

values of property. It seems to me that we, as business men sitting close to our neighbors of the newspaper offices, might have some influence in checking the sensationalisms that shrink the success of business because of the uncertainty that is conveyed in many of the business articles that go floating over the country. I say these things even though they must be hurtful. You have observed them; you have felt them—and you will not think it amiss of me today to come and say these things of general interest. I feel myself to be very neglectful on this occasion; my heart is more moved than my mind.

"It takes a great deal more than a little fifty-year-old Philadelphian to teach you, gentlemen, the things that are coming into my mind, and I know that you will forgive me, seeing that I am a Philadelphian and very far from home—though I forget it when I rub elbows with you!

"It seems to me that the men who have scooped up the money, and, under influences that seemed fair and just, have invested their private capital and organized these great business corporations, deserve better treatment at the hands of business people, and of the newspapers, too. It is very certain that excellent economies were made. I am not interested, gentlemen, in anything of this kind; my remarks are purely impersonal; I have not a share of stock in any one of these businesses. I am simply a business man, and one of the best things that happened to me in my life was to hold myself tight to what I undertook to be—a merchant.

"Had the Sherman Act—and I am speaking of it from this knowledge to which I refer—been interpreted fully and definitely by the Supreme Court earlier, doubtless these organizations when first named would have been formed according to the law as it is now declared. And, since it is now clearly set before the people, let us see that necessary time and care shall be afforded to those whose capital is at stake, that they may reorganize and settle themselves under the law. Even granted that some other overstrained investors made sales of small concerns because of their potentiality on both sides of the fence, that is not the fault of any law that protected such transactions. Now that the law is known and everybody is getting into readiness to work under it, 'Let us have peace,' and take a step forward in

confidence of a better future, with a certainty that the Sherman Law is to be henceforth faithfully and fairly enforced. A house or a country that is divided against itself must fall.

"May this be preliminary to the consideration of a Fraternity of Merchants, standing solidly together to promote prosperity and to declare as its principles:

"**First.** To embrace, among other things, a study of the causes of the high cost of commodities and to suggest means of reducing the various forms of taxation that add to the cost of doing business, and therefore to the cost of goods.

"**Second.** To reduce the tariff to a point to revive the dying spirit of inventors, designers and workmen of American enterprise, whom the high manufacturers' tariff has hindered. (*Applause.*)

"**Third.** To support Municipal Research, as is being done in the City of New York, where taxes and rents of business places and homes are constantly increased by assessments and higher rates in so many instances unnecessary.

"**Fourth.** To support all efforts to eliminate graft and punish givers and takers of bribes in public office and in the mercantile world, of which we know a great deal.

"**Fifth.** To reduce the expenses of delivering goods, either by negotiating with the Railroad Companies to take over the Express Companies, or by favoring a Government Parcel Post.

"**Sixth.** To seek a reduction in Telegraph and Cable rates, or favor the Government's taking over the Telegraph and Cable Companies.

"There is a time surely not far off when the high cost of living must be cut down. The rumbling of the discontent that crosses the ocean to us ought to be a suggestion of what is apt to happen here in the near future.

"The Government of cities, States and of the United States will soon get on an unpolitical business basis. I believe we owe a duty to the communities in which we live to be more than shopkeepers. Living twenty-four hours in a day it is possible to make time, that we may give our judgment and business experience to others,

and help in every practical effort now organized or that can be organized to reduce the wastefulness and large outlays of cities—in many instances made to benefit certain powerful real estate, railroad and other interests that are fostered by politics which need the help of election campaign subscriptions. The large debts being created by cities are constantly increasing the taxations and rentals. As consumers always pay the cost of merchandise, so the property-owners have to foot the bills of the large pay-rolls and expenditures that are often in excess of actual needs.

"We must start for a goal, and to get to it we must simplify our baggage. We should have had the Parcel Post, Postal Savings and cheaper telegraph twenty years ago. It looks as if we are expecting these business blessings to be dropped upon us from an aeroplane in the skies. It is idle to talk about 'experimenting' with things that have been tried for a lifetime in other countries, and have been so successful and helpful to the public convenience and comfort. It seems incredible that nearly one hundred millions of people should be subservient to two telegraph lines and five express companies.

"From careful observation, I do not believe it is the small stores that are seriously opposed to the Parcel Post. No small storekeeper has anything to fear from the large general stores in the great cities, nor from public service utilities when properly conducted. The nature of these great businesses, their organization, and their ever-changing stocks do not profitably meet the requirements of a Mail Order Department such as the old Mail Order Houses of Chicago and the West have had for years without any public complaint. A million dollars' worth of sales are made in this State by these Chicago stores, and certain it is that very few of the small stores throughout the country can at all times fully meet the needs of the populations surrounding them.

"It would be ruinous to a small establishment to carry large stocks of high-priced goods, when the storekeeper could easily write to the large city stores for samples, and make the usual commission without any investment of money in carrying stocks; or, any customer who wrote direct for samples could then carry the samples to his local storekeeper, who could order the goods and thus keep the business of his neighbors. The

storekeeper could make a profit through the Parcels Post Service that he loses entirely when his customers order direct from the large city stores, because he does not encourage them to order through him.

"I freely believe that the Parcel Post would greatly increase the business of all the small storekeepers throughout the country; and I am not saying this on impulse—I have made a study of it for twenty years. As I have said before in print, I would gladly enter into a contract with as many of the large stores of the country as there are patriots, uniting to give up the Mail Order business entirely; either that or, as an alternative, all stores doing a business of over a million dollars should agree to be excepted from the general law establishing a Parcel Post business, in the interests of the smaller local stores. To keep on burdening one hundred millions for the benefit of a small number seems unjust, unnecessary and un-American.

"I believe that the effect of establishing a Parcel Post would be to consolidate many stores in communities where they are not profitable today, with the business divided so much. Such consolidation would give communities larger stocks, and the use of the Parcel Post would obviate increasing the storekeeper's capital in order to carry large stocks; this would greatly increase the prosperity of the local stores and the comfort and content of the people, who would be better served, and without detriment to the business of the large cities. I am particular about this, because I think it is the next thing that ought to be carried through for the good of the country. Let the people have what they want. That is what you do in all the ranks of business.*

"I am also clearly of the opinion that the Government of the United States owes it to the business interests and the family life of all the States to take possession of the Telegraph Companies under the old Act of 1854 (I am not sure of the date) when it sold the first line established in the country (the line between Washington and Baltimore) to what is now the Western Union. The people have a right to the protected service that only the Government can give, to the use of the wires without the delays that special interests now secure at

*See Addendum, pages 231-237.

times, and to the lower rates now necessary and possible. The use of existing Government buildings and offices throughout the United States would give splendid facilities at far less expense, when organized for a service that can easily equal the present behind-the-times telegraph service. The rates under the Government could possibly be cut in half, and twenty words instead of ten could be sent without any appreciable added cost.

"I do not believe in the confiscation of vested rights, but I do believe that the Government which can build the Panama Canal at a cost of four hundred million dollars for the limited interests that it serves, could find the money to purchase at a just valuation the telegraph lines, and perhaps the cable service. It seems to me that 'with charity toward all and malice toward none,' either the telephone system must lower its rates or else some Postmaster-General will very soon recommend that it also be taken under the wings of the Government. I am not claiming that the rates are unfair, but I believe that the very large use of the telephone now would justify a reduction in the cost to the people. You will bear in mind that, even if the Treasury balances were low, the immense sums of money coming in from the Postal Savings deposits (the moment these are under way) would put the Government in funds for what it wants to do for the content, convenience and comfort of vast numbers, to whom it is a hardship to pay the rates now charged for long-distance messages.

"Abraham Lincoln on the Gettysburg battlefield, the Mecca and shrine of all the brothers in a brothers' war, said something like this: *'The world will little note nor long remember what we say here, but it can never forget what they did here.'* We are all mixed up in novel-making and play-acting. Some men write novels, but all men make them. Truth is larger than fact, and it walks when fact sleeps. We are face to face with the serious and practical things of life, and from a fifty years' study of them, I am speaking to you of these rather than of the trials and commonplaces of business and the changes that have taken place since Mr. Stewart's time.

"Honorable sirs, it is a tremendous thing to live. Dying is next to nothing—beasts and birds die. Living is everything. The universe is sensitive to the merest

touch, and, therefore, it is possible to set wheels in motion that shall outrun the world. Experiences, ideas, emotions persist from age to age, though shattered empires go down to death.

"Gentlemen, the heart always suffers when translated into speech. It is very fortunate for me that I wrote something beforehand of what I wanted you to hear and think about—to do straight thinking about. You have greatly enriched me in this beautiful hour that I can never forget, which makes it more and more clear that life is worth living, and that we all can do things that somebody will remember. In July we prepare for December. Let us, with forethoughtfulness, begin on this very day of November to sagaciously bring out the PATRIOTIC MERCHANTS' RESERVES to the help of the President and all those associated with him in the handling of public affairs, and in the preparation of legislation for the next Congress. How shall we do it? That is much more easily thought out than many of the problems that you and I have been battling with in the years that have gone over our heads.

"In conclusion, this great morning, with your valuable gift you have given me also the spirit of the eagle, ready to soar to the highest sky and to dare the fiercest storm. The ministry of a great manly sympathy is a warrior's shield from every hurt. When the heart is right, the hand will be right. *'As a man thinketh in his heart, so is he.'*" (*Rising applause.*)

THE TOASTMASTER:

"There are a few gentlemen here who will say a few words, and it will not take long. By the express desire of Mr. Wanamaker, he wishes to hear from the partner who came with him fifteen years ago into this great city—fifteen years ago today. There is a famous passage in Dickens which says that some happy event, some fortunate opportunity, may form the two sides of a ladder on which a man may mount, but the rounds of that ladder must be made of stuff that will stand the wear and tear of life. The two sides of one ladder you will see here today: I present to you the partner of John Wanamaker, Mr. Robert C. Ogden." (*Applause.*)

Mr. Ogden's speech was singularly happy, brief and pointed.

"Mr. Toastmaster, Mr. Wanamaker, Gentlemen:—I feel highly complimented in being the subject of a greater confidence than that which was reposed in any of the humorous, eloquent and instructive speakers to whom we have listened. I was not informed until I was at the table, and the luncheon well under way, that I was expected to say anything here today—so that the management of this luncheon has, I think, reposed in me greater confidence than was reposed in any of the speakers to whom we have already listened.

"I have had a number of emotions. I wonder how many there are here who have known Mr. Wanamaker from the beginning of his business career until today. I am sure that there are very few of us, very few indeed, and that is reminiscent.

"I have also been very much pleased at the humor that has been displayed by our Toastmaster. His reputation for delightful, graceful, beautiful, amusing and instructive speech is co-equal with the extent of our land, but our surprise is always great when we remember that the source from which it comes must sign his firm name with a 'MARK' and a 'CROSS'! (*Laughter.*)

"I am convinced now that the joke which we have heard so often has a very large measure of truth in it: it is absolutely true that *'Taffy is better than 'epi-taffy.'* (*Laughter.*) The enjoyment of the goodwill of one's friends is better in life than after mortal life has ended.

"But I am very sure that there is also a serious side here—one in which I feel profoundly interested. Twenty-eight years out of these fifty years of Mr. Wanamaker's business life I have spent in personal association with him, and in the earnest effort to express his principles, so far as it fell to my lot to do so, in the active management of his affairs as they were entrusted to me.

"*'Whoso cometh after the King'*—it is very difficult to make a speech after the instructive address that Mr. Wanamaker has given us here. I shall not attempt to follow it. I know I am an old man, and old men are very apt to be prosy. I think that in a moment or two I shall show you that I can play 'Short stop!' (*Laughter.*)

"But I do sympathize very greatly with the character of this gathering here today, as I think over it—it is so thoroughly representative. Here are distinguished men

in literature, in the editorial profession, in the sacred ministry, in the profession of the law, in business, in social life, all gathered to pay their tribute to the life and career and success and usefulness of a very prominent business man, to recognize what he has done. And this is certainly, Mr. Wanamaker, a very great and representative tribute to the success and the power of your life. It illustrates the truth that I am sure you feel very deeply—because I have heard you express it so often—that *'the life is more than meat and the body than raiment.'* It expresses the truth that business is not an end in and for itself, but that business, even when organized on the largest possible scale, may mean unparalleled success.

"If business is not this, not an end in itself, then it is a means toward an end: a means for building up all the various virtues that we have discussed here this afternoon, making the life of the city a unit—stronger, more patriotic, nobler. It is the force and the power that underlies education, art, literature; in fact everything that has a relation to the development of the human mind and the progress of the human race. These depend upon the success of business, and business properly conducted looks toward such ends rather than toward the mere accumulation of money, though the accumulation of money is absolutely necessary to the development and success of business.

"So, Mr. Wanamaker, I consider this occasion the culmination, the zenith, the topmost stone in all of the beautiful structure which had its beginning last Spring on the actual anniversary of the beginning of your business, and continuing throughout the various enterprises that you have inspired, building up and raising from point to point. Greater and more beautiful, I think, is this top-stone with all its grace and beauty, and I congratulate myself that I have had the privilege of being here. I keep my promise by being short." (*Applause.*)

THE TOASTMASTER:

"Gentlemen:—You are to hear from two more speakers. The President of the Chamber of Commerce is in a position that gives him a crown of honor, a title

of respect, and the assurance of good sense. I present to you Mr. A. Barton Hepburn."

The attitude of merchants in general toward Mr. Wanamaker's career as a merchant, and in particular the feelings of those who were gathered to do him honor, were aptly voiced in Mr. Hepburn's address.

"*Mr. Toastmaster, Mr. Wanamaker, Gentlemen:*—In these times, when success in business invites indictment in the newspapers, if not in the Courts, it is truly refreshing to attend a gathering of this kind where an honorable body of merchants do honor to a continuously successful member of that body. The golden period of success in business, which you, Mr. Wanamaker, have achieved, means not only business acumen and business ability, but it means also business ethics and business morals; and you have also given to your fellow-countrymen and your fellow-merchants an example of longevity—which means right-living. Altogether it is a beautiful expression of what a man may and should make out of his life.

"I came here not to add anything to what these other gentlemen have said, but simply as the President of the Chamber of Commerce, speaking for the large body of merchants that compose that organization, who know you and have been doing business with you and alongside of you all these years—to say that we greet you in common with the law we emphasize; we underwrite the expressions of goodwill and gratitude which have been uttered here today; and we wish you long life, health and prosperity. May your future be as glorious as your past!

"Now I want to say that I met Mr. Wanamaker not as a merchant, but in public life. I was Controller of the Currency when he was Postmaster-General, and I have heard him talk about Parcels Post before. He did it officially at that time, and we all remember the epigrammatic phrase that he made use of when he said that there were only four reasons against the adoption of the Parcels Post: *'The Adams, the American, the Wells-Fargo and the United States Express Companies!'* (Applause.)

"These reasons are losing their grip, and what he so

earnestly urged then is soon coming to be realized, and he is entitled to the credit of being the pioneer.

"In fact, he brought to the discharge of his duties all the ability that he displayed in the management of his private affairs, and we never had a better business administration in the Post Office than he gave us at that time. We have had some strenuous times, and we have incurred criticisms. I remember that when Levi P. Morton gave permission to open a bar in the Shoreham Hotel, it gave rise to much criticism in temperance circles, and on one occasion when J. Allen, of Mississippi, was talking on a political situation in the House, after assailing the party, he ended his remarks in this way:

"Ben, he runs the White House,
Levi runs the Bar,
John, he runs the Sunday-school,
And hang it!—there you are."

(Laughter and applause.)

THE TOASTMASTER:

"*Gentlemen:*—I find that there are to be two more speakers. Before I call on Mr. Job Hedges, Mr. Wanamaker wishes to hear from Mr. Oscar Straus."

MR. STRAUS:

"*Mr. Toastmaster and Gentlemen:*—I deem it a great privilege to be here today and to be one of the members of a very enjoyable occasion. Now, what does this occasion mean? It signifies that here is a man who has spent fifty years in a competitive business—for all business wherein there is success is competitive—and that he has made of his competitors not enemies, but friends and admirers. (Applause.)

"The life of such a man as our chief guest here today is a great lesson to us. He illustrates that characteristic of some American men which was suggested to me while I was in England some years ago. An Englishman said to me: 'Your country is a great country. It develops in the most extraordinary degree what you—or some of you, at least—think an evil: I refer to your "swollen fortunes." Now, there is no country under the sun so well fitted to have these, for no other country has so truly found the remedy for them: the men who

have accumulated your "swollen fortunes" are the very men who stand at the head of your "swollen benefactions." (Applause.)

"It is so. In no other country in the world has so much been done by private individuals for the public good as here in our country. I hope that may always be so. The benevolence of such men as Peabody, Peter Cooper, Andrew Carnegie, Rockefeller, and scores of others whose names are familiar, is a remarkable index to our Americanism. And I hope that, when these fortunes or portions of them pass on to another generation, they will be managed with that spirit of benevolence which has characterized the dealings of the architects of these fortunes. This is a desideratum indeed. I only fear that the men of the next and the following generations who inherit fortunes that were made in this, without striving for them, will not inherit also that spirit of humanity that has developed alone with the fortunes.

"A man like Mr. Wanamaker, of a distinctive type, rising from the lower level, winning his own way and working toward success by his energy, his ability and his capacity, and all along keeping in touch with the greatness of our people, his own heart pulsating with the great heart of the American people, follows two paths, one representing power, energy and ability, and the other benevolence, brotherly love and the spirit of humanity. The true significance of the life of Mr. Wanamaker—and of all the others, those architects of the great fortunes of America who feel that such fortunes carry with them a responsibility entailed by the opportunity that America has afforded them—the significance of these lives is that the greatest desideratum and the noblest purpose of the merchant is patriotism for our common country!" (Applause.)

THE TOASTMASTER:

"Gentlemen:—It is said that irony is a noble and cleansing weapon when it is wielded by a strong spirit upon the discords of life. The gentleman who will address you now is well known to all of you, and those who, in the heat of political debate, have suffered most from his blows are also those who have admired the

able manner in which those blows were dealt. I present to you Mr. Job Hedges." (Applause.)

MR. HEDGES:

"Mr. Wanamaker and Gentlemen:—The confidence reposed in Mr. Ogden for the short time in which he was given to prepare his address insures absolute enthusiasm for mine.

"My thoughts this evening (almost evening) naturally turn toward Mr. Wanamaker rather than toward Murphy, and I am wondering if he really has had a good time. He has done very well, and all these bright little sayings of his have been prepared with some care. It is so long since he graduated from the field of humor that I am glad to welcome him back. (Laughter.)

"Now, I want to relieve my distressed mind that there shall be no failure in the intelligent transmission of any small, modest and imperceptible fortune, should one come my way: I shall dispose of mine necessarily day by day while I am in the flesh.

"I remember when Mr. Wanamaker and I started out together some years ago. I have had this much advantage over him—he has cultivated his character while accumulating; I have cultivated my character without the distractions of accumulation. He has built his great system on the lines of intelligence and perspicacity, and incidentally I am on his pay-roll—on the thirty-first of December, God willing and my strength holding out, he will have another reminder of that. I study him more carefully than he does me. I remember one day he said to one of his head men: 'I want you to meet Mr. Hedges, and if he ever stops being politically active we want him to join our forces here.' Then a few weeks later he sent me to Ohio on a political mission, and I went. (Laughter.)

"One of Mr. Wanamaker's good points is the fact that he can smile. Now and then you see a man with wrinkles on his brow, who is trying to give the appearance of wisdom, but the man who can smile while being beaten in a transaction has accomplished quite a good deal. There are no wrinkles on Mr. Wanamaker's face; he may not have been exposed like some of us. (Laughter.) I do not worry with him as to what Wall Street will do, but as to whom it will do. And I just

want to assure him of my belief that it is a sort of Providential dispensation in this world to be able to smile. When a man feels sorry for the rest of the human race, his own race is about concluded.

"Now, this idea of a fifty years' celebration rather appeals to me. It indicates that Mr. Wanamaker began to work only about fifty years ago. I began some forty years ago, and in about ten years from now—well, yes, ten years from now—if you want to—you may! (*Laughter.*) It is a good thing when people can dine together, for you cannot get half so mad at a man when you are eating with him. (*Laughter.*)"

"I have often thought I would like to be a merchant, Mr. Wanamaker. It is a wonderful art. I send my bill in every six months, he sends me his every thirty days—and at the end of the year I always owe him! I do not know anything about the Parcels Post as a means of intercourse between him and me—the mail carries mine.

"One day he took me to the cashier and said, 'Mr. Hedges's credit in this House is unlimited.' No one had ever said that of me before, but I went home and told my family—and then I went broke! (*Laughter.*)"

"I want to tell you that there is no place in life for an everyday lawyer. And think of there being a million of them—that is too many. There are too many of everything. And if they ever combine—I do not believe in combinations. Reduce the cost of living? No trouble about reducing the cost of living—the trouble is in raising the price to live. (*Laughter.*)"

"Now I am going down to see Mr. Wanamaker, probably tomorrow morning—just drop in casually and say, 'That was a good time we had yesterday, wasn't it?' And he will say 'Yes,' and I will say, 'I am glad we are working them together.' (*Laughter.*)"

"If you will reflect over that for a moment, it will be unnecessary for me to say anything more." (*Applause.*)

THE TOASTMASTER:

"*Gentlemen:*—As they say in diplomatic circles, the affair is closed."

After the toastmaster's words, a number of Mr.

Wanamaker's older friends among the guests stayed to offer their congratulations in person.

The guests present numbered about one hundred and thirty, and represented many of the activities in which Mr. Wanamaker has been interested during his life: Notable merchants chiefly, officials whom Mr. Wanamaker knew while he was Postmaster-General under President Harrison, foreign consuls, and representatives of educational and religious bodies.

At the head table sat:

- Mr. John Wanamaker
- Mr. John Daniell, Jr., Merchant
- Mr. Patrick Francis Murphy, Merchant
- Mr. Robert C. Ogden, for many years Mr. Wanamaker's associate in the New York Store
- Col. William Jay, Attorney
- Mr. William G. McAadoo, Attorney, and Builder of the Hudson River Tunnels
- Rev. Dr. Joseph Silverman, of Temple Emanuel, New York City
- Hon. E. M. Morgan, Postmaster of New York City
- Mr. John F. Daniell, Merchant
- Mr. A. Barton Hepburn, President of the New York Chamber of Commerce, and formerly Controller of the Currency when Mr. Wanamaker was Postmaster-General
- Rev. Dr. Howard Duffield, of the Old First Presbyterian Church, New York City
- Rev. Dr. Edward G. Thurber, of the American Church, Paris
- Hon. George McAneny, President of the Borough of Manhattan
- Hon. George B. Cortelyou, former Postmaster-General, and also Secretary of the Treasury
- Mr. James M. Beck, formerly Assistant Attorney-General, U. S. A.
- Hon. Rhinelander Waldo, Police Commissioner of New York
- Rev. Dr. William T. Manning, of Trinity Church, New York
- General George Wingate, Attorney, Author, Educator
- Mr. Archibald R. Watson, Corporation Counsel, New York City
- Hon. Job E. Hedges, Attorney, and formerly Magistrate
- Hon. William H. Maxwell, Superintendent of the New York Public Schools
- Hon. Oscar Straus, Merchant, formerly Secretary of Commerce and Labor
- Mr. Nathan Straus, Merchant
- Mr. George W. Perkins, Financier
- Mr. Frank E. Vogel, Merchant
- Mr. Isaac N. Seligman, Banker

At other tables were the following:

Mr. Marks Arnheim, Merchant
 Mr. John Armstrong, Broker
 Mr. Ellery O. Anderson, Attorney
 Mr. Samuel Bloomingdale, Merchant
 Mr. John R. Butler, Merchant
 Mr. Morris Bernhard, Merchant
 Mr. Roscoe C. E. Brown, Journalist
 Mr. William H. Brown, Merchant
 Mr. Isaac V. Brokaw, Merchant
 Mr. Sylvester Byrnes, Merchant
 Mr. J. S. Barclay
 Mr. Woodward Babcock
 Dr. Royal S. Copeland, Commissioner of Public Health, New York
 Mr. Cyrus H. K. Curtis, Publisher
 Mr. Robert M. Coyle, Insurance
 Mr. Griswold B. Daniell, Merchant
 Mr. Joseph P. Day, Real Estate
 Mr. William M. Dyer
 Mr. Charles B. Dunn, Banker
 Mr. Seering F. Dunham, Merchant
 Mr. Seering F. Dunham, Jr., Merchant
 Mr. E. D. DeWitt, Journalist
 Hon. William H. Edwards, Street Commissioner of New York City
 Mr. James Elverson, Jr., Publisher
 Mr. P. A. S. Franklin, Vice-President of the International Mercantile Marine
 Mr. W. C. Freeman, Advertiser
 Mr. John Forsythe, Merchant
 Captain DeWitt C. Falls, Seventh Regiment, N. Y.
 Mr. Howard B. French, Banker
 Mr. A. M. Greene
 Mr. B. J. Greenhut, Merchant
 Mr. Charles F. Goetz, Merchant
 Mr. Jacob Gimbel, Merchant
 Mr. Joseph Grieves, Banker
 Mr. M. F. Hanson, Publisher
 Mr. W. D. Harper, Banker
 Mr. M. V. Hemphead, Broker
 Mr. Edward J. Hogan, Real Estate

Mr. L. Townsend Hildreth
 Mr. John W. Harrington, Editor.
 Mr. Francis Halpin, Banker
 Mr. Joseph Johnson, Fire Commissioner, New York
 Mr. J. L. Kesner, Merchant
 Mr. Louis Krower, Merchant
 Mr. G. W. Kendrick, Jr., Banker
 Mr. Joseph H. Klemmer, Banker, formerly Register of Wills, Philadelphia
 Mr. Samuel D. Lit, Merchant
 Mr. F. G. Landon
 Mr. J. Bertram Lippincott, Publisher
 Mr. W. E. Lewis, Journalist
 Mr. Robert E. Livingston, Advertiser
 Mr. F. G. Lee, Banker
 Hon. Herman Metz, formerly Comptroller of the City of New York.
 Mr. S. S. McClure, Publisher
 Mr. Frank A. Munsey, Publisher
 Mr. Joseph B. Martindale, Banker
 Mr. Charles M. Marvin, Banker
 Mr. Frank W. Meyer, Commissioner of Education, New York
 Mr. Frank McLaughlin, Advertiser
 Dr. Frank E. Miller
 Mr. J. K. Mohr, Merchant
 Mr. W. R. Nicholson, Banker
 Mr. Willis H. Ogden, Merchant
 Mr. Samuel W. Peck, Manufacturer
 Mr. William Plaut, Merchant
 Mr. Nuber de Pereked, Consul General of Austria-Hungary
 Dr. J. H. Penniman, Vice-Provost of the University of Pennsylvania
 Mr. William J. Pattison, Publisher
 Mr. Herman Ridder, Publisher
 Mr. Lewis H. Rodgers
 Senor Cayetano Romero, Consul General of Mexico
 Mr. F. H. Scott
 Baron Schlippenbach, Consul General of Russia
 Mr. Henry L. Stoddard, Publisher
 Mr. Isidore Saks, Merchant
 Mr. H. F. Samstag, Merchant
 Mr. Louis Stoiler
 Mr. T. P. Smith
 Dr. Albert Shaw, Publisher

Mr. Louis Stewart, Merchant
Mr. Henry Sidenberg, Merchant
Mr. James F. Sullivan, Banker
Mr. Brent M. Tanner, Merchant
Mr. Henry S. Thompson, Commissioner of Water Supply, Gas and
Electricity, New York
Mr. H. H. Topakyan, Consul General of Persia
Mr. Oscar Tietz, of Berlin, Merchant
Mr. Edward A. Van Valkenburg, Publisher
Mr. Louis Wiley, Advertiser
Mr. Patrick A. Whitney, Commissioner of Correction, New York
Mr. E. A. Westfall, Advertiser
Mr. Benjamin G. Wells, Publisher
Mr. F. W. Winterburn

BOOK FOUR.

PRIVATE TRIBUTES.

CHAPTER I.

ANNIVERSARY DAY, MARCH 13, 1911.

MR. WANAMAKER'S BREAKFAST TO HIS BUSINESS CHIEFS
IN EGYPTIAN HALL.

WHEN the business chiefs of the Store were invited to breakfast with Mr. Wanamaker at five minutes before eight o'clock on the morning of March 13, 1911, few of them realized why this hour was to be specially marked.

But it was, by the tick of the clock, the anniversary of a significant moment, as explained in the program which each one received and carried away as a souvenir.

The Wanamaker business took possession of the building at Sixth and Market Streets on April 2, 1861, opening its doors to the public on April 8, a few days before the first gun was fired on Fort Sumter.

Fifteen years after that the business was moved to Thirteenth and Market Streets, the Grand Depot—a men's clothing store—being started in the Spring of 1876.

By the next year the business included the selling of dress goods and silks, and the opening of this larger store took place on Monday, March 12, 1877, when, at five minutes before eight, Mr. John Wanamaker himself opened its doors to the public.

Just thirty-five years later, on Monday morning, March 13, 1911, at five minutes before eight o'clock, Mr. John Wanamaker entertained his business chiefs.