



Smithsonian
National Museum of American History
Kenneth E. Behring Center

AMERICAN ENTERPRISE EXHIBITION

MEDIA GUIDE





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AMERICAN ENTERPRISE

EXHIBITION

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“AMERICAN ENTERPRISE”

For the first time ever, the Smithsonian’s National Museum of American History is presenting a multi-media educational experience focusing on the role of business and innovation in the United States. The 8,000 square-foot exhibition titled “**American Enterprise**,” opens July 1, 2015 in the **Mars Hall of American Business** located in the newly renovated first floor of the museum’s West Wing.



With more than 600 objects on display, “American Enterprise” explores the nation’s business story through four chronological eras centered on the themes of opportunity, innovation, competition and the search for common good in the American marketplace.

Merchant Era (1770s - 1850s): The nation’s early history was a time of market revolution as the economy moved away from a colonial mercantile system. Abundant natural resources, social mobility and a newly founded democratic government fostered innovation and job opportunities.

Corporate Era (1860s - 1930s): Widespread economic growth brought by the industrial revolution, business consolidation and expansion characterized this period along with the tumultuous currents of wars, financial panics and labor confrontations. The U.S. became a manufacturing powerhouse.

Consumer Era (1940s - 1970s): Following World War II, production boomed and consumption became the engine of the nation’s economy. Diminished global competition, high rates of union membership, Cold War spending and expanded consumer credit fueled prosperity and opportunity. By the 1970s, the economic engine began to slow.

Global Era (1980s - 2010s): The nation’s recent history experienced an increase in global production and trade. More workers became involved in a wide range of services. Consumers and producers had to adapt to the increased speed in business, a growing reliance on understanding complex data and less government regulation.

A Biography Wall complements the four marketplace sections, highlighting some of the most innovative and entrepreneurial minds in the nation’s history from Eli Whitney to Oprah Winfrey. Other areas in the exhibition include: **Advertising Business** which explores the evolving roles of Americans as producers and consumers through the history of advertising and The Exchange which features interactive experiences, giving visitors a hands-on understanding of innovation, markets and business whether it be through a simulated stock market or by taking on the role of a modern day farmer.

For more information about “**American Enterprise**,” visit: <http://americanenterprise.si.edu/>.

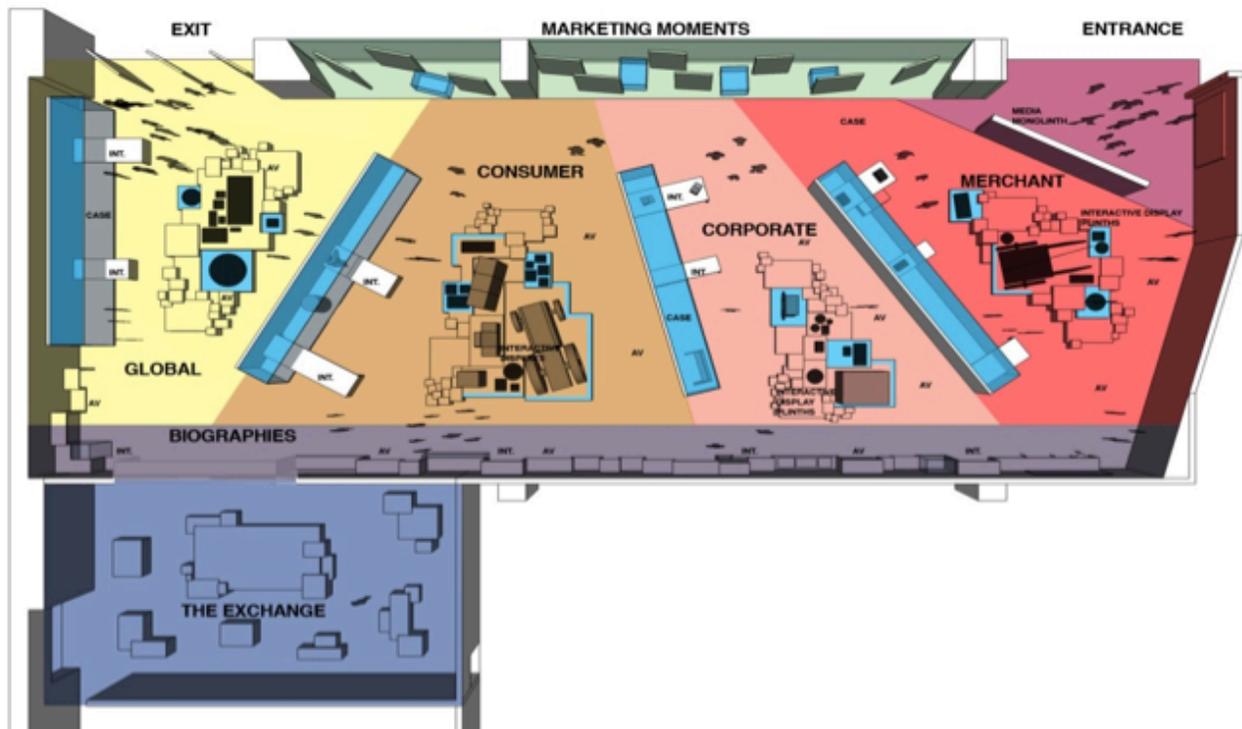


American Enterprise Stories of American Business

“**American Enterprise**” examines the business and consumer history of the United States from the 1770s to the 2010s. It presents the benefits, failures, and unanticipated consequences of American economic development. Visitors will learn how business and work has affected the nation’s history as well as their own lives. They will see the dynamic interplay between consumers and producers and understand how opportunity, innovation, competition, and the common good comprise the building blocks of America’s business.

Chronological in organization, “**American Enterprise**” uses objects and graphics to examine how the United States moved from being a small dependent nation to being one of the world’s most vibrant and trend setting economies. The exhibition focuses on stories from the areas of agriculture, finance, information technology and communication, retail and service, and manufacturing. The ongoing transformation of the American experience has provided opportunities for many, great benefits for some, and hardships for others. Understanding the business development of the nation, and the corresponding social effects, is fundamental to the lives of the American people, the history of the United States, and the nation’s role in global affairs. “**American Enterprise**” conveys the dramatic arc of labor, power, wealth, success and failure in America’s business heritage.

For more on “**American Enterprise**” visit: <http://americanenterprise.si.edu>



Floor Plan



American Enterprise Exhibition Outline

Introduction

Since the founding of the United States, the balance between capitalism and democracy – between individual opportunity and common good - has shaped the American experience. National values of competition, innovation, opportunity, and the common good have played an integral role in the nation's history and comprised the building blocks of America's business.

In its short history, the United States changed from a small upstart nation in the 1770s to one the world's largest economies. The transformation of American commerce has provided opportunities for many, great benefits for some, and hardships for others. The exhibition traces the dynamic relationships among producers, managers, workers, and consumers.

Advertising History, 1770 - 2010

The advertising and marketing industry rose from nascent forms in the early 19th century to become an important force in American society by the mid-20th century. This section explores the business behind the ad campaigns, by presenting the rise of the industry, the stories of major figures and firms, changes in technology and innovations in selling strategies, regulation by and cooperation with the federal government, and, most importantly, examining how advertising became the language of American consumer culture.

Merchant Era, 1770s-1850s

The early history of the United States was a time of market revolution. The economy moved away from a colonial mercantile system where raw products were shipped abroad and finished goods were imported. Increasingly artisans, peddlers, farmers, merchants and slaves operated within a largely community based world.

The nation's abundant land and natural resources, along with the social mobility of the United States offered great opportunities to citizens and white immigrants. A chronic lack of workers in the U.S. made apprenticeships short and helped spur innovation. A supportive and democratic form of government fostered industrial improvements, competition, and global trade.

Despite long distances, a developing infrastructure of roads, canals, and railroads enabled 19th century merchants to reach rural as well as urban consumers, and farmers to access urban markets. Merchants, artisans, and farmers depended on a complex systems of credit to plant their crops, fuel their enterprises, and establish new products. Supply and demand developed and regulated the expanding market economy. By the 1850s American productivity equaled, if not eclipsed, that of Great Britain.

Corporate Era, 1860s – 1930s

The industrial revolution, business consolidation, and expansion brought widespread economic growth, innovation, and entrepreneurship to the United States. This period also saw turbulence in the form of wars, financial panics, and labor/management confrontations. In the great merger wave between 1897 and 1903 some 1,800 businesses consolidated into 150 of the largest firms in U.S. history. In the bare knuckle marketplace, businesses tried to quash competition and control resources.

Craft work and merchant trade diminished in importance as the effects of the industrial revolution began to dominate public attitudes and actions. Businesses and manufacturing enterprises became increasingly large and impersonal, employing new models of organization, management, and control. Government struggled with how much to limit the growing power of business. Workers responded to industrialization by organizing and strengthening unions. Class and workplace tensions developed as new immigrants and migrants entered the workforce and the income gap between owners and workers widened.

Despite challenges, the quality of life for most Americans improved. Large scale businesses created new forms of middle class work. Consumers, motivated by new credit instruments and advertising, turned to the commercial marketplace to purchase necessities as well as non-essential goods. Economic growth created many opportunities, but prosperity was far from uniform.

Consumer Era, 1940s – 1970s

In the decades after World War II, production boomed and consumption became the primary engine of the American marketplace. Several factors fueled prosperity and opportunity at midcentury: diminished global competition, high rates of union membership, Cold War spending, and expanded consumer credit. American consumers who had curbed their desires for more than a decade, opened their wallets and made America the most robust economy in the world. Culturally, consumerism became the “fifth freedom”; an essential component of American citizenship. Advertisers sold the idea that free enterprise and freedom to shop were the hallmarks of the American Dream; linking the “the good life” to consumer goods. Manufacturers and advertisers expanded their vision of consumers to capture new markets, including teens, African Americans and Latinos.

Innovations in information technology and agriculture contributed to prosperity and fundamentally changed the nature of work and business. The development of robotics and computers reshaped manufacturing while a revolution in agriculture increased production of commodities. By the late 1970s, productivity waned, American manufacturing began to move off shore and retail gained strength. As the service economy grew and union membership and wages declined, consumers became essential to the health of American business.

Global Era, 1980s – 2010s

The recent history of the United States is yet another time of economic turbulence and change. The velocity of business increased as transportation, communication, and data analysis empowered global commerce like never before. Trade and financial connections that transcend national boundaries are fundamental to the new era. Although the United States remains the world’s largest economy, the work of its people has begun to shift. Increasingly fewer workers are engaged in agriculture and manufacturing and more involved in a wide range of services, including everything from, scientific research and finance, to retail and food service. More over income inequality is widening and has begun to resemble what it was about 100 years ago.

Competing nations profit by supplying American's increasing consumption of goods, but rising interdependence also challenges traditional local values, creating both opportunity and friction. Globalization presents benefits for some and challenges for others.

Biography, 1770s – 2010s

Stories of people are key to understanding business and the American experience. They provide insight into the opportunities and challenges faced by individuals in all eras, economic sectors, and ways of life. The experiences of farmers, inventors, entrepreneurs, laborers, middle managers, manufacturers, and corporate titans give breadth and vitality to American economic life. Surprising, uplifting, devastating, humorous, and remarkable capsule biographies tell a history of opportunity, innovation, competition and the pursuit of common good.

The Exchange

The Exchange features interactive displays and experiences drawn from the business history of the United States. Graphic displays of information, in depth stories, and learning through play will engage visitors of all ages. Transactions are at the heart of any enterprise, and in this room visitors will actively exchange, compete, barter, broker, market, and innovate. Together, the interactives will give insight into the themes of opportunity, innovation, competition, and the common good.



Select Object List

The “American Enterprise” exhibition features more than 600 artifacts showcasing the country’s business history. This object list features highlights by economic era as presented in the exhibition.

Merchant Era (1770s-1850s)

Red River Cart, mid-1800s

Fur trading was an extensive international business during the Merchant Era, largely controlled by European organizations but dependent on pelts from suppliers, many of them Native American. Métis (mixed European-American and Indian people) women began moving furs and skins along the border between Canada and the U. S. on the Red River trails using carts such as this one. As late as 1857 a brigade of 500 carts brought an estimated \$183,000 in furs through the St. Paul, Minnesota markets for eventual sale in the Eastern United States.

George Washington’s Chinese Tea Chest, late 1700s

Imported Chinese goods were available in the colonies throughout the 18th century. Merchants imported many grades of tea at different prices enabling all Americans to enjoy it including George Washington, who owned this wooden tea chest made in China. According to Martha Washington’s granddaughter, he habitually drank three cups of tea without cream at his breakfast meal.

William Ramsay’s Ledger, Desk and Bookcase, 1753-1755

Merchant and shopkeeper William Ramsay kept this 900-hundred page parchment-covered ledger on his desk to record the activities of his store in Alexandria, Virginia. Ramsay tracked financial transactions by noting buyers’ names, dates, purchases and prices on the ledger’s left-hand side. The “contra” side noted the date of remuneration, the amount and method of payment. The pages document how trade occurred across gender, occupation and race. At his desk, he wrote and received letters from George Washington, Patrick Henry and others concerning provisions for the Revolutionary War.

Chocolate Pot, mid-1700s

During this time period, many Americans enjoyed the ritual of drinking hot chocolate at breakfast. Merchants sold chocolate, made from imported cacao beans and sugar, as well as specialized utensils for its consumption. Hot chocolate was most often served in a special pot with a lid that had an opening for a whisk.

Patent Model of Whale Oil Lamp, 1836

The introduction of artificial light in the 1800s changed the concept of time and lengthened the work day. This patent whale oil lamp invented by Alonzo Platt, features three fuel reservoirs and was recommended for use in cotton factories.

Corporate Era (1860s-1930s)

Thomas Alva Edison's Printing Stock Ticker, 1873

Thomas Edison became one of the icons of the Corporate Era and his life symbolized the times. One of Edison's "improvements" was a printing stock ticker for New York's Gold and Stock Telegraph Company. Prior to the "stock ticker," local messenger boys ran price updates from exchange floors to brokers' offices. Edison's stock printer combined the speed and long distance capabilities of the electric telegraph with a simple "ticker tape" printing mechanism that enabled the near instantaneous reporting of stock, bond and commodity prices from exchange floors to brokers and investors across the country. With the money he earned, he set up an independent research lab. On New Year's Eve 1879, Edison demonstrated electric lighting at his Menlo Park lab.

Thomas Edison's Talking Doll, 1890

In order to make a talking toy doll, Edison's company tried putting a shrunken mechanical playback system (a wind-up phonograph) into the body of a doll. Each cylinder was individually recorded. The doll was heavy, expensive, and with poor audio quality, this toy was a marketplace failure.

Alexander Graham Bell's Telephone, 1876

Alexander Graham Bell used his experimental telephone at the Philadelphia Centennial Exhibition to demonstrate the invention of telephony. Unlike telegraphy, it allowed electrical communication over wires without special skills. By 1900, telephones had moved from a revolutionary oddity to an everyday appliance.

General Electric D-12 Type 3 Electric Toaster, 1909

Power companies and manufacturers told consumers that "living electrically" would make domestic chores a snap. A belief in labor-saving devices and styling increased sales and fueled production of consumer durables. The D-12 was the first-ever electric toaster to be made commercially by GE in the early 1900s. Atop a ceramic base with floral embellishments, bread was placed along metal baskets surrounding a heated alloy of nickel and chromium called nichrome.

Marshall Field & Company Cash Register, 1914

By the 1890s, shopping began to change from a utilitarian activity to a social experience as middle-class and prosperous Americans embraced consumption. The urban department store became a "palace of consumption." One entrepreneur, Marshall Field opened his own store in 1881 in Chicago. Marshall Field & Co. was one of the first merchants to hire women as salesclerks, who also became consumers. Department stores were slow to install cash registers, as the cashiers could not be easily supervised for honesty and efficiency.

Fordson Tractor, about 1918

Manufacturers implemented mass production through division of labor, assembly lines, large factories and specialized machinery—requiring large investments. Henry Ford and his engineers applied techniques developed in the automobile industry to revolutionize tractor production. Mass production lowered prices for consumers and many farmers began to move away from horse-drawn equipment. At its peak in 1923, Ford produced 101,938 Fordsons.

Consumer Era (1940s-1970s)

Tupperware “Welcome Ware” Shaker, 1946-1958

In the 1940s, inventor and entrepreneur Earl Tupper, found an effective way to mold plastic into safe food containers. Tupperware’s Welcome Ware turned the shiny stainless and glass shakers of the past into inexpensive plastic and epitomized the popularization of luxury goods for mass consumption. These modern shakers prevented rust, breakage and would not spill their contents due to the innovative seal. Tupperware and other new flexible plastics appeared in postwar kitchens and quickly began to replace glass containers.

DuMont Revere Television, 1947

Engineer and inventor, Allen B. DuMont earned the title of the “father of television” for pioneering the cathode ray tubes that made the transmission of images possible in the late 1930s. In the late 1940s and early 1950s, DuMont manufacturing styled its televisions to compliment contemporary tastes in home furnishings and marketed them to the upper-middle class consumer. The exhibition showcases DuMont’s revere model which wrapped modern technology in colonial revival cabinetry.

Colonel Sanders Weathervane, 1950s-60s

Franchising increased after 1950 and offered Americans the opportunity to own a small business. This type of weathervane sat atop early Kentucky Fried Chicken restaurants and reinforced the brand by featuring the franchise’s iconic founder, Harland “Colonel” Sanders. They symbolized the reach of the franchise network and lent an old-time feel to the thoroughly modern architecture of the drive-in restaurant.

Alfred Bloomingdale’s Diners’ Club credit card, 1958

The Diners’ Club issued these paper cards to a select group of club members in the 1950s. Rather than carrying cash, businessmen used the cards to charge dining and entertainment expenses. Bloomingdale served as the long-time president and later chairmen of the board. Prior to Diners’ Club, credit could only be obtained from a store or manufacturer. The Club inspired many competitors including banks that would later offer revolving accounts. The new flexibility of credit cards fueled consumer spending in the decades after World War II, allowing Americans to “buy now and pay later.”

Altair 8800 Microcomputer, 1975

Personal computing gave individuals access to tools previously available only to businesses and corporations. Altair offered one of the first computer kits designed around Intel’s 8080 microchip. By 1977 a host of companies produced microcomputers. The advent of microprocessors, which included all the basic functions of computers on a single chip, brought prices down and expanded the market. Hobbyists eagerly bought machines they had to program themselves. Most consumers, however, waited until PCs could play games, do word processing and manage spreadsheets, before purchasing.

Global Era (1980s-Present)

Laffer Curve Napkin, 1974

Economist Art Laffer sketched a new direction for the Republican Party on this napkin, illustrating his theory that lowering taxes increased economic activity. Wall Street Journal editor Jude Wanniski popularized it and politicians Don Rumsfeld and Dick Cheney carried it out.

Roundup Ready Soybean Souvenir, 1996

During the Global Era, farmers and ranchers became increasingly dependent on new equipment, chemicals and hybrids but with new technology came both promises and challenges. These genetically modified soybean seeds, resistant to weed killer “Roundup” were the first widely successful genetically engineered crop. While expensive, the new seeds made plowing or hand-weeding unnecessary and helped to fuel a revolution in farming practice.

Google Corkboard Server (on loan), 1999

In 1998, Stanford University graduate students Larry Page and Sergey Brin launched Google from a garage in Menlo Park, California. They cobbled together 30 racks of servers, including this one, from inexpensive parts to power their internet search engine. Access to early venture capital helped them build their business.

Turtle Costume, 1999, World Trade Organization Protests

At a World Trade Organization protest in Seattle, activists from the Humane Society wore sea turtle costumes made out of painted cardboard to show that the WTO was putting trade before environmental laws.

Milton Friedman’s Briefcase, about 2004

Nobel-prize winning economist Milton Friedman was among those advocating for less government regulation of financial markets. As a proponent of smaller government, the famed economist once quipped: “Thank heavens we do not get all of the government that we are made to pay for.” President Ronald Reagan built his economic policy on Friedman’s arguments.

Blackberry Smart Phone, 2009/Kogi BBQ Food Truck

One example of mobile devices and entrepreneurship coming together successfully involved a fusion food truck in Los Angeles. The founders and Kogi BBQ staff, including Chef Roy Choi, used their smart phones to tweet information, find new locations and chat with customers. This phone belonged to Caroline Shin, creative coordinator for Kogi BBQ.

Foreclosure Sign, 2012

A foreclosure sign from a home in Fort Lauderdale, Fla. is used to illustrate the financial crisis that began in 2008. Personal debt as well as mortgage debt became a problem for many people in the Global Era. There was a rise in home foreclosures as people lost jobs, low-rate adjustable mortgages re-set and the housing bubble burst.



Selected Women's Stories in "American Enterprise"

Elizabeth Patterson Bonaparte, 1785-1879

Land speculator Elizabeth Patterson Bonaparte was one of the richest women in early America. She married French Emperor Napoleon Bonaparte's brother but it was later annulled per the French Emperor's request due to her being American. Living off of a small pension, Bonaparte wisely invested in stocks and American property, financial decisions that would allow her to die wealthy.

Elizabeth Keckley, 1818-1907

Born a slave in Virginia, Elizabeth Keckley was able to buy her freedom through the money she earned as a seamstress and dressmaker. As a free woman, she moved to Washington, D.C. and became not only First Lady Mary Todd Lincoln's dressmaker but also her trusted companion. She founded the Contraband Relief Association to assist newly freed slaves.

Sarah Winnemucca, 1844-1891

The daughter of a Paiute chief, Sarah Winnemucca played an important role in the national debate over native lands. Initially she was a translator for the U.S. Army but she later was recognized as an advocate for Paiute rights.

Florence Kelley, 1859 - 1932

As a child, Kelley toured a factory with her father. The visit sparked a lifelong crusade against harsh working conditions. As head of the National Consumers League, she fought tirelessly for an eight-hour day, minimum wage and child labor laws. Her "white label" program tagged products made under fair working conditions.

Madame C.J. Walker, 1867-1919

After years as a laundress, Madame C.J. Walker launched a haircare company in 1910. Employing thousands of licensed agents, she sold her products across the country. To promote the careers of African American women, she established haircare schools that used the "Walker method."

Lillian Gilbreth, 1878-1972

In the early 20th century, companies sought to increase efficiency by hiring management consultants who used motion studies to analyze workers' movements. Psychologist, industrial engineer and mother of 12, Lillian Gilbreth was at the front of this trend. She earned a PhD from Brown University at a time when few women attended college and began her career working with her husband to develop the field of scientific management.

Ida Rosenthal, 1886-1973

In 1921 Ida and her husband designed and sold a new concept in undergarments, the bra. In less than a decade, the Maidenform bra became a staple of women's clothing. By 1940, the well-advertised brand was recognized around the world.

Claire McCardell, 1905-1958

A graduate of Parsons, Claire McCardell was one of the most successful designers in the 1950s. She was featured on the cover of TIME in 1955. McCardell studied in Paris before becoming a leader in making ready-to-wear fashion for American women and was known for embracing practicality and comfort. She was also responsible for developing the idea of separates, thereby fundamentally reshaping women's fashion.

Brownie Wise, 1913-1992

In the 1940s, inventor and entrepreneur Earl Tupper found an effective way to mold plastic into safe food containers. The trick was an airtight seal but while Tupper's Welcome Ware worked well, Tupper had difficulty selling his product. He recruited the help of Brownie Wise who understood that women of the time had concerns about plastics and were more likely to see the value of a vacuum seal if they saw it demonstrated. Wise then adapted the home selling strategy to successfully market the plastic containers and turned Tupperware into a household name and standard.

Ruth Handler, 1916-2002

Observing her daughter Barbara play with paper dolls, Ruth Handler (co-owner of the Mattel Toy Company) saw that much of her daughter's playing focused on the dolls' future and she convinced her husband and business counterpart, Elliot Handler, to develop a teenage fashion doll. Named for her daughter, the Barbie doll was born. Debuting in 1959, it went on to become the best-selling toy ever produced.

Mary Kay Ash, 1918-2001

After being passed over for promotions in favor of men in several companies, Ash developed a business plan in which women could help other women be successful. Her direct-sales cosmetic company, established in 1963, was known for its generosity and sales force.

Gloria Steinem, 1934 - Present

Although she did not seek to be a feminist, media attention made Steinem a leader of the women's movement in the 1960s and 1970s. A co-founder of Ms. Magazine, she addressed the economic and social issues of women's lives, including equal pay and breaking the glass ceiling.

Oprah Winfrey, 1954 - Present

Innovator in media—radio, television, film and publishing—Winfrey began a globally recognized career as host of a syndicated talk show in 1986. With a nature both genuine and aggressive, she explored issues of national concern. Today, she is known throughout the world for her philanthropy.

Rosalind Brewer, 1962 -Present

A chemist by training, Rosalind "Roz" Brewer is currently the CEO of Sam's Club. When she was named to the position, she was the first woman and first African-American to lead a Walmart division. Her story is featured in one of the biography wall interactives.

Dora Escobar, 1969- Present

Born in El Salvador, Dora Escobar moved to Los Angeles in 1980 at age 11 and later moved to Maryland. Entrepreneurial and hardworking, she labored in the "underground economy" selling clothes and making "pupusas" (a thick tortilla filled with meet or cheese). She bought a used food truck and slowly built a business. Fearful of debt, she expanded using cash, operating three restaurants with 175 employees.

Many other women's stories are in the exhibition. For a comprehensive list, visit:
<http://americanenterprise.si.edu>



Highlights of African American History in “American Enterprise”

The “**American Enterprise**” exhibition features a diversity of American business stories as well as capsule biographies of significant figures. Highlights of African American history include:

The Merchant Era (1770-1850s)

The Business of Slavery

Slavery is a grim and terrible chapter in U.S. history. The exhibition examines the fact that it was a lucrative enterprise for both the North and the South and how the institution shaped the economy. Cast figures depict an enslaved family soon to be wrenched apart. The base the mannequins rest on recognizes the many people whose lives were torn apart by the interstate slave trade by listing names taken from estate sales, ship manifests and other period documents. Visitors can examine these original documents, including a slave ship manifest, insurance and bills of sale, by using the exhibition’s interactive display.

Christening Gown, Elizabeth Keckley

At 34, Elizabeth Keckley bought her freedom and moved to Washington, D.C. where her dress-making skills were valued by well-to-do clients, including First lady, Mary Todd Lincoln. Keckley became a trusted companion to Mrs. Lincoln and founded the Contraband Relief Association to assist newly freed slaves. On view is a christening gown she made for her goddaughter Jemmy.

The Corporate Era (1860s-1930s)

A. Philip Randolph

Born and raised in segregated Florida, at 22, Randolph moved to New York. He organized the Brotherhood of Sleeping Car Porters, a predominantly African American labor union; took up the cause of a segregated military, led the AFL-CIO as vice president, and fought for racial equality within labor unions. He organized the 1963 March on Washington

Madame C.J. Walker, 1867-1919

After years as a laundress, Madame C.J. Walker launched a haircare company in 1910. Employing thousands of licensed agents, she sold her products across the country. To promote the careers of African American women, she established haircare schools that used the “Walker method.”

The Consumer Era (1940s-1970s)

African Americans and Advertising

In the 1940s, advertising agencies began to see the value of a growing black middle-class market. African Americans began working in advertising agencies to advise businesses on how to reach consumers. Radio stations became a key way to reach audiences.

Caroline R. Jones

Jones started her career at J. Walter Thompson and eventually ended up owning her own firm in the 1960s. She urged her clients to see African Americans as a diverse market. She was very successful in her career and achieved many firsts throughout her lifetime.

Objects:

WANN remote box, WANN banner

WANN, a radio station in Annapolis, MD, cultivated black consumers and demonstrated their buying power to businesses. African Americans challenged segregation by demanding better jobs and equal access to goods and services. WANN deejays often broadcast from remote locations, including stores and entertainment venues such as Carr's Beach outside of Annapolis. Banners and other signage were used to identify the station and help create a loyal base of listeners.

Stax gold record

Stax, a rival to Motown, recorded gospel and soul. The record company presented this commemorative gold record to WANN. Hoppy Adams and other deejays helped labels hit gold (*one million units sold or one million dollars in sales*) by giving songs good airtime and lots of play.

The Global Era (1980s-Present)

Oprah Winfrey, 1954 - Present

Innovator in media—radio, television, film and publishing— Winfrey began a globally recognized career as host of a syndicated talk show in 1986. With a nature both genuine and aggressive, she explored issues of national concern. Today, as a woman of considerable wealth, she is known throughout the world for her philanthropy.

Rosalind Brewer, 1962 - Present

A chemist by training, Rosalind "Roz" Brewer worked for Kimberley-Clark for 22 years. When she was named the CEO of Sam's Club, she became the first woman and first African-American to lead a Walmart division. Her story is featured in one of the biography wall interactives. She has been named one of the World's 100 Most Powerful Women by Forbes.



Highlights of Asian American History in “American Enterprise”

The “American Enterprise” exhibition features a diversity of American business stories as well as capsule biographies of significant figures. Highlights of Asian American history include:

The Merchant Era (1770-1850s)

The China Trade

From the beginning, the U.S. was a global trader. One of the economic consequences of winning the Revolutionary War was the ability to engage directly in the lucrative China Trade. Americans made long-lasting associations with Chinese merchants called the hong, who managed all foreign trade and contact with overseas merchants. China provided a source of inexpensive goods that consumers incorporated into their daily lives, such as tea, card cases and fans.

Afong Moy

In 1834, this young Chinese woman was brought to New York City to promote imported Chinese goods. Highly publicized as the first Chinese woman to visit America, she drew large crowds. The marketing of her distinctive culture along with the related objects significantly increased the sales of Chinese-made goods.

Objects:

George Washington’s Tea Chest

George Washington, an avid tea drinker, owned several tea chests. In 1757 he purchased twelve pounds of tea, including best Hyson and best Green. According to Martha Washington’s granddaughter, he habitually drank three cups of tea without cream at his breakfast meal

Chinese hong bowl

This porcelain punch bowl was intended for an American merchant in the China trade. It includes an image of the U.S. flag.

The Corporate Era (1860s- 1930s)

Tei Shida Saito

Born in Fukushima Japan in 1896, Tei Shida Saito was a picture bride in an arranged marriage in 1913 to Japanese Hawaiian immigrant, Saito. Like other picture brides, she found her new life isolating and lonely. She joined thousands of other Japanese immigrants who provided much of the labor for Hawaiian agriculture.

Objects:

Chinese Coca-Cola Ad, about 1935

In the early 1900s Coca-Cola expanded to international markets and in 1926 the company had a Foreign Department. The ad illustrates that part of the appeal of Coca-Cola is cultural and promotes the notion that consuming Coca-Cola is sophisticated and modern.

The Global Era (1980s-Present)

Ryuji Ishii

Born in Japan in 1952, Ryuji Ishii came to the U.S. in the 1970s, studied accounting and then took a job coordinating the franchisees department of an Asian American fast-food chain. Later, he went into business for himself. He combined his fascination with supermarket delicatessens, franchise knowledge, and memories of childhood food and found Advanced Fresh Concepts. Soon everyday Americans from Alabama to Alaska were eating sushi.

Balbir Singh Sodhi

Escaping religious persecution, Balbir Sing Sodhi, a Sikh, came to the U.S. Despite his engineering training, he drove a taxi in L.A. and San Francisco. By 2000, he opened his own gas station in Arizona. After the Sept. 11 attacks, Sodhi was killed outside his station, mistaken for an Arab Muslim.

Objects:

H-1A U.S. Visa belonging to Maria Jayme and Nurse's Hat

To relieve a nursing shortage, Congress passed the Immigration Nursing Relief Act of 1989 giving special visas and eventually a path to citizenship. Nurses from the Philippines, such as Jayme, were valued for their English-speaking skills.

Blackberry Smart Phone, 2009/Kogi BBQ Food Truck

One example of mobile devices and entrepreneurship coming together successfully involved a fusion food truck in Los Angeles. The founders and Kogi BBQ staff, including Chef Roy Choi, used their smart phones to tweet information, find new locations and chat with customers. This phone belonged to Caroline Shin, creative coordinator for Kogi BBQ

Intel Employee Badge, Yogee Ganesan

The nation's economy has long been powered by migrants and immigrants, but beginning in the 1980s, the reliance on a foreign-born population increased dramatically. This employee badge belonged to Yogee Ganesan, an Intel employee who was hired for his special knowledge in the field of semiconductor research. It showcases how high-tech companies frequently look to other countries to find employees who they believe will give them a competitive edge.

E-2 Visa Shigefumi Tachibe

Born in Japan, Shigefumi Tachibe trained in Italy as a chef. He came to the U.S. on an E-2 "investor" visa to set up and run a high-end sushi restaurant in Beverly Hills. Chef Tachibe created Chaya Brasserie, with new fusion dishes from his experiences in Japan and California.



Highlights of Latino History in “American Enterprise”

The “American Enterprise” exhibition features a diversity of American business stories as well as capsule biographies of significant figures. Highlights of Latino American history include:

The Merchant Era (1770-1850s)

Jose Antonio Navarro

As a rancher, businessman, and merchant, Jose Antonio Navarro imported and sold goods on the northern frontier of Mexico. His statesmanship, though, truly defined his contribution. He promoted Texas independence from Mexico and later, statehood, while advocating for Tejanos’ (Texans of Mexican American heritage) land and economic rights

The Consumer Era (1940s-1970s)

Raoul A. Cortez (1905-1971)

Raoul A. Cortez’s media career began at San Antonio’s Spanish-language newspaper, La Prensa. He then opened a radio station, KCOR, in 1946, where he broadcast in Spanish and addressed the needs of the Mexican American and immigrant communities. It became the voice of the Spanish-speaking community in South Texas. In 1954 Cortez received a broadcasting license for KCOR-TV, the first Latino owned Spanish-speaking language station in the continental U.S. In 1961 Cortez sold the station to his son-in-law and a group of investors. From there KCOR-TV became KWEX, and it became the center of operations for the Spanish International Network, or SIN, that laid the ground work for Univision. Cortez also served as national president for the League of United Latin American Citizens (LULAC) and advocated for the desegregation of Texas schools and the fair treatment of immigrant workers. Cortez’ story and his influences on broadcast media are also told as the inaugural display in the exhibition’s “New Perspectives” rotating case.

Objects:

Typewriter used by Cortez at La Prensa

Photograph of Emilio Nicolas

Nicolas developed KWEX-TV in San Antonio, TX, one of the earliest Spanish-language television stations in the U.S. that sought to reach and advocate for the Mexican American community

The **Aztec mask and microphone** used in the 1950s from television station Cortez founded that became KWEX-TV in San Antonio will be on view in the New Perspectives case.

Cesar Chavez (1927-1993)

Labor legend Cesar Chavez was the co-founder of the United Farm Workers. His father’s short-handled hoe reminded him of migrant workers daily backbreaking struggles. Chavez organized workers thought to be unorganizable. By using hunger strikes and the call of “si se puede,” Chavez galvanized public support for the plight of farm workers.

Objects:

Short-Handle Hoe

This agriculture tool belonged to Librado Hernandez Chavez, the father of labor leader Cesar E. Chavez. This backbreaking tool was eventually banned from use in 1975.

The Global Era (1980s- Present)

U.S. Hispanic Marketing:

National advertisers began to appreciate the value of the diverse and growing communities of Mexican American, Cuban, Puerto Rican, and other Latino consumers in the 1970s. The desire to reach Hispanic customers provided Hispanics an opportunity to get jobs in advertising and eventually open agencies focused on recognizing, defining, and selling to an often-undifferentiated Hispanic market beginning in the 1980s. As the Latino consumer market began to grow and differentiate, advertising changed as well, using both Spanish and English to reach audiences.

The museum has recently collected the work of **Sara Sunshine** and **Sosa, Bromley, Aguilar and Associates**. **Sunshine's** archive includes advertising print, audio and visuals from the 1960s to 1990s from her tenure at Spanish Advertising and Marketing Services (SAMS), the first recognized U.S. Hispanic agency founded in 1962, and Siboney Advertising. **Sosa, Bromley, Aguilar and Associates** of San Antonio donated television commercials, print ads, business documents and other materials from their firm to the Archives. A selection from both recent donations is on view in the exhibition. **Sosa, Bromley, Aguilar & Associates** ads for Western Union and Coke's first Spanish language ad on the American Music Awards are in an interactive. Also featured in the interactive is **Tere A. Zubizarreta** who emigrated from Cuba to the United States in 1960 and started Zubi in 1976, one of the largest advertising firms focused on a diverse Latino market. She became the first Hispanic woman elected to the American Advertising Federation Hall of Fame.

Maria Durazo, 1953-Present

Having worked in the fields with her Mexican immigrant parents, Maria Durazo knew well the hardships of manual labor. She grew up to become an American trade union official. A dynamic union organizer, she served as leader of the Hotel and Restaurant Workers Union and joined the Executive Council of the AFL-CIO.

Dora Escobar, 1969-Present

Born in El Salvador, Dora Escobar moved to Los Angeles at age 23 but later moved to Maryland. Entrepreneurial and hardworking, she labored in the "underground economy" selling clothes and making "pupusas" (a thick tortilla filled with meat or cheese) in her home. Saving her money, she bought a used food truck and slowly built a business. Fearful of debt, she saved up and expanded using cash, ultimately operating three restaurants with 175 employees. Understanding the needs of the undocumented community, Escobar opened nine check-cashing facilities.



Highlights of Native American History in “American Enterprise”

The “American Enterprise” exhibition features a diversity of American business stories as well as capsule biographies of significant figures. Highlights of Native American history include:

The Merchant Era (1770-1850s)

Sho-me-kos-see

A portrait of Sho-me-kossee, shows this chief of the Kansa nation from the central Midwest, wearing his peace medal with other ornaments. It was painted by George Catlin in 1832. According to Methodist missionary Reverend William Johnson, Sho-me-kos-see was the only Kansa to convert to Christianity.

Sarah Winnemucca

Sarah Winnemucca became fluent in English and Spanish, and was able to negotiate between the white world and her Indian nation. She worked for the U.S. Army as a translator, and then became an activist, educator, and a public speaker, who pleaded for the relocation of her people, the Paiutes, from the eastern Washington territory to their Nevada homeland. She wrote *Life Among the Paiutes: Their Wrongs and Claims* in 1883, with the idea that it would explain the plight of the Paiutes and change land policies.

Objects:

Glass bead necklace, Plains Cree Nation- Glass beads made in Venice or Amsterdam were widely purchased by the Metis and Indians and came to replace traditional decorative materials, such as porcupine quills, on garments and moccasins. Their reflectiveness and solidity had symbolic meaning to the Indian.

Indian trade goods, fabric sample book, 1834- This book listed the prices of cottons of Eastern manufacturers compared to the selling cost to the Indian. It provides insight into the merchants’ costs and markups, and offers a rare example of cloths and the terms assigned to them.

Red River Cart, circa 1840- This cart was donated to the Smithsonian in 1881 to preserve the history of Native American female trackers. It remains a rare survival of a once ubiquitous vehicle of the northern plains. The Métis, a mixed European-American and Indian people, used these hand-crafted vehicles to transport furs hundreds of miles to St. Paul in the Minnesota Territory thus breaking the English Hudson’s Bay Company. Each cart was constructed differently, yet all shared similar characteristics. Made entirely of wood, including the wheels, the members were lashed together with raw hide that tightened as it weathered. Bison hides covered the cart, protecting the furs.

James K. Polk peace medal, 1845- Said to have been owned by Menominee Chief Makakapaness, this medal affirmed the friendship and sovereignty of the United States with his nation. The reverse side shows hands clasped in goodwill and a tomahawk crossed with a peace pipe



“American Enterprise” Selected Objects and their Innovation Stories

Alexander Graham Bell single-pole magneto telephone

Concerned with the condition of his deaf mother, Bell explored the elements of sound. In 1876, his scientific experiments led to the first patent for the telephone, which used electricity to transmit sound. Demonstrated at Philadelphia’s Centennial Exhibition, Bell’s invention became the foundation of the Bell Telephone Company.

Thomas Edison Printing Stock Ticker, 1873

In 1869 Thomas Edison moved from Boston to New York City, where his work in printing telegraphy was highly valued by both the financial and communication industries. Edison used money that the Gold and Stock Telegraph Company paid him for his improvements to the stock ticker to set up an independent research laboratory in Newark, New Jersey. The concept of a dedicated lab was an important invention in itself.

Thomas Edison “New Year’s Eve” Light Bulb, 1879

The first public demonstration of electric lighting took place at Edison’s Menlo Park, New Jersey, lab on New Year’s Eve, 1879. Edison’s improvements on light bulbs (others before him had come up with the idea of the light bulb) made electrical lighting practical but to make it useful, Edison had to invent an entire electrical distribution system as well.

Thomas Edison Talking Baby Doll, 1890

An American hero, Thomas Edison became one of the nation’s icons of invention. In 1877 Edison’s invention of the tinfoil phonograph launched the field of recorded sound and playback. He did little with the idea until 1887 when, after Alexander Graham Bell, Chichester Alexander Bell, and Charles Sumner Tainter had developed wax cylinder sound recording, Edison tried to profit from his earlier invention of the phonograph by producing a doll that talked. Heavy, expensive, and with poor audio quality, the doll was a marketplace failure. Edison himself called them “his little monsters.” The demise of his doll did not deter Edison. Optimism is an American trait, and Americans tend to overlook failure.

Raoul A. Cortez Typewriter, 1930s

There are many types of innovations. Some people invent objects while others create new approaches to business. Raoul Cortez helped to build Spanish language media in the United States. Using this typewriter as a reporter he worked at the San Antonio newspaper La Prensa. He then founded a radio station, KCOR, which became the voice of the Spanish-speaking community in San Antonio. In 1955, he opened a TV station, expanding his broadcasting business and community-centered media vision to television. His early station became part of a larger network known as Spanish International Network, or SIN, that laid the ground work for Univision

Red River Cart, mid 1800s

The Métis, a mixed European-American and Indian people, used innovative, hand-crafted vehicles to transport furs hundreds of miles to St. Paul in the Minnesota Territory thus breaking the English Hudson’s Bay Company. Each cart was constructed differently, yet all shared similar characteristics. Made entirely of wood, including the wheels, the members were lashed together with raw hide that tightened as it weathered. Bison hides covered the cart, protecting the furs.

Fordson Tractor, 1918

As lightweight tractors dropped in price in the 1910s, farmers began to move away from horse-drawn equipment. Henry Ford & Son entered the lightweight tractor market in 1917 with the mass produced, 20 HP Fordson. By 1923 Ford produced 101,938 Fordsons capturing 75 percent of the U.S. market. But Ford's unwillingness to update the tractor led to its failure by 1928.

New York Stock Exchange booth, 1929

Rising stock choices and volume in the 1920s led the New York Stock Exchange to modernize its trading booths. Trading booth 13, installed in 1930 just as the market crashed, was high tech for its day. Built of oak and trimmed in brass the trading post looked substantial. The booth's pneumatic tubes connected it to backroom operations speeding the processing time and making it possible to keep up with rising volume.

Gillette Razor, 1917

As a traveling salesman of disposable bottle caps, Gillette knew the commercial value of a product that could be discarded. In 1901, sensing opportunity in a morning shave, he and his partner invented a safety razor that used inexpensive, replaceable steel blades. He made a fortune not on marketing safety razors but instead selling his disposable blades.



Select Contemporary Technology Objects in “American Enterprise”

Outback S GPS guidance, 2004

The Global Positioning System (GPS) revolutionized farming by gathering crop yield information and decreasing the amount of seed, fertilizer and chemicals needed.

Bloomberg Keyboard

Standard Querty keyboard with speakers and volume control, used by hedge fund manager Bill Gross at PIMCO.

Canon Powershot A95 Digital Camera

This 5.0 megapixel camera with 1.8” LCD screen purchased in 2005 for \$399.00 is an example of the type of inexpensive digital cameras that enabled consumers to abandon film.

Apple iPhone

Broken iPhone used by journalist Andy Carvin from January to March 2011 during the Tunisian, Egyptian and the start of the Libyan revolutions.

Google Server, 1999 (on loan)

Stanford University graduate students Larry Page and Sergey Brin pieced together 30 racks of servers, including this one, from inexpensive computer parts as they redefined web searching and created Google.

Motorola Cellphone

Cellphone used by Henry “Hank” Paulson, Secretary of the Treasury during the George W. Bush administration, during the beginning of the 2008 financial crisis.

Roche 454 sequencer

Sequencers uncovered small bits of the 350 million base pairs that make up the DNA code of cacao. This machine was used in the lab where Dr. Keithanne Mockaitis, Director of Sequencing, Center for Genomic and Bioinformatics, Indiana University led a team of scientists on the sequencing project. A photo of the machine is on view in the case and on display, is the picotiter testing plate from that machine.

Apple Powerbook G3 (laptop computer)

Photojournalist Pete Souza used this laptop to write stories and with a digital camera and a satellite phone, he could transmit images and report from Afghanistan.

Google smart phone, about 2010

One important use of smart phones was mobile access to the internet. This cellphone was owned by Vint Cerf, one of the designers of the internet for a period of about one year.



Agriculture Topics and Objects in “American Enterprise”

The Merchant Era

Debating Enterprise

This entrance panel looks at the founding principles of the United States seen through the differing views of Alexander Hamilton, Thomas Jefferson, and George Washington. Hamilton argued for a strong central government supporting an industrial future for the nation. Jefferson pushed for local control, support of the independent yeoman farmer, home production, and an agriculturally based economy.

Marketplace Stories

Buying and Selling

This marketplace story focuses on a merchant, James Ramsey, in Alexandria, Virginia. It looks at the merchant’s role in a market economy. The section includes material on Ramsey’s customers as well, many of whom would have been farmers. The farm related objects include a model plow, a hay rake, a grain sack, a pitcher, and standard measures. The section will also include images.

Market Revolution

Agricultural outputs were a major factor in the rising American market based economy. This interactive examines how abundant land and vast natural resources brought new opportunities for farmers to sell their goods to faraway markets with middlemen transporting their goods creating opportunities for all. Most people lived in rural places and worked as farmers and artisans. Government encouraged agriculture, industry, transportation, and global trade.

The China Trade

This section explores how trade with China has always been important to the US. It includes material on agricultural exports (like Ginseng root) and imports (like rhubarb and tea).

Arcade Stories

Grabbing Land

Indians lost lands by treaties, wars, or failed agreements. White settlers, encouraged by speculators, promotional broadsides, and government incentives, established farms and settlements with hopes that land ownership would bring them prosperity.

Chocolate and Tea

Americans drank hot beverages made from ingredients grown thousands of miles away—cacao beans and sugar from the Caribbean or South America and tea leaves shipped from China or India. An accompanying interactive expands the story to explore two additional drinks – water and whiskey

Biographical Moments

DeWitt Clinton – the building of the Erie Canal which opened up much agricultural land.

“Men of Progress” painting – includes Cyrus McCormick; Eli Whitney – cotton gin patent and James DeWolf – slave trader

Corporate Era

Marketplace Stories

Transforming Agriculture

This major story looks at American agriculture through the shift from an extensive approach of farming to an intensive style of production. The centerpiece to the story (and largest artifact in the exhibition) is a 1918 Fordson tractor. Beneath it is a model of a traditional early 1900s farm and adjacent is a case of artifacts. Points to be made include purchase of expensive machinery (rise of debt, gas propelled versus animal power), new crops (hybrids), acquiring land, impact of pests, USDA (seed explorers, education, etc.)

Mass Production

The story of mass production is told through the case study of the Fordson tractor.

Dominating Trade

Import of bananas and sugar are examined.

Arcade Stories

The Great Depression

The Great Depression is explained as the confluence of agriculture crisis, lack financial regulation, and unemployment. American agriculture, which had peaked during the 1910s, went bust after World War I. Global demand for food and cotton fell, and prices crashed. Drought destroyed crops. Farmers could not repay loans. Finally, the shift from horse-powered to gas-powered farming equipment reduced the need for tenant farmers.

The New Deal

This section includes mention of both Rural Electrification Administration and the Works Progress Administration.

Biographical Moments

Tei Shida Saito – pineapple plantation picture bride

Barbara McClintock – ground breaking research in plant genetics

Henry Heinz – food industry pioneer

Consumer Era

Marketplace Stories

Abundance – success in agricultural practice lead to great food choices.

Biographical Moments

Cesar Chavez – agricultural labor organizers

Norman Borlaug – hybrid crops

Global Era Marketplace Stories

Food – The real cost of food dropped as farmers and ranchers increased their scale of production and adopted new equipment, chemicals, and hybrids. Some consumers, willing to pay higher prices, supported small-scale local production, but most Americans remained comfortable with large-scale commercial production. Public concern about the environment and food safety increased.

Objects:

Gene gun, Roundup Ready souvenir, Organic promotional device, Hagie sprayer model, No Till sign, tractor guidance system.

Digital labels give depth to issues such as biotech and organics – Better Beans; Food Controversy; Creating Biotech; Going Hi-Tech; Stuck; Organics; Cheap East; No Plumping; Food Safety

What People Earn - Robert Fraley, chief technology officer, Monsanto ID badge

Arcade Stories

Debating World Trade – The nation engaged in debates with some people promoting free trade, others protectionist tariffs, and most in between.

Objects:

“I am not a trade barrier” poster (cow), and a bottle of Mexican Coca-Cola.

Research and Development – sequencing the cacao genome

Green Business – organics

Biographical Moments

Hart Family – five generation family farmers

Myra and Drew Goodman – organic salad greens (Earthbound Farms)

Robert Fraley – Genetically modified plants (petunia flower)

Global Show

There are four short videos, one of which, Feed to Food focus on agriculture. The story begins with growing soybeans, shipping them around the world, turning them into feed and raising chickens to feed people around the world.

Marketing Moments

National Corn Growers Association ad

Dekalb flying ear of corn sign

The Wallace H. Coulter Exchange

Farming Challenge –visitors can climb into a faux tractor cab in this interactive and see if they have what it takes to be a farmer in today’s economy. The interactive likens the farmer to being a CEO (*quickly processing a lot of information and making financially important decisions*). In a game-like format the visitor is asked a series of questions, can do research for background information, makes a decision, and sees how that decision might impact their business.

Tough Business Decisions: In this interactive, one choice revolves around what planting techniques to choose. After the visitor selects the experiences around the dust bowl are revealed.



Abigail Doll



The Abigail doll is in the collections of the Division of Home and Community Life at the Smithsonian's National Museum of American History. This summer it will go on display in the American Enterprise exhibition which opens July 1.

The Great Depression was unprecedented in terms of business cycle downturns and the need for Americans to develop their own means of generating income. When Portia Howe Sperry's husband lost his New Jersey based job the couple moved with their four children to rural Indiana.

Sperry found a part-time job in the Nashville House Inn as a cook and was subsequently given an adjacent piece of property on which to set up a gift shop. It was this work that prompted her to design and market a doll based on native crafts and local skill.

Having no experience in business it took Sperry several months of experimentation, with the help of local artists, to create the Abigail doll. She convinced large Chicago department store, Marshall Fields to carry the doll and the Quaker Oats Company to donate boxes to ship them in. The Abigail Doll was a marketing success at Marshall Fields, putting \$2000 in the hands of Brown County, Indiana women during the 1932 Christmas season.

Dressed in a blue prairie style dress with matching bonnet, white apron and black shoes, Abigail, an 11" cloth doll, also has blond hair and rosy cheeks.

The doll is included in the exhibition's Corporate Era (1860s – 1930s).



Gillette Shaving Kit

*This particular kit is more intricate than what would have been mass marketed



Gillette Logo



Each blade had this cover

Gillette Razor

King Gillette (1855 – 1932) was a traveling salesman who sold bottle caps with a cork seal. He saw the bottle caps being thrown out and felt if he could apply this disposable culture to other items it would catch on.

At the time shaving was a very ritualistic process that could take a bit of time. Gillette felt this was a market he could capitalize on. Safety razors had been developed in the mid-19th century using a forged blade. Gillette introduced a razor blade made with a steel blade.

He filed the patent for his razor in 1904 but struggled to develop the machinery needed to produce the thin, cheap steel blades. Once this was sorted, the mass production mind-shift began to take place. Gillette originally sold his shaving kit for \$5 (roughly half the average working man's weekly pay) but quickly lowered the price realizing the money was in the blades.

He figured that by making the blades unique he could build up his brand. Gillette came up with the clever marketing idea of a blue sleeve with his picture as packaging for the blades. The company began advertising extensively and soon men were asking for the razor with the picture on it. The kit pictured above has been in the National Museum of American History's collection and was recently studied for the American Enterprise exhibition. This is when it was discovered that there were blades still in the box.

This one object embodies what our American Enterprise is about; the transfer of knowledge from one industry (bottling) to another (razors), the technology in the machinery, mass production, salesmanship and advertising.



Advertising Collections at the National Museum of American History



Advertising is meant to persuade, and the themes and techniques of that persuasion reveal a part of the nation's history. The National Museum of American History's Archives Center has preserved significant advertising campaigns for several familiar companies, such as Marlboro, Alka-Seltzer, Federal Express, Cover Girl, and Nike. It also holds the records of the NW Ayer Advertising Agency and business papers from Krispy Kreme Doughnuts, Carvel Ice Cream, and other companies. The Warshaw Collection of Business Americana is the largest of the Archives Center's advertising history collections as seen through the eyes of advertising agencies and the businesses they represented and examines the dynamic relationship between advertising and American culture over more than a century. The collection comprises thousands of trade cards, catalogs, labels, and other business papers and images dating back to the late 1700s.

Beyond advertising campaigns, the collections encompass thousands of examples of packaging, catalogs, and other literature from many crafts and trades, from engineering to hat making. The collections also contain an eclectic array of advertising objects, such as wooden cigar-store.

The advertising collections of the Archives Center include both archival materials (documents, photographs, oral histories, film and video) and three-dimensional objects (packaging, point-of-sale displays, signage, premiums, personal objects from advertising agents). Included in these materials are oral history interviews with corporate and advertising agency executives, producers, directors, and performers; and print, radio and television advertisements.

Collections relate to advertng firms, creative individuals, and brands. Attached is a list reference list with the date spans of the collections. Some are quite large, like N.W. Ayer, while others are only a few boxes of materials.

For links to the collections see:

<http://americanhistory.si.edu/collections/subjects/advertising>

<http://americanhistory.si.edu/archives/collections>

**Collection includes:**

Advertising Council 1990 Census Advertising Collection, 1990
Alka-Seltzer Documentation & Oral History Collection, 1953-1986
Ally and Gargano, Inc., Print Advertisements, 1962-circa 1995
Archives Center Shopping Bag Collection, circa 1980-2004
Clotilde Arias Papers, 1920s-1950s
N W Ayer Advertising Agency Records, 1849-1851, 1869-1996
P. T. Barnum Collection, 1873-1890
Lucian Bernhard Advertising Art Collection, 1920s-2000
Breck Girl Collection, 1935-1995
Campbell Soup Advertising Oral History and Documentation Project, 1904-1989
Cover Gil Make-Up Advertising Oral History and Documentation Project, 1959-1999
Ann and Thomas Damigella Collection of Tupperware Advertising, 1951-1997
Direct Mail Advertising Collection, 1976-1984
Estelle Ellis Collection, Seventeen Marketing, 1944-1981
Eskimo Pie Collection, 1921-1996
Ethnic Images Project, 1890-Today, "Race, Ethnicity and Advertising in America, 1890-Today"
exhibition and collections in collaboration with Advertising Education Foundation.
Federal Express Oral History & Documentation Project Collection , 1972-1987
Stan Freberg Advertising Collection, 1958-1991
Fred/Alan MTV Network Advertising Collection, 1981-1992
Frito Company Records, 1924-1961
Goya Foods, Inc. Collection 1960-2000
Albert W. Hampson Commercial Artwork Collection, 1926-1968
Hills Bros. Coffee, Inc. Records 1875-1965
Ivory Soap Collection, 1883-1990
Virgil Johnson Collection of Cigarette Packages, 1890-1997
Caroline R. Jones Collection, Zebra and Mingo-Jones, 1942-1996
Kraft Television Theatre Oral History Project, 1947-1992
Walter Landor Design Collection, 1930-1994
Maidenform Collection, 1922-1997
Marlboro Oral History & Documentation Collection, 1940-1986
Emmett McBain Afro-American Advertising Poster Collection, 1971-1976
Nike Advertising History Collection, 1976-1992
Pepsi-Cola Advertising Collection, 1902-1982
Pepsi Generation Oral History & Documentation Collection, 1938-1986
Procter & Gamble Company Product Packaging Collection, 1940s-1970s
Evan Rangeloff Collection of Liggett & Myers Tobacco Sales Materials, 1955-1991
Revlon Advertising Collection, 1936-1986
Syntex Collection of Pharmaceutical Advertisements, 1962-1978
Target Stores Collection of Fashion Advertising using Disabled Models, 1990-1991
Thomajan Advertising Collection, 1957-1967
John Thomas Collection of TV Commercials, 1960s-1976
Warshaw Collection of Business Americana, 1724-1965
Charles Baldwin White Trademark Collection, 1920-1940
A. Bernie Wood Papers, McDonald's Design, 1942-2001



Slogans on the “American Enterprise” Exterior Advertising Wall

Lest you forget, we say it yet, UNEEDA Biscuit	Kills bugs dead	Think different
Children Cry for It	A Diamond Is Forever	Absolut Perfection
It floats	We try harder	I want my MTV
Hasn't Scratched Yet!	Live! You're in the Pepsi Generation	Be All You Can Be truth
When it Rains it Pours	Where there's a man ... there's a Marlboro	This Bud's for you
Put a Kodak in Your Pocket	It's finger lickin' good	Intel Inside
Reach for a Lucky instead of a sweet	Like a good neighbor, State Farm is there	Got Milk?
Snap, Crackle, and Pop!	Leggo my Eggo	Can you hear me now?
Mmm mm good	Tastes great ... less filling	Get a Mac
Magic Lies in Pretty Teeth	We Do It All for You	I'm lovin' it
The pause that refreshes	I'm a Pepper	Imported from Detroit
Breakfast of champions	Nothing Runs Like a Deere	Real Beauty
Milk Chocolate Melts in Your Mouth, Not in Your Hands	Try it, you'll like it!	The Man Your Man Could Smell Like
See the USA in your Chevrolet	I [heart symbol] NY	Save Money. Live Better.
Does she ... or doesn't she?	We bring good things to life	Wisconsin Historical Society,
Good to the last drop	Don't leave home without it	WHI-1886
Think	Where's the Beef?	
Reach Out and Touch Someone	Just Do It	



Advertising in “American Enterprise”

Advertising Business

The advertising business shaped the relationship between producers and consumers. Beginning with newspapers, advertising financed media in the U.S., ensuring that it all became commercialized. Advertisers defined the benefits of consumption for Americans, linking products to personal improvement, convenience, and national progress. Admen and a few adwomen developed selling expertise that manufacturers and retailers came to rely on and that made consumption a central part of American life.

Topics Covered in Advertising Business

Early Years, 1750s-1850s

- Newspapers

- Patent Medicine Pioneers

Establishing the Business, 1870s-1920s

- Promoting the Trade

- Branding

- Stereotypes

An Industry and Cultural Force, 1920s-1930s

- Direct Mail

- Criticism

- Commercial Radio

- Outdoor Advertising

- A Friendly Face (Spokes characters)

Madison Avenue, 1940s-1960s

- Crossing the Color Line

- Television

- The Creative Revolution

From Mass to Targeted Markets, 1970s-2000s

- MTV

- Latino Marketing

- Super Bowl

- Public Service

- The Digital Age

- Globalization



People Featured in Advertising in “American Enterprise”

In the 1700s, printer **Benjamin Franklin** used advertisements in the Pennsylvania Gazette to pay for the cost of printing and to make the newspaper profitable.

Volney B. Palmer listed himself as an advertising agent in the 1846 Philadelphia Directory, the only agent in the city.

Vanity Fair magazine celebrated showman **P.T. Barnum** as a master of promotion in 1862.

Lydia Pinkham made her image her brand, a pioneering move in the 19th century.

J. Walter Thompson founded an advertising empire in the 1870s by identifying magazines as the best place to reach consumers.

In the 1890s, **N.W. Ayer & Son** created one of the earliest national branding campaigns for the National Biscuit Company, which combined a unique package design, trademark, and slogan. It taught consumers to ask for branded crackers rather than buying them in bulk from barrels.

Founding members of the American Association of Advertising Agencies, 1919

Larger-than-life advertising man **Bruce Barton** kept consumers in mind with a photograph of Coney Island in his office.

A home economist and market researcher, **Christine Frederick** co-founded the Advertising Women of New York in 1912 and published *Selling Mrs. Consumer* in 1929, identifying women as the primary purchasers of household goods.

Beginning in the 1930s, **Leo Burnett’s** Chicago agency turned out some of the most famous spokes characters of all time, including the Pillsbury Doughboy, Tony the Tiger, and the Jolly Green Giant, with his “Ho, ho, ho!” Image courtesy of Leo Burnett.

Helen Lansdowne Resor ran J. Walter Thompson with her husband, Stanley. She developed illustrated feature stories in Ladies’ Home Journal and used emotion to sell products.

Helen Rosen Woodward, one of highest-paid women in the business in the 1920s, developed celebrity endorsements. Retiring at the peak of her career, she later criticized the emptiness of advertising in her book *Through Many Windows*.

Advertiser **David Ogilvy** with two of his creations: the Man in the Hathaway Shirt and Commander Whitehead, spokesperson for Schweppes, about 1960. Image Courtesy of Ogilvy & Mather

Packaging designer **Walter Landor** encouraged creativity by inviting artists and writers to staff parties aboard the Klamath, the floating offices of Landor and Associates in San Francisco.

Tired of formulaic advertising, **William “Bill” Bernbach** started DDB in 1949, with Ned Doyle and Maxwell Dane. Their work ignited a creative revolution that proved that artistry and quirky copy could sell goods. Image courtesy of DDB.

Joan Murray and **Raymond League** opened Zebra in 1969, one of the first black-owned, integrated ad agencies in the United States.

In the early 1980s, **Fred Seibert** and **Alan Goodman** formed Fred/Alan, Inc, an advertising agency focused on youth markets, and created the look of MTV, Nick-at-Nite, and VH-1.
Courtesy of Fred Seibert

A native of Cuba, **Tere A. Zubizarreta** immigrated to the United States in 1960 and started Zubi in 1976, one of the largest advertising firms focused on a diverse Latino market. She became the first Hispanic woman elected to the American Advertising Federation Hall of Fame. Image Courtesy of Zubi Advertising.

Joel Machak, Jim Ferguson, and creative team at Leo Burnett accept Clio Award for Crash Test Dummies PSA, 1986. Courtesy of Leo Burnett

Dan Wieden and **David Kennedy** of Wieden+Kennedy licensed popular music and enlisted famous characters like Bugs Bunny to create the first animated Super Bowl commercial for Nike.
Courtesy of Wieden+Kennedy (Note they took this image just for this exhibit.)

Jay Chiat and **Lee Clow**, of Chiat/Day, created edgy campaigns for clients such as Apple and Nike in the 1980s and 1990s. Courtesy of Mary Ellen Mark

Adweek named R/GA Digital, founded by **Richard** and **Robert “Bob” Greenberg**, Agency of the Decade for innovative platforms like Nike+ created in 2009. Copyrighted 2014. Prometheus Global Media



Advertising Cases (Interior Wall) in “American Enterprise”

Key Object Groups by Case

Case 1: Patent Medicine Pioneers, 1850s-1920s

Key objects: Group of patent medicines including items from Lydia Pinkham.

Case 2: Ethnic Stereotypes, 1870s-1970s

Key objects: Cigar store Indian shop figure, labels with characters in blackface, Frito Bandito

Note: this case includes the word “stereotypes” across the front to obscure the visitors’ view as these images continue to effect racial difference and discrimination.

Case 3: Friendly Faces – Spokes Characters, 1910s-1990s

Cast iron Mr. Peanut (outdoor advertising figure)

Scrubbing Bubbles

California Raisin

Elsie the Cow

Tony the Tiger

Pron-Tito

Campbell’s Soup Kids

Pillsbury Doughboy

Morris the Cat

Buster Brown

Bullseye

Nipper

Case 4: Commercial Radio, 1930s-1940s

Key objects: Philco cathedral radio, Uncle Ezra ad for Alka Seltzer (counter display).

Case 5: Direct Mail

Key objects: Vintage mailbox crammed with 50 pieces of direct mail advertising from 1900-1980s.

Case 6: MTV

MTV Moon Man, 1981–1982

MTV button, 1982

MTV T-shirt

Case 7: PSAs

Heads, arm, and leg of Vince and Larry, Crash Test Dummies, 1980s

Clio Award for Crash Test Dummies ad campaign, 1986

Addy Award, 1985



Advertising Audio/Video Stations in “American Enterprise”

There are three stations where visitors can engage radio, TV and digital advertising.

Station 1: Commercial Radio

S.C.Johnson’s Glo-Coat/ Fibber McGee and Molly
Alka-Seltzer/Uncle Ezra and the National Barn Dance
Ovaltine/ Captain Midnight
P&G Crisco/ Young Dr. Malone (“It’s all vegetable, it’s digestible!”)
Rinso/ Amos & Andy
Jello/ Aldrich Family
Oxidal/The Goldbergs
Bon Ami/Mary Margaret McBride
Hills Brothers Coffee/Tune of the Day
Hopper White Clay Pack/Helen Trent (“Can a woman over 35 find love?”)

Station 2: Television

The television station has the commercial grouped in the following categories:

-Reason Why

M&M’s, “Melts in your mouth not in your hands.”
Anacin, “Hammer in the Head”

-Cigarettes: From Cowboys to Outlawed

RJR Reynolds, “More Doctors Smoke Camels”
Marlboro, “Cowboy at Dawn”

-Special Markets

Selection of ads from the African American agency, Mingo-Jones
Anheuser-Busch, “Busch Supports Communities”
KFC, “We Do Chicken Right”
Goodyear Tires, “Not Goodyear, Not Good Enough”

-Creative Revolution

Jenos Pizza “Lone Ranger” (Stan Frieberg)
Alka-Seltzer, “I can’t believe I at the whole thing” (Wells Rich Greene)
Coke, “Hilltop/I’d Like to Buy the World a Coke” (McCann)

Station 3: Niche to Digital

Super Bowl

Apple, "1984" (Chiat/Day)

Anheuser-Busch, "Respect" (Hill Holiday)

Chrysler, "Born of Fire" (Wieden+Kennedy)

Youth

MTV "One Small Step" (Fred/Alan, Inc.)

Pepsi, "Thriller" (Wieden+Kennedy)

Nike, "Mars Blackman" (Wieden+Kennedy)

PSA

AdCouncil, "Keep America Beautiful – Crying Indian" (Marsteller, Inc.)

NTSA, "You can learn a lot from a dummy," (Leo Burnett)

Truth/Legacy for Healthier Lives, "Singing Cowboy" (Arnold Worldwide)

Hispanic

Goya, "Habichuelita" (InterAmericas)

Western Union (Sosa, Bromley, Aguilar & Associates)

Coke, first Spanish language ad on American Music Awards (Sosa, Bromley, Aguilar & Associates)

Chase, (Zubi)

Web/Digital

R/GA agency reel



“American Enterprise”: Stories of Business, 1770s - Present Topics Explored in the Exhibition

Introduction

American Enterprise chronicles the tumultuous interaction of capitalism and democracy that resulted in the continuous remaking of American business – and American life. Visitors will be immersed in the dramatic arc of labor, power, wealth, success and failure in America. In its short history, the United States changed from a small upstart nation in the 1770s to a vibrant and trend setting economy. National values of competition, innovation, opportunity, and the common good are the building blocks of American business. Continual change in American commerce has provided opportunities for many, great benefits for some, and hardships for others.

Jefferson and Hamilton

Debate has always been an important part of the American story since its founding. In the 1770s Thomas Jefferson, the first Secretary of State, saw the future as agricultural with an important role for the independent yeoman farmer and a small local government, Alexander Hamilton, the first Secretary of Treasury, on the other hand, pushed for an industrial model with a strong national government that would help regulate the economic machine.

Merchant Era, 1770s – 1850s

Abundant land and vast natural resources fueled economic opportunities for some of the nation’s peoples. Following the American Revolution a responsive government encouraged industrial improvements and fostered global trade. Most consumers lived in rural places yet their lives were affected by rapidly evolving changes far from their homes. Developments in transportation, the rise of mechanization, tightening competition, and new concepts of debt and risk affected their family lives and the goods they sold or purchased in the marketplace. Buyers and producers experienced a new Revolution: The Market Revolution.

Breaking A Monopoly

Maneuvering Red River carts over rough trails and across rivers, the Metis, a mixed Indian and Caucasian people, transported their furs more than four hundred miles southward to merchants in St. Paul, Minnesota Territory. Despite the distance, independent trade with Americans financially benefited the metis over the monopolistic practices of the English Hudson Bay Company. Metis women, as competent traders, purchased home goods, guns, and knives in exchange for buffalo and beaver skins. Made into beaver hats in London, and then resold in the United States, the skins traveled across the globe and back.

Global Trade

After the Revolution, American merchants now freely participated in the lucrative, but dangerous, global trade with China. With limited resources, small vessels, and no expertise, they engaged the Chinese with their tenacity and forthrightness. Having little hard currency and few articles to sell, they developed circuitous trade routes to locate saleable items such as furs, ginseng, and sandalwood in exchange for teas, rhubarb, and Chinese fancy goods. Recognizing the potential of a new market, some Chinese merchants, like Howqua, provided advice as well as needed capital to the Americans.

The Business of Slavery

Chattel slaves, slaves as property, represented the South's largest capital investment. Slave traders wrenched apart black slave families in the upper South to satisfy labor needs in the cotton fields of the Deep South. Northern investors in the cotton mills and insurance companies, Southern planters, and slave traders treated human bodies as investments, as collateral for loans, and as estate property. Slaves fought back by running away, developing side businesses to buy their freedom, or paid the ultimate price, taking their own lives.

Buying and Selling

The market revolution began with small transactions at the merchant's desk in urban and rural places. Their ledgers recorded complex dealings in goods from near home and across oceans, made and sold by regional artisans, English merchants, and even craftspeople in India and China. Some customers paid on credit from their crop yield, others bartered with their labor; very few paid with hard currency. In the merchant's account books the country's farmers, tradespeople, and slaves became consumers, debtors, and creditors.

Chocolate and Tea

Americans drank hot beverages made from dry ingredients grown thousands of miles from their homes. Tea leaves shipped from China or India and cocoa beans and sugar from the Caribbean or South America, provided nourishment as well as opportunities for family and friends to gather around the cup. Americans purchased special utensils to enjoy the ritual of hot chocolate at breakfast, or afternoon and evening tea.

Grabbing Land

By 1862, under pressure from the US government, Indians ceded their lands in present day Minnesota /eastern South Dakota and were pushed further north and west. They lost some lands by treaties, other by wars or indebtedness. Settlers, seeking economic opportunities and following the ideal of land ownership, moved onto this land encouraged by speculators and promotional broadsides. They brought little with them but their determination and their Bibles. Though displaced, the romantic concept of the Indian on the land persisted through images on glassware, in paintings, and other decorative goods.

Artisan to Industry

Early nineteenth century crafts people worked at home or in small shops with a variety of machines and tools to make textiles, shoes and other goods. They were familiar with water-powered machines that carded their wool or tanned their skins. With new industrial enterprises, practices changed, though many machines remained the same. Now they toiled in larger, centralized shops with more workers, often with a greater division of labor, new industrial rules, and increased managerial control. Textiles and shoes changed in form, but workers lives were transformed.

Gold

Before finding gold, precious metal was scarce in America. Its presence signaled the possibility for new wealth. Gold located in California drew people from across the globe and from coast to coast. James Marshall's discovery at Sutter's mill in 1848 propelled a national fever. In the process of its mining and use, gold altered landscapes, lives, objects, and money. Farmers dropped their plows, sailors abandoned their ships in the San Francisco harbor, and Chinese men sailed 17,000 miles to mine the precious metal. In California, plentiful gold was made into privately struck gold coins, and in the East, crafted into gold plated jewelry.

Money and Debt

Few people experienced financial security in nineteenth century America. Citizens managed their economic life largely without banks or insurance coverage. Often silver or small precious objects served as principal assets in the absence of a common currency. People operated on credit using private bank notes and bills of exchange, but indebtedness was frowned upon. Without assets, bankrupt creditors went to debtor's prison or almshouses unless fraternal organizations provided assistance.

Extending the Day

The availability of light changed concepts of time, work, leisure activities, and consumption. Quite rapidly, the popular method of lighting moved from candles, to oil, and then to gas; often with all of these types used at the same time. The advanced quality of light increased productivity as factory workers labored far into the night. Lit public spaces extended the hours spent in oyster houses, theatres, and museums, and provided shoppers improved views of consumer goods.

Corporate Era, 1860s-1930s

Tumult and change characterized America as the nation moved from an agricultural and mercantile society to a manufacturing powerhouse. Tall chimneys belching smoke symbolized growth and prosperity even as factories created pollution and demanded mind-numbing work. Immigrants flocked to US cities seeking opportunity and managers worried about a crisis of control. For some people manufacturing provided great wealth, others poverty, but for most it was a ticket to a growing middle class earning and consuming more.

Big Business

By the end of the 19th century, machinery innovations and economies of scale drove managers to make factories ever larger. To finance the growth investors had to be found and to absorb the huge numbers of goods new markets were developed.

Singer Manufacturing Company typified the time. The sewing machine itself was a new technology and it was produced in efficient state-of-the-art factories. Clever marketing expanded sales and a vast new office workforce helped management maintain control and profitability. By the turn of the century, Singer was a modern multinational corporation. [91 words]

Workers and Managers

Americans in the late 19th and early 20th century struggled for control of the workplace. New forms of industrial production brought greater efficiencies, choice of goods, and greater profits, but also brought questions as to personal opportunity, division of wealth, and the of pace of life.

Pennsylvania coalmines were one place where the different ways of looking at the job played out. Workers often focused on the pace of work, safety, and the quality of life. Managers tended to worry about competition, the cost of production, and the challenge of controlling a workforce that spoke a different language and labored out of view.

Mass Production

In the second half of the 19th century, American manufacturing learned how to turn out products in ever-increasing numbers. Through division of labor, specialized machinery, and highly capitalized enterprise, mass production was achieved. Mass production of course demanded mass employment and consumption.

Henry Ford and his engineers applied many of the techniques that they had developed in the automobile industry to revolutionize farm technology. Large, special purpose machines and especially the separation of skilled work into many simple mind numbing repetitive jobs drove success. The introduction of the Fordson tractor came as farmers turned away from horses towards lightweight tractors.

Palace of Consumption

At the end of the 19th century, a new form of shopping burst onto the scene - the department store. With its sumptuous architecture and wide selections of goods, department stores were a major change from earlier single purpose stores. Simultaneously public attitudes towards consumption and debt changed making mass consumption the engine powering mass production. Marshall Field in Chicago was one of the department stores that helped break the social taboos of personal debt and build the credit revolution. The store was also the location of employment for a growing class of female middle class workers.

Dominating Trade

In the late nineteenth and early twentieth centuries, international trade, backed by national military and political power, had a tremendous effect on American economic success. Four examples provide insight: the control of international sources of raw materials for the US (imperialism), the opportunity of international markets for selling finished goods, protectionism (through tariffs and made in America campaigns), and finally intellectual property protection.

Group 1: Imperial Trade

Banana and Sugar Trade

Group 2: Made in USA

Group 3: Foreign Trade

Chinese Coca-Cola, Singer, McCormick

Group 4: Intellectual Property

Aspirin

Transforming Agriculture

It seemed unlikely in 1910 but the traditional extensive approach to farming (plow up more land) was about to die. The use of horse drawn mechanical equipment had made farming less drudgerous and somewhat more efficient. But the adoption of new innovations (tractors, chemicals, electricity, and new hybrids) were about to snuff out the old approach and change rural America.

Nothing symbolized the change in agriculture more than the switch from animal powered machinery to the use of gasoline tractors. While mechanization had taken some of the drudgery out of farming, the gains in productivity were surprisingly low. As farmers became more efficient, the number of people and acres in agriculture began to drop.

Competition

With the rise of industrialization came a need for Americans to balance the virtues and detriments of free enterprise and government regulation. Technological, financial, and organizational innovation coupled with the rise of national distribution lowered costs of production and goods but created an environment of cutthroat competition. In earlier times, small local business had little competition but the new system, with its economies of scale, often allowed big business to dominate.

As businesses sought to prevent ruinous price battles, politicians worried about trusts, monopolies, kickbacks, and favoritism. Despite social discomfort about the rising power of business, consumers took advantage of a growing selection of cheaper goods.

Generating Change

Political and technological innovations in the use of electricity around 1900 ushered in a second industrial revolution. The advent of electrical lighting and motors allowed industrial designers to change the look of factories and cities. The transmission of generated electricity also allowed businesses to locate in new geographic areas and become more efficient. The success of electricity in America was built on creating large integrated systems run by a few corporations as state regulated monopolies.

Labor Wants More

Workers and managers battled for control of the new industrial system. By organizing into groups workers sought power to negotiate the pace of work, a less arbitrary hiring and firing system, safer workplaces and a bigger share of profits.

To be effective in dealing with management, labor had to get big as business got big. Growing working class identity at the end of the 19th century helped bring people together but tensions of skill, race, gender, and nationality made large organizations challenging. Companies used the courts, government, and coercion to keep workers from forming lasting groups.

Bootlegging

Intent – Activists pushed for legislation promoting abstinence from alcohol but during prohibition the public's desire of alcohol enabled illegal sources and helped establish a strong underworld business, which inadvertently led to the establishment of violent organized crime.

Depression

Intent - The Great Depression was a long period of deep economic trouble brought on by a variety of causes. Plunging agriculture markets, widespread unemployment, and financial chaos made Americans question the wisdom of business to self-regulate.

New Deal

The public's belief that the private sector had failed to govern effectively and had caused the Great Depression gave the country the political strength to rebalance the relationship of government and business. The implementation of New Deal programs established a larger government more active in business affairs and willing to limit aspects of free enterprise in favor of common good.

To this day attitudes about the New Deal vary considerably. Some see it as savior, others as destructor. No one questions that New Deal changes were innovative and impactful - American capitalism was fundamentally changed.

Consumer Era, 1940s-1970s

The Consumer Era encompassed a high point of productivity and abundance, and ended with many Americans questioning the promises of consumer capitalism. World War II spurred innovation and diminished global competition, laying the foundation for American dominance in business. Political, labor, and business leaders made consumption the key to rebuilding the economy and linked shopping to democratic values. Cold War spending, an abundance of goods, rising wages, and expanding credit all contributed to American prosperity, although opportunity was not shared equally. The economic engine began to slow in the 1970s as productivity waned, wages flattened, and Americans faced an energy crisis and the rise of a service economy that reshaped the landscape of production and consumption into the global era.

The Office: Dressed for Success

In the postwar office, men and women dressed for success. The suit became an emblem of striving, conformity, and organizational culture. As more Americans, especially women, moved into white-collar jobs, they had to consume to fit in and succeed. Magazines like Charm, which worked with retailers and manufacturers to capture "busy business women" as a market, declared their readers to be "the best dressed women in the world," applauding women's aspirations while encouraging them to buy new products.

The Office: Information Revolution

Computers, such as the IBM System/360 introduced in 1964, enabled businesses to process, tabulate, and account for large amounts of information, changing both business and office work. While computers fostered debates about automation, and the loss of jobs, they also ushered in a new age speed, efficiency, and information. These large machines eventually shrank from room to desk-sized models, and became essential to the daily operations of business. IBM (International Business Machines) led business computing in the 1960s, inventing computing languages, renting machines to businesses around the globe, and providing service and software to government agencies, insurance companies, and banks to process all sorts of data including the growing number of credit accounts.

Buying Power

WANN, a white-owned radio station in Annapolis, MD, capitalized on African American consumers. Nationwide, the civil rights movement and efforts to expand consumption coincided to desegregate business. African Americans challenged decades of racial segregation by demanding equal access to goods and services. Some manufacturers and retailers were not persuaded about the value of African American markets and worried about alienating white customers. Ebony magazine, like WANN, made a case for black buying power by tracking African American tastes and buying habits and sharing this information with businesses.

Broadcasting

The television business boomed in the consumer era. Although inventors developed the technology before World War II, it remained too experimental and expensive for most Americans. After the war, consumers embraced television, incorporating sets into their living rooms and fueling competition in the marketplace for programming. But they also worried about commercial broadcasting's effects on children. Concerns about television as a "vast wasteland" prompted a reexamination of the relationship between broadcasting and the common good. This national conversation resulted in the creation of public broadcasting.

From War Production to Home Consumption

Many products developed during World War II made the transition into American homes, like power tools, batteries, and M&M candies. First sold to the military, M&M's became an early adopter of television advertising to reach a domestic market. Rosser Reeves, legendary adman, looked at the hard-shelled candy and penned the slogan "Milk Chocolate Melts in Your Mouth Not in Your Hands," a unique selling position for mothers who did not want messy kids. M&M's sponsored shows like The Howdy Doody Show and sales shot up.

Abundance

Refrigerators, like this 1960 Hotpoint, offered in a range of colors and with new features like separate freezers, symbolized American abundance – a rising standard of living that set American capitalism above for the rest of the world. Simultaneously, a green revolution in agriculture transformed farming and filled refrigerators with a host of fresh as well as frozen foods that also symbolized prosperity.

Franchising

The move to decentralize business began in postwar America. Franchising, a business form that had been around for a long time, increased dramatically after 1950, with the rise of the interstate highway system, growth of suburban housing, and more available credit. Franchises offered more Americans the opportunity to become small business owners, and many consumers took loans to open fast-food restaurants, hotels, and gas stations of their own. On the other hand, franchises were a good deal for the parent companies because the form shifted much of the risk of business to individuals. Parent companies required franchisees to pay for land, construction costs, and supplies but adhere to standards for the brand set by the company.

Designed to Sell

Fanciful fins, gleaming chrome, and the allure of color called consumers to change old models for new. Manufacturers relied on styling to increase sales of cars and major appliances to a greater degree than ever in the postwar period. General Motors created the annual model change in the 1920s to compete in an oversaturated market and other manufacturers came to rely on design obsolescence as a business strategy. Industrial designers played an important role in this process, updating styling as well as improving in functionality. But designers, like journalists, debated the merits of styling and planned obsolescence for consumers.

Charge It!

Consumer credit expanded considerably in the 1950s and 1960s. American consumers were no strangers to credit, but the universal bankcard, that allowed consumers to charge goods and services to one account, was new. With the success of department stores and Diner's Club, commercial banks seized an opportunity to sell credit by offering revolving accounts. While universal credit expanded access to abundance, it was not available equally to women and racial minorities until the 1974 Equal Credit Opportunity Act.

Teen Markets

Producers of everything from clothing to music identified teenagers as a unique and lucrative market after World War II. Business' overtures to teens stressed the social benefits of not only individual products but also consumption. Marketers focused mostly on white women, in the 1950s and 1960s, but a growing teen culture, defined by consumption, crossed racial, ethnic, regional and class boundaries.

One Big Union

With the merger of the American Federation of Labor and the Congress on Industrial Organizations in 1955, organized labor reached the apex of its power. By the time of the merger, almost one third of American workers were union members. Unionized workers enjoyed wages and benefits that gave them a greater stake in consumer society and allowed them to pursue "the good life," – paid vacations, new homes, cars, secure retirements and a rising standard of living. Unions were never free from efforts to dismantle their power, however. Anti-union legislation at the state and federal level coupled with the off-shoring of industrial jobs decreased the power of industrial unions beginning in the 1970s.

Consumer Advocacy

Consumer advocates used information, legal action, and political influence to protect and empower consumers. Consumer protection has a long history, beginning with the formation of the National Consumers' League in 1899 and gaining strength in the 1930s. After World War II, advocates took up the progressive mandate and focused on food safety, product design, clear labeling, truth in advertising, lending practices, and environmental regulation. Backed by consumer frustration, they achieved significant legislative victories between 1960 and 1978. Yet, the efforts fell short in one, important area, activists and political insiders alike were unable to create a federal agency dedicated to general consumer affairs.

The Energy Crisis

The energy crisis played a key role in the economic downturn of the 1970s. With the OPEC oil embargo of 1973, oil prices jumped 350 percent and the higher costs rippled through the economy, driving up prices on petroleum-based goods and transportation. Business and government asked consumers to help solve crisis by conserving energy. Government and entrepreneurs worked on new forms of energy; consumers began to choose smaller cars, but the economic crises worsened.

As things got more expensive, American industry laid off workers. The combination of inflation and stagnation in the job market produced “stagflation,” and reduction in purchasing power that shook American confidence and caused suffering not seen since the Great Depression.

Personal Computing

Personal computing gave individuals access to tools previously available only to businesses and corporations, due to their high cost. The advent of computer chips, which included all the basic functions of a computer on one chip, brought prices down so that consumers could bring this technology home. Early adopters, mostly hobbyists, programmed computers themselves, but innovation centered on making personal computing more user-friendly and applicable to many different uses, including education, word processing, financial management and entertainment in the form of gaming.

Global Era

The Global Era focuses on deregulation, the increased speed of business, interdependence between nations, growing complexity in most business solutions, and the handling of data. It is a world of fewer limits, but also fewer guarantees.

Food

While some people lament the movement away from traditional low efficiency farming, conflicting visions of food production from commercial biotech solutions to large scale organic suggest an increasing dependence on knowledge and technology in the agricultural sector. The productivity increases of the green revolution continue to accrue as American farmers become increasingly technologically dependent on new equipment, chemicals, and hybrids as they struggle to increase food production necessitated by a growing world population.

Globalization

Globalization created both new opportunities and challenges. Multinational companies and mega brands often gain efficiency and improve productivity at the expense of local business resulting in challenge to local culture and custom. Interdependency lowers barriers and improves the transfer of new ideas.

Discount Retail

Fundamental change in the retail sector has helped increase volume and turn American retail into an engine of economic growth. Information technology and big data mining allows retailers to gather and understand customers buying habits, as well as better managing large commodity chains of production.

What People Earn

During the Global Era, work in the US begins to polarize between high wage knowledge workers and low wage retail and service workers. The once strong high paying blue-collar middle class jobs in the US start to hollow out and the separation between rich and poor widens.

Networked

With ready access to the internet through PCs and even mobile phones, people become less dependent on local sources for information and products. Increased knowledge about choices stokes fierce competition helping to lower prices to consumers and challenges the future of small local stores.

Power of Finance

The finance sector of the US economy became increasingly important as the velocity of business increased, larger amounts of money sought market appreciation, and deregulation took hold. The financial world also became more complex as new complicated instruments that few people completely understand won acceptance in the marketplace.

Immigrant Labor

Intent - Changes in immigration law during the last half of the 20th century along with long land borders make immigration to the US, legal or not, possible for those willing to take chances in exchange for greater economic opportunity. The new immigrant populations provide a rich diversity to the US increasing innovation, depressing wages in both low wage service and agriculture and high-end knowledge jobs, and provide a pool of new entrepreneurs.

Behind Innovation

Research drives innovation but the motivations and paths for creating new ideas is often complicated. Some companies push for new efficiencies in operations, others search for more sustainable choices, and many seek competitive advantage through new products and materials. Organizing research has become a critical business decision. Techniques range from in-house labs, university collaborations, open sourcing, and buying small companies with new ideas. Quite often the challenge is creating an environment where people with wildly different backgrounds can get together to create the next breakthrough.

Debating Trade

World trade took center stage in the public mind during the 1990s. Consumers and economists generally favor free trade because the lack of tariffs and quotas makes imported goods cheaper and promotes efficient production. Many politicians like protectionist policies seeking to maintain jobs and cultural traditions.

Going Mobile

Intent - Quick and immediate communication with mobile phones makes consumers more discriminating, connected, and powerful. Meanwhile the development of mobile devices follows a path of digital convergence and technological change.

In Debt

Intent - An increase in individual debt has helped fuel the US economy but hurt some people. Deregulation of the banking industry, new complex financial instruments, and changing public attitudes worked well for some and buried others in a pile of debt.

Green Business

In response to common good ideals of environmental awareness and sustainability, companies first responded with PR driven gestures but soon realized that green innovations can in fact save money and make them more competitive on price. From energy consumption, to packaging trash, to household chemicals, environmental decisions begin to be seen as both a common good and an economic opportunity.

The Global Era show

Deregulation, the increased speed of business, interdependence between nations, growing complexity in most business solutions, and the handling of data all combine to change the experience of managers, workers, and consumers. It is a world of fewer limits, but also fewer guarantees. Advertising Business, 1770s – present. The advertising business, which got its start in the 1870s, changed how manufacturers and merchants appealed to buyers and how Americans thought about consumption. Before advertising became a business, early ads, like these in the Pennsylvania Gazette, focused on facts and lacked promises of how the product might satisfy desires or change lives. Advertising evolved into a powerful industry because it not only sold goods but articulated the benefits of consumption for Americans, linking products to ideas of personal improvement, convenience, and progress, and making consumption a way of life. As the business grew, leaders developed new business practices, managed a growing mass market, and invented selling techniques, like branding, that manufacturers and retailers relied on to distinguish their products and generate demand. Advertising business also financed and shaped all forms of media, from magazines and radio to television and the Internet, ensuring that these forms were commercialized

Early Years, 1750s-1850s

Advertising grew in a haphazard way before agencies. Created by printers, manufacturers, merchants and a handful of local agents who placed ads in newspapers, advertising focused on the names of sellers and the quality of the product. Outdoor advertising proliferated. Plastered on buildings, advertising changed the visual landscape of cities and towns in the nineteenth century, turning public spaces into marketplaces.

Establishing the Business, 1870s-1920s

The advertising business changed more dramatically between 1870 and 1920 than at any other time in its history. The business grew up with mass production, developing new selling strategies, like branding, and national campaigns to ensure a steady demand for new products and a growing culture of mass consumption. A new breed of agents created full-service businesses that staked their success on trust, transparency, and legitimate business practices. Successful agencies like N.W. Ayer & Son and J. Walter Thompson invented transparent billing systems, formed associations to share information, and promoted themselves with slogans like “keeping everlastingly at it.”

An Industry and Cultural Force, 1920s-1930s

In the interwar period, advertising became a cultural juggernaut that used illustrated parables to persuade consumers about the social benefits of consumption, from individual liberty and national progress, to improved personal relationships. “Reason why” campaigns that demonstrated how products could cure invented problems like halitosis, and softer approaches articulated the pleasures of buying. Both techniques lent themselves to the new medium of radio, which spoke to consumers in intimate tones. At the same time, a desire to understand consumers, especially women, gave rise to market research. Consumer research grew from crude surveys to whole departments and even independent companies administered by professionals.

Madison Avenue, 1940s-1960s

In the postwar years, Madison Avenue became synonymous with the advertising industry. In this era of the grey flannel suit and the hard sell, advertisers developed psychological techniques known as motivational research, defined new demographic markets, and cooperated with government to promote American enterprise at home and abroad. Recognition of underrepresented markets, struggles over the new medium of television, and a creative revolution changed the business, and fear of manipulation brought criticism from journalists and the public.

From Mass to Niche Markets, 1970s-1990s

The Super Bowl and public service announcements became two of the last mass market forms of advertising as the creation of cable television and the rise of regional agencies defined markets ever more finely by age, race, ethnicity, gender, region, and lifestyle.

The Digital Age

Digital media transformed advertising's ability to speak directly to consumers and cross media. Although advertisers developed cross-promotions and tie-ins and other techniques that tied film, radio, print, television and retail together; in the new millennium advertisers and marketers can gather more information about consumers than ever before. Marketers follow consumers' digital footprints online and tailoring advertising to individual consumers in ways never before possible.



Biography Wall in “American Enterprise”

Biographical Snapshots, 1770s – present

Merchant Era 1770s- 1850s

Patrick Lyon
Samuel Slater
Eli Whitney
Stephen Burroughs
DeWitt Clinton
Cornelius Vanderbilt
Jemmy, a basket maker
José A. Navarro
Aton Delkin
Sarah Winnemucca
Elizabeth Keckley
De Wolf Family
Paul Revere
John Astor
Isaac Bernheim
Afong Moy
Elizabeth “Betsy” Bonaparte

“Men of Progress” (keyed to famous painting of same title)*

Dr. William Thomas Green Morton: surgical anesthesia
James Bogardus: cast-iron construction
Samuel Colt: revolving pistol
Cyrus Hall McCormick: mechanical reaper
Joseph Saxton: coal-burning stove, hydrometer, ever-pointed pencil
Charles Goodyear: vulcanization of rubber
Peter Cooper: railway locomotive
Jordan Lawrence Mott: coal-burning cooking stove
Joseph Henry: electromagnet design
Eliphalet Nott: efficient heat conduction for stoves and steam engines
John Ericsson: armored turret warship
Frederick Sickels: steam-engine gear and steering device for ships
Samuel F. B. Morse: electric telegraph
Henry Burden: horseshoe manufacturing machine
Richard March Hoe: rotary press
Erastus Bigelow: power loom for carpets
Isaiah Jennings: threshing machine, repeating gun, friction match
Thomas Blanchard: irregular turning lathe
Elias Howe: sewing machine

Corporate Era 1860s -1930s

Thomas Edison
 Alexander Graham Bell
 Leo Baekeland
 Lee Lok
 Gideon Sundback
 Herbert Hoover
 Ida Rosenthal
 Madame C. J. Walker
 Lewis Latimer
 King Gillette
 Henry Wallace
 Florence Kelley
 Andrew Carnegie
 Hattie Carnegie
 Addie Card
 Harold Lee
 James and John Ritty
 Tei Shida Saito
 William McKnight
 Henry Heinz
 Alfred Sloan

Schemers:

Sarah Howe
 John Keely
 Charles Ponzi

Financiers:

James Fisk
 Jay Gould
 J.P. Morgan

Labor Leaders*

Emma Tenayuca
 A. Phillip Randolph
 Frances Perkins
 Eugene Debs
 Samuel Gompers
 Sidney Hillman

Consumer Era 1940s -1970s

Amadeo Giannini
 Ruth Handler
 Barbara McClintock
 Cesar Chavez
 Forrest Mars, Sr.
 Joe Dudley Sr. & S.B. Fuller
 Norman Borlaug
 H. Joseph Gerber
 Jean Nidetch
 O'Dell Smiths
 (Appalachia Family)

Selling Beauty:

Elizabeth Arden
 Mary Kay Ash
 Hazel Bishop
 Estee Lauder
 Max Factor

Family Businesses*

Katherine Graham
 S.C. Johnson
 Zubi Family
 Hartman Family

Organization Gurus:

Lillian Gilbreth
 William Whyte
 Peter Drucker
 George Doriot

Computer Pioneers:

Thomas Watson Jr.
 Gordon Moore
 Robert Noyce
 Presper Eckert
 John Mauchley
 Kenneth Olson
 Adam Osborn
 Grace Hopper

Global Era 1980s- Present

Paul Allen & Bill Gates
 Steve Jobs
 Carol and Gordon Segal
 Robert Swanson
 Herbert Boyer
 Drew and Myra Goodman
 Felix Zandman
 Warren Buffet
 Ryuji Ishii
 Henry Paulson
 Sarah Blakely
 Samuel Walton
 Wallace H. Coulter*
 Robert Fraley
 Oprah Winfrey
 Balbir Singh Sodhi
 Michael Bloomberg
 Maria Durazo
 Phil Knight
 Dora Hilda Escobar
 Gloria Steinem

Corporate Raiders:

Ivan Boesky
 Michael Milken
 Carl Icahn

Changing Face of Management*

Janet Yellen
 Jeff Bezos
 Rosalind Brewer
 Mary Barra

** - Computer interactive*



“American Enterprise” Guide for Kids

Cool Shoppin’ Barbie, 1997

Did you know that a woman came up with the idea for Barbie? Observing her daughter Barbara play with paper dolls, Ruth Handler (co-owner of the Mattel Toy Company) recognized that much of her daughter’s pretending and playing focused on the dolls’ future and she convinced her husband, Elliot Handler (also co-owner of Mattel Toy Company), to develop a teenage fashion doll. In 1959, The Barbie doll (named after her daughter), debuted at the New York City toy fair and eventually became the best-selling toy ever produced. The original Barbie can be found in the exhibition’s Biography Wall. In the Global Era, this “Cool Shoppin’” Barbie is used to represent an era of growing dependence on borrowing money and taking on debt. This doll says “charge it” and “credit approved” when the cash register button is pushed.



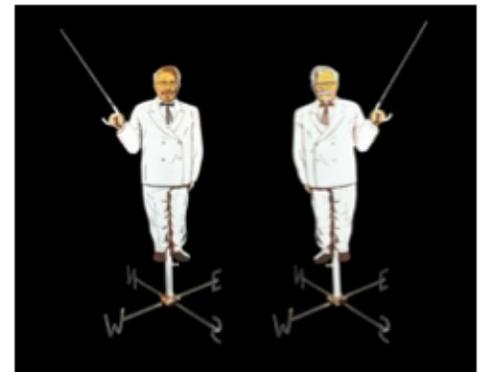
Fordson Tractor, about 1918

When most people hear Ford they think of cars, but in the 1920s Henry Ford and his engineers applied techniques developed in the automobile industry to revolutionize tractor production. They implemented mass production through division of labor, assembly lines, large factories, and specialized machinery—requiring huge financial investment. Mass production lowered prices for consumers and many farmers began to move away from horse-drawn equipment.



KFC Colonel Sanders Weathervane, 1950s-60s

Can you imagine having a giant weathervane made in your likeness? Or being the face of a restaurant chain? That’s what happened with Kentucky Fried Chicken’s founder Harland “Colonel” Sanders. Beginning in the 1950s, more small entrepreneurs turned to franchising as a way to grow their businesses. Franchising involves businesses working through local affiliates or outlets to sell the products. It offered Americans the opportunity to own a small business. By requiring owners to stick to the original recipe, Sanders standardized his product and made a reliable brand. This type of weathervane reinforced the brand and symbolized the reach of the network. It also lent an old-time feel to the modern drive-in restaurants.



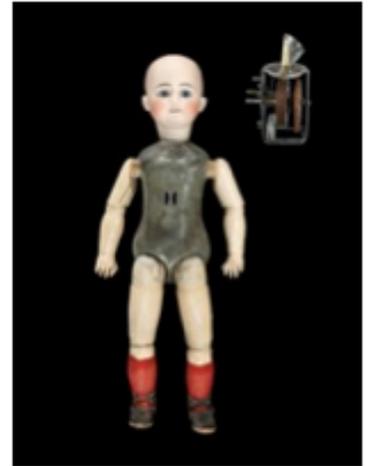
DuMont Revere Television, 1947

Before there were flat screens, there were television sets like the DuMont Revere which imitated the popular furnishing decor styles of the time and while today we think of televisions as being commonplace, that wasn’t always the case. Although inventors had developed the technology before World War II, television remained too experimental and expensive for most Americans until the postwar years. Engineer and inventor Allen B. DuMont, earned the title of “father of television” for pioneering the cathode ray tubes that made the transmission of images possible. Between 1950 and 1955 the number of sets rose from about 3.1 million to 32 million and by 1955, sets were flying out of showrooms at the rate of 10,000 a day. By 1960, 90% of American homes had TV sets.



Thomas Edison's Talking Doll, 1890

Thomas Edison was more than just the inventor of the light bulb. He was a hardworking entrepreneur who received a record 1,093 patents. Not all of his inventions would prove to be successful though. Some would fail, like this talking doll. Edison's company tried placing a shrunken mechanical playback system (a wind-up phonograph) into the doll's body but the end result was a heavy and expensive doll with poor audio quality.



Prom Dress, about 1965

Prom is a social ritual that's been around for a long time. While teens in the 1960s may not have been asking each other through selfies and elaborate choreographed videos, they did place an importance on their dresses. This prom dress was hand-sewn by author Norma Cantu for her senior prom in South Texas. In the 1950s, advertisers began to see teens as a unique, age-defined market with money to spend. Marketers studied their buying habits on behalf of businesses and created advertising for everything from music to clothing.

The Altair 8800 Microcomputer, 1975

That's a computer?!? Unrecognizable to today's youth, this is one of the microcomputers that helped launch the personal computer industry, giving everyday individuals access to tools previously available only to businesses and corporations. The invention of microprocessors, which included all the basic functions of computers on a single chip, brought the prices down and expanded the market. Most people however, waited until PCs could play games, do word processing and manage spreadsheets before purchasing them. Microcomputers such as this one, were marketed and sold to hobbyists who often had to put them together and program the machines themselves!

General Electric D-12 Type 3 Electric Toaster, 1909

Looking at the photo, can you tell that this is a toaster? Think about what your toaster at home looks like. I bet it doesn't have floral embellishments on a ceramic base like this one. In the early 1900s, power companies and manufacturers started telling consumers that "living electrically" would make domestic chores a snap. The D-12 was the first-ever electric toaster to be made commercially by GE. Bread was placed along metal baskets surrounding a heated alloy of nickel and chromium called "nichrome."



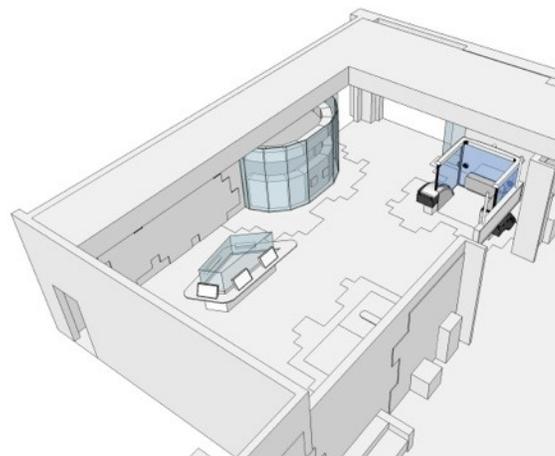
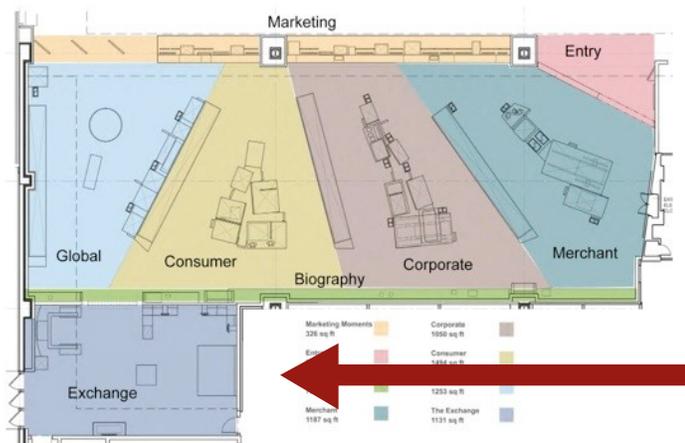
Chocolate Pot, mid 1700s

Chocolate for breakfast? Sounds crazy but even though we eat chocolate in candy bar form today, for more than 90% of its history, chocolate was consumed only as a beverage. Colonial Americans were among those who enjoyed drinking chocolate and they consumed it for breakfast similarly to how today we drink coffee or tea. It was a global business where cocoa was harvested in the Caribbean and Central and South America before being sent to American eastern port cities for production. The hot chocolate was made from the imported cacao beans and sugar and colonists used specialized utensils to consume it. It was most often served in a special pot, like this one, with a lid that had an opening for a whisk.



THE EXCHANGE in “American Enterprise”

Located at the end of the “American Enterprise” exhibition, The Wallace H. Coulter Exchange is a special section filled with interactive displays and experiences drawn from the business history of the United States. Graphic displays of information, in depth stories, and learning through play will engage visitors of all ages. Transactions are at the heart of any enterprise, and in this room visitors will actively exchange, compete, barter, broker, market, and innovate. Together, the interactives will give insight into the themes of opportunity, innovation, competition, and the common good.



Tower of Power

The exhibition’s signature physical interactive prompts visitors with a choice to compete or cooperate as they advance the level of colored lights up the crystal-like tower to illuminate the globe at the summit. Players will learn that competition, cooperation and persistence are equally important to succeed.



The Farming Challenge

Inviting visitors to enter a stylized tractor cab, the Farming Challenge asks participants to confront modern agricultural and business challenges to see if they have what it takes to be a farmer in today's economy. When they enter the cab, visitors will see images on a projected screen, information on the yield monitor and hear current events on the radio. They will then face a series of tough decisions focused on things such as selecting a crop, battling weeds, harvesting, acquiring new equipment, buying land and more. Soon, they learn that being a farmer requires being able to quickly process a lot of information and that oftentimes, small decisions have big and sometimes unintended consequences.



Stock Booth Object Theater

New York Stock Exchange booth, 1929

Rising stock choices and volume in the 1920s led the New York Stock Exchange to modernize its trading booths. Trading booth 13, installed in 1930 just as the market crashed, was high tech for its day. Built of oak and trimmed in brass, the trading post looked substantial. The booth's pneumatic tubes connected it to backroom operations speeding the processing time and making it possible to keep up with rising volume. This historic New York Stock Exchange Booth now features a video monitor with infographics produced by the History Channel. The "Constant Change " graphics help visitors understand the workings of the stock market.

Triple Bottom Line

The Cat Food Business

In the Triple Bottom Line exercise, visitors are presented with a scenario about a Cat Food business and asked to consider the triple bottom line: the balance between people, profit and the planet. To make their business a success, they will have to make decisions and answer questions by moving around in a game space. Their answers will then be compared to those of friends and other participants. A winner will be chosen and visitors will walk away with a deeper understanding of the many ways in which businesses can measure success and failure.





“American Enterprise” Curatorial Biographies

David Allison is the Project Director for American Enterprise. He was appointed Associate Director for Curatorial Affairs at the museum in October 2009. He oversees the Office of Curatorial Affairs, which encompasses the museum’s collecting, research and exhibition development, as well as the museum’s involvement with Smithsonian Affiliates and Smithsonian Traveling Exhibition Service. Formerly, Allison was Chairman of the Division of Information Technology and Communications. He was among the first participants in the Smithsonian Leadership Development Program and served as Chairman of a Planning Committee for the renovation of the Smithsonian’s Arts and Industries Building. He has curated numerous exhibits including: “Information Age: People, Information and Technology,” “The Price of Freedom: Americans at War” and “September 11, 2001: Bearing Witness to History.” Allison has a Ph.D. from Princeton University, Diploma in French Language and Cultural Studies from University of Bordeaux and a B.A. from St. Johns College. He is a co-author of the companion book.



Nancy Davis joined the National Museum of American History in 2007 as a curator in the Division of Home and Community Life. Previously, she served as the deputy director and chief curator of the Maryland Historical Society, assistant director in the Division of Public Programs at the National Endowment for the Humanities and as director of The Octagon Museum. Davis teaches as an adjunct faculty member in the American Studies Program, George Washington University and previously taught at the University of Mary Washington and the University of Baltimore. She has a Ph.D. in American Studies, an M.A. from George Washington University and an M.A. (all but thesis) in Art History from the State University of New York at New Paltz. Her B.A. in English is from Russell Sage College. In addition to co-curating “American Enterprise,” Davis is working on the museum’s upcoming exhibition, “Many Voices: One Nation.” She is a co-author of the exhibition’s companion book.



Kathleen Franz is an Associate Professor and Director of Public History in the History Department at American University. She holds a Ph.D. in American Civilization from Brown University where she trained in American cultural history, the history of technology and museum studies. As an active public historian, she has curated several exhibitions, including most recently “David Macaulay: The Art of Drawing Architecture” (National Building Museum, 2001-2002). She runs the public history program at American University and oversees numerous student projects in and around D.C. She also teaches courses on public history, American popular culture and visual and material culture. Her work for “American Enterprise” included “Advertising Business” as well as working on a collecting initiative around Spanish-language broadcasting and Latino market advertising. Franz is also a co-author of the exhibition’s companion book.



Peter Liebhold joined the National Museum of American History in 1985 and is currently chair of the Division of Work and Industry at the National Museum of American History. Throughout his professional life Peter has been involved with industrial history and the effort to preserve the working history of the nation. A graduate of the Maryland Institute College of Art, Liebhold’s areas of research and interest include the culture of work, management practice, methods and motivations of technological change, immigration and migration and work imagery. For “American Enterprise,” Liebhold worked on the Global Era section and focused on the story of agriculture. He launched the Agricultural Innovation and Heritage Archive aimed at preserving America’s agricultural heritage by collecting peoples’ stories. He is a co-author of the exhibition’s companion book.

