

ARCHITECTURAL DETAIL SKETCH OF COLUMN IN WANAMAKER
STORE, PHILADELPHIA

BOOK THREE.

MERCHANDISE.

CHAPTER I.

THE GOLDEN AGE.

THE Eleventh and Twelfth Centuries are sometimes called the Golden Age of Commerce. Venice was the center of the Commercial world.

But commerce then meant merely trading by ship. Goods were transported over seas from city to city, within a small radius, and sold in booth or bazaar.

Today commerce is a far greater achievement. It includes everything that has to do with both production and distribution, and thus embraces the first two of the five human activities—which are: production, distribution, education, government and evangelization. It even largely includes education, as will be seen in a later chapter. People are best educated by what they see and what they live with—and a great part of this is merchandise.

The Twentieth Century is really the Golden Age of Merchandise.

Manufactured products for personal wear and for home adornment are today better made, more artistic and refined than in any age of the world's history.

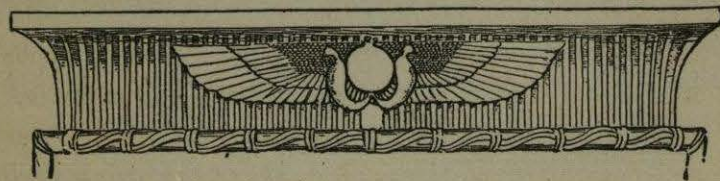
If one points to the lost arts of Egypt and some of the older countries, the examples merely prove the general rule. One manufactured product in which the ancients excelled is outweighed by a hundred other superior products of today.

The Golden Jubilee, in which the Wanamaker Stores celebrate their fifty years of business, is thus a world's exhibition of this Golden Age of Merchandise. For the Wanamaker Stores are every day a world's exhibition of the best merchandise that man's mind has yet conceived and man's hand yet fashioned.

It is also true that this is the "Golden Age of Merchandising." Never, since trading began between men, was it carried on with such high ideals, such conveniences, such accuracy and justice, with such mutual benefit to the public, the trader and the manufacturer, as it is conducted today.

The world has greatly sharpened its conscience within the last fifty years.

Commerce is the whetstone.



CHAPTER II.

WANAMAKER MERCHANDISE.

Trustworthy Goods only. Straightforward one price. Exactness of all Statements. Purchases returnable within a fortnight (with few exceptions) for credit, or refund when presented with sales-slip of purchase.

THIS is the guarantee printed on Wanamaker packages, over the name of the corporation.

It is a guarantee of MERCHANDISE, for if the merchandise is right at the price paid, the sale will involve QUALITY, EQUITY, SATISFACTION, and there will be no return of goods.

Conversely, there can be no equity nor satisfaction without merchandise of QUALITY.

Trustworthy goods only!

In the early days of Wanamaker storekeeping goods were marked with different color tickets—"first grade," "second grade," and so on. Guarantee of quality was such a new thing that it was necessary to tag plainly each grade of goods.

Today Wanamaker quality is so well known that the broad, general guarantee covers everything.

"Return what is not satisfactory." There can be no stronger guarantee than this of both quality and price.

Wanamaker merchandise is now accepted as standard.

It is so accepted because it is the best merchandise that can be procured at the price asked.

It is also exactly what it is represented to be.

LINEN at Wanamaker's is LINEN—pure flax fibre. No union linens (cotton mixed with linen) are sold.

WOOL is PURE WOOL. All fabrics used in Men's Clothing are PURE WOOL, under acid test.

SILVER is sterling silver, .925 fine, the English standard.

GOLD is marked by the karat—10, 14, 18 or 22 karat, as the case may be.

DIAMONDS are perfect, unless otherwise stated.

Wanamaker furs are always true to name. Even skunk is called skunk, instead of sable; can there be any test of sincerity more severe?

In bedding, horse hair is horse hair. When other hair or fibre is mixed in, the tag plainly indicates the mixture.

Upholstered furniture is stuffed with exactly what the label shows.

Blankets and muslins and linen sheets are the exact size in inches the ticket indicates. Misleading "quarters," as measurements, were long ago discarded.

Spool thread and ribbons are the exact length of the marks of quantity on the spool or bolt.

There need be no inspection of weights or measures in the Wanamaker Store. The store is its own inspector.

When the National Pure Food Law (covering toilet articles) went into effect some years ago, it was unnecessary to change a single Wanamaker label.

Wanamaker candy has always been pure.

In writing paper, the Wanamaker Store originated the practice of selling by the pound—to give full value for the money paid.

Where leather is used—in shoes, gloves, luggage, the binding of books, or in harness—the name used in its description is accurate.

A foreign label is never used on domestic goods. Paris millinery and Paris lingerie come actually from Paris. London hats for men come from London. Wanamaker's was perhaps the first to take misleading labels out of hats and millinery.

Oriental rugs are always genuine. Turkish rugs are never sold for Persian; nor washed rugs as antique—unless they really are antique.

In furniture, mahogany is mahogany—not mahogany finish.

No special credit is assumed for this genuine way of selling genuine merchandise. It is merely part and parcel of the Wanamaker System, which outgrew old misleading practices and set up the new Wanamaker Standard of merchandise and of merchandising.

To bring about the new conditions, however, it was necessary to become a manufacturer of certain classes of goods which could not be bought in the open market.

And to this day—a sidelight on the tenacity of old customs—the Wanamaker Stores are compelled to make their own laboratory toilet products, their own candy, their own bedding, and to plan, originate and have made to their own specifications many kinds of goods.

This makes Wanamaker merchandise **DISTINCTIVE** as well as genuine. It gives it the touch of novelty, of

exclusiveness. "Things always seem different at Wanamaker's," people say—and they are different. To sell what every other store sells is not the Wanamaker custom. If this were its whole ambition there would be little use for the Wanamaker Stores, little warrant for building them up to their present giant proportions. Nor could they have been built up on this basis—of doing what has already been done, and no better. It is only the store that does an old thing better or a new good thing well that prospers beyond the average.

There is, therefore, a three-fold test of all Wanamaker merchandise—

1. It must be genuine.
2. It must be original, whenever possible.
3. It must be what people want, as well as original.

As a fact, nearly all Wanamaker merchandise is made to the stores' order—to Wanamaker Standard—which continually keeps a little in advance of the general standard.

CHAPTER III.

AMERICAN MERCHANDISE.

SINCE the markets of the world are open and free to all, the Wanamaker Stores hold it a public duty to select in any market the best merchandise that can be procured.

Where qualities and prices are equal, this duty is fulfilled by patronizing first American manufacturers.

Since Wanamaker's originated in Philadelphia, it goes a step farther and gives preference in the Philadelphia Store, wherever possible, to home manufactures.

Wanamaker's was the first large store in this country to hold "American Week," with special displays of American manufactured products—a practice now being copied (in 1911) in London and other cities of England, where the stores are having a week's exhibit of British products.

It was the first to hold an exposition of American industries, exhibiting in motion the machinery on which these manufactured products are made.

It was the first to organize an exhibition of Philadelphia manufactures.

From the very first it formed strong, mutually helpful alliances with home manufacturers, which exist to this day.

When the Philadelphia Store inaugurated American Week, October 17, 1904, giving over the store's displays to American-made goods and exploiting American products, it received many telegrams from United States Senators and Governors of States, some of which follow:

I approve most heartily of your practical endeavor to persuade Americans to make use of American goods, and I sincerely hope that success may crown your efforts.

WM. P. FRYE,
U. S. Senator from Maine.

Any movement that tends to encourage the use of American goods in preference to foreign, deserves the support of all patriotic citizens. You are doing a work that will be of inestimable value to the best interests of our country.

J. H. GALLINGER,
U. S. Senator from New Hampshire.

You are to be congratulated on the policy adopted for promoting the development and extension of trade in American goods. Every effort in this direction is for the welfare of the country at large.

JOHN F. DRYDEN,
U. S. Senator from New Jersey.

Your method of setting forth and emphasizing the value of domestic products deserves commendation of our people. The impetus of your initiative movement will be felt through the country, resulting in appreciation by consumers of the superiority and cheapness of American products and giving encouragement to the manufacturers who aim to make their products conform in quality, mode



I APPROVE most heartily of your practical endeavor to persuade Americans to make use of American goods, and I sincerely hope that success may crown your efforts.—*Hon. Wm. P. Frye, U. S. Senator from Maine, in a telegram to the Philadelphia Wanamaker Store, October, 1904.*



YOUR plan to advance American manufactures by a classified display of domestic production by States must awaken a new interest in the high quality of our production, both in material and workmanship. You deserve the support and encouragement of every loyal American. The proposal is worthy of the great commercial enterprise which has carried your name into every home in our country.

—*Hon. Robt. M. LaFollette, United States Senator from Wisconsin, in a telegram to the Philadelphia Wanamaker Store, October, 1904.*

of preparation and prices, to the tastes and requirements of the American people, and believe they are by right entitled to preference in American markets. They therefore demand that the Government shall effectually protect our people and themselves against competition by adulterated and falsely labeled goods.

THOMAS R. BARD,
U. S. Senator from California.

I congratulate you heartily on your campaign in the interest of manufactured products of the United States. The movement is patriotic, and undoubtedly will prove fruitful in industrial results.

JOHN H. MITCHELL,
U. S. Senator from Oregon.

Your efforts to favor manufactured products of the United States is very laudable. Will result in great benefit. Wish you great success.

W. A. CLARKE,
U. S. Senator from Montana.

Most heartily approve your plan to encourage the use of domestic manufactured products. The display of American goods you propose should aid materially in popularizing home manufactures.

F. E. WARREN,
U. S. Senator from Missouri.

Your wholesome policy of specializing on American products is most commendable and as illuminating as a world's fair.

T. C. PLATT,
U. S. Senator from New York.

You are doing good work. United States should manufacture everything her people need.

LEVI ANKENY,
U. S. Senator from Washington.

I congratulate you on the broad Americanism which prompts you to give over your stores for the week of October 17 to a display of the products of American manufactures. I am in hearty sympathy with the motive which thus prompts you to exploit our own products, and am sure it will have a stimulating effect upon American industry.

BENJAMIN B. ODELL, JR.,
Governor of New York.

Am deeply concerned in all efforts directed to the up-building of our home industries. Shall watch the result of your experiment with interest.

JOHN H. MICKEY,
Governor of Nebraska.

Retailers are responsible for the unnatural foreign goods fad. I heartily approve of your efforts to counteract this delusion, which should have been dispelled years ago.

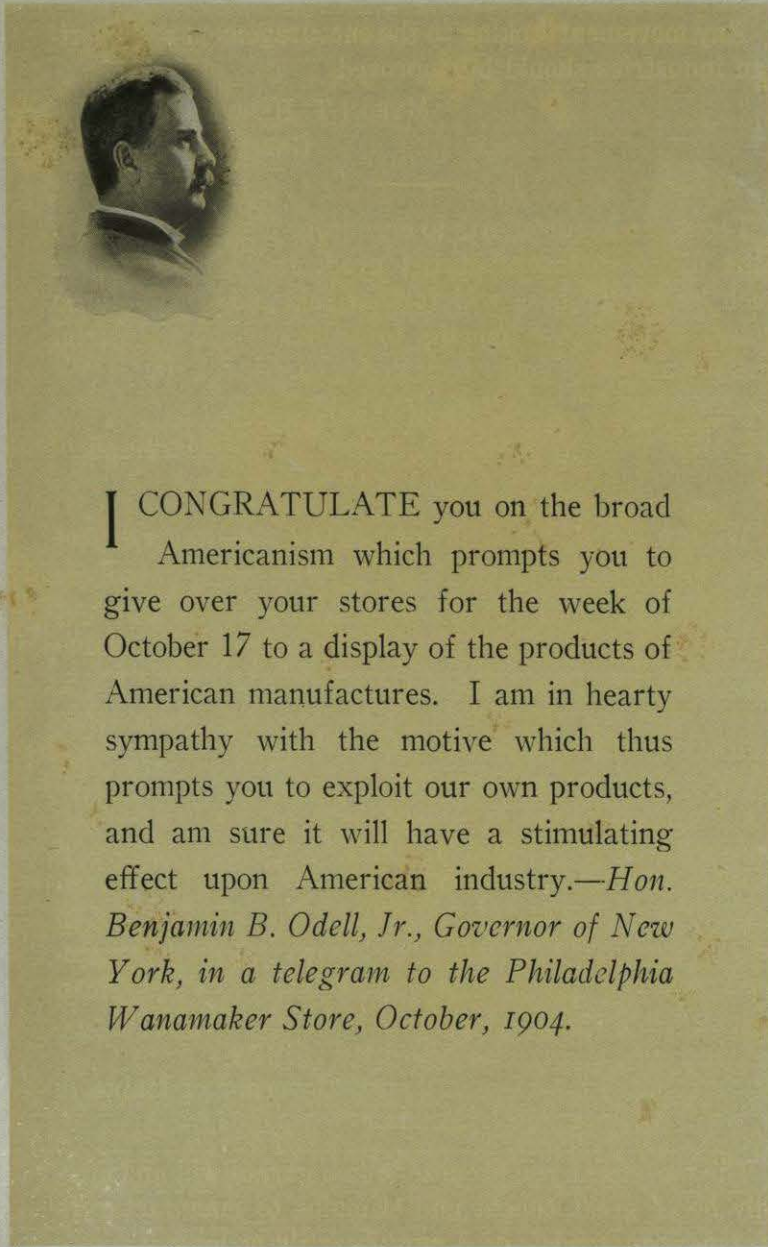
CHAS. M. HERRIED,
Governor of South Dakota.

Your plan to advance American manufactures by a classified display of domestic production by States must awaken a new interest in the high quality of our production, both in material and workmanship. You deserve the support and encouragement of every loyal American. The proposal is worthy of the great commercial enterprise which has carried your name into every home in our county.

ROBT. M. LAFOLETTE,
Governor of Wisconsin.



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, Governor of Missouri and President of the Louisiana Purchase Exposition at St. Louis, to John Wanamaker.



I CONGRATULATE you on the broad Americanism which prompts you to give over your stores for the week of October 17 to a display of the products of American manufactures. I am in hearty sympathy with the motive which thus prompts you to exploit our own products, and am sure it will have a stimulating effect upon American industry.—*Hon. Benjamin B. Odell, Jr., Governor of New York, in a telegram to the Philadelphia Wanamaker Store, October, 1904.*

Any movement looking to the encouragement of American industries should be approved.

MYRON T. HERRICK,
Governor of Ohio.

I commend your efforts to encourage the use by Americans of home manufactured products. An exhibition such as you propose will further this end, and will, no doubt, give a new impetus to an American industrial movement. May your work prove successful.

EDWIN WARFIELD,
Governor of Maryland.

We are very much interested in the encouragement of American manufactured goods. The entire proposal you submit has our hearty approval, and will do all in our power to encourage and further the successful consummation of this highly American movement.

JOHN HUNN,
Governor of Delaware.

American manufactured products are, in the most cases, superior to foreign goods. American workmen excel in any line which they undertake. Your effort to emphasize this superiority deserves every encouragement, and should stimulate greater interest in American industry.

JOHN F. HILL,
Governor of Maine.

The movement you propose to inaugurate will undoubtedly be of great benefit and stimulus to manufacturers of American goods, and I most heartily endorse it.

HENRY ROBERTS,
Acting Governor of Connecticut.

Your idea of exhibiting only American manufactured products week of October 17 is commendable, and should be encouraged.

C. J. BELL,
Governor of Vermont.

With any producer, the only Wanamaker condition of purchase is: The merchandise must be genuine, in demand, and the best procurable at the price.

But BEST is a large word when applied to merchandise. It includes not only quality of texture, but originality, color, art, design and fashion.

America is still a pioneering country. She is still at work on the firing line, conquering the soil. She has not the leisure yet to give to Art and Fashions.

And so it becomes necessary to go into the older countries of Europe and the East for certain artistic and fashionable merchandise, in which they still excel.

The establishment of Wanamaker merchandise centers in the Old World, their purpose, their benefits to the public, and their aims are now explained in the succeeding chapter.

CHAPTER IV.

FOREIGN MERCHANDISE AND ORGANIZATION.

THE United States Government, in common with all other important countries in the world, found it advisable, and even obligatory, to establish in the capitals of foreign nations an Embassy, an Ambassador, a Consul-General and a staff to conduct foreign business, to promote good understandings and to keep the Home Office constantly in touch with important foreign events.

Exactly this sort of transatlantic organization, in a mercantile sense, is what the Wanamaker Store found necessary to establish in the beginning of 1880.

"Mr. A. A. Butler sails today to open an office in Paris as a permanent facility for buying goods and executing commissions within the scope of our business."

This is the way it was announced in the Philadelphia papers on December 22, 1879.

Up to that time the Wanamaker foreign business was transacted in the way then common to all American stores, through commissionaires. Mr. Butler became the first resident buyer in Paris of the Wanamaker Stores. Soon after his establishment in the city began that procession of the chief merchandise men of the store to the

shores of Europe, which has been without cessation to this day.

Besides the purchases of gowns, silks and millinery, with which the resident Paris buyer was especially charged, shipments of notions and dress-trimmings, toys, commercial stationery, perfumes and dress goods were the first important foreign merchandise to be extensively dealt in by this store.

In October, 1889, it was found necessary to have a special building for the Wanamaker Paris organization. Temporary quarters were secured at 46, Rue du Faubourg Poissonnière, until on January 1, 1890, the Wanamaker Bureau was opened at 5, Rue Rougemont, under the personal supervision of Rodman Wanamaker, who at that time took up his residence in Paris.

But in nine years' time the growing Paris' business found these quarters cramped and small. In October, 1899, a move was made to 44, Rue des Petites Ecuries, to the old French mansion which it still occupies today, after having let out all possible tucks in the building and raised the roof to gain an extra floor!

A. T. Stewart, Stern Brothers, and Arnold Constable, who were operating a wholesale along with a retail store, already had Paris offices, but the Wanamaker Paris Bureau was the first foreign organization to be established by any purely retail American business.

It is not a store as some people believe who read on the announcements, "Philadelphia, Paris, New York," but it is the headquarters for all Wanamaker people on their trips abroad; the shipping and banking office for goods bought on the Continent; and a Bureau of Information for any American travelers who care to make use of it.

The French, it is generally agreed, possess an artistic inspiration that belongs to no other nation, and that shows itself in the colors they invent, the fabrics they weave, the gowns and hats they fashion, and in even the most humble things of their every-day life. Much of this atmosphere the Wanamaker Paris Bureau transmits to America in the goods that come from the other side, and much of what is "different" in Wanamaker's is due to just this service.

Everyone who knows Europe comes upon corners in the various Wanamaker salons where one has a sudden feeling of being on French soil—so faithful are the surroundings in *spirit* and in physical resemblance to the Paris shops and streets.

The wind that blows from France not only brings shiploads of French goods, but it blows a breath of inspiration through all the American stocks, filling them with many special ideas collected by Wanamaker travelers abroad. Gradually, too, the refinement, the good taste and the beauty that are the French birthright have been blown in.

Paris is the world's great atelier of woman's fashions. The ideas for everything that a woman wears are born there, and developed with wonderful and exquisite facility and resourcefulness. Very naturally, then, the attention of the Paris staff has been largely centered upon a quick and accurate fashion service, which has kept the Wanamaker Stores in the first position of prominence as fashion authorities.

By letter and by cable and by express steamers, so swift and sure a communication is established between the stores and the Paris watch-tower that Paris scarcely

dreams a new idea before it is heard there, nor produces a novelty before it is on its way to these shores, to be seen at Wanamaker's first in America.

The Dagobert gown was worn in a play at the Comédie Française December, 1908. Sketches and descriptions came by a fast boat—and the Wanamaker Stores presented Moyen-Age fashions to America before anyone else had the hint.

Reboux brought out the summer hat with the velvet bow—and in ten days time the hat itself had arrived, and was on view in the Wanamaker Millinery Salons.

Marcelle Demay made a coiffure for pretty Mademoiselle Prince—and New York and Philadelphia saw it at the very moment when Paris was applauding it.

Doucet and Poiret launched the trouser-skirt—and the same day a cable flashed to the Wanamaker Stores carrying the news, so that all America heard what new turn a woman's costume had taken.

About September, 1909, the Wanamaker Paris Bureau decided to incorporate its fashion news into a small fashion magazine, which was given the name of "La Dernière Heure à Paris."

This magazine, now being copied far and near, is the only one of its kind, having a staff of artists and fashion writers who reproduce faithfully the best ideas in fashion as it shows itself at all the events of daily Paris life.

There is not a "grand marriage" that takes place in the French capital; not an exclusive reception or soiree; not an ambassadorial fête or dinner; not a "première" at the theatre; not an important race-meeting or reunion; not a "vernissage" or salon of note; not a fashionable restaurant; not an exposition chez les grands couturiers,

where there is not a Wanamaker representative to note what's what and to keep the store *au courant* with the trend of events. Small difficulty in purchasing and producing the right fashions with such a background of authentic information!

The eyes of everyone were turned upon "La Dernière Heure à Paris" when in February, 1910, it published in America the first pictures of Rostand's "Chantecler" a month before the play was put on the stage. The issue of the magazine had not been on the street an hour before one of the great news agencies telephoned the Wanamaker Stores to ask permission for the use of the pictures to send to the press of the United States. This carried with it far and wide the name of Wanamaker and its association with Paris.

It is safe to say that no other fashion publication has such entrée into the courts of the dressmakers or publishes such authentic photographs and sketches of fashion actually worn by the leaders of Parisian society.

The cinematograph has also been employed by the Paris Bureau to aid in showing the right fashions to America: through it the stores have been able to present exact motion pictures of gowns worn in the Bois de Boulogne, at Bagatelle, at Longchamps and Auteuil and Chantilly, at Madrid, Armenonville and Pré Catalan. By the courtesy of a distinguished couturier, Wanamaker's were even able to show in a cinematograph film how a Parisienne chooses and tries on her gowns in a Paris Salon.

To make better known the exclusive novelties constantly coming to the store from Paris makers and designers, there was inaugurated in 1908 in both the

Philadelphia and New York Wanamaker Stores an exclusive little exposition called the "Paris Conference," at which the most recent and the finest examples of French manufacture were shown, together with a glimpse of the new styles in millinery and gowns. For this the Paris Bureau gathered quantities of the bibelots, the parures, and the articles de luxe that are dear to a Frenchwoman's heart. The great success of this Conference has warranted the holding of others, and the event is now eagerly watched for each Spring and Fall by women of fashion.

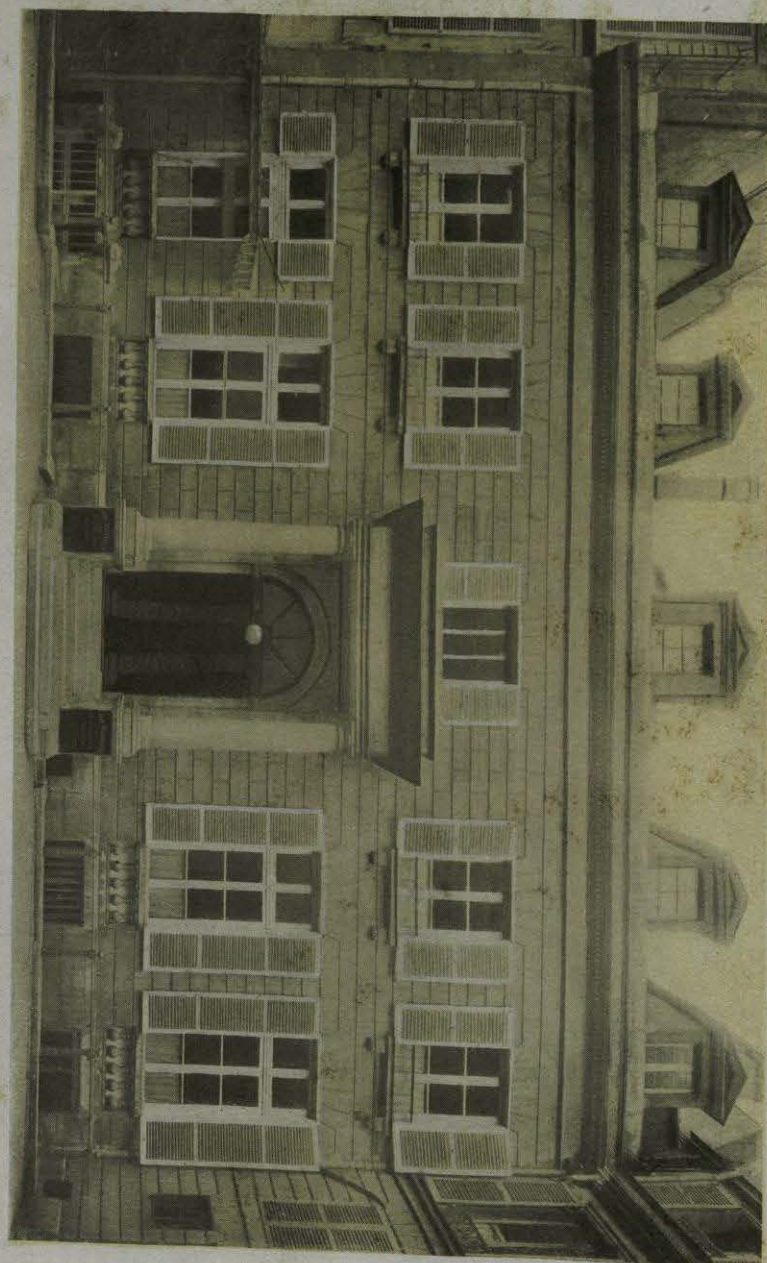
The weekly shipments of new millinery that are sent from the Paris Bureau to the Wanamaker Stores, during the important seasons, keep the Millinery Salons constantly brimming with new ideas, and put on the heads of American women the exact models which are being worn in the fashionable foreign resorts.

Beginning with 1893, the stores have twice a year given exhibitions of Paris gowns from the great couturiers, showing them in so original a manner, to bring out the keynote of the season, that people come great distances to see these artistic presentations. And pictures of these Fashion exhibitions are published in art journals in Paris, London and other foreign cities.

It has been fairly said that the Wanamaker Stores have lifted the presentation of fashions into the realm of art.

In 1892 the section of Paris lingerie and corsets was opened in the Philadelphia Store, and this business has been growing steadily ever since.

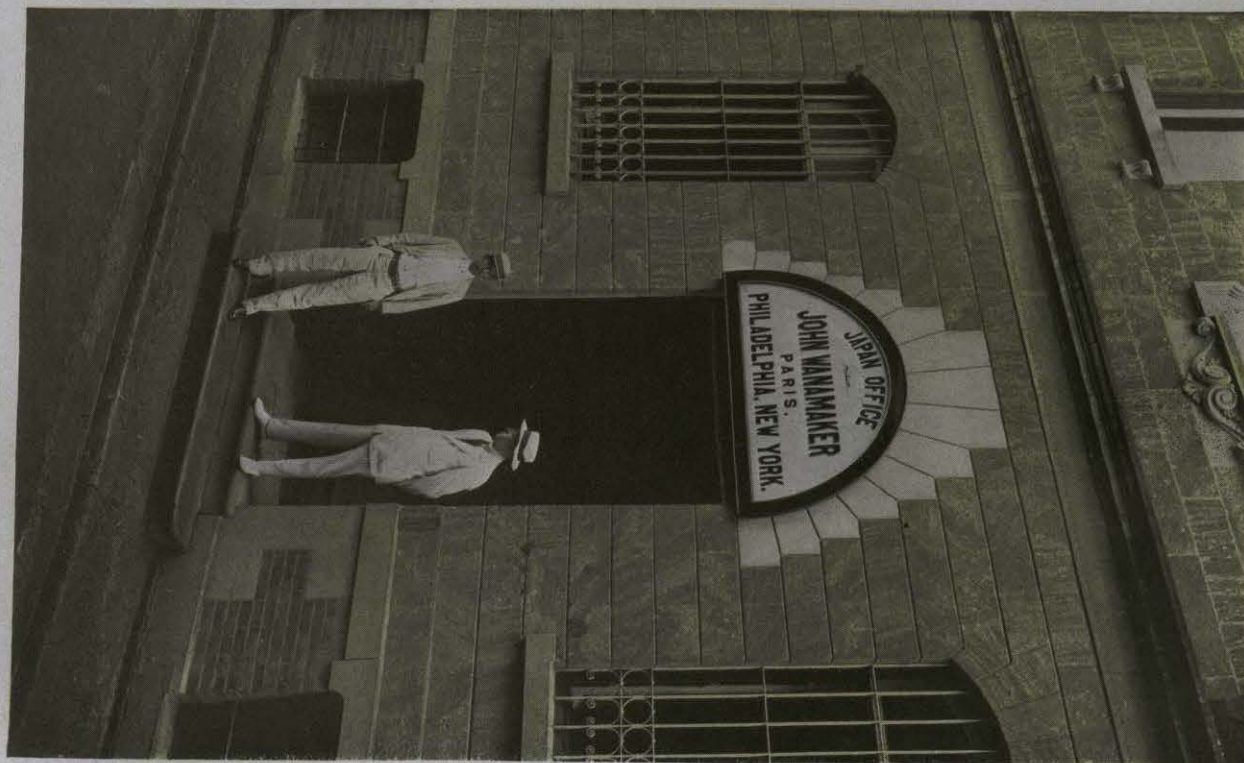
The quick services rendered by the Paris Bureau to that portion of the stores which is interested in fashions is also furnished to the Book Store by sending it foreign publications immediately upon their* issuance from the



Paris Office of the Wanamaker Stores—44 Rue de Petites Ecuries, Paris.



Paris Exhibition of Gowns, Wraps and Costumes. Posed on American Women, in the Wanamaker Philadelphia Store, October, 1910.



The Wanamaker Oriental Watch Tower, Yokohama, Japan.



A Corner in the Oriental Salons, Wanamaker New York Store.

press. Scarcely a week goes by that does not bring new French novels, poetry or dramatic works to put on the shelves below the French classics that are at all times to be found at Wanamaker's.

Through its Paris Bureau, Wanamaker's has been able to undertake the selling of antiques—the first venture of its kind in a general American store. Dispelling mystery and mystification, the Curio Shop sells what is gathered with the exact information about it—no more nor less.

A very interesting and valuable part of this work has been the collection of old tapestries which, being sold at fair profits only, have proved a surprise to all who found them in the stores.

However advanced and improved Wanamaker business methods may be over those of the Old World, it is rarely that one of the scores of people who make yearly or twice-a-year trips abroad for the stores does not discover something worth knowing and worth bringing back to adapt to the new conditions at home.

It is intended that the Wanamaker Stores shall contain the best of Europe, as well as the best of America, both in methods and in merchandise.

If the records of the Custom House were open to public view it could easily be seen that year by year Wanamaker foreign importations have increased in quantity, until in the year 1910 millions of dollars worth of the products of France, Germany, Italy, Switzerland, Ireland and other countries of Europe and the Orient have been inspected at the New York and Philadelphia landing ports on their way to the Wanamaker Stores.

For his services rendered to commerce in France, Rodman Wanamaker, the head of the Paris Bureau,