

lived, that they were staunch and masterful; otherwise the organized life of society could not have gone on, for commerce is the heart and lungs of every community.

"Since the Reformation, men have become emancipated,—free to see and understand the real forces that govern their lives and to appreciate the great merchants; and the names of these are beginning to be honored as we go deeper in our understanding of the forces that constantly operate to improve the conditions of Society. And in the future the names of these Generals of Commerce will loom larger. When the history of our times is written it may pass over the lives of many rulers, but it will delight to make us acquainted with those of such men as Jacques Coeur, Andreas Doria, Cosimo de' Medici, A. T. Stewart, Marshall Field and John Wanamaker. Each of these men has erected an enduring monument in the shape of a building. Those of Mr. Wanamaker's predecessors you are acquainted with—the last one, built by Mr. Wanamaker, you are now to examine, approve and dedicate.

"Before our time the monuments built by merchants took the form of palaces in which they were themselves to live. Not so with John Wanamaker. **His Monument is his Store—a thing of beauty and dignity enhancing the appearance of the city, a building that the entire community is from this time on to take the greatest pride in, for in a high sense it is theirs and they are to use it.**

"This building covers an entire block of ground, measuring about two hundred and fifty by five hundred feet, or nearly three acres. It has three stories underneath the ground and twelve above. The floor area for merchandizing is approximately one million seven hundred and fifty thousand square feet, or nearly forty acres, amounting to about twelve of Chicago's large city blocks. The height of the building from the lowest basement floor to the mean roof level is two hundred and eighty feet.

"The exterior is an adaptation of North Italian Renaissance, expressing the direct practical requirements of modern merchandising. Of the interior of the building you who are here can judge for yourselves.

"The building as a whole was studied many years before the final design was made. The contracts were

let in 1904, and the work has proceeded in sections, so that the great business this structure covers has never been interrupted. As a whole, this Store represents the best thought of the modern world. It is the last word in housing and handling merchandise.

"And now, our task having been fulfilled, we, the architects and builders who have put so much of our lives into this work, take leave of it, and turn it over to the man who had the broad vision to conceive it and who has had the courage to build it.

"Sir," turning to Mr. Wanamaker, "we hand you this symbolic key which secures your great past and opens to you a still greater future. May that future be as happy, successful and beneficent for you, for your family, for your employés, and for the entire community, as has been your glorious past!"

Mr. Burnham then put the symbolic key in Mr. Wanamaker's hand, and Mr. Wanamaker replied:

"This is a great day for Philadelphia. I have drawn a prize, and I shall share it with you. This is a great deal more than my house. If it were only that, with all the friendship and admiration that the President knows I have for him, I think he would not have been here. It is because we are in a house that belongs to the public, from many points of view. You see I am very much embarrassed—there is no one who can make the speech to Mr. Burnham that I would like to whisper in his ear! But to you I will say, that six years ago there was only one man in the world who knew what was coming out of a great hole in Maine with the granite block, and that is the man who has just spoken to you, who saw every stone and knew exactly where it was to go, how each stone was the key to another stone to lock together this great building in which you and I are standing today—D. H. Burnham. He is a very modest man, but I think he never had from his boyhood a small idea in his head. It was his master mind and a little pencil that made the plans; he read them like an ABC book to me, that I might understand them. His beautiful face—we are both old men, and I can say that to him—seems to be full of Heaven's brightness and kindness—of a work well done that carries the lustre of his faithfulness like

the shine of this golden key that he has put in my hands. There is the glory of triumph—if not in his face, then in his step to the front, showing what every man can do.

"Mr. President, I shall pass this key on to you, gladly and thankfully, and you are later on to unlock your dedicatory address."

Mayor Blankenburg rose again, with an introduction:—

"We shall now hear a few words of greeting from the New York House. I have great pleasure in introducing to you Mr. Joseph H. Appel."

Mr. Appel, representing officially the New York Store, then placed an iron chain and a golden star about Mr. Wanamaker's neck, with these words:

"To you, Mr. Wanamaker, iron conqueror of business slavery, who struck the fetters from American trade, making it free to girdle the globe with an endless chain of commerce, to you, who set in the business firmament a golden star from which all commercial craft might take their reckoning, to you, sir, on this auspicious day, in the august presence of the President of the United States and this distinguished assemblage, the New York Store, child of the Mother Store, brings you greetings and invests you with the new **Order of the Iron Chain and the Golden Star** which shall be handed down from leader to leader, so long as this business shall endure."



Order of the Iron Chain and the Golden Star—Bronze Key of the New Building

CHAPTER IV.

Introducing Mr. Wanamaker for his formal address, Mayor Blankenburg said:

"The name of the founder is perhaps better known in all the world than that of any other private citizen—not only as its foremost merchant, whose fame reaches the industrial centers of every country, and who is the greatest distributor of the products of the toiling millions, but also as one who is deeply interested in the welfare of all mankind.

"From early life his aim has been to be helpful and to encourage those, who, like himself, struggled to win life's battles. How successful he has been, we all know. **As merchant prince, public-spirited citizen, true Christian and philanthropist he stands alone, I present to you the founder, John Wanamaker.**"

THE ADDRESS OF THE FOUNDER.

"This little apparatus in front of me gives me the opportunity to speak to the New York Store, where there are as many people employed as there are here. We shall have to get up early in the mornings or New York will surpass the success of the old Philadelphia Store! Look out for yourselves and not for me!

"Listen, you New Yorkers (*speaking toward the telephone apparatus*): It is an incident of the aeroplane age that a building in Philadelphia and another in New York, one hundred miles apart, may unite by a scientific arrangement, so that a voice speaking in Philadelphia to thirty thousand people there assembled is heard by the staff of assistants in the New York Store one hundred miles away. Let all of the many thousands of people in our employ always remember that Wanamaker's is **one and indivisible, concentrating all its force on every part of our work in both cities.** Be sure you get that! (*Applause.*)

"Citizens of Philadelphia, Friends, and Countrymen—because so many of you have come long distances—if you only knew what I wanted to say to you, and yet how anxious I am that you should have what you want most—the President standing in front of you and giving you his address—! I shall only take a few threads of what I want you to see printed and what I want to have you think about.

"His Honor who presides here today in his official capacity is also here as Rudolph Blankenburg, an old merchant of Philadelphia and my personal friend for upward of thirty years. I beg you to thank him for yourselves, as I have already thanked him for his presence and interest in this occasion. (*Applause.*) Give him your applause! (*Great Applause.*)

"The President of the United States, without a single word of conference from first to last with me personally on the subject of his visit today, in the greatness of his heart signalizes our friendship of twenty years and adds to the importance of this occasion by his presence here. He bestows upon merchants and business men the country over the highest and most valued compliments of the season in the magnificence of his kingly courtesy to business endeavor. His coming stopped off all business here last night that this occasion might have its place apart from traffic and be made a Presidential holiday for over six thousand assistants.

"The City of Philadelphia, through the officials of the municipality; the members of the Select and Common Councils, the Governor of our Commonwealth and members of the Legislature, and tens of thousands of citizens of Philadelphia here assembled thank you, Mr. President, for conferring upon us all the transcending honor of your distinguished consideration. The members of the diplomatic corps, the members of the President's Cabinet, United States Senators and Representatives, the special trainload of distinguished merchants and manufacturers from Chicago, and the many leading business men of New York, the publishers and members of the press, unite with His Excellency, the President of the United States, in nationalizing to some degree an event pregnant with interest at this particular moment to the business and educational fraternities of America.

"This is not a day of traffic. It is a day of reminis-

cence; it is a day of hope; it is a day of inspiration! It is a day when wise men have come from Chicago, from the West, come to see the star of this new school of business.

"Primarily, the event that calls us together centers upon a building, and that building owes its existence to something. The bare trees on the hillside without a leaf on them will soon be covered with foliage, and every leaf must drink its sustenance from the roots. What is the root of all that has grown here? Think about it today.

"The old conditions and the new ideas that produced it justify this unusual and august celebration. There are those who cannot understand that a building is often much more than four walls and a roof. They cannot read the poetry of its exterior nor the ideality of its interior. They miss the expression of its unity and the enthronement of its purpose.

"The great buildings of the world are wonderfully interesting. The Colosseum of Rome, with its seating capacity for one hundred thousand, is but an empty shell. Not so Peter Cooper's Institute Buildings in New York; not so the old Quaker merchant's free schools for mechanical trades, and the Carnegie Institute, and Girard College. The world has received from those three old business people who are not here, and from that good old ironmaster who is still living, a wonderful help in shaping the destinies of those who are going through their courses of study.

"The architect of this building has already asserted to you that there is no equal anywhere in the world to this, his great creation. Strange enough, that an architect should call its area forty acres and not count these galleries all through the building as floor space! It makes me think of the City Buildings, Mr. President. Their architect was John McArthur, an old Scotchman. Do you remember him? Some one said in his presence that William Penn's hat was five hundred and twenty-seven feet above the floor.

"Mr. McArthur took exception. 'It is five hundred and twenty-five feet high,' he said.

"'Five hundred and twenty-seven,' the man repeated.

"The architect replied, 'Don't you think I know? Didn't I build it?'

"'Yes,' he said, 'but you aren't counting William

Penn's two feet; that makes it five hundred and twenty-seven!

"You have not counted our galleries and our halls. We have forty-five acres—and when we are very busy there are a great many other *achers* here that we know of!

"This is but one of many fine mercantile buildings in the land, but it is the only building that embodies the system of business that originated and developed here, and which has in some degree made possible the success of numberless enterprises that afterward adopted its system in part or as a whole. At the time the 'new kind of business' was instituted here there was no other store in America organized upon the same basis.

"Abraham Lincoln said at Gettysburg, 'The world will little note nor long remember what we say here, but it never can forget what they did here.' The world can never forget what we have done and are doing here from first to last.

"Would that it were possible for the world to hear and remember, for its own good use, the truth that is so plainly expounded by this mother house of business, in the outspoken, uncopyrighted speech of its everyday work.

"The farseeing and wise President of the United States, controller and regulator not of one section alone nor of one class of people, a student of law and economics, as well as of the arts and the sciences, with malice toward none, and fairness, justice and charity for all, comprehends the situation of business affairs in our country in its units as well as in its syndicates. After giving much time and thought to the arguments and the demands of capital seeking for incorporation under new conditions and for new interpretations of existing laws, he turns away from them all and comes to us today—humble people, operating along the lines of the old systems before we had Trusts—to study the merits of another side of business, uncapitalized in corporate ways except for the sake of the perpetuity that keeps continuous the investments and the labors of the people employed in it.

"There is something here, Mr. President, out of the common, which may fairly claim the consideration of the Chief Executive of the Nation that stands first



President Taft Receiving From Mr. Wanamaker the Bronze Key of the New House of Business

among the business nations of the world. We would not have dared to let you come here today if it had been mixed up at all with business—except as a system, except that there is in it much more than the fact of the buying and selling of goods. If I think rightly, Sir, since George Washington was President of the United States, no other President has had so many business questions to wrestle with and to think about as William H. Taft. (*Applause.*)

“This historic city was at one time in its past famous for its legal schools, and later for its medical schools. I ask you, Sir, to forget the mere transactions of trade that occur within these walls, and to regard your visit here today as to a new School of Business, that has, as has already been said, in many respects revolutionized commerce. We are saying what John Paul Jones said when commanded by a great English Admiral to surrender his ship: ‘I have just begun to fight!’

“What the old Quaker Williamson School does for mechanics in its education by something similar to the old apprenticeship system, this school of business does for the rising generation who are being trained to a new order of methods and measures of commercial life.

“It teaches men and women who have joined its classes to know geography from a new point of view—not alone to tell capitals of States and boundaries of lakes, but also where and how the best products of the world are made; and to know how to help you, Sir, and the Senators, to open a greater outlet for American goods, and by reciprocity to do a larger business for the United States. We are for America all the time! (*Applause.*)

“By scientific analysis and laboratory work they learn to label articles what they really are. To train men and women to earn better wages by developing intelligence that will make them love to be in the ranks of labor and in employments that accord them honorable recognition in the world,—this puts every work upon a basis of rising in the world through promotions, solely upon a civil service competition along lines less theoretical than practical.

“Mr. President, honest, hearty, fairly-paid labor is better than fleets of war vessels to conserve the peace and happiness of any country. To be sure, we have to