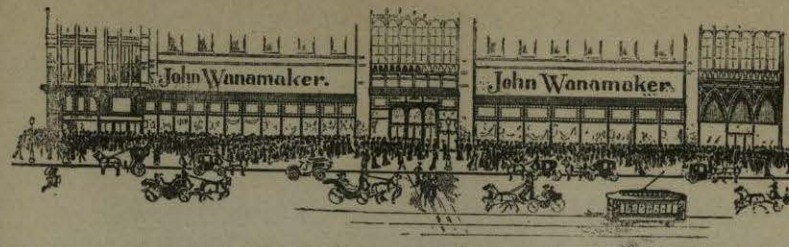


the hands of the Friend and developed by our host of this evening the principle of truthfulness in trade. And when history finally comes to write the influences and effect of the causes which make that nation toward which our hearts yearn and which we like to contemplate, that great American nation of the future in which every ideal and every purpose which we cherish here tonight shall have blossomed and borne fruit in the complete success of ever-green liberty, I believe that the history of the future will name this discovery, this application, this practice of a lifetime, as one of the important causes which has raised the moral sense of a great people."

The New York Wanamaker business is fully described in a later chapter.



*Exterior, First Floor Market Street, of the Wanamaker Philadelphia Store
Just Before Dismantling.*

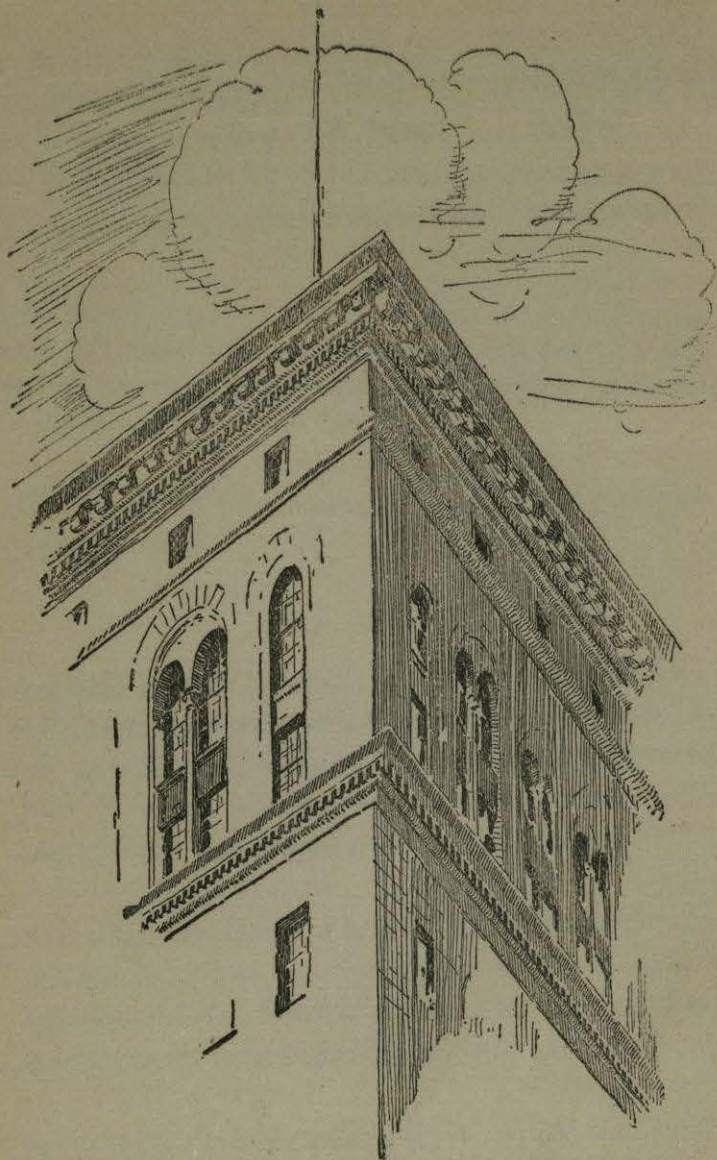
CHAPTER XVIII.

LARGER than many a prosperous, thriving little city was the Philadelphia Wanamaker Store during the Christmas rush of 1906. The store population on December 20 reached the unprecedented figure of 7060. In 1910 it was 7400 in Philadelphia and 7300 in New York.

During 1906 and 1907 rapid progress was made with the great new Philadelphia building, new floors and sections being occupied as soon as finished, and in September, 1908, the tearing down of the old Chestnut street structure was begun.

Meantime, on June 4, 1907, came another parade of the Wanamaker delivery service—a showing of transportation facilities that aroused the enthusiasm of thousands of spectators.

Close observers who watched the long line of trucks



ARCHITECTURAL DETAIL SKETCH OF CORNICE, WANAMAKER STORE, PHILADELPHIA.

and wagons noticed that not a whip was to be seen. It is a Wanamaker rule that whips shall not be carried on any store wagon. The whip is a relic of savagery.

In October, 1907, the Wanamaker Store emphasized its up-to-date-ness by being the first in the world to receive Marconigrams—wireless messages—for transmission—and now carries on the roofs of both its Philadelphia and New York stores fully equipped Marconi stations.

Already, for several years, the store had housed among its manifold conveniences a government Postal Sub-station—a regular branch of the Philadelphia Postoffice.

That year—1907—also ushered in the first of the American Composers' Days (told of elsewhere), and the opening in the new store in New York of the "House Palatial," a novel and costly educational feature which brought forth columns of comment and commendation from newspapers in the metropolis and nearby cities.

The year 1908 brought the opening of the main Subway station on the line of Philadelphia's model underground railway, and, as a matter of course, this station was at the Wanamaker Store. Prepared for so notable an advance in transportation was a complete section of a city street, many feet under the pavement, with bright shop-windows and artistic entrances to the store.

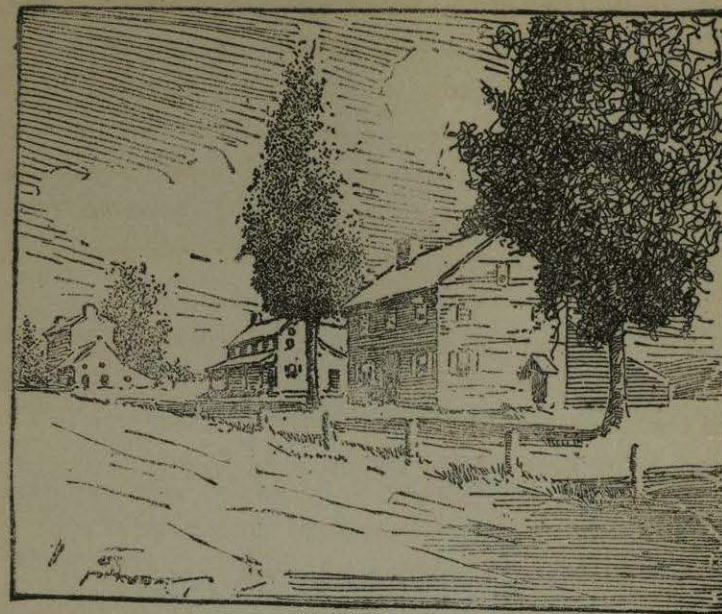
On February 8, 1909, Mr. Wanamaker guided into position the first steel pillar of the south wing of the new Philadelphia structure, and by October 11 the store had re-entered Chestnut street.

It was not until November 14, 1910, however, that the whole Chestnut street front was occupied and thrown open to the public, and the tens of thousands who then

passed through the central Grand Court could not find words to fully express their wonder and admiration.

In March, 1909, came one of the most novel undertakings ever carried to success by any business—a production of Longfellow's immortal "Hiawatha" in motion pictures made from life on the various Indian reservations by a Wanamaker expedition, with the cordial co-operation of the United States Government.

This prefaced Mr. Rodman Wanamaker's welcomed suggestion to erect in New York Harbor an heroic statue to the fading race of first Americans.



CLARK'S INN
Formerly Opposite Independence Hall, Chestnut St., Philadelphia

CHAPTER XIX.

AT the laying of the cornerstone of the new Philadelphia building, June 12, 1909, the Founder thus epitomized the history and intentions of his industrial career:

"It is an unusual event that brings together today this distinguished assemblage. It has not been uncommon to lay the cornerstone of a Bourse, Chamber of Commerce, or Board of Trade Building. Were all the buildings of this character in Philadelphia combined in one, together they would not equal this structure in size, nor would their purpose be more distinctly fixed for the interest of the public at large, notwithstanding the private interests underlying, which add to the revenues of the city instead of drawing from them.

"I greatly appreciate the honor your presence bestows—officials of the National, State and City Governments,

Members of the Board of Trade and Commercial Exchange, representatives of Financial, Industrial and Educational Institutions, Fellow Merchants and Fellow Citizens—to take part in laying the cornerstone of a classic and costly building, that is not only a mercantile warehouse of greater proportions than any erected hitherto, but is much more.

"This building is a Statute Book of Business Laws and Regulations, now written in stone and bound up in iron, which, having already in large degree revolutionized the retail business of the United States, must now, with the encouragement of its past achievements, continue its mission, with increasing power, to elevate and improve by education and example the life and work of the business forces of the world.

"It is also the habitation of an educational institution that has been in existence for the past thirteen years, by which 5600 young men and women have received an academic and business education in its free schools. Chartered last year under the laws of Pennsylvania, its reorganization and expansion is at hand, with facilities and experience that enable it to train young men and women for business understandingly in schools of practice that are actual and not theoretical.

"Because this new structure, with its foundations on the solid rocks, with the uses to which it is dedicated, embodies more than a mart of barter and something out of and above the common, it is meet and proper that its cornerstone be laid with ceremonies of dignity and meaning and with words of wisdom, experience and hope.

"So shall our business family at this time, comprising upwards of 10,000 persons, be impressed to remember in coming days its responsibility to live up to its high standards, and so shall our friends and neighbors now present be constituted a great cloud of witnesses to check and chide us if in the future there be any lack of loyalty to duty or unfaithfulness in administering our trust.

"Almost a half century has come and gone since the business was first cradled in a small corner of brick and mortar on Market street, this city, where it used for its first strong box a part of the vault of the old historic Schuylkill Bank. It was not a gift or an inheritance from rich ancestors. Those early days were days of little money, large ambitions, loads of ideas, and untiring work. The whole story is told in the two words Ambition and Work. Necessity was the teacher and Labor was the discipline whereby we learned our lessons and prospered.

"A new cradle for the same well-grown baby had to be constructed in 1875 out of the railroad sheds that formerly stood on this block of ground.

"The third stage of progress looms up before us today shaped in steel and granite, a great giant of destiny and of strength and power, wrought to effect by its ideas and intelligent labor the welfare of the city and the business systems of the world for ages to come.

"The immense edifice now nearing completion is not a matter of pride or experiment nor courageous speculation, neither is it for a business yet to be grown and gathered. It has been built as a duty and in partial recompense to the citizens of Philadelphia who have already most generously bestowed upon us sufficient business to warrant its erection, and further, also, as a duty to the numerous and old employes who have earned a right to live in the best, safest, most convenient, comfortable and healthful building we could build.

"Its sanitary appointments and its safeguards from fire or disaster, have been most carefully provided from every human standpoint. It may be safely said that not another such mercantile building exists today anywhere in the world. The dream of its Founder and his sons is fulfilled. Having personally created the business, the Founder and his son, Rodman, are now its sole owners, which ownership is in shares all held by themselves, in

incorporated companies organized only for the future perpetuation of the business.

"Someone has said that we have passed out of the stone age and into the steel age. Certain it is that this is the building age. Great buildings have been and are still being erected for libraries, museums, art galleries, cathedrals, universities, national edifices and for commercial purposes.

"All these buildings signify not only the growth and needs of the American nation, but even more do they represent the forward march of the education and cultivation of the ninety millions of American people, and the foresight of the leaders of thought and culture in the United States.

"It is fair to say that in the last half century probably no greater advance has been made in any direction of civilization than in the science and system of mercantile business.

"This building, of the most substantial fireproof construction in stone and steel, whose cornerstone is to be laid today, is a true expression of this indisputable fact.

"Its size is a splendid and fair measure of the twentieth century enterprise, and its solid and carefully adapted, straightforward lines of classic architecture, seriously and strongly point to the fine lines upon which the new order of mercantile business is now being fashioned and conducted in America.

"But this is not all. No mere building, whatever its greatness or cost, can fully set forth the actuality of mind and heart of its work, giving breath and life and power to everything done within it, reaching out beyond its walls in every direction for good.

"I am not sure that it is possible for me to define both the spirit and the letter of the unseen part of a living force.

"Turner, the great master in color painting, received, through his parents, the sense of color. Likewise,

Thomas Edison, the keenness and insight by which he harnessed electricity and became the benefactor of the human race. Abraham Lincoln was born with the instinct of law and government; Gladstone with the rare gifts he inherited was the first statesman of his day.

"Others there are all along down the whole line of life, who, by invention, like Wright, the pioneer of the aeroplane, Knowles and his loom, Corliss with his engine, Alexander T. Stewart in his power to forecast, assemble and organize; all had visions plain enough to them, though unseen to others, which they worked out to the benefit of the time in which they lived. Matisse and others, of the impressionist school, whose pictures in the Paris Salon this year are so wonderful, have seen colors and forms that some of us never see. It is not given to all of us to see or do the same things, and each must do what is given to him.

"Abraham Lincoln said, in August, 1862, in reply to Horace Greeley's letter, urging him to emancipate the slaves, that his 'paramount purpose was to save the Union.' The paramount purpose of the Founder of this business was from the first to stop the downgrade and fakirlike practices of the mercantile world of fifty years ago, and not only help to save the mercantile profession from lowering its flag, but raise it from the dust as high as any other of the learned professions and occupations.

"The little store down Market street certainly revolutionized the clothing business, with its cardinal points and uniform prices. Its next radical work was when on this spot it established, thirty-three years ago, A NEW KIND OF STORE that was so new that there was not another like it in this or any other city.

"The Pilgrim Fathers did not land at Plymouth Rock with loftier ideals, a more heroic spirit or clearer purpose than that which animated the Missioner of this business, who came to it with a mercantile spirit, but with a firm purpose of making more honorable the profession of merchants as a class.

"This Ship of Trade was the Mayflower of the nineteenth century, in bringing out the pioneers of unbending protest against the old practices then generally in vogue, and introducing the new systems and regulations of the new kind of store.

"The outcome of the past three or four decades has been a general acceptance throughout America of what is widely known as 'The Wanamaker Method.'

"The present occasion marks an epoch in the history of American commerce. It must not be dwarfed by selfishness or narrow thinking, nor must it be warped by lack of sympathy for worthy workfellows, eager to rise if some one shows the way. It seems to be a proper time to set down for the benefit of our own workers at least, and the public at large, who are benefited thereby, the basic principles whereby commercial affairs are rising to a higher plane.

"THE STARTING POINT.

"The community of interest;

"The humanities—not of theory, but of fact in an individual relation to each individual customer and employe.

"Motif—A high and clear ideal with a determination to preserve the balance of fairness between all concerned.

"The ideas underlying the business which has led in the new order of things, and which has grown to such proportions, are specifically

"(1) AS TO THE PUBLIC.

"(2) AS TO THE STORE'S WORKERS.

"Defining further under these heads

"(1) AS TO THE PUBLIC.

"(a) A service exactly opposite to the ancient custom that 'the customer must lookout for himself.'

"(b) A kind of storekeeping absolutely new in its ensuring protection from statements, printed or spoken, ignorant or wilful, in reference to origins of merchandise, their qualities and actual values.

"(c) An elimination of so-called privileges to customers, as privileges, when they border on humiliations, because hospitality as well as the return of goods for refunds or reclamations are *rights* that spenders of money are entitled to as rights, and not as favors.

"(d) Recognizing and practicing the manifest, though unwritten law, that customers are entitled under our system to the maximum of satisfactions at the minimum of cost, for the reason that they pay the usual and ordinary expenses of storekeeping, which are always included in the price of merchandise.

"(e) Securing to each individual dealing with us to the last analysis exactitude of intelligent service and full value for value received in every transaction.

"(2) AS TO THE WORKING PEOPLE.

"(a) An admission as a fundamental principle that workers are entitled to further considerations beyond legal wages, covering their welfare and their education.

"(b) To see that employes are not over-reached or overlooked, and making it possible that there shall be nothing between a man and success, but himself.

"(c) To provide education to employes as the only means of doing what legislation or combination cannot do, the improvement of their earning capacity, and thereby assisting to remove the antagonisms of labor and capital, adding to the sum of human happiness.

"(d) That the education provided shall not include the dead languages or other unuseful studies to the

detriment of the practical and technical everyday work studies that aid in making a better living.

"(e) That the education must at the same time go towards the development of character in order to enable the man to better engineer his life to higher living and greater happiness, as well as to earn his daily bread.

"(f) To keep foremost the observance of the spirit as well as the letter of the laws that govern our business transactions and relations to each other.

"(g) A fixed plan of retirement of employes on retired pay to give rest and recreation to the old and chances to the younger people for promotion.

"(h) A Court of Appeal, chosen by the employes, to hear and adjust impartially any complaint the employes desire to lay before such a court of reference.

"THE CARDINAL POINTS OF THE BUSINESS.

"(1) The assembling and distribution of the best products of the world upon the most intelligent and economic basis.

"(2) The ablest management, most thorough accuracy of service and, because of the fairest treatment of all the workers, from the humblest to the highest, the finest comradeship.

"(3) The life and soul of the business to be its honor.

"(4) That the aim and purpose of the business must always be that as the business rises it must lift every worker with it.

"EACH DAY'S SAILING DIRECTIONS "FOR THE SHIP CAPTAINS AND CREW TO "READ AND FOLLOW EVERY DAY.

"The foregoing states simply and briefly the Wanamaker idea. It is not a mere sentiment. It is the mer-

cantile law in operation towards the people within and without our buildings. It requires the merchant to live and work by standards as high as the clergyman, the physician, and the college professor. It makes the way for the elevation, contentment and prosperity of employes willing to make the effort to help themselves. The Founder has framed it in words that it may form the compass and chart for all who come after him.

"Let nothing sag or fall. Hold fast all we have wrought into the system, and add to it out of the ever-ripening experience, and by all means see to it that no one fails to keep step in the march of progress. Inflexibly it must be step on, or step out.

"ALL can help, but none shall hinder.

"Keep the ship on its keel, and whatever else is left undone, see that it keeps moving in the channels here staked out.

"'TRUE AS THE DIAL TO THE SUN.'

"The completion of our buildings is in sight. The ability to double and treble the service of our schools and college training is at hand. True business is always constructive. Better than ever we can now instruct and drill an army of young business beginners and do for them what West Point and the Naval Academy at Annapolis does in studies and drills for the U. S. Military and Naval Service. Every individual associated with us must find a place as a learner in order to be equal to the duties and responsibilities now upon us, and to be worthy of being classed with learned men in other professions. The worth of the nation is only to be counted up by the worth of its men.

"A great scientist has said that we can change the nature of a plant by its environment. So can men be thus changed, and the new environment that our building gives offers the finest chance we have ever had for growth.

"There must be no waste of time for friction of forces.

"MUTUALITY AND MAKE GOOD
MUST BE OUR MOTTO.

"To make our own rendering of one of Benjamin Franklin's sayings about education: If a man will pour his purse of spare time and opportunity into his head, no one can ever take it away from him or prevent him from being worth more to himself and others.

"We have produced the building and we must now produce the men and manhood to man it. We are sure of our rightness so far; now let us go ahead!

"It is a serious and solemn privilege to have the opportunity at our command.

"In laying the cornerstone today, of the structure far advanced, we are practically to lay the COPING STONE and the CAP STONE, also.

"Let us lay the cornerstone in fidelity to the plan and principles upon our chart of organization, and the COPING STONE as a firm cord of permanent and binding brotherhood, and the CAP STONE in the unqualified honor and undeviating truth to crown and beautify all our work."



"THE WOODLANDS"

The Home of Andrew Hamilton, now included in Woodlands Cemetery, West Philadelphia. The present Mansion was built about the time of the Revolution.

CHAPTER XX.

FLYING machines were put on sale in Wanamaker's in November, 1909, for the first time in any store.

Other important events of that year were the first Competitive Choral Festival and the visit of the Imperial Japanese Commission. Our wise friends from the East had come to this country to study American progress. They pronounced the Wanamaker Store a pace-setter of commerce.

It was in February, 1910, that another important step was proclaimed by the Wanamaker announcements in Philadelphia and New York—the free delivery in all parts of the world of all prepaid and charge purchases of \$5 and over which can be mailed within international postal limits; with a corresponding expansion of prepaid freight and express service.

Saturday, June 11, 1910, was Completion Day, in that the capstone of the finished Philadelphia structure was then set by the Founder.

Standing on the roof, overlooking the full sweep of the city, he put in place the block and the act was followed by these words:

"It seems like a simple thing for us to be standing around just a plain block of granite—the last stone in the structure to find its place, bearing very properly a historic inscription to give a record of what we have done, yet there is half a century of business endeavor, strenuous and constant, that looks down upon us today as we old friends and young beginners stand together for this interesting service.

"Suppose every eye rests upon the stone and you read what is on it. If you can, read it aloud together:

This block, put in place on June 11, 1910, by John Wanamaker, marks completion of this structure, begun April 26, 1904. Cornerstone laid June 12, 1909.

Let those who follow me continue to build with the plumb of Honor, the level of Truth, and the square of Integrity, Education, Courtesy and Mutuality.

JOHN WANAMAKER.

"This is a proud day for us.

"I want to say, first of all, that one Hand alone has made it possible for us to have this day of felicity.

"That one Hand planted the forests, built into the hills the stone, laid down deep in the earth the iron, and through all the fifty years—beautiful years of dreaming and daring, but of health and of hope, of struggles and

schooling, years the history of which it would be hard to write—plainly written over all these years, guiding and guarding, is the one signature of the good God, who is interested in us not only on Sundays, but on weekdays—the Father of us all, who cares for what we are doing.

"I want to say to the younger people coming on that it is poor prosperity that is blind to the need of God's favor, whether we are in business or out of it.

"Into this building are wrought permanently the visions, the enthusiasms, the well grounded hopes and the very spirit, the life work of the man that is speaking to you.

"I want to acknowledge my obligation to you who have been close to me in all these years and helped me, not only those who helped me much, but those that helped me a little. I wish not to forget one, but give you my grateful thanks for all the interest and cheer and courage that I had from you as one that you looked to as your leader.

"In this building we have constructed scientifically a huge body of steel and adjusted it to a noble face, with columns of granite whose feet rest upon the virgin granite rock courses girdling it, laced together and laced to the immovable rock below, enclosing 45 acres of floor space, containing nearly two millions of square feet. This is far larger than any of us ever hoped to have.

"I will not suffer myself to say any aggrandizing words, or boastful words, in what I am saying to you.

"The first noted business building in Philadelphia was the bank of America's first banker, Stephen Girard. That building is still in its old place on Third street, just below Chestnut.

"Next to that there came a most imposing business building—I am speaking of what is still a famous landmark—the Bank of the United States, the only bank that the United States has ever had, now the United States Custom House, on Chestnut street, near Fourth.

"This notable edifice of ours in which we are meeting has taken its place as a central commanding figure in the city life of Philadelphia. Necessarily, seeing that we were occupying the ground whilst the building was going on, its construction was retarded, but still beyond that the processes were very slow.

"We were not building a building—we were building the best building that could be had because we were to spend our lives in it, and because it was to be a place of interest and visit to millions of people. It was built very slowly in the midst of labor strikes and troubles, but everything seemed to be profitable in getting the kind of a building that, whether we were on the lower floor or on the highest floor, we were equally safe.

"The intention of all the care was to make it safe for its future occupants—that was the first consideration from the beginning.

"It is a fire-proof building at every point, with four spacious towers, heavily walled on the four sides to be smoke-proof, to make access and exit easy though the building should be full of fire.

"Its strong staircases from the rocks underneath us to the very top, and from the roof to the sub-basement, for the use of the public as well as for those of us who work in it, are of stone and iron.

"This construction, this method of construction and plan of construction, originated here, and this is the first example of a thoroughly safeguarded mercantile structure, combining and including as it does the well-organized actual work of a University of Trade and Applied Commerce, chartered under an act of the Legislature of this Commonwealth, for the free instruction of its numerous workers. It has been in operation, actual operation, since 1895, so that this is its fifteenth year.

"More than this, it is a national building, specially prepared to install the home of the New Kind of Store that originated here, embodying the new American mer-

cantile system of retail commerce which has spread over all the world. In this sense and in other senses it is an international building, having commercial relations with the nations of the world.

"There is not, so far as we have knowledge, anywhere on the globe another commercial building of 45 acres equal to this, devoted to mercantile business, conducted upon a system so comprehensive and original.

"There seems to be a little praise of ourselves in that, but you will remember that I am speaking to you something that I shall hope you will care to have, and that you will read and verify and prove to be the fact as I am stating it to you.

"After many rejected plans of the exterior of the building, the one accepted faces the world on all sides with a bold and classic front. It will be unhesitatingly interpreted from the outside as meaning something good and strong.

"But there have been and still are, possibly, noble heads with nothing in them. Therefore, at this new beginning I speak to you today, having in my mind the long future, to ask you to see that there is no discrepancy between our face without and our speech within. The reality must not belie our good appearance. Gifted with noble outward blessings, such gifts must lead us to earnest effort for intellectual and moral culture.

"An unhealthy stagnant pool of water isn't half as hurtful to a neighborhood as a stagnant man.

"Massive and impressive as the exterior of this habitation is, it must ever be only a feeble indicator of the greater wealth of knowledge, richness of resources, higher capacity of administration that exists here internally.

"The oak rises, flourishes and dies; the hardest granite, as time wears on, shows the sign of age; but the mind of man, renewed and cultured at each generation, grows on forever preparing for wider and nobler service.

"They shall grow who believe they can. I am so glad to

add to that, whatever be the attainments of the mind of man, God, the Father of us all, is saying to us, Come up higher. Come up higher. That is the everyday speech of the Maker.

"From today our lives must start from this new center. The blessing of all this is the permanence about us.

"Go back over the years and think of the changes—the sense of lodging in a kind of tent that was taken down tonight and rebuilt somewhere tomorrow.

"The blessing of all this permanence is that it is the fulfilment of our dreams and is a condition, a new condition, of a new and healthier growth. There is required now of us, one and all, such ability to plan our work that will multiply ability to work the plan.

"What's the use of the plan if we do not work it?

"I beg you to join me and join with each other in the development of capacity throughout our ranks, in intelligent, sustained, orderly effort to grow to the highest standards, that we may rightly occupy the throne to which we have been called; that we make good to each other and to those who look to us for example and inspiration.

"Let us by this service dedicate here and now this memorial stone of completion as an altar around which in days to come all of us who remain will gather to recall the voice of the leader in the store slogan written indelibly in the granite.

Let those who follow me continue to build with the plumb of Honor, the level of Truth, and the square of Integrity, Education, Courtesy and Mutuality.

"It is a great privilege for me to say these words to you for myself and for my son, who would give almost his lit-

tle finger were he able to be here today beside me to confirm the words that I have spoken to you.

"I believe, in this new era that we are beginning, that whatever the past has had in it that was fine, that tended to increase our ambitions and give us strength and purpose, I believe the future will far surpass the fondest dream that the most sanguine of us ever had.

"I believe that many of us have esteemed it an honor to be associated with a business that builds not only its character, but is building the character of the business of the world.

"We cannot live upon the reputation of the past—it is the character that is within us and that we live out that is to make its mark as days go by.

"I am not asking any of you to do more than I shall do myself in making not simply for myself, but for the honor and rightness of right doing, the very largest success of our great enterprise, in the hope that it shall be beneficial to everyone of us, from the youngest to the oldest."

In July, 1910, came the establishment of the Wanamaker Taxicab system, by which users of these handy flyers are given greatly reduced rates to and from the Wanamaker Stores in Philadelphia and New York.

The forty-ninth year of the business witnessed another wonderful advance. This was the printing of full-page Wanamaker advertisements in the Paris edition of the New York *Herald*. Europe and America alike marveled at this innovation, which seemed a fitting preface to the Jubilee Year of the business built on Principle, Persistence and Publicity.

And true always to the plummet of Service.

This, then, is the chronicle of fifty years in business—the framework of mere dates, deeds and places.

In the pages that follow an attempt will be made to clothe this physical framework with the real flesh and blood that make the Wanamaker Stores a living personality and an economic, educational and humanitarian force in the evolution of the world.

Commerce is the great civilizer.



I HAVE the greatest admiration for what you are doing in an educational way in the Wanamaker Stores, and you must call on me at any time that I can be of service.—*Dr. Martin G. Brumbaugh, Superintendent of Public Instruction in Philadelphia.*

THIS time (1876) we saw the beginning of the first real department store in the country—anywhere, for that matter. If some Rip Van Winkle had gone to sleep in a cave on the Wissahickon the winter before the Centennial and should wake up and come into Philadelphia this Anniversary week (1906) not the least of the wonderful changes he would see would be in the stores. Some people think that this New Kind of Store, which started 30 years ago, has had something to do with the evolution in store methods.—*Rev. J. R. Miller, D.D., Pastor and Author.*





A THOROUGH knowledge of what the Wanamaker Store really represents in its relation to the work of the world is in itself a broad education, for within this building are found in operation almost every law of political economy, almost every application of scientific knowledge to the service of man, or the results of such application; but, above all, the finest example in large business, of which I have any knowledge, of the operation of the Ten Commandments and the Golden Rule.—*Dr. Josiah H. Penniman, Vice-Provost of the University of Pennsylvania, at the Corner-stone laying of the New Wanamaker Store, in Philadelphia, June 12, 1909.*

BOOK TWO.

ECONOMICS.

CHAPTER I.

To build a Commercial System upon a liberalized basis that from a sense of public duty included an obligation to secure not only A SQUARE DEAL UPON SOLID PRINCIPLES, but also to safeguard the interests of the public.—*John Wanamaker.*

ECONOMICS is the science of making the most of what is produced for man's use, through scientific merchandising.

This science is the basis of the Wanamaker System, as applied to trade through COMPLETE STORE SERVICE.

So, where histories of ordinary stores end, that of Wanamaker's now begins—for names, dates and places simply preface the real story of this unique Industrial Endeavor.

What has already been written is little more than a guide to the physical growth and expansion of this greatest of Time's trading places—this world-center of supply that practices the gospel of efficiency through principles first applied to retailing by its Founder and still exclusively its own in the sense of fair usage.