

and leadership in many vital advances. They count its influence as part of the history of modern progress.

It is therefore fitting that, beginning Wednesday, March 1, this 35th Anniversary Celebration of the New Kind of Store, dating from the opening of the Grand Depot in 1876, and being the prelude to the celebration of

The Golden Jubilee of the Wanamaker Business

which began at Oak Hall, here in Philadelphia, April 8, 1861, shall be centered in

The Great Exposition of Business.

In all sections of the Store.

Exhibitions of the fashions of 1861—for men, women and children—shown alongside of the fashions of today, including the new "trouser skirt," will depict the changes of 50 years in dress.

Exhibitions of dress fabrics of cotton and silk and wool, the finest products of the loom, will illustrate the advance in designing and manufacturing.

Exhibitions of home arts and decorations will picture the progress of home building.

The entire new buildings, largest in the world devoted to retail commerce, from subway to seventh floor, will be open to inspection and study, which, with its unexampled stocks of new merchandise, is the highest and most efficient type of store the world has yet produced.

Visitors from out of town will find competent guides on the Main Gallery, Market Street, who will be glad to conduct tours throughout the building.

March 1.

Simultaneously in Philadelphia and New York today begins the

Golden Jubilee Year of the Wanamaker Business.

Two score and ten years mark only a small milestone in the history of a store, but this particular half century of world progress leads to

The Golden Age of Merchandise and Merchandising.

As epitomized in the stocks and service of this new kind of store.

Busy Philadelphia and New York may choose to take a minute to give a few thoughts to how the Wanamaker business comes to be the largest retail business in one establishment, not only in area of premises and magnitude of stocks, but in volume of sales.

Fifty years in the life of a merchant ought to be worth something to a great city.

The whole Wanamaker System, as put into operation by the writer, was

First—Trustworthy merchandise sold at actual value.

Second—Truth in advertisement and salesmanship.

Third—No sale settled to stay a sale until buyer cared to have it so.

Fourth—Goods returnable for cash refunding.

Fifth—One price rigidly, and that the lowest, marked in plain figures.

Sixth—Labels on goods should be genuine and, whenever possible, to indicate character of component parts.

Seventh—A new sense of relations between customer and storekeeper—in a Wanamaker hospitality, giving perfect freedom to the visitor without obligation to purchase.

Eighth—A recognition of a duty to an employé beyond the mere payment of wages.

Ninth—The establishment of a pension fund outside of any payment by the employé as far back as 1882.

These planks made a new foundation for business, and were slowly copied everywhere. They have revolutionized the business of the United States.

Celebrating the 50th Anniversary of the Wanamaker Mercantile Establishment is the celebrating of the dawn of a new era of business practice in America.

The aggregation of the business in its entirety is interesting.

Starting with the first day's sales of \$24.67 at Oak Hall, Sixth and Market, on April 8, 1861, the organization has distributed into the homes of the world more than half a billion dollars of merchandise. To be exact, a hundred millions more than half a billion.

It has given remunerative employment to more than 150,000 individual workers—its census last year, in two cities, reaching a maximum of 14,700.

Many of its chiefs today were boys and girls in the store years ago. They have had their business education in the schools of the Store, which have been in operation many years.

These free schools are chartered under the name of

***The American University of Trade
and Applied Commerce.***

At the present time there are 2,500 scholars and teachers.

Forty-five hundred and forty-eight persons have received certificates of graduation in various branches.

These outgrowths of our business are not patentable, and no jealousy is provoked when any or all of our methods are incorporated in other businesses, especially as fair people will always credit us with the uplift of American retailing.

This Store will never be like any other store. It must have its own individuality, if it is to be at its best for its patrons.

If it is a good Store today, it will be better tomorrow. Each year is a step of progress.

Each of the Stores shows the growth.

(Signed) JOHN WANAMAKER.

March 13.

***An Old Chinese Proverb Has it That
"Time Unlocks All Doors."***

When the young boy fifty years ago unlocked the front door at Sixth and Market Streets in "McNeille's Folly" (so called because it was a six-story building) and opened Oak Hall for business, he certainly did not imagine, in his wildest dreams, that this March Monday morning fifty years hence he would again unlock the front door of a great steel and granite structure, rising fourteen stories on a full city block, **THE LARGEST STORE UNDER ONE ROOF IN THE WORLD.**

To begin with, steel and concrete construction was then unknown.

To end with, the building of a business that would require a structure of this size was deemed impossible, if it was in any person's mind at all.

But "Time unlocks all doors."

Fifteen years of foundation-laying brought to life in 1876 the Grand Depot at Thirteenth and Market Streets, which in interest became really a part of the Centennial.

And on this same Monday morning in March, 1877,

The New Kind of Store.

with its new methods, systems and application of business principles hitherto undiscovered, began its pioneering work of setting up new standards of commerce, now adopted almost universally.

Since those Centennial days the business has grown in plain view of the people who are still its patrons, and who need not be told of its service and its accomplishments.

This half century in which we have been privileged to live has been a period of marvelous physical development. Iron and steel and concrete, steam and gas and electricity, have transformed the methods of production and distribution. Man's power has been multiplied again and again by the help of machinery.

Now shall come the age of mental development, when we must raise to the highest point of efficiency the great physical equipment that Time has reared.

In physical facilities for doing business the Store is now without an equal.

In quality, variety and magnitude of stocks of merchandise it is also without a peer.

Having reared the best physical plant it is possible to construct, with the departments permanently located and most of them properly equipped, we can now center our attention chiefly on SERVICE—the further development through education and training of a personnel which will administer scientifically this vast public utility.

To this end we have organized THE AMERICAN UNIVERSITY OF TRADE AND APPLIED COMMERCE, which, perpetuating the schools of the Store begun fifteen years ago, shall give our people a knowledge of merchandise and of business laws and systems and an experience in

merchandising which will set a new world mark for service.

While Philadelphia is building her City Beautiful, and her City Useful, with subways and railroad terminals, improved dockage, parkways, boulevards, municipal and commercial buildings—all needed, to be sure—this Store will be developing its higher standards of personal service, keeping, as it always has, just so far in advance of the age.

What the next fifty years will bring forth, Time, as it unlocks other doors, alone can tell, but certain it is that the advance in the half century to come will be along intellectual lines, and this Store means always to stay in the vanguard of progress.

This is our Jubilee pledge, made this Anniversary Day, March 13th, in the 50th year of the Wanamaker business. Those who paste this promise in their scrap books may refer to it in 1961, with the knowledge that it has been fulfilled.

August 12.

It Was an Honor to Receive Admiral Count Togo.

and it was an honor to receive his aides-de-camp, N. Tanaguchi and T. Hiraga; Japanese Consul General Mudjara, whose office is in New York; Assistant Secretary of State Chandler Hale; Captain Potts of the U. S. Navy, and the staff of Count Togo, when they visited the Store yesterday morning.

It was delightful to notice the interest and applause of hundreds of citizens as the famous warrior made the tour of the Store.

We are glad that the City of Philadelphia has here a Store greater than any other to exemplify her commerce in the eyes of so distinguished a visitor.

**Greetings from the Wanamaker Store
of New York.**

"ADMIRAL COUNT TOGO,

"Care Hon. John Wanamaker, Philadelphia:

"The Wanamaker Store of New York City sends greetings to the illustrious Togo by the first wireless station between the largest mercantile buildings in the world, whose commerce has been developed and protected by the capable brains of a nation of wage-earners, guided by the wonderful hand of President Taft, earnestly directing the pulse of the whole world toward peace, emancipation and prosperity.

"(Signed) RODMAN WANAMAKER."

December 7.

Not with boasting or—

Self-laudation, but with thankfulness and city pride, this Christmas season seems to be a proper time to issue the plain, accurate, easily verified statements that follow.

1. There are more square feet of space in our new building and its power-house in actual use today for this retail business than in three of the other largest stores of this city combined.

2. There is much more space in this new building devoted to selling merchandise than in all the seven other large stores of this city put together.

3. The clear aisles, wider than many of the city streets, no matter how busy the hours are, can hardly ever be overcrowded.

4. The construction of the building is fireproof, so far as human skill can do it.

5. Being new, it contains every new sanitary appliance and is perfectly ventilated, clean and healthy because almost dustless.

6. The boilers, electric dynamos, engines and machinery are in a separate building, nearly 200 feet distant, and the store is beyond the risk of explosion or fire therefrom.

7. The motive power of the 57 elevators being in another building secures continuous operation of elevators under almost every emergency.

8. Heavy, brick-walled, spacious, stone-stepped, smoke-proof fire towers are built from sub-basement to roof and with eight exits in the four towers on each floor, which are always open and within two minutes' reach of any person, wherever they may be on each floor, to take them straight down to the city streets. These towers are lighted inside night and day and their location is plainly marked on each floor with red lights.

These considerations—and the largest, freshest, most frequently replenished stocks of merchandise—besides.

(Signed) JOHN WANAMAKER.

December 8.

The Why and the Wherefore of This Store.

The fact is, going back to the beginning, the Store was *cut out on the bias*. Very few men will understand what this means, but the women know, though not so many are now living who remember the excitement in stores and homes the first days of the Old Grand Depot when they read in the newspapers, and afterward found out by experience, that an article they bought could be returned and cash refunded, even if it were but a short piece of velvet or silk *that had been cut on the bias*. Simple little thing though it was, it gives the key to the whole business. It was *on the bias* from all the old store-keeping methods, and was literally soon accepted to be, as it still is, "*The New Kind of Store.*"

It Was a New Kind of Store.

Because from the beginning its foundations were laid for true and loyal service to the people who traded with us.

Because every article we sold was truthfully labeled behind the counters and before the people in the advertising.

Because people actually found in the Store everything we advertised in the newspapers, and the merchandise met the statements made.

Because importunities to make sales were prohibited.

Because, from the first, the Store became a place of hospitality, giving great pleasure to visitors, and relieving them from annoyances when going out of the Store without buying.

Because the people soon became convinced that whatever they bought of us was what we said it was, and that every promise of liberty to change their minds regarding a purchase was fully performed.

Because conveniences, especially for out-of-town people, were met with the assembling of rest rooms, writing rooms, toilet rooms, postoffice and telegraph facilities, and the comforts of shopping were enhanced by picture galleries; and the atmosphere of the Store made it a place of popular resort for visitors to the city who often came without thought of buying goods.

Because the people could get so many more things in this Store than they could get anywhere in any other Store.

Because the Store soon became an everchanging exhibition of fashions and fabrics of every kind that was even more interesting than the old Franklin Institute exhibitions that used to be held in the old Pennsylvania Railroad sheds on this property.

Because the stocks of that time were more than a hundred-fold larger than had ever been seen in any one store before.

This New Kind of Store is Still on the Bias.

Because it does not deal in bankrupt stocks of unfortunate merchants, often used as masks to float off superannuated merchandise of its own.

Because it is not a "half-price," a "third-off" store, and so advertised all year and every day, with stocks of goods bearing misleading tickets marked at over-valuations after they are received, and crossed over with a lower price that is often higher than the actual value, and the price at which the goods are being sold elsewhere.

Because its full force is given to make the Store as perfect as possible and as helpful as possible every day in the year, and not by an "Arrow Day" once a month, or a "Friday Day," or a "Tuesday Day." The Store is here at its best every day—the day the people want it—of course, providing at Easter time with Easter things perhaps a month ahead, and at Christmas time a month

ahead with Christmas specialties—but the pride of the Store is that there are thousands of workers steadying it along the line, on the tracks that have been laid out—to be a good Store every hour of the day and every day of the year.

Because, if you will think about it, such a Store as this, that will not allow things to become old in it, makes lower prices for remnants and small lots at the moment that they ought to be closed out, which every day appears to customers who look for such things, and it is far better to have a store full of freshness and newness as this Store is, and as is so very well known. To pick out a few goods here and there and cut prices as a bait is, in our judgment, *not good store-keeping*, because the probability is that where the price of one thing is cut, whatever is lost on one article must be made up on something else that customers may inadvertently purchase, without knowledge that they are paying more for it because of what was “given away” in the lowering of prices on other articles to attract crowds on a full day.

(Signed) JOHN WANAMAKER.

December 9.

The Great-Great Thing.

I am sometimes asked to say what I consider to be the greatest thing about the Store. One and another ask:

“Is it its fortunate location, next to the City Hall and but three minutes distant from the great stations of the Pennsylvania and Reading steam roads?”

“Is it owing to the facilities of the Subway and Subway-surface lines to land in the spacious station, where all trains stop?”

“Or is it the greatness of the granite pile you have erected?”

Answering these very natural inquiries, I have to say it is not any one of the things named.

“Well, now, really, then, what is it?” is the next question.

Dear Sirs:

Be it known to you all who ask these proper questions that there are to this big House of Commerce—

Foundations Stronger Than Huge Granite Boulders.

and the first and greatest is

The Selected Merchandise.

which constitutes the real basis of its business.

For the last forty years we have been gradually becoming more and more closely related to the manufacturers of the United States and the old world, to whom we give ideas as well as knowledge of what is wanted by the largest continuous outlet they can have in the United States by any one purely retail business.

We are at some time and several times each year in all the markets of the world to see everything, but often not to buy anything, since we never buy merely because goods can be sold at a profit.

The fact is, we turn down as undesirable for our customers to buy ten times as many goods as we bring to our salesrooms. We believe that we are known generally to be what are called hard buyers. How else could be built up with the consumers such a business in the two great cities as to require a greater volume of merchandise from the manufacturers than any other retail warehouse of the United States? Were we not always demanding of manufacturers more care

*in the choice of raw materials,
in the skill of workmen,
in the finish of articles,*

we should never feel that we were fulfilling our duty to the people who expect of us our best.

The people of Philadelphia are not all "half-price" or "third-off" people, nor are they all after so-called "cheap" goods, which are generally dear in comparison with the better article that allows enough to pay makers for good materials and workers for honest work. In these days when quantities of fabrics and articles are reduced in quality and workmanship for special sales; in these days when it has become necessary to make private assays of jewels, jewelry and silver and to use a laboratory and chemicals to test silks, satins and other loaded materials before presenting them for sales—it must be apparent to thoughtful spenders of money that, of all things, the greatest quality of the store is its

Wisely Selected Merchandise.

But we have only turned our face toward the light, and though longer in the business than any other principal either on Market or Chestnut Street, we have just begun to move strongly toward our true destiny.

(Signed) JOHN WANAMAKER.

December 12.

What is Really Inside This Store.

An incredibly comprehensive high-class, refined assemblage of trustworthy merchandise, carefully fixed at the right prices of an all-the-year round business. The immensity of the stock and its many classifications into practically exclusive shops are astonishments to most people.

"The Play's the Thing"—(*Shakespeare*).

Shopping these Christmas days is not exactly a football game, but something like it. We have a field vast

and full of merchandise, ready for those who have yet to play the game. The rush moment is on, but the breadth and width of these big areas of space overcome usual delays and discomforts.

Attentiveness, civility, courtliness are here umpiring the Christmas game. There is red-hot interest all over this Store to help everybody to get ideas and have their wants well filled in the speediest way. The pageant of merchandise, in which nothing seems to be absent; the systematized working of our assistants; and the vast absorbing interest of throngs or robust, happy-hearted, seeing-and-being-seen shoppers, preparing home surprises, make all these days gala days, with the beauties of the Golden Age of Kindness, Sympathy and Love.

(Signed) JOHN WANAMAKER.

December 13.

The First Christmas Automobile Train from the Wanamaker Store.

To our giant three-ton automobile truck we have coupled our largest transfer van, and thus have made up the first automobile train, to expedite our suburban delivery.

We have other giant trucks that can be equipped with trailers as the Christmas rush increases.

We already have in the Wanamaker delivery service 53 automobiles and 367 horses, and for Christmas time as many more as we desire.

Our automobile fleet includes:

Giant automobile transfer trucks.

Automobile furniture trucks.

Automobiles for suburban service.

Special type automobiles for the delivery of china, glassware and housefurnishings.

Automobiles for piano delivery.

Automobiles for special service delivery.

And our automobile parcel wagons, so familiar on every street in Philadelphia.

All these machines are of different types, each especially adapted to its own service, and the fleet is the largest to be found anywhere this side of our New York Store.

Fresh, New, Desirable Goods Does It.

You see, the kinds of merchandise we have to sell are not the sleepy sort. Every day and hour great lots come in afresh, and it takes, as you see, as many automobiles and horses and wagons as would stretch from the Market Street Ferry, at the Delaware, to the West Philadelphia Pennsylvania Railroad Station; and these conveyances carry only the "sent-home" goods. Think of how many more the people themselves carry away! The piles they pull down every day have to be replenished—and there you have the fresh goods.

(Signed) JOHN WANAMAKER.



Colors and Trophies of the John Wanamaker Commercial Institute

BOOK SIX.

INNER LIFE OF THE STORE.

EDUCATION AND WELL-BEING OF EMPLOYEES, DIRECTED
BY THE AMERICAN UNIVERSITY OF TRADE AND
APPLIED COMMERCE.

ONE of the ideals of the Wanamaker business has always been the education of its employes—the training of all the people in the Store “family” to greater usefulness and self-development. This educational principle was expressed as early as 1882, when definite instruction in system, salesmanship and the history, qualities and uses of merchandise was in active progress in the Store.

In 1891 the boys and girls of the Store were first organized for educational purposes. In 1898, speaking at its commencement exercises, Mr. Wanamaker bestowed upon the organization the title “John Wanamaker Commercial Institute.” The courses of the Institute are those of a high-grade “business college,” with strong additional features of physical training, military drill, instrumental and vocal music.

By natural evolution came the American University of Trade and Applied Commerce, chartered by the Courts of Philadelphia in 1908, an integral part of the John Wanamaker Store organization, “formed to perpetuate the schools of business instruction of the John Wanamaker Commercial Institute, and to enlarge their scope in order to enable the students, while earning a livelihood, to obtain by text-books, lectures, and by the schools