

piston travels through a hole drilled through the solid rock directly under the elevator to a depth corresponding with the height that the elevator travels. The plunger in each instance rests upon a cushion of water which, in its descent, it displaces, hence cannot fall. When the car goes up it is pushed up by a water pressure of one hundred and fifty pounds per square inch.

In the John Wanamaker New York Store the same principles of safety, protection, sanitation and comfort have been applied which are followed in the Philadelphia Store.

WORKING HOURS have been shortened as much as is compatible with good public service. For the Philadelphia Store the hours in the summer months are from 8 A. M. to 5 P. M., except Saturdays, when the closing time is at 1 P. M. For the short period from Thanksgiving Day until Christmas, exclusive, the closing hour is 6 P. M. For the remainder of the year it is 5.30 o'clock.

The New York Store opens at 8.30 A. M. During the summer the closing hour is regularly 5, and Saturdays 12 o'clock; at other periods of the year 5.30 and 6, according to season.

EMPLOYEES' LUNCHEON.—Substantial, nourishing and palatable food, from a great, sanitary kitchen, is served in a vast, airy dining room, where the surroundings are attractive and inviting. The employes may bring their own lunch and supplement it with hot coffee, soup, etc., or may choose a luncheon at nominal prices for each article; the daily "table d'hôte" luncheon, tasty and sufficient, is served for ten cents. Surrounding the dining room are rest and reading and recreation rooms for employes.

VACATIONS.—During the summer a two weeks' vacation with pay is allowed each employe who has served a full calendar year; and eight days to each one who has but newly entered the service previous to the first of the current year.

APPENDIX.

BRIEF CHRONOLOGICAL REVIEW OF THE BUSINESS, WITH SPECIAL REFERENCE TO THE ERECTION OF THE NEW BUILDING IN PHILADELPHIA.

JOHN WANAMAKER'S business life began in 1861, as a young partner in the firm of Wanamaker & Brown, the clothing store at Sixth and Market Streets—being known as Oak Hall. After fifteen years there he was eager for a larger and more ambitious store. Already his fresh and original business methods had established in retail merchandising such unfamiliar elements as system, one price, trustworthy statements as to goods sold, consistently moderate prices, and the return of goods for cash. It was therefore no small event in Philadelphia when the "Grand Depot" was opened on May 6, 1876, at Market Street and Thirteenth.

This date was almost simultaneous with the opening of the Centennial Exposition, and both visitors and Philadelphians that summer found much to marvel at in the new store. Not only was it bigger than they were used to—it was different. Indeed, it was so different that its competitors believed—and many of its friends feared—that it could not succeed. The principles on which it was built have been stated in the editorials found in the preceding chapter. They were heresy in trade circles, but it did not take long to prove that the Public—and it was for the Public that the store was run—supported them. Early in the next year the "New Kind of Store" made its real beginning. Remodeling and enlarging opened possibilities of new departments.

Various innovations were gradually introduced, relating to the handling and disposal of stocks, and during the next few years these were adopted by many Philadelphia stores which earlier had opposed them.

Few developments of the latter portion of the present century are more remarkable than the change which has come over the methods by which the products of mill and factory are placed in the hands of the consumer. The method of conducting a retail business has been revolutionized, and the retail merchant—the storekeeper of today—has no more affinity with his forbear of forty years ago than the incandescent bulb has with the tallow “dip.” The credit for originating and first adopting many of the modern methods of retailing is claimed—and justly, we believe it will be generally admitted—by John Wanamaker.

From “The Dry Goods Economist” for November, 1899.

The growing store spread gradually into larger quarters, until by 1883—when it was coming to be called “Wanamaker’s”—it had acquired all of the ground now occupied: between Chestnut and Market, and Thirteenth and Juniper. The floor space in the building was eight acres, and so rapidly were its various parts being enlarged that in less than ten years it covered sixteen acres. Its selling force also increased, passing the 5,000 mark in 1888.

By the middle nineties it was evident that the business would soon require an entirely new building with far greater space and increased facilities. To quote an editorial in October, 1895:

“That we need a larger and better building than this strong old patchwork structure is quite true, but we do not know how to get it while the flocks of people are coming and going from morning to night. Since last spring we have expended in improvements over \$64,000, which is in itself enough to build a good-sized dry goods store.”

One notable indication of the growth and prosperity of the business was the acquiring of the A. T. Stewart Store in New York in 1896—now the New York Wanamaker Store.

In an editorial retrospect occasioned by the Silver Anniversary of The New Kind of Store, in March, 1901, we find this:

“What we have done is not nearly so well done as we intended, nor done so well as we hope and believe it will be. Be it remembered, however, that certain well-considered principles and ideas, set in operation here since 1876, have been well proven to be of successful application to general business. And further, we have become a Chart and Compass to thousands of business men in regulating the helm of conduct of business affairs.”

And a little later:

“It must be apparent that whatever good may have come to individuals who have profited through large businesses of store-keeping, it is altogether insignificant when compared with the good brought to the people as a whole.”

The first step toward the new building was taken on February 22, 1902, when the first spadeful of earth was turned to make room for the foundations. The following dates are milestones in its progress:

July 11, 1904. The first steel pillar was set in place, guided by the Founder’s right hand.

1905. The first section was completed, and work on the second was begun.

March 12, 1906. The first section (the corner of Market and Thirteenth) was formally opened, the occasion being celebrated by a gathering of the Store family, whose members were addressed by Mr. Wanamaker. His speech was an inspiring statement of the vital significance and high endeavors of the business they served, a reminder that “there is something greater than a fourteen-story granite building.”

September 14, 1908. Beginning of the demolition of the old store along Chestnut Street.

February 8, 1909. The first steel pillar of the south

wing—along Chestnut Street—was guided into place by Mr. Wanamaker.

June 12, 1909. Cornerstone laid, in the presence of a large and distinguished assemblage, including officials of the National, State and City governments, members of the Board of Trade and Commercial Exchange, and prominent merchants and citizens.

June 11, 1910. Completion Day, on which the capstone was set, with appropriate ceremonies. On the capstone was carved the "slogan" of the Store:

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

November 14, 1910. The opening of the whole Chestnut Street front of the Store.

December, 1911. The Store completed in all its sections and ready for the ceremonies of dedication on December 30, the last business day of the fiftieth year of Mr. Wanamaker's business life.

The erection of the New House of Business was full of interesting problems all along the way—the greatest being hinted at in the editorial of 1895, and analyzed thus in the first volume of the Golden Book:

"The difficulties of construction entailed in the erection of this mammoth building were many—one of the most obvious being the necessity of continuing the business of the Store while building a new Store on the same site. It was decided that excavations be begun under that portion of the old building least suitable for merchandising. This section covered about 27 per cent. of the whole area. The work was done very carefully; heavy yellow pine posts and girders being used and the excavations being made to the full depth

of the proposed new structure, building at the same time the concrete retaining walls. Then the foundations for the new columns were put in place, so that the sub-structure for the new building was completely ready before the old super-structure was torn down. This work was completed in about nine months . . . without a single mishap.

"This first section of the old building was then demolished, and the erection of the steel columns for the first new section was actually begun, and this section was entirely completed and ready for occupancy before any remaining portions of the old building were demolished. The two new sections which followed were built in the same way, except that the excavation under the last of the two old sections was not done until after these sections had been demolished."

An excellent general idea of the final character of the building is given also in the earlier volume, and runs as follows—considerably abridged:

"Architectural fascination and inspiration make the appeal of the new Wanamaker building to the architect, the engineer and the eye of the multitude. It is a collection of efficiency units, all converging to one meeting-place, determined fifty years ago as a possibility in the mind of the Founder, then woven into the fabric of a dream, and today a concrete demonstration of original thought.

"This Philadelphia Store, the largest building in the world devoted to retail merchandising, occupies an entire city block in the heart of Philadelphia, next to City Hall, which it overtops and actually dwarfs. It covers an area 250 feet wide and 480 feet long, and rises 247 feet above the sidewalk. It is twelve stories in height above ground and three stories extend below. The total floor area is nearly 45 acres, almost two million square feet.

"The architecture is Roman Doric. The en-

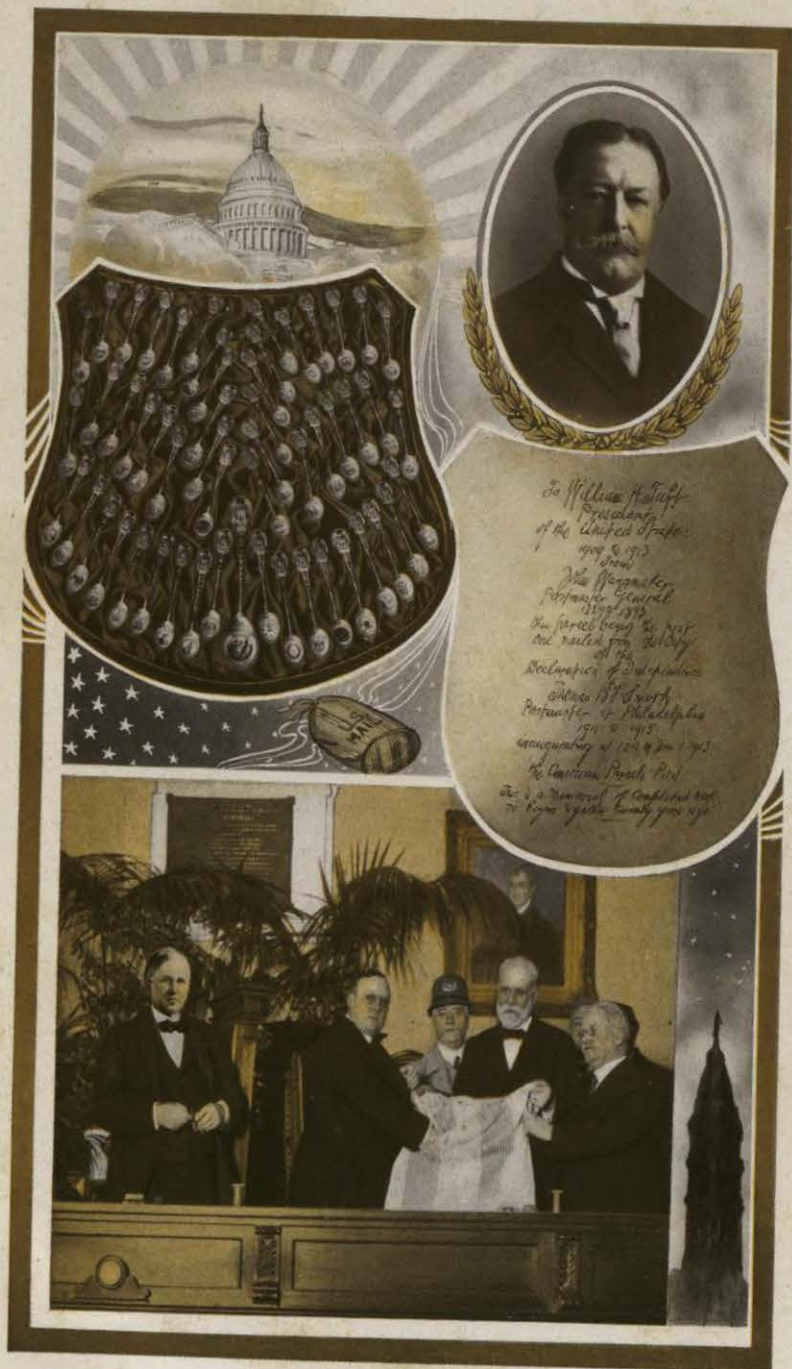
trances—splendid and spacious—are midway of the building on all four sides. Two imposing columns dignify each entrance, the capitals bearing up the cornice of the second floor. Twelve stories of gray granite, fronting on four thoroughfares loom large as the master building of the city.

“The exterior walls are of Maine granite, the interior construction of steel and concrete. Two firewalls divide the building into three sections, and the openings are equipped with automatic fire-doors. Further provision for fire emergencies is made in the generous number of elevators, exits, stairways, and fire-escapes, and the peculiarly safe type of each.

“A highly-perfected ventilating system insures a constant supply of clean, fresh air throughout the building, and the removal of foul air. Power and light are furnished from the Wanamaker Power Plant in Ludlow Street, near Thirteenth, not far from the Store, and this includes also a refrigerating plant.

“The crowning glory of the building is the Grand Court in its very center—a court 112 feet long and 66 feet wide. The architecture here is Ionic and Corinthian. The dome rises to a height of one hundred and fifty feet from a stylobate of Italian and Greek marble arches that are the full height of the Main Floor. From this stylobate classic Corinthian and Ionic columns rise toward the dome-capped cornice, the whole surmounted by a series of groined arches surrounding the skylight. The floor of the Court is paved with gray Tennessee marble. . . . The entire Court gives forth an atmosphere of spaciousness and uplift—the white and green marbles, the sweep of arch, the aspiring columns, the far-off dome.”

The south end contains a gallery, above which is the organ loft with its mammoth organ—the largest in the world; and at the north end, six stories above the Main Floor, is the gallery containing the Echo Organ.



Inauguration of the U. S. Parcel Post Service in Philadelphia,
January 1, 1913

ADDENDUM

STORE'S INTRODUCTION OF THE PARCEL POST, 1913.

Yet one more achievement must be chronicled in connection with the work of John Wanamaker—the establishment of the United States Parcel Post service, such as he proposed when he was Postmaster-General, from 1889 to 1893. It was one of several forward steps which he then urged; many of these, such as rural free delivery and the use of pneumatic tubes in city mail delivery, have since been adopted. By the Act of August 24, 1912, the Government authorized a nationwide Parcel Post, to go into operation January 1, 1913. And the first official Parcel Post Stations in any New York or Philadelphia stores were those opened in the Wanamaker Stores on January 2.

Mr. Wanamaker's interest and instrumentality in securing the Parcel Post were recognized in the ceremony with which the new service was inaugurated in Philadelphia, at a reception held by Postmaster Smith in the Federal Building on the night of December 31, 1912, as the New Year came in. Here Mr. Wanamaker addressed a distinguished assemblage of officials high in public life, judges, members of Congress, city officers and representative business men, and himself opened the service by mailing to President Taft the first parcel sent through the Philadelphia Post Office. The privilege was accorded him by the following special invitation from Postmaster Smith:

DECEMBER 23D, 1912.

HON. JOHN WANAMAKER,
Philadelphia, Pa.

My Dear Mr. Wanamaker:—As the time draws near to the date upon which the entire country will witness the inaugural of the Parcel Post System, I am thinking more and more of the desirability of having some special feature connected with its commencement here that will impress itself upon and eventually become part of the history of the