

Others have come into the store-life only "because they had to have something to do."

They have nothing special on the business anvil and only strike it at random.

To be as practical as possible, let me say that I believe that a life-building begun without definite plan ought to be torn down forthwith and a new structure begun, not upon speculative lines, but for a distinct and definite purpose.

The gauge of experience and the levels of capacity should be applied to the squaring of the career to be entered upon, as well as to the probable effect of occupation in determining social position.

To be a thorough business man or business woman requires an education and a course of at least four years in a school of practice to enable one to earn a fair living.

Clergymen, doctors and lawyers belong to what are classed as the learned professions. A scant recognition as such is also accorded to architects, engineers, etc., while commercial men and business women have no such standing.

A lawyer who never held a brief, admitted to the bar on a two years' course of study, and a clergyman who never graduated at any college and was never called to active church duties, outrank a business man or business woman who has taken a four years' course of study and apprenticeship in a school of practice and has entered upon the practice of their learning for usefulness and livelihood.

There are those who seem to think that the Maker of Men ordained that there should be three classes of people on the earth, and that two high mountains and the low valley between put them in their proper places. On the one side the higher mountain peak stands for the leisure and idle classes, proud of never having done a day's work and boastful of inherited name, title or estate. The

mountain rising up on the other side stands for the professional class, with a caste all its own. The valley at the foothills fixes the proper situation of the men of the mill and the mine, the field and the forge, the merchant, mariner, mechanic and master of invention, the Amos Lawrences and Caleb Copes and the Marshall Fields, the Ericssons, Stephen Girards, the Marconis, Teslas, Edisons and Corlisses and the mighty host of the world's real toilers, and between these three classes a great gulf is fixed!



STEPHEN GIRARD
1759-1831.

It is a fact that a considerable number of educated young men, members of a young men's society of a prominent church in Philadelphia, debated recently, seriously and long, the question whether a Christian life was possible to men and women engaged in mercantile business.

A negative decision of the question *par conséquence* covers the face of the earth with heathen resulting from a certain kind of employment.

It becomes interesting to institute a course of inquiry as to exactly what a business or commercial life is and ascertain in what respects it prevents the proper development of the individual and endeavor to discover, if possible, what relation such employment bears to professional life and society in general.

Just where and how are the lines drawn between God's children placed upon the earth interdependent on each other to earn their bread? Who gives the patent of lordliness and exclusiveness?

The sacred obligations of our homes, the requirements of education, the cultivation of special mental gifts, the claims of philanthropy and religion and the discharge of the citizen's duty in bearing a fair share of taxation and

citizenship, demand that every man and woman must work and do his or her part in one way or another.

Who confers authority to sit at the Church gate in judgment of men's fitness for the Kingdom by their occupations?

What else besides skill and education creates a distinction between the man who uses a scalpel and the man who uses other tools to work with?

It is fair to say that the clergyman, doctor and lawyer are often moved by other incentives than money compensations, and that they have relations to communities and governments of a public nature, but the fact is established that orations and operations, surgical and legal, command the largest kind of fees, and that the field of influence and beneficence of merchants, manufacturers or foundry masters create parishes larger than those of the lawyers, doctors and of the vast majority of clergymen.

In this age of the science of business, the merchant must be a close student of protection, free trade, factory systems, banking, currency questions, co-operation, laws of contracts, textile education, textile machinery, social service, United States Treasury regulations under tariff laws, fire and marine insurance, architecture, mercantile laws, import laws, consular laws, shipping laws, origin and product of raw materials throughout the world, new processes of manufacture, opening of new countries like Japan, China, Russia, Korea.

One day General Grant, in looking over a large store, said to George W. Childs that a merchant able to manage such a business possessed all the qualities of military generalship.

Quaint old Thomas Fuller said a good merchant is one who by his trading "claspeth one country to another."

Emerson long ago taught that some form of manual skill and practice of some form of manual labor were essential elements of culture.

President Eliot, of Harvard University, declares that

this idea must be accepted in the systematic education of youth.

Our Mr. Ogden says that he heard President Eliot say that business will eventually be properly classed as among the learned professions.

There seems to be an electric wire running through the years to where I stand that gives to me a sensation of mental and bodily vigor. I can see a white lantern swinging before me. The broad principle underlying the foundation of this New Kind of Store has become the American system of Commercial Life applicable to all business as well as that of retailing. It is a system that recognizes and stands for the rights of buyers not waived by the payment and delivery of the article purchased.

And further, it grants a title to all employes to fair wages and an adjustment at regular intervals upon value of work done. Further, still, it insures education and practice to enable the earnest and diligent to rise in their positions.

This New Kind of Store, as it was soon termed and quoted everywhere, came to life at the cry of human need.

There were good points as well as bad points in the practice of business fifty years ago. The new basis originated here, belongs to us, though it is unpatentable, and the right to the honor and pride in its introduction as a whole is irrefutable and impregnable.

What a profound change it has made in the city, this neighborhood, and the methods of commercial life everywhere!

This business met customers with conveniences as their rightful due, and not merely a courtesy. It rehabilitated the people in their rights by the new system then instituted.

It recognized a purchaser at the store as a kind of partner in a joint business transaction, entitled to the

return of the money, upon return of the goods, as a matter of justice and not as a favor. Previous to the advent of this store, it was hardly possible to get anything exchanged, and dry goods cut from the piece could not be exchanged at all.

It gave to its employes a new standing by recognizing a social duty to them as employes, and requiring from them no concealments in the performance of their duties to customers.

No marks or labels were allowed on merchandise that were not genuinely true. This course actually reduced the price of goods all over the city (to cost in many large stores) the day this store opened its doors. Three stores clubbed together soon after the store opened to raise a boycott against our getting goods to sell. They rebelled against our "ten per cent. profit, large sales and no lies."

The advertising of the store revolutionized advertising by its plainness, straightforwardness and reliability.

The Scotch built a strong chain bridge. A Frenchman copied from it and built a similar but airier one over the Seine. The middle bolt was omitted as clumsy and unnecessary, and the bridge collapsed on the first day of its opening.

The middle bolt of this new commercial bridge is integrity in all transactions with makers of merchandise, buyers of merchandise, and justice and education to employes as an extra bolt. The bolts are still in. And they hold firmly!

It is a part of the history of the business that some years ago it made a division of profits to the employes, and later adopted a regular system of half-yearly advances of salaries upon their working records and a bonus upon the sales of the month of December.

It established an Insurance Association, with three classes of sick and death benefits, which has distributed

since its formation, June 21st, 1882, almost half a million dollars.

1st class cost \$5.90 a year to each individual.

2nd " " \$2.90 " " " " " "

3rd " " \$1.34 " " " " " "

3) \$10.14

or \$3.38 on an average per year.

It established and maintained at the expense of the founder of the store a pension roll, upon which the aged and disabled receive half pay, and in some cases more than that.

It established and still maintains the Annie McDowell Circulating Library, containing 4100 volumes, for the convenience and saving of time of employes.

It maintains a Saving Fund for employes, with inducements to save.

The Building Associations instituted and managed by our employes are most successful methods of saving.

This store organized its schools upon their present practical basis six years ago, not as an advertisement, but as a clear duty to its young men and boys, and they have become a function of the store, in which six thousand and four persons have been students. It is a quite effective and greatly prized work, of which there is no publicity except at graduations, when we are obliged to go outside of the store for a place to hold the Commencements. The Diplomas of Graduation then given are of great value as recommendations to those removing to other cities. It is an inherent part of the store system that there is a social service due from the employer to the employed, full development of which has not been possible in the old buildings, which require the halls and recitation rooms being provided in the new building.

Education for industry is the wider, broader work of

equipment due to employes, who are in more than fifty per cent. of cases without definite technical knowledge for best earning power.

Compare the life of Dry Goods Assistant nowadays with what it was generally before this store opened and you will realize the encouragement to do still better things.

It seems to me that a tremendous responsibility rests upon employers toward their intelligent, painstaking employes, who spend their lives year in and year out under the same roof. The originality, personality, initiative and inventions of methods and easements of mercantile life are intangible influences; but they exist and are felt, though they may not always be definable in words.

No ship sails without a compass. The Pilot and the Course are guided by it, and the ship moves safely, though the passengers are unconscious of the controlling power.

Two Bishops were passing through a magnificent cathedral in the old world. One of them said to the other: "When I look far up into this lofty structure I feel so little, like a small sparrow." And the other one said: "And I, as I see its vastness and beauty, I am filled with exaltation, and feel as if I could fill the whole building."

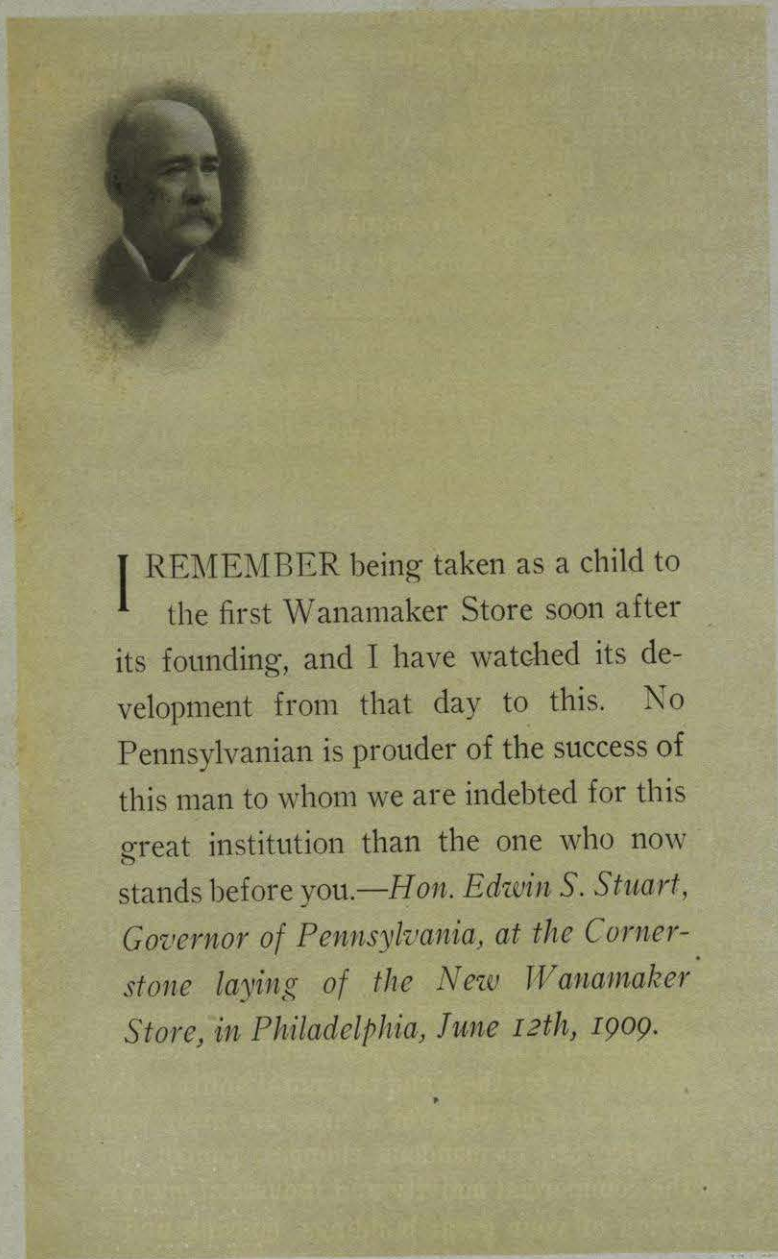
With some such feeling as this I go about looking at the plans of what we are doing, feeling myself to be in a great cathedral of magnificent opportunity, and when I look at you who assist me I feel that I can fill the whole of it.

Other steps forward in 1906 included the hand of help held out to crumbled, burning San Francisco; the installation of 2000 telephones throughout the various store departments—and the opening of the splendid audi-



MR. WANAMAKER, I know well the story of your eventful life. My grandfather, Peter C. Cortelyou, was privileged to know intimately that high-minded philanthropist and splendid ornament to the profession of journalism, George W. Childs, who was in your early struggles your sturdy friend and staunch supporter in the days of storm and stress.

These victories of commerce call for high courage, courage to plan broadly for the future, courage to work out steadfastly the plan to the end. Pluck and persistence are attributes of American manhood, and the American merchant typifies those characteristics. No road is too hard for the American business man to travel and no obstacle great enough to stop him as long as he sees ahead of him work to be worthily done.—*Hon. George B. Cortelyou, Secretary of the United States Treasury, at the opening of the New Wanamaker Store, New York, 1907.*



I REMEMBER being taken as a child to the first Wanamaker Store soon after its founding, and I have watched its development from that day to this. No Pennsylvanian is prouder of the success of this man to whom we are indebted for this great institution than the one who now stands before you.—*Hon. Edwin S. Stuart, Governor of Pennsylvania, at the Cornerstone laying of the New Wanamaker Store, in Philadelphia, June 12th, 1909.*

torium of the New York Store in November. For the application of Wanamaker principles to the rejuvenated A. T. Stewart business soon made necessary the immense structure now connected with the original Stewart building by enclosed bridges and tunnels.

That same year the new Wanamaker building in New York was opened, with a banquet to the press of the country. It was a noteworthy affair because of the character of the guests—who numbered among them a representative of the National Government, the Secretary of the Treasury—and the quality of the speeches; and it was one of the few occasions in the annals of the American press when its representatives from all sections were bidden to gather at one board.

Hon. George B. Cortelyou, Secretary of the Treasury, said:

“It is especially gratifying to me, as a New York man, to be present at the dedication of such a building as this, so splendid in its proportions and so complete in its equipment. It is not those of us who are at all times resident here, but those whom duty, for a time at least, calls to other places, who realize more the deep significance of the completion here of a new mammoth structure, for the launching of a new business enterprise.

“New York has grown to be so big in wealth, manufacture and trade, and buildings—better still, in those enterprises which have for their end the moral uplift of the citizen—that those of us who, for a time, are away long enough to notice the tremendous changes, cannot but marvel at the commercial activity and industrial energy.

“The erection of your great buildings, housing under one roof many times a population equal to the average of our American cities and towns, and your grit in liter-

ally forcing them into the skies, gives evidence to the world, in their numbers and their accomplishments, of the varied activities in which you are engaged.

"These victories of commerce call for high courage, courage to plan broadly for the future, courage to work out steadfastly the plan to the end. Pluck and persistence are attributes of American manhood, and the American merchant typifies those characteristics. No road is too hard for the American business man to travel, and no obstacle great enough to stop him as long as he sees ahead of him work to be worthily done. Back of him, sharing in his successes, not envying him his just reward, you find the thousands of employes, the great army of American wage-earners, the best paid body of men and women in the world.

"Mr. Wanamaker, I well know the story of your eventful life. My grandfather, Peter C. Cortelyou, was privileged to know intimately that high-minded philanthropist and splendid ornament to the profession of journalism, George W. Childs, who was in your early struggles your sturdy friend and staunch supporter in the days of storm and stress.

"To you, and to others in this city and throughout the country who have erected these great Temples of Merchandising, we can in good faith extend our heartiest congratulations, and I am particularly pleased because of the earlier associations, and because of many coincidences of our meeting here together this evening, to have had the opportunity of joining you with your friends here and witnessing this new evidence of your enterprise and public spirit."

Mr. S. S. McClure, editor of *McClure's Magazine*, spoke, in part, as follows:

"I think I have heard of John Wanamaker the greater

part of my young life. I remember in 1876 visiting Philadelphia from Indiana, visiting some old uncles there, who told me about this wonderful man.

"John Wanamaker is the best advertiser in the world. He is the best advertiser because he is an honest merchant. He is an honest merchant because he is an honest man. Behind the advertisements are honesty and ability of the first rank. He has not succeeded because of his advertisements, but because of the qualities of mind that enabled him to produce these advertisements. He is the foremost merchant of our time.

"Mr. Wanamaker is a great artist. All first-class institutions are founded only by great artists. There is no other way to found a great institution than to have inside of it a great man who is a great artist.

"When we looked at those pictures downstairs and saw one thing after another revealed, I simply felt faint in front of a brain so colossal as to be able to know how to select the best men, the best experts in so many different fields of knowledge. I realized that we were in the presence of a remarkable mind, and to understand this man we must rank him simply as a great creative artist.

"If Mr. Wanamaker had not been a great artist he could never have founded this unique thing. This is not simply a department store—it is the expression of a great mind in a department store.

"The thing that tonight interested me most, after this marvelous expression of ability in knowing how to get to the ultimate perfection in so many different directions, the next thing I thought most about was his school for those of his young men and women who worked for him. His great establishment is actually a school in which those who have not had opportunity in their youth to learn receive what is equivalent to a public school education. They are trained and they have a chance to grow strong and to improve their health. Much that I have learned tonight has been to me a wonderful revelation. This has

been one of the most interesting and profitable experiences of my life—to find such a wonderful expression of a great human soul.”

Dr. Joseph F. Johnson, Dean of the School of Commerce, New York University, said:

“I lived seven years in Philadelphia, and I set down Mr. Wanamaker as being a great civilizing force from the economic point of view.

“You have heard me introduced as the Dean of a School of Commerce. Ten years ago there was only one school of commerce in the country—in Philadelphia. Now the universities in this country know what is going on in the Wanamaker Stores. Just as they make studies of plant life or of the stars, so our universities are devoting scientific attention to what Mr. Wanamaker is doing. This business is to me an object of scientific interest.”

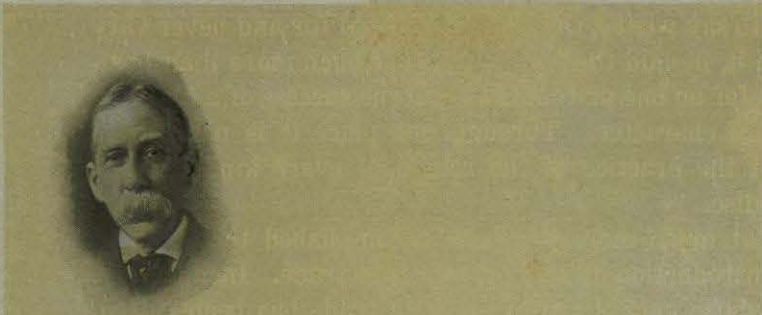
Dr. Talcott Williams said:

“A great Golden Rule has been established in business, which I first saw expressed in an advertisement, written by Mr. Wanamaker, that no bargain is worth having unless it satisfies both ends of the bargain and leaves both with a profit.

“The big contribution which Philadelphia has made to all stores began in the discovery of the Friends, who founded Philadelphia, that one price was truthfulness and that truthfulness required one price. We have grown so familiar during our lives with one price that we do not understand that over the great mass of the world every sale and every bargain is a tissue of mutual mendacity, and when the Friend first saw in England and in London and in Philadelphia that the way to do business



THE universities in this country know what is going on in the Wanamaker Stores. Just as they make studies of plant life, or of the stars, so our universities are devoting scientific attention to what Mr. Wanamaker is doing in his stores.—*Dr. Joseph French Johnson, Dean of the School of Commerce of New York University, at the Banquet marking the formal opening of the New York Wanamaker Store, September, 1907.*



A GREAT Golden Rule has been established in business, which I first saw expressed in an advertisement written by Mr. Wanamaker, that no bargain is worth having unless it satisfies both ends of the bargain and leaves both with a profit.—
Dr. Talcott Williams, at the Banquet marking the formal opening of the New York Wanamaker Store, September, 1907.

was to say what a thing would be sold for and never vary from it, he laid the foundation for much more than business, for on one price is based all the success of a business of this character. Through one price it is possible to adopt the practice of the return of every kind of merchandise.

“But much more has been accomplished than merely the introduction of new principles in trade. Incidentally, the whole level of truthfulness in trade has been raised. If there is a one-price, it is unnecessary to be bargaining or jobbing or huckstering, which is still the rule of trade in Southern Europe. It becomes impossible to give false representations to a customer if each article is liable to come back when the customer has examined it.

“Those principles we are all learning, and they are permeating American trade and commerce. They are coming to be the rule, so that over an entire continent, for the first time in history, it is possible to sell to ninety millions of people by sample, and this means much more than trade, much more than the diffusion of commodities. It means that the rising tide of truthfulness is felt by a nation and that its very trade is laying the foundations for its moral nature.

“If, for half a century, a man has grasped the great principles that underlie the whole pursuit of happiness and increase of prosperity, in a system which puts a premium upon ideal truths in every label, in every utterance and in every transaction of a great store, then that man has done much more than teaching. He has set in motion great forces which enter into the life of a nation and are to live after him. That is the service which has been done, whose acorn was planted in the State where he lives and from which I came today, by the Friend. Other great services that State has rendered. There began there in Philadelphia the assertion of complete religious liberty; there was written there the great charter of our liberties never to be forgotten, and there began there in