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New York Evening Post

22.

Nr. _____

Wanamaker Called 'A Good American'

New York's Leading Merchants Pay Tribute to His Memory

Col. Michael Friedsam, S. W. Reyburn, Jesse L. Straus and Others Discuss His Career

Tribute to John Wanamaker as public official, merchant, and citizen was voiced to-day by those with whom he had come into close contact in his long years of activity. To the praises of his associates was added the official tribute of Mayor Hylan and all eulogized him as a commanding figure in world commerce, and as "a good American."

Col. Michael Friedsam of B. Altman & Co. said:

"In the death of John Wanamaker America loses a great citizen and merchant. He was an extraordinary man, loved and respected by all classes of people. He was ever ready for public service and gave much of his time and splendid thought for the benefit of his fellow-citizens, and the people of America have often-times displayed their regard for him.

"He was one of the greatest merchants of the world, a man from a past generation, possessing the genius, stability, and perseverance necessary in the building of a great merchandising business, together with power to adjust himself and his plans to the changing conditions of a new generation. He was old in experience but young in ideas.

"He strove always for progress, for improvement, and achieved great results by his wise planning and unlimited energy. It may be truly said of him that he was a great man. By all the tests he warrants that tribute, and I know that he would like to have this additional epitaph which will be

given him by every one of his fellow citizens: 'He was a good American.'"

Hylan Extends Sympathy

Mayor Hylan said he learned of Mr. Wanamaker's death with deep regret.

"A man of the highest ideals, undoubted capacity, and constructive ability in whatever public or private fields he employed his exceptional energy," said the Mayor, "he achieved phenomenal success and inspired the friendly sentiment of all those with whom he came in contact, regardless of rank, wealth, or social status. Long one of our foremost merchants, a model of what a business man should be, and in every way worthy of the opportunities which this country offers to ambitious citizens, he stood as an admirable example of upright manhood and lofty citizenship in both private and public life.

"To his afflicted family in their bereavement I extend on behalf of the City of New York heartfelt sympathy and condolence."

Samuel W. Reyburn, head of the Lord & Taylor department store and president of the Associated Dry Goods Corporation, said:

"Mr. Wanamaker was a man whose ability and success as a merchant not only made him a national leader in affairs of business and state, but an international character as well. He was the leading merchant of America.

"We retailers and the public at large suffer with his family in their great loss."

Foresaw Country's Growth

Jesse Isidor Straus, president of R. H. Macy & Co., and president of the National Retail Dry Goods Association, believes that in the death of Mr. Wanamaker "the department store craft has lost its dean and one of its outstanding figures." "Mr. Wanamaker," he said, "was one of the last of that older group of great merchants who foresaw the growth of the country and who had confidence in its institutions. During his long career of usefulness as a great merchant, a constructive statesman, and as a man of vision and imagination, he left his stamp on two centuries.

"His personality dominated his enterprises. His was an unusual combination of business acumen and public spirit. He occupied important public office with dignity, and devoted himself to it with the same energy and attention and with the same resultfulness that he gave to his own

private concern. He was a tower for good in commerce and in the city, State, and nation, and was an honor to all.

"Mr. Wanamaker conceived his occupation as an opportunity for service as well as profit. Despite advancing years, he was always alive to the obligation of his calling and to the advances in scientific methods of distribution. He never permitted himself to be ruled by the reactionary tendencies that too often hamper the activities of advancing age. He was always youthful in spirit and in outlook, the members of his staff will long honor his memory."

John Wanamaker, Merchant, Dies at Age of 84 Years

(Continued from Page One.)

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One of the porters in the store thought Mr. Wanamaker "the pleasantest man in the world." Many of the clerks substituted "finest" for pleasantest, and let it go at that. The doorman thought Mr. Wanamaker "a fine old man" and declared that he used to shake him by both hands when he arrived on some mornings. Sometimes though, "the big boss" was worried when he went to the store, and he walked about, engrossed in his own thoughts, oblivious to every one.

They have some special memories of Mr. Wanamaker in the bird department, for Mr. Wanamaker was especially fond of birds and never failed to visit the department when he went to the store. He liked to watch customers as they bought birds, and particularly children, to whom he used to talk.

Wanamaker Began Business in 1861

Was a Pioneer in Fixing a Selling Price for Merchandise—Opened Career as Errand Boy

John Wanamaker led in the creation of the department store as an institution in American life. At the outbreak of the Civil War in 1861, when he began business for himself in a humble way in Philadelphia, retail merchandising in this country was in a disorganized state, and, in the opinion of the young merchant, it was suffering a rapid decline through practices that were then general. Aside from his ambition to make money, "my paramount purpose," said Mr. Wanamaker, "was to help save the mercantile profession from lowering its flag before other professions and other occupations."

There were in those days no fixed selling price for goods. Business then demanded a thirteen-hour day from

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There were in those days no fixed selling price for goods. Business then demanded a thirteen-hour day from all its employees. Customers spent hours price-haggling with salesmen. Mr. Wanamaker was impressed with this waste of time and to eliminate it he became a pioneer in fixing a selling price for goods. It was one of the beginnings of many mercantile reforms which to-day are so generally followed that the present generation

can scarcely find anywhere a trace of the old practices.

Mr. Wanamaker was twenty-four years old when he entered upon his career, in partnership with his brother-in-law, Nathan Brown, on a joint capital of \$3,500, in a clothing business at Philadelphia. He had been born in that city July 11, 1838. His father and his father's father had been brick makers, and John Wanamaker's first work was "turning bricks." He was the oldest of seven children and early in his boyhood he was obliged to give up schooling and earn his own way. His first wages were \$1.25 a week as an errand boy in a Philadelphia book store, and then as a young man he was employed for a time at Tower Hall, a famous old Philadelphia clothing house, where his personality and business ability were developed for his venture in business for himself.

The Brown & Wanamaker store began business with a first day's sales account of \$24 and ended its first year with a record of \$24,000. Mr. Wanamaker and his brother-in-law were, during their first few months of business, unable to afford a horse and wagon for delivery, and Mr. Wanamaker himself pushed a two-wheel cart to deliver his goods. His partner's health failing, most of the details of the business devolved upon Mr. Wanamaker.

Opened Store in New York

In 1896 Mr. Wanamaker entered business in New York City, reopening the old store of A. T. Stewart & Co., Broadway and Ninth Street. Later he increased its size by taking in the block to the south, making it the largest department store in this city.

Mr. Wanamaker interested himself in many civic activities. He was the first salaried secretary in America of the Young Men's Christian Association, in 1858; one of the founders of the Christian Commission during the Civil War, and one of the organizers of the Centennial Exposition in 1876. In the latter year he began the development of his department store, establishing the house of John Wanamaker & Co. on Chestnut Street, Philadelphia. It is estimated that during his entire business career Mr. Wanamaker had distributed into American homes merchandise reaching nearly a billion dollars in value.

He was known as a great believer in advertising—in newspaper advertising above all other varieties. He spent millions of dollars in it. One of the features of his advertising campaign was his development of the "Store News Page," which he led with an editorial over his own signature, invariably written by himself, to keep the public in touch with the policies of his business. His friends often saw

him writing such an editorial on his way to the store in the morning, scribbling it on the back of an envelope or any odd scrap of paper he had in his pocket.

He was always looking for better and newer ways of doing business, and aside from providing conveniences for buyers and securing able management Mr. Wanamaker paid great attention to the welfare of his employees, establishing among them many institutions for cultivating a spirit of comradeship, educating them to improve their earning capacity, providing retirement of old employees on retired pay, and creating a court of appeal chosen by employees to which any complaints could be taken.

Member of Harrison's Cabinet

In political life Mr. Wanamaker was prominent as an independent Republican. In 1882 he was offered the Republican nomination as Congressman-at-Large for the State of Pennsylvania, but declined it, and in 1886 he declined to be an independent candidate for Mayor of Philadelphia. He took an active part in most of the Presidential campaigns and gave a great amount of work to the Republican National Executive Committee, of which he was a member during the Harrison campaign.

Upon the election of Harrison, Mr. Wanamaker was invited to enter the Cabinet, and, although there was much criticism to the effect that a merchant was unfit for a Cabinet position, Mr. Wanamaker became Postmaster General and was acknowledged later by his critics to have worked many desirable reforms in the postal system. Organization, system, method, and business mechanism, so essential in the Post Office Department, were all in Mr. Wanamaker's line. He spread the fast mail service and opened sea post offices, in which foreign mails are distributed and made up on the sea, and, among other things, advocated the parcel post and postal savings, which were later realized, and also urged Government ownership of telegraph lines.

Early in life Mr. Wanamaker became a member of the Rev. John Chambers's Presbyterian Church in Philadelphia and formed a Sunday school which was the nucleus of what is to-day the Bethany Presbyterian Church of Philadelphia. The Bethany Sunday School, of which Mr. Wanamaker was superintendent, is said to be the largest Sunday school in the United States. Mr. Wanamaker took particular pride in this school as well as the Brotherhood of Andrew and Philip, which he also founded.

Early in his career Mr. Wanamaker married Mary B. Brown, who cooperated with him in much of his philanthropic work. He founded the Presbyterian Hospital in Philadelphia, the First Penny Savings Bank there, assisted in erecting many Young Men's Christian Association buildings, and contributed towards college missionary institutions in India, China, and Japan. At the outbreak of the European war he was one of the first to assist in the relief of the Belgians, equipping two shiploads of foodstuffs which were sent to the invaded country.

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New York Evening Post

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Nr.

A Merchant Prince

John Wanamaker's career was made peculiarly American—so we like to think—by the elements of idealism and service that inextricably mingled with it from beginning to end, in the manner of the career of that other great Philadelphian, George W. Childs. His philanthropic labors were not set apart from his business activities, like those of such predecessors as Stephen Girard and John Jacob Astor. Before he entered business at all he had made his mark in altruistic endeavors. He became secretary of the national Y. M. C. A. at a time when the institution had just been transplanted from England, and in the Civil War he helped to organize the Christian Commission. When he became for Philadelphia the same potentate of the dry goods world that A. T. Stewart had become for New York and Marshall Field was becoming for Chicago, he never allowed his generous instincts to be dulled by his pursuit of the dollar. Of his hotel for his employees, and of his system of profit sharing, he was proud long before he invaded the New York field.

As a merchant Wanamaker achieved one of the most conspicuous of the nineteenth century successes in "dry goods." He had no such advantages as the phenomenal growth of Chicago and the Middle West gave to Field and Mandel, or the position of New York as a national metropolis to Stewart, Altman, Macy, and Stern. But he did gain an initial impetus by commencing his business in the year of the Centennial Exposition. That within a decade it was turning over \$25,000,000 a year was a tribute to his energy and to a shrewdness that fixed upon certain neglected principles. Immutable prices that did away with all haggling was one; the decoration of the establishment to make shopping an æsthetic pleasure was another; the provision of such attractions as concerts and art displays a third. Here in New York Mr. Wanamaker had the shrewdness, in taking over the defunct Hilton-Libbey enterprise, to discard all the prejudices which that firm had assiduously gathered about itself, and revive all the advantages which still clustered about the name of A. T. Stewart.

In accepting the Postmaster Generalship under Harrison Mr. Wanamaker added something to a record of which Philadelphia business already had reason to be proud. A Philadelphia merchant, Morris, took charge of the nation's finances at their most distressed period, when raising money was "like preaching to the dead," and impoverished himself by his generosity. Another Philadelphia merchant, Girard, supported the national finances in the War of 1812 when everybody else despaired of them. Mr. Wanamaker had already refused to be a candidate for Congress and the Mayoralty. Of service in the Federal Government by leaders in mercantile business we have few instances. A. T. Stewart's appointment to the Secretaryship of the Treasury by President Grant had been balked by a forgotten law excluding all importers from that office. In an Ad-

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The Wall Street Journal (New York)

Nr. 137 .

JOHN WANAMAKER DEAD AFTER SUDDEN RELAPSE

PIONEER MERCHANT WAS ACTIVE IN DRY GOODS
TRADE OVER 60 YEARS—STARTED POST-
WAR DEFLATION SALES

Philadelphia—John Wanamaker died here Tuesday. He was 84 years old.

Wanamaker, founder of the stores bearing his name in New York and Philadelphia, and former Postmaster General, had been ill for several weeks.

Within the last few days, however, he took a turn for the better and the end came suddenly after a relapse.

John Wanamaker was generally recognized as America's leading merchant prince and he was active in dry goods circles over 60 years. Born in Philadelphia in 1838, his first job was as errand boy in a book store at the age of 14, and he later became a retail clothing salesman.

In 1861 he started in business for himself in the retail clothing trade, establishing the firm of Wanamaker & Brown. Fifteen years later he opened his Philadelphia department store which has become one of the most important retail establishments in the country. In 1896 he took over the business of A. T. Stewart in New York, which grew rapidly and was soon enlarged by the addition of a new building.

He was always original and in May, 1920, electrified the dry goods trade by announcing a 20% reduction sale. At this time the buying orgy was at its height and prices at their peak, and the deflation may be said to have started at that time. Receipts during sale reached record volume, running as high as \$3,000,000 weekly. In this way he was able to empty his shelves of merchandise and get on a strong cash basis before many of his competitors had realized the business situation. His action was followed

by similar sales in other stores throughout the country.

John Wanamaker was well known for his strong religious principles and activity in church work. In 1858 he founded the Bethany Presbyterian Sunday School, of which he was superintendent until his death. Under his leadership this grew to be the largest Sunday school in the United States. He was one of the founders of the Presbyterian Hospital and erected Y. M. C. A. buildings in India, China, Japan and Korea. In 1914 he sent two relief ships to the aid of Belgium. It is a fact playing cards are never sold in his stores as a result of promise made to his mother.

For a time he took a prominent place in politics, opposing the machine as an independent Republican. From 1889 to 1893 he was Postmaster General in cabinet of President Harrison. He was a director of several banks and trust companies and of the Philadelphia & Reading.

His signature was probably more widely known in the east than that of any other man, as it appeared in every form of advertising the firm did. The daily symposium of cheer or advice which appeared with his advertising throughout the years was usually written by himself.

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The Commercial and Financial Chronicle (New York)

Nr 2999

JOHN WANAMAKER.

Several good and timely lessons can be drawn from the career of this man who has just passed on, crowned with years and usefulness. The first is the old one: "honor and shame from no condition rise, act well your part"; here is more cumulative evidence that this is the country of equal natural opportunity and that grumbling at destiny and rancorous envy of others ought to be kept out of it. A brick-maker's son who loses his father when only 13 and has to exchange the common school for odd-jobbing about the brickyard is not born in the sunshine; this one sturdily plodded on, rose to a clerk's job at \$1 25 a week, saved up \$2,000 before he was 21 years old, and went into a modest retail clothing business with a partner, having a joint capital of \$3,500. He never had a "union" to boost him or hold him back; his union was of substantial qualities of personal character. Judged by magnitude of transactions, he was possibly not the greatest of American merchants, yet he won both wealth and eminence. His predecessor here, A. T. Stewart, who went from teaching to trading, was a prominent and successful merchant, but Mr. Wanamaker probably has the credit of developing the "department" idea in merchandising, and that may have led by a natural process into the fruitful "idea" which grew into the low-priced combination, whose great tower downtown, matched by the Metropolitan Life's great tower uptown, so constantly proclaims the value of service and the enlightened self-interest which helps itself to the fullest by striving always to give the most for the least, instead of following the labor union idea of giving the least for the most.

Mr. Wanamaker considered the buyer and thus made him friend and helper of the seller. He figuratively kept himself on both sides of the counter. "Money back" he adopted early, if he did not originate it. He was, at least, a pioneer in thinking and caring for employees; he adopted co-operation, he founded a savings scheme; he devised insurances and instruction classes; he was enthusiastic and active to the last in every philanthropic and Christian work.

We discover phenomena, although even the wisest cannot explain the least one of them; yet we are

forced to have some theory of the universe, and must take the benevolent and progressive, or the malevolent and degenerative, or the mechanical and indifferent. Mr. Wanamaker never hesitated over his own choice. The little bits of homily, with their "Signed, John Wanamaker," which have so long had their regular place in the daily advertisements of his store, may have caused amusement to the cynic, but they were quaint, kindly, and soundly wise. There is no better tribute to the personality of the man than that those who knew him best loved him most; and that he went out of life here with a smile is both proof and result of his persistent optimism. An optimism which refuses to be shaken yet never omits to keep effort linked to faith was surely never more needed and never had more promise in it than just now.

Another lesson is that the place of "business" in the scheme of human life is illustrated and approved. The time has been when the learned professions, as they were called, were quite largely reckoned highest; yet man is body as well as soul, and can neither rise nor endure without attention to both. All life is consumption, reproduction, and not simply change but exchange. We are still discussing the just place

of what is called "liberal" or collegiate education, and whether that is not wasted rather than useful in a business career, also whether the youth (of either sex) to whom circumstances deny a "course" is or not our debtor for sympathy. Yet education of some sort is as certain as growth to maturity, and every course, of every kind, is only opportunity; what is in the youth will come out in the adult.

Another lesson is that business itself is growing and developing, and will keep doing so. Human wants increase in number and demand, discoveries constantly widen, more materials and processes yield new products. The "banker" of to-day is more than a lender of money and a broker in credits; he is constructive and initiative, or unworthy of the title. Similarly, the merchant is more than a mere trader; unless he is at least a helper of progress if not a leader in it, he is unequal to his place.

18088 0005 000

The Financial Post of Canada (Toronto)

Nr. 51

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18088 0006 000

Hamburger Fremdenblatt

Nr. 9

John Wannamaker †



Der amerikanische Warenhausbesitzer John Wannamaker in Philadelphia, wohl der größte Warenhausbesitzer der Erde — er beschäftigte über 25 000 Angestellte —, ist im 84. Lebensjahr gestorben. Wannamakers Vater war Deutscher und in bescheidensten Verhältnissen. Während mehrerer Jahre war Wannamaker Generalpostmeister der Vereinigten Staaten. Atlantic-Photo.

18088 0007 000

New York Evening Post (New York)

No 4

Bibliothek

His Practical Ideals as A Merchant Helped to Liberate Humanity

JOHN WANAMAKER. By Herbert
Adams Gibbons. Harper & Brothers. \$10.

Reviewed by THOMAS L. MASSON

PROFESSOR GIBBONS, it seems to me, has done a remarkable piece of work. He has produced a biography of a great American without in any sense slopping over, without concealment, a plain tale without any attempt at fine writing. His two volumes are truly an absorbing account, and they touch upon American life in its fundamental aspects at so many points that, in such a wealth of material, it is difficult to discriminate.

In the first place, his life of Wanamaker is by far the best book of instruction in the fine art of advertising I have ever read. I would hand these two volumes to any young man starting out in life, in perfect confidence that he could study no better guide. Here I must interpolate an anecdote recorded by the biographer.

"One associate, when he later became Governor of his State, thought he could imitate Wanamaker. He tried the combined handshake and push of an old political supporter. But the man said: 'It's all right, Governor, but I won't be thrown out.' In telling the story, the discomfited Governor declared: 'It was the first and last time I tried the Wanamaker handshake. He can do it, but I don't believe anybody else in the world has the subtle genius necessary to perform it successfully.'"

This, inevitably, is true of all text and guide books. John Wanamaker himself has stressed the fact that you can really teach others but little. But if we wish to learn the rules for success, here without question is the raw material.

It is also a fact that no biographer, even with the most sinister intentions, can ever quite conceal his subject from his readers. But it is one of the chief merits of this book of Professor Gibbons that he resorts to no tricks. He had full access to the files. Himself a man of scholarship and broad culture, he presents the record of John Wanamaker's life with simplicity and fine understanding. From the standpoint on which he writes, and with which I am in entire accord, it is quite true that Wanamaker needs no defense, and, in the face of his record, it would be a work of supererogation to suggest such a thing were it not for the fact that during his lifetime John Wanamaker was abused as much if not more than any other man of his period. His motives were

continually questioned; he was called a religious hypocrite and—particularly in the case of the Goulds—he was attacked at one of the most critical periods of his career. He outlived and, indeed, rose triumphant above all of his traducers.

Now it may be just as easy, if not easier, to exaggerate virtue as it is to exaggerate vice. No record of any man can be made which will balance these two extremes accurately. We are not here recording the life of a saint, but undoubtedly of one of the most intensely human beings who ever lived: a man whose life was continuously on public exhibition and whose internal machinery was completely exposed to the public eye. Apparently this man had no sense of inner contemplation, no power of self analysis, as his biographer states.

The real question I kept asking myself as I read this book was: "Was John Wanamaker an artist?" If this question seems beside the mark in merely reflecting upon the life of a man whose final fame seems to rest upon the fact that he was America's greatest pioneer merchant, we must remember that no definition of art has yet been invented which entirely covers the case. And we must always bear in mind that there may be just as much art in the living of a life as a totality as there is in making a masterpiece out of marble. The true test of the work of any artist is whether he has left a permanent rising effect upon posterity. We are now beginning to see—if still very dimly—that among nations there is truly an art of what may be termed racial being.

To say that men like John Wanamaker, themselves set in a practically perfect homogeneous commercial environment, have not been a great influence in our progress from the selfish parochialism of the ancients to a world view, is to be very short-sighted. It is by no means certain that the pronouncement, "The greatest good for the greatest number" (no matter how world-wide may be the number), is not a higher art-ideal than a Greek statue, in so far as it releases humanity as a whole from a bondage which presses it down so hopelessly. Wanamaker's axioms—"The customer is always right," "Your money back," "A definitely fixed price, distinctly marked on all goods"—may all seem common now and smelling of the counter, but we have only to contrast the conditions before these axioms were uttered and practiced with the conditions now to see how revolutionary they were.

Much more than this, however, if we may trust his biographer, is the fact that he seems to have been the first merchant to perceive the great idea that if you serve others with-

pendent!

out regard to profits you are opening up unlimited reservoirs of power. This, later, was the secret of Henry Ford's success.

It is well briefly, in passing, to realize the actual results accomplished by the thought of this man upon his generation. John Wanamaker, in his adherence to the principles laid down, scoured the world for better and better goods. All the time he was studying, improving his own ideas, making progress, so that he was able to bring his customers along with him on a large scale. The Wanamaker stores, which he always insisted were not department stores, began the work of what may be termed commercial uplift; and it is unquestionably true that this work began in a deeply religious instinct. His friend James Dobson, remarks Mr. Gibbons in speaking of his buoyancy, said that the secret was that "his religious temperament kept him afloat."

Let me now place on record a few links in the chain of his life. John Wanamaker, oldest child of Nelson Wanamaker and Elizabeth Kochersperger, was born in Philadelphia July 11, 1838. He bought his first Bible on the installment plan. He began as an errand boy, on \$1.25 a week and it is on record that "John gave his mother all the money he saved." He finally came to a choice of occupation by striking out all of a number of words except "merchant." He was the first full-time paid secretary of the Y. M. C. A. in Philadelphia, thereby inaugurating a new custom, and from his salary of \$1000 a year he saved enough money to go into the clothing business. He married in 1860, "when the world seemed going to smash."

His wife's influence over him was very great. His father left no estate. He first opened Oak Hall in Philadelphia April 8, 1861, and by singular good fortune his war contracts helped to establish him in business. As I have noted, he passed a great crisis a few years later when he formulated his business creed of service. He secured an

option on the Pennsylvania freight station in Philadelphia and opened it to an enormous Moody and Sankey revival meeting. Later on he was one of the chief factors in the success of the Centennial and profited largely thereby in the opening, contemporaneously, of his Grand Depot, the pioneer of the modern general store. On Monday, March 12, 1876, this "New Kind of a Store" was thrown open.

In 1890 he was appointed to President Harrison's Cabinet as Postmaster General. He became deeply immersed in politics and was greatly abused and suffered from an innate sensitiveness, but his courage carried him through. When Henry Ford got into trouble through the Seldon patent John Wanamaker came to his rescue in one of the most dramatic periods in our commercial history. In 1907 Wanamaker, who then had two great establishments—one in Philadelphia and the other in New York—escaped ruin only by the force of his native courage and the reputation he had built up. He died December 12, 1922.

He was very religious, and the story of how he started Bethany Mission (pelted with eggs) makes one of the best chapters in this book. He originated, or began, the shorter business day, and was also the pioneer in daily advertising, the first one to use the newspapers in full pages and the first one to own his own printing plant. He came close to founding a pioneer mail order house and to the establishment of chain stores, only his concentrated method preventing from spreading out. He was the first to introduce speaking tubes and electricity on a large scale in his store, Edison's incandescent light and the perfection of elevators helping him greatly in his displays. He pondered all his life over the delay in getting waited upon, a problem that he seems not to have solved. He originated a new kind of Sunday school and successfully managed the largest one in the country while developing his business. He sold books on

a large scale first and fought the publishers for lower prices. He was the first to have reprinted in this country an edition of the *Encyclopædia Britannica*. As Postmaster General he first made free rural delivery possible, and Mr. Gibbons quotes from Postmaster General Work: "John Wanamaker was one of the first crusaders for the establishment of the postal savings."

He was an enemy to alcohol, believed in the closed Sabbath and refused to allow any of his advertisements to appear on that day. He had a great sense of humor, was always buoyant, and when the odds were most against him he fought the best. He thrived on opposition. His biographer says that he had a greater influence as a business man than as a religious man. "His creative instinct, because it never slept or died, enabled him to regard every enterprise that he directed as a joyous asset and not an irksome liability." He was a student, but not a contemplative. "He himself had to struggle under the handicap of his own deficiencies in education. In preparing for Bethany and in writing advertisements he kept a dictionary at hand, and was constantly studying and practicing to acquire a good English style. . . ." He was always a Republican, but never a partisan.

He was converted to Christianity in 1855, when seventeen, by a prayer meeting talk given by R. S. Walton, a young hatter. He was described by Dr. A. T. Pearson as "a cross between a Presbyterian and a Methodist, with a sprinkle of independency, who would run a Sunday school by wind, water and steam—all at once—anything to make it go."

These few high points in the life of our greatest merchant, and in many respects one of our greatest Americans, are necessarily casual. The book is unqualifiedly recommended to every American citizen, and especially to those who wish to understand the spirit of those men who have done most for this country—at present, I fear, in a very doubtful state of mental and spiritual disruption.