.

Philadelphians could hardly believe their eyes when they beheld this change that heralded a day when Kelley street should be declared an obstacle to progress and confiscated as such; when the whole north side of Chestnut street, from Thirteenth to Juniper, would be part of the store that kept making ten-league advances during 1878.

That year saw the first of the now-famous Mid-winter White Sales and the inception of the hosiery department, the china store, and a special department for little children's clothes.

In May a special day was set aside for "little fellows," this being the forerunner of the Wanamaker CHILDREN'S DAY, started in November, 1880, and destined to develop into one of the vital phases of this Industrial Endeavor.

About this time the store gave full expression to its place as something more than a trading mart, by keeping open one evening for the sole purpose of letting people see its sights—no business being allowed.

And the night after Christmas, 1878, it gained for itself a new page in the history of universal progress by becoming the FIRST STORE EVER LIGHTED BY ELECTRICITY.

At a cost of \$10,000 in money and of daring enterprise—for only "fanatics" and "cranks" then thought electric lights would prove practical!—eight dynamos had been installed to supply the current, and when the power-juice was pumped into the carbons by these queer contraptions, the effect startled thousands.

Twenty-eight arc lamps made the interior almost as

light as day, and gained praise and wonder from newspapers and the public. One well-known business man spent several hours in the store "waiting for the lamps to go out," as he was plumb-sure they must!

The electric lamps lighted the way to expansion in every department, and in the autumn of 1879 the floor space occupied by the business totaled 4 11/100 acres, and there were 40 distinct sections.

They lighted the way also to one of the most important and widely copied of business innovations—full-page advertisements in newspapers. For in December, 1879, during the great reception given General Grant on his return from girdling the globe, Wanamaker's first made consecutive use of this now generally adopted publicity measure.

Five months later was introduced the "Wanamaker style" of advertising. The old-fashioned sort that had undergone few changes since Franklin's day was replaced with real news, written in plain, straightforward language, and printed in clear, readable type. This in place of prosaic statements repeated from ten to a hundred times, and set in whatever form pleased the printer.

FORWARD, MARCH!

The year 1880 marked more pioneering.

For the first time in any store, pneumatic tubes were installed as cash carriers.

For the first time in any store—on November 20—a CHILDREN'S DAY was inaugurated.

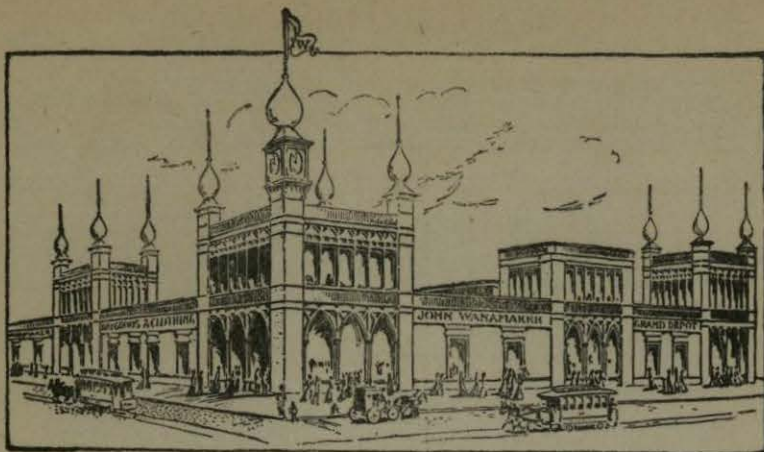
For the first time an American general store opened an office in Paris "as a permanent facility for buying goods and executing commissions within the scope of our business."

Of these three big innovations, Children's Day must rank first. As a correspondent has said:

"It was your store that gave us Children's Day. We all know what a hard lot children have, even under the best circumstances. They are considered a nuisance. Hotels don't want them; landlords taboo them; the building up of the city is robbing them of all their playground—they can't even play ball or shinny in the squares!"

"Everywhere the child of today is *persona non grata*—in other words, a sort of nuisance. Your store has changed that. Thousands of little ones get their first lessons in self-respect from the courtesy it extends them. It gives them entertainment; it gives them education; it throws an awakening light into their hearts and souls."

That year—1880—many new departments were added—chief among them jewelry and carpets—and the number of employes increased to nearly 1600.



WANAMAKER'S OLD "GRAND DEPOT," PHILADELPHIA
As Reconstructed from the Old Pennsylvania Freight Station, during the
Philadelphia Centennial, 1876.

CHAPTER XIV.

WANAMAKER'S was no longer a store, but a little city in itself—a city of countless opportunities for each of the two classes into which all men are divided, —buyers and sellers.

Let us view it at this stage through the eyes of Editor Forney, who in 1881 wrote in the *Philadelphia Press*:

The phenomenal growth of the Grand Depot marks an era in the history of trade, plainly pointing the way which the business of the future is destined to pursue. The establishment occupies the square between Thirteenth and Juniper streets, on the south side of Market street, extending through to Kelley street, with an arcade reaching to Chestnut street. The Main ground measurements are 374 feet north and south by 250 feet east and west, besides the arcade and adjoining premises occupied by the business. The ground floor of the depot measures $2\frac{1}{2}$ acres, the largest

single floor area devoted to business purposes in the world. The gallery and basements together also measures about $2\frac{1}{2}$ acres, making 5 acres all told, packed full for the most part, from floor to ceiling, with the choicest products of mill and factory, furnace and the forge, workshop and the studio.



JOHN W. FORNEY
1817-1881

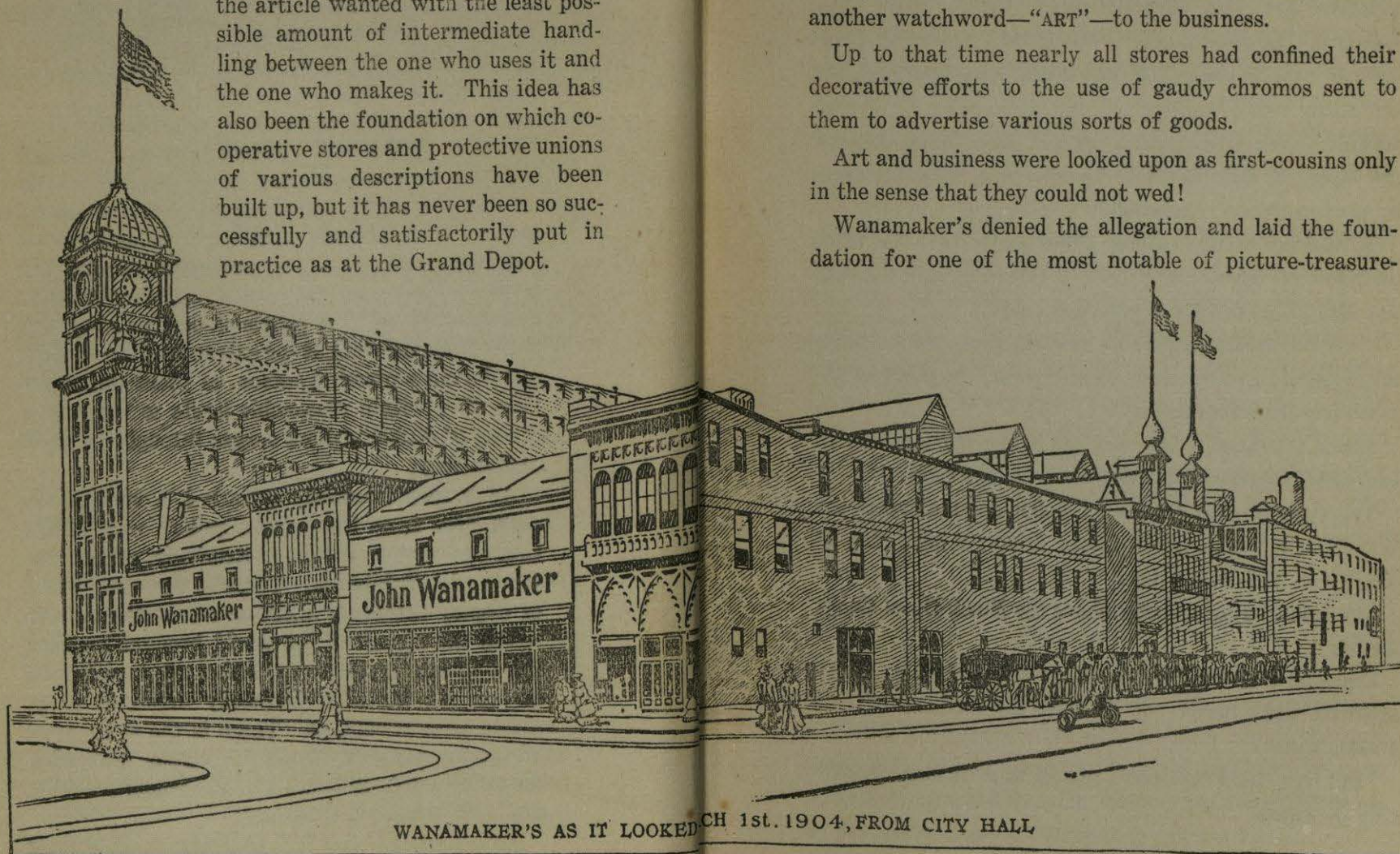
To enter the depot at Chestnut street and proceed straight through the main avenue to Market street involves a walk of over 180 yards, and there are very few public avenues in the greatest cities where so many people will be encountered and so much worth seeing will be met to attract the eye. On an ordinary business day there will be 2500 people an hour passing both ways under the clock at the entrance of the Arcade, and during a pressing season, as about Christmas time, it is within reasonable limits to say that a throng of 40,000 visitors surges through the main avenue daily.

As is very commonly remarked, a view of the main floor from the antique gallery west of the Chestnut street entrance strikingly recalls the Centennial Exhibition. There is the same width of display extending about as far as the eye can reach, the riches of the world brought together from all lands, and representing all departments of art and industry, tastefully arranged to be shown with advantage. There is the same sense of spaciousness and, what is specially noticeable, the same ample illumination, the whole place being light, bright and cheerful.

Such a general view will show that most of these

departments, 46 in number, are arranged in circles about a common centre. This centre is the heart of the establishment from which a vital tide flows to the extremities of the sales counters in a steady current during business hours.

The underlying idea of Mr. Wanamaker's great undertaking is to bring the producer and the consumer into the closest possible relations; to offer the article wanted with the least possible amount of intermediate handling between the one who uses it and the one who makes it. This idea has also been the foundation on which co-operative stores and protective unions of various descriptions have been built up, but it has never been so successfully and satisfactorily put in practice as at the Grand Depot.



WANAMAKER'S AS IT LOOKED CH 1st. 1904, FROM CITY HALL

The methods by which this success has been attained are simple enough, as the methods of all great enterprises necessarily are. The watchwords of the business are Veracity, Courtesy and Accommodation, and these are made effective throughout the establishment by means of Organization, Order and Discipline.

Inauguration of the Art Gallery early in 1881 added another watchword—"ART"—to the business.

Up to that time nearly all stores had confined their decorative efforts to the use of gaudy chromos sent to them to advertise various sorts of goods.

Art and business were looked upon as first-cousins only in the sense that they could not wed!

Wanamaker's denied the allegation and laid the foundation for one of the most notable of picture-treasure-

houses. This phrase fitly describes the present Philadelphia store, wherein hundreds of the best modern paintings—most of them selected from Paris Salons and many world-famous—are hung for the enjoyment and education of the public. And now none would even think of trying to divorce Art and Business thus happily mated!

In 1881 Wanamaker weather indications were first printed, and they proved more correct than those issued by the government. The optical department was opened; Morris chairs and gas stoves were first sold, and the store began making all the mattresses it offered, because excelsior and shavings had been found between the layers of hair in those bought from manufacturers even of excellent reputation.

Spreading further along Chestnut street, the store occupied five additional houses in December and the holiday shopping crowd was record-breaking.

"We hope never again to have to close the entrance doors for the protection of those within," read one of the advertisements that month.

About that time a hole was cut in the roof—not as an additional entrance! Airships had not yet come.

The story of that hole is the boiled-down story of the Wanamaker Industrial Endeavor from its beginning in 1861 to its present prestige.

The hole was cut directly above the Black Dress Goods section.

One who has tried to examine or select black goods by artificial light needs not be told the purpose of this glassed space.

"But how could customers compel such an advantage?" may be asked.

They could not. All they could do was to accept and use it, for the idea originated on the other side of the counter—the store's side.

It was a concrete example of al' that Wanamaker's stands for—letting in the light.

"LETTING IN THE LIGHT"—the story of this business in five syllables!

More light was let in the next year by the addition of more Chestnut street stores, and along with the light came a larger supply of fresh air, furnished by ventilating fans that forced 5000 cubic feet of outdoors through the aisles every minute. Stair-climbing was eliminated by elevators.

"Book News," now the leading monthly book review, was started in this year—1882.

In two years the business had doubled. At Christmas time in 1882 the employes numbered 3292, and the departments included under one roof were as follows:

Silks, Black Dress Goods, Flannels, outer garments for Ladies and Children, Dresses for Ladies and Children, Furs, Shoes, Underwear, Corsets, Skirts, etc.; White, Goods, Hosiery, Laces, Ruches, Collars, etc.; Hamburg Embroidery, Gloves, Millinery, Ribbons, etc.; Men's Furnishings, Hats, ready-made clothing for Men, to order clothing for Men, ready-made clothing for Boys, to order clothing for Boys, Jewelry, Engraving and Frames, Books and Cards, Linens, Muslins, Umbrellas, Harness, Saddlery, Silverware, Fans, Toilet Articles, Toys, Trunks, Bags, Rubber Goods, Artists' Materials, Upholstery, Mattresses, Furniture, Carpets, China, Kitchen Furnishings.

Early in 1883 five more sections were added, the room being provided by ten more buildings on Chestnut street, and the block was now solid Wanamaker from Thirteenth to Juniper and from Chestnut to Market street.

This gave an unbroken area of 250 x 488 feet—and the immensity of the space may be gauged by the fact that, if numbered in accordance with the city plan, Wanamaker's Philadelphia Store today would be entitled to 55 building numbers on the four streets it faces.



HENRY PRATT

Tracing back the ownership of this land, one finds that Henry Pratt came into possession of the northeast corner of Juniper and Chestnut streets, by patent, dated the 2d day of November, Anno Domini One Thousand Seven Hun-

dred and Eighty-seven, from The Supreme Executive Council of the Commonwealth of Pennsylvania, under the hand of Benjamin Franklin, President.

Subsequently—on the 31st day of March, A. D. 1796—he acquired title to the balance of the real estate facing on the north side of Chestnut street, from Thirteenth street west.

The north half, fronting on Market street, came through a number of owners; among whom were John A. Brown, the great banker; Henry C. Townsend, Guardian and James Dundas, Trustee, and was sold to the Pennsylvania Railroad about the time (1853) that it procured the middle section of the original Grand Depot plot from the estate of Thomas Kelly, to whom it passed through a few hands from Henry Pratt.

The fee of the soil to Kelly street, a 15-foot wide alley, extending from Thirteenth street to Juniper street, at the distance of 200 feet from Chestnut always remained in

Henry Pratt and was sold by his estate in 1881 to Mr. Wanamaker, at which time proceedings were instituted through the Court of Quarter Sessions of Philadelphia, complying exactly with the law by neighborhood juries, etc., by which this alley was permanently closed, it being of no further public use and the title to all the properties abutting thereon having become vested in one owner.

The old deeds for this old Grand Depot property are interesting reading. In the chain of title to some of the ground is included the names of the Pratts, the Perots, the Lardners, the Ewings, the Bartons, the Merediths, the Dundas's, and other names familiar to Philadelphia.

The year 1883 was one of varied growth and expansion. June first the actual value of the stock was \$2,500,000—a mint of merchandise. The floor space was now eight acres; the Mail Order Bureau was receiving and answering an average of 1000 letters daily and Buyers for the store went to Europe by the half-dozen. The ventilating system was so enlarged and perfected that in summer the store temperature was many degrees cooler than the air outside.

The following year was marked by an incident of great significance, told in the Wanamaker advertising November 5, 1884.

In the store was an India shawl priced at \$650.

After examining it, a prospective purchaser said she would look elsewhere, before buying.

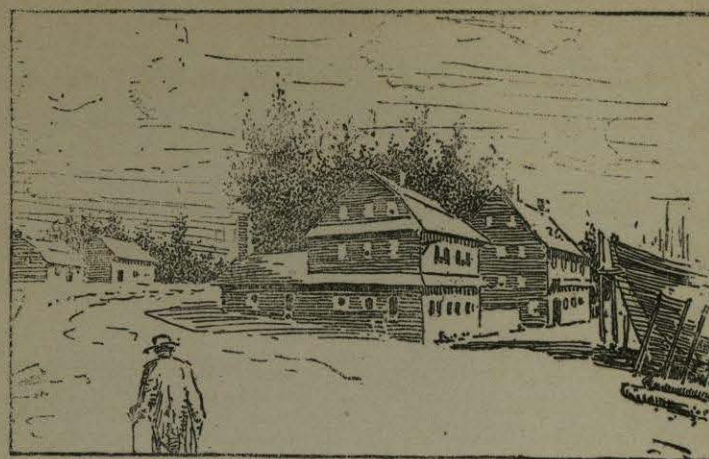
She came back within an hour, telling of a \$750 shawl in another store which had been offered her for \$600. She asked for a similar reduction and insisted that the matter be left to the head of the house.

"I would knock the end of the store out first," was the reply sent back to her.

She bought the shawl for \$650!

On October 30th a Bureau of Information was started, and about that time was printed this brief biography of the Wanamaker book business:

"September, '77, \$10 worth of children's books bought and placed at the end of a counter; November, '78, \$1000 worth brought in; in '79 the largest sales of any day, a trifle over \$1000; in 1880, a little over \$2000; in '81, something over \$3000; in '82, over \$5000; in '83, about \$8000, and in '84, about \$10,000."



PENNY POT HOUSE
Front and Vine Streets, Philadelphia, One of the First Inns in the City.

CHAPTER XV.

IT was in 1885 that people began to call the store "Wanamaker's" instead of the Grand Depot. At that time it was accurately estimated that Wanamaker's was selling one-seventh of all the linen handkerchiefs brought across the sea—which indicates the amazing size of its retail output. A year later it was figured that 21½ per cent. of the linen business of the United States was done in this one establishment.

Long had the question of a Saturday half-holiday been discussed. Pros and cons were as plentiful as dust in a drouth, and the matter might still be mooted but for the Wanamaker announcement on April 29, 1886, which read thus:

"The Saturday half-holiday has got to be settled. After July 4th we shall close at 1 o'clock on Saturday afternoons."

This ended an economic controversy. Again the store was pioneering. Other stores quickly caught step and soon the reform became an unwritten law in Pennsylvania and other States.

Here, as on many another page of this history, is seen the shadow of something bigger and better than mere money profits.

In another way 1887 was a memorable year. In September the Centennial of the adoption of the Constitution was celebrated. In that part of the old building where the Jewelry Store now stands, an old Philadelphia shop, which stood in 1787, at the corner of Pine and Water streets, was reproduced. On the second floor was a cottage furnished as an antique home, also Gothic and Moorish rooms. On the first floor were looms making silk, knitting machines making stockings, women dressed in Revolutionary costumes spinning flax, old-time shoemakers and other exhibits.

Exhibits of historic and educational value have always been among the store's most helpful features. From year to year it has been a sight-teacher of history, industry and the arts.

Passing the 5000 mark for employes in 1888, Wanamaker's in 1889 proved its worth as a first aid by collecting, packing and forwarding without cost contributions for the sufferers in the terrible Johnstown flood. At that time the delivery service included 68 wagons and trucks and 121 horses—automobiles not yet being adapted to delivery purposes.

This entire distribution force was in line on the morning of November 11th, when a parade made up solely of Wanamaker wagons was held in honor of the delegates to

the Pan-American Congress then meeting in Philadelphia—"a scene which so impressed the delegates that they broke into hand-clapping," according to the *Evening Bulletin*.

During the sessions of this congress, the Wanamaker advertising discussed "The relation of the retail merchant to the business system of the period," "The applied science of retailing," "The possibility of a great retailing house supplying amusement, inspiration, convenience and some degree of culture to the community;" and displays were made of rare goods, American dress materials, sewing silks, art needlework and Philadelphia-made carpets and rugs.

Now the store had reached such pre-eminence that New Yorkers actually overcame their ancient and laughable prejudice against Philadelphia by coming to this city for the purpose of shopping at Wanamaker's. The magnitude of the business is shown in the record of a sale held in January, 1890, when 11,850 pairs of women's stockings were sold one day before three o'clock.

They had been advertised the Wanamaker way.

And this year must be remembered as the one in which the permanent Paris office was opened.

Sixteen acres of floor space in 1892 tells of advancement unparalleled.

FORWARD MARCH was still sounding, as it does to this day and hour.

The store had been a Centennial annex in 1876, and in 1893 it was a miniature World's Fair.

Many rare and beautiful things later exhibited in Chicago were first shown at Wanamaker's, among them a remarkable portrait in damask of Columbus, woven in the

Linen Department on a loom sent from Prussia for the purpose.

The famous painting, "The Conquerors," showing the great conquerors of the world, riding over the prostrate bodies of their victims, which had been the sensation of that year's Paris Salon, was added to the collection of fine paintings, among which it still ranks as one of the most impressive.

Wanamaker's was the first store to give due recognition to home products—and on January 2, 1894, it announced:

"We will put our organization at the disposal of Philadelphia manufacturers to distribute Philadelphia-made goods, of the grades we sell, whenever we can get back the bare cost."

Prevailing dull times occasioned this offer, which was eagerly accepted by many an overstocked manufacturer.

Rarely have dull times interfered much with the progress of these stores. As someone once said, "Wanamaker has murdered dull times"—a far better thought than that which connects Macbeth with sleep!

An exposition extraordinary of the monarchs and beauties of the world, such as had never before been seen in America, was opened on Wednesday, March 7, 1895. While large paintings predominated, there were of exquisite miniatures alone between five and six hundred.

In October of 1895, the approaching prospect of a store large enough for the growing business was thus voiced in a signed editorial:

"That we need a larger and better building than this strong old patch-work structure, which people feel so

much at home in, is quite true, but we do not know how to get it while the flocks of people are coming and going from morning until night. Since last spring we have expended in improvements over \$64,000, which in itself is enough to build a good-sized dry goods store."

That this was not a fancied need may be gained from reviewing a few store figures for 1896, when in January \$224,000 worth of furs was placed on sale at one time; in May five carloads of women's shirtwaists were delivered to Wanamaker's in one order; in September 48,000 linen collars for men and 4000 pieces of plated silverware were offered, and in November twenty miles of new and pretty ribbons were advertised.



RESIDENCE AT LOGAN, PHILADELPHIA, ERECTED 1736
Used as Cornwallis's Headquarters in the Battle of Germantown.

CHAPTER XVI.

ON September 29, 1896, came an announcement that surprised the whole buying and selling world.

The old and famous A. T. Stewart business in New York had been bought and was to be made a part of the Wanamaker System.

The immensity of this transaction, which was made with as little flurry as usually accompanies the opening of the front door, and its meaning to prevailing mercantile conditions were set forth as follows in the editorial columns of the *New York Times* on November 19:

"Within the last 45 days stocks aggregating at retail value \$3,000,000 have been gathered for this New York Wanamaker Store—the combined stocks of the Philadelphia and New York stores today amounting to \$6,850,000. The revival of this great business meant work for facto-

ries that would otherwise be shut down; meant occupation for thousands who otherwise would have been idle; and it means that in the face of all the grumbling about hard times there has been one man so well convinced of the renewal of prosperity that he takes unto himself a duplicate business of one whose astonishing proportions would stagger the average merchant."

In 1896 came the founding of the John Wanamaker Commercial Institute, an educational force still unique in the history of storekeeping, and one that has grown with the years until it deserves the space devoted to it in another part of this Golden Book—the chapters on EDUCATION. To unnumbered thousands Wanamaker's had long been a school, and now it was to become a veritable university for the members of its big family.

Celebrating the Twentieth Anniversary of the move to "Centre Square," a signed editorial printed early in 1897 said:

"A large slice of our little fortune was lost in establishing this new system of business. Slowly, very slowly, our plans unfolded, and gradually other stores, one after another, began to take our unpatentable forms and principles. We are glad to see what are termed 'Wanamaker Innovations' creeping into the general storekeeping of the nation. Instead of hurting the business of the city, as many predicted, the large stores grew larger, and the small stores greatly increased in number, as is apparent to any observer."

The closing days of 1897 brought an announcement almost as interesting to the public as to those directly concerned.

"Every cent of profit on the excess of the whole month's business over that of December, 1896," it said, "shall be set aside for division among our salespeople.

"This is not profit-sharing nor an eking out of salaries, for salary lists here are the one thing we are liberal with—it is actually turning a lively business over to the benefit of our helpers for a part of the days."

This was not an idle offer, for that December's business in the Philadelphia store distanced any previous month in the Wanamaker history, the sales-slips Monday before Christmas numbering 94,658—some of them holding as many as a dozen items—and 36,616 parcels being delivered in one day.

FORWARD MARCH was still the order of the Wanamaker day.

And while the soldier-boys were gladly answering the same order in 1898, when Cuba's call for help was heard and heeded, Wanamaker's did its part by supplying linen for the transport service and heavy white duck for Marine Corps uniforms, and by keeping on full pay all of its employes who enlisted in the United States service.

Then, when the women of Olympia, Washington Territory (now a State), wanted to show Admiral Dewey how they felt about his brilliant exploit in Manila bay that had changed the world's map, they turned to Wanamaker's for the superb set of table linen given him for a Christmas present.

It was made of the "very finest plain satin damask that could be purchased," and the *Weekly Olympian* said: "Mr. Wanamaker is the only man who was allowed to contribute, which he did by letting the ladies have the goods almost at cost."

The Philadelphia store's progress in 1899 was marked by another revolution—this time in the field of music.

It was a piano war.

Just at the outbreak of the American Revolution in 1775, John Behrent had built in Philadelphia the first piano made in this country.

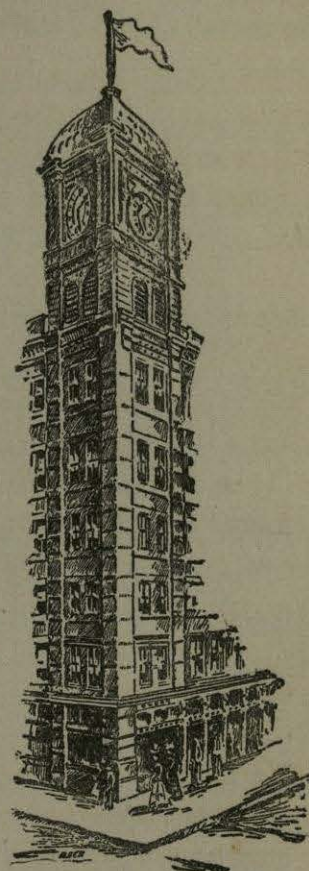
Not long afterwards the first man to receive a United States patent for a piano improvement built here the earliest American piano factory, and until 1836 this city was the national center of the industry.

Into the retail branch of this industry now entered the Wanamaker Piano Store with its iconoclastic methods.

Until April 15, 1899, such a thing as a fixed price for a piano, marked in plain figures, was rarely known. On that day the Wanamaker Store entered the piano trade flying this banner:

One price to all; no favoritism; the lowest possible price; and music in as many homes as possible.

Of course this caused consternation among piano dealers who had not sensed the spirit of the times—the "Zeitgeist," as the Germans call it.



CLOCK TOWER
13th & Market Streets, Corner of
the Old Wanamaker Store,
Philadelphia, in 1901.

But the new system quickly justified itself, and now nearly all piano trade organizations have adapted themselves to this particular brand of fair-dealing that has made the Wanamaker piano business the largest in existence.

Official recognition of Wanamaker business methods as original and epochal was voluntarily bestowed in November, 1899, by the *Dry Goods Economist*, which said:

"Few developments of the latter portion of the present century are more remarkable than the change which has come over the methods by which the products of the mill and factory are placed in the hands of the consumer.

"The method of conducting a retail business has been revolutionized, and the retail merchant, the storekeeper of today, has no more affinity with his forbear of forty years ago than the incandescent bulb has with the tallow 'dip.'

"The credit for originating and first adopting many of the modern methods of retailing is claimed—and justly, we believe, it will be generally admitted—by John Wanamaker."

"Modern methods of retailing" were being reinforced by ultra-modern methods of dealing with employes and helpers, as witness the sending of the store boys to a sea-shore camp in the summer of 1900—the first time such a thing had ever been done.

This marked the beginning of an epoch in the Wanamaker Store's educational side, which is described in detail elsewhere.

The Silver Anniversary of the New Kind of Store (dating from the Centennial opening in the old Grand Depot in 1876) brought forth this retrospect, which

formed an editorial written by the Founder in the Philadelphia Store's advertising on March 11, 1901:

"This store today is itself the best Essay on Business that we are capable of making (Thus far)."

"The first chapters began with the fixed purpose of finding and founding a more worthy, honorable and upright Commercial Standard."

"The past 25 years formed 25 full chapters, all stereotyped and in sight like a book, always open to the people for attentive, frequent, critical reading and study."

"There is only one Best, and the approach to it is not by guesses or jumps."

"What we have done is not nearly as well done as we intended, nor done as well as we hope and believe it shall be."

"Some may see but little of the labor of years where it has most to do with foundations."

"Be it remembered, however, that certain well-considered ideas and principles, set in operation here since 1876, have been well proven to be of successful application to general business."

"And further—we have become a Chart and Compass to thousands of business men in regulating the helm of conduct of business affairs."

"Any man—in any age—may be both content and thankful if able only to point the way."

Later in the month was written:

"And what of all this 25 years' work along new lines? It is only fair to say that it must be apparent that whatever good may have come to individuals who have profited through large businesses of storekeeping it is altogether insignificant when compared to the good brought to the people as a whole."

As a farewell for that Silver Anniversary month came this advice to young men, from the Founder:

"While I am not attempting to instruct my seniors, there are *young* men I might possibly help to success. Positively I would like to do *that*. Why not?"

"Is not the world large enough for us all? To have forethoughted the consolidation of many stores under one roof was not so wonderful. Better always watch what is in the air. The old Depot store, that was once thought so big, is but a shoestring compared to the plants of the Standard Oil or the Federal Steel Companies. 'The sun do move,' old black Uncle Jasper insisted. Why should not individual ownership be permitted to grow peaceably and equally with industries that are bunched into trusts?"

"Do let us think and talk plainly. Pick at the big stores if that pleases you, and if you have the time to give while others work—and, if you choose, tax them next door to death. What is the use of the farmer storekeeper growling because his cow cannot trot like a horse? Or why throw away your pen-knife because it is only half pen and won't write? But we are not going back to hand-loom weaving or the use of cobblestone pavements in America."

"Rather let us ballast our boat, balance ourselves, and pull out to the open sea where there is room for all. There is much more success winable for those who go after it in the right way than ever before."

"Step forward with a clear head and use your will-power early in the morning. Say good-bye to wobbling. You can learn a great deal with your eyes that is not to be found in books. If you mean to be a merchant or if you are puzzling over what you will be, feel free to spend as much time as you like, whenever it suits you, especially these Silver Anniversary days, in studying the store and finding out how it provides for Philadelphians."



THE OLD WANAMAKER STORE, PHILADELPHIA
Chestnut Street Front, as it appeared in 1898, showing the Arcade Entrance.

CHAPTER XVII.

FEBRUARY 22, 1902, must always remain a shining light in the history of this unique Industrial Endeavor that has helped to revolutionize retail trade throughout the civilized nations.

On that day—the 170th anniversary of the birth of Washington—was turned the first spadeful of soil to make room for the foundations of what is now the largest, strongest and safest store building in the world.

Following a Wanamaker innovation now standardized among builders, work on the first section of the new store in Philadelphia did not interfere with business in the remaining three-fourths of the old square of buildings.

Guided by the Founder's right hand, the first steel pillar was set in place July 11, 1904, and the following year saw the first section of the tall granite building completed and occupied, while work on the second section was going on.

That was the year of the World's Fair in St. Louis, commemorating the purchase of Louisiana from France in 1803, and the Wanamaker Store's part in the wonderful exposition was acknowledged in the following telegraphic message received the day before the opening:

John Wanamaker, Philadelphia: The Louisiana Purchase exposition opens tomorrow, with every principal building completed, and with more than 90 per cent. of the exhibits in place, a record of advancement upon the opening day unequaled in the history of anniversary expositions. The publicity which you have given in the home of the first great Centennial celebration to the Louisiana Purchase Exposition, which is the latest great centennial celebration in the life of our common republic, is cordially appreciated.

DAVID R. FRANCIS,
President.

A fitting echo of the seventeen guns fired in Centre Square—part of the store's present site—to celebrate the Purchase in 1803!

In the same year, General Kuroki, commanding the Japanese army in the war with Russia, replied by cable as follows to the store's query as to the secret of Japan's military success:

<p>TOKIO, May 10, 1904.</p> <p><i>Wanamaker, Philadelphia:</i> Success our army due loyalty, patriotism; thousand thanks. KUROKI.</p>

Another notable Wanamaker event of 1904 was the showing in the Philadelphia and New York stores of the marvelous new metal, radium, then newly discovered. This was the first exhibit of radium in the United States.

In 1905 came a most important advance by the Mail Order Bureau—the inauguration of continuous telephone service night and day. This was the first store in the world to take such a step.

On Saturday, December 2, 1905, at 23 minutes past 11 in the morning, Mr. Wanamaker personally set in motion the power plant of the new Philadelphia Store on Ludlow street near Thirteenth, and on December 20 "The First Christmas Illumination of the New Wanamaker Building" was the theme of this signed editorial:

"Compare, if you can, the old freight station's miserable gas lamps with tonight's mighty blaze of electricity shining from the 363 windows of the little section of our new building on less than one-fourth of the block at Juniper and Market streets.

"Picture, if you can, how the whole place will look when the other sections are completed.

"Back of the light—*electricity.*

"Back of the electricity—*dynamos and engines.*

"Back of the dynamos and engines—*MIND.*"

The opening of the first section of the new Philadelphia Store in March, 1906, was celebrated with a gathering of the Wanamaker business family, whose members were addressed as follows by the Founder:

This day is a notable one in our history. Many of you have as much pride and pleasure in it as I. I mean all those who have stood together with me from the first in working out the plans new and large for this business. From the bottom of my heart I thank every one of you for the honest endeavor and heroic effort you have put forth to make possible this hour of victory.

"What did you do at the Battle of Waterloo when the conflict was on?" Dr. Cook asked an old gunner. "I stood by my gun," the soldier replied.

Right nobly have you stood by the guns, fighting for a new system of mercantile business. Ravens and croakers for years flew along Juniper Lane, but the Lord God of Elijah still lived and never failed to feed and lead amid many discouragements.

The ideas underlying this business date back forty-five years. They were hatched out of an experience down Market street, on the spot where the old Schuylkill Bank failed. The first undertaking built its nest in a corner box, not larger than the chicken coops of the Old York Road country seats of these days.

The beginning was but a spool of thread such as the first wire bridge began with at Niagara Falls. One string carried another always heavier and stronger until the great steel cables were over the Rapids to hold up the massive structure, then the most famous bridge in the world.

Where we stand to-night, the old mules of the Pennsylvania Railroad Freight Department were the motors that did the pulling and hauling from 1853 to 1874. A plucky individual turned out the old sleepy streams of beasts in 1874, and demolished the unsightly sheds the first week of 1876, and before the end of April the Centennial Exhibition had a rival in the store that had been created in less than four months.

The wonder of Philadelphians when they woke up to find that they had a store as big as a great Pennsylvania Railroad Depot with an entrance through a Chestnut street brick house of an old colored man (bought to be pulled down to make passage-way direct to Chestnut street) was as great as the wonder of the visitors to the Centennial Exhibition.

But marvelous as that store was—at least hundreds of thousands of people said so during the Centennial

year—it was still only a little thread, pulling after it in 1877 great cables of hard-twisted mercantile invention, intention and initiation, entirely transforming the place into the Grand Depot, the first New Kind of Store.

This carries us back to 1877, our first business 12th of March. There were crowds of people lining up along Market and Thirteenth and Juniper corners those days to see the new thing go to smash—but it did not. It was a stubborn thing, full of vitality and totally unkillable. Instead of going to pieces, it grew steadily and rapidly into the public confidence, and became a great public necessity. This locality, condemned as too far west, soon became the city's favorite shopping place and a public thoroughfare. Independence Hall was the only other City building as popular as the Grand Depot. Now, like Thomas Jefferson's house where the Declaration of Independence was written, it has to be snuffed out to give place to a new structure demanded by the people.

Whoever thought that we could be so wedded to these old sheds and rafters under which we lived happily so long!

How hard it has been to see them disappear!

Yet it is the lesson of centuries that we must learn.

The old must go and the young must step into their shoes.

In the old French castle at Pau, the huge turtle shell used as a cradle by the mother of her kingly son Henry of Navarre is still to be seen.

The little left of our old patchwork structure shows the cradle in which for thirty years we have rocked a growing giant. To-night, entering upon his young manhood, you have come to escort him to the corner gateway of his new lodgings wherein he may continue his growth.

Mushrooms grow in a night; so do graceful willows; but not banyan trees whose roots reach down to the deep rocks. This business banyan tree sends its roots into the

water and the rocks and lifts its head high up to the light.

This very same Twelfth day of March, thirty years ago, witnessed the installation of a new order of business in Philadelphia.

There are none who can say that there ever was in this or any other city a store like the one we established. Truly it was a great day for Philadelphia and the United States. In observing the date of the founding of the store, as is our annual custom, and in formally opening to our employes the first section of their new business home, we are holding a double celebration.

The erection of the first section has been slower than anticipated, owing to failures of contractors, labor strikes and unexpected delays beyond the power of the owner to overcome.

Section two goes forward much faster, and next year will witness the last section well upon its way.

To conduct a daily business of the magnitude of ours, and have it grow and grow while we erect a new building on the same old site, requires skill, patience and resourceful endeavor.

Your always happy, contented, confident faces before me to-night and in my eyes every day as well, furnish much of the needed inspiration.

A delegation of our good people from our New York Store joining us tonight adds much to our satisfaction. Their Chief, Robert C. Ogden, your old fellow-worker here and my old associate and much loved personal friend since 1861, is at their head.

It is an honorable company of New York's young merchants and business women who come to us from the old A. T. Stewart Store. To that historic store is now added the twin building of fourteen stories on the next block from Ninth to Eighth street and from Broadway to Fourth avenue. The Sub Station of the Interborough

Underground road is on our property, useful to our employes as well as to our customers.

I do not believe there ever was convened anywhere in the world such an assemblage as this—the entire staff of the active business people of the one business conducting the two great business warehouses of the two largest cities on the Atlantic Coast.

The New York delegation represents almost as many more as our numbers in this city and the maximum is over 12,000 mercantile workers. It is known that no business house on the face of the globe can make such a showing unless it be for advertising purposes only.

To me it is a great honor to be connected with such a host of honest, courageous, cheerful, intelligent, ever-growing men and women intent on higher education in order to live forceful lives and fulfill the truest function of private and public life.

Most assuredly, there is something greater than a fourteen-story granite building.

I stand in the presence of that greater object tonight when I stand here looking out from this platform upon this assemblage of strong men and wise women, who by honest purpose and holy endeavor are building great and noble lives.

Surely a man may be immensely greater than the greatest granite structure that can be built.

To these grateful and gratulatory words permit me to add something I have wished to say to you when the proper occasion offered, touching the foundations of individual life-building.

The tearing down of our old building and the construction of a new building going on in our thoughts as well as under our eyes, would naturally become an object lesson applicable with profit to our individual lives.

Many persons expect to make much of their lives, yet go about it in a purposeless fashion.