



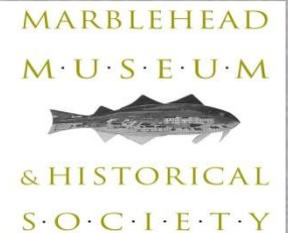
John Orne

Marblehead's First Shoe Manufacturer



by

Standley Goodwin



John Orne, The Early Years

- John Orne was born on September 27, 1773.
- Parents were Jonathan and Pricilla (Holgate) Orne.
- Older brother Jonathan was born in August 1769.
- Priscilla died and his father Jonathan remarried.
- On Oct. 4, 1777 32 year old Jonathan married 21 year old Mary Collins.
- Mary was the only mother John ever knew.
- John grew up and was educated in the lean years of the Revolution and its aftermath.

John Orne, The Early Years (Cont)

- John got his formal education in the private schools for the middle class in Marblehead.
- By the age of 12 he could read and write and do ciphers.
- That was all he would need as a tradesman.
- He then went to work for his father, a shoemaker, and learned the trade.
- His father Jonathan, brother Jonathan, and John were the shoemakers for the middle class of Marblehead in the late 1700's.

Daybook Page

Marblehead April 22th 1786

April 22 Capt John Bray D to a pair of shoes for son ^{for} 0:3:8

April 24 Capt John Merrill D to a pair of shoes for son 0:3:8

April 24 Rendred in an accompt to Capt John Goush
the 24 day of December last. Received in this day the
Balance due on that accompt which was 13:13:7 ^{13:13:7}

Decemb²⁴ 30 Capt John Goush D to a pair of double shoes 0:10:0

February 8 To mend a pair of shoes for Ben^{ny} White 0:3:0

Feb 4 To mend a pair of shoes for Elias White 4 0:1:0

Feb 24 To mend a boot for self 0:0:9

March 2 To mend a pair of shoes delivered W^m Hoaman 0:3:0

March 15 To a pair of boots 27/6 to the facet 15 delivered
William Hoaman 2:2:0

March 25 To mend a pair of shoes for W^m Hoaman's wife 0:0:9

April 24 John Cooper D to mend a pair of shoes for 3/0:3:0 <sup>when it should
be 3/0:3:0</sup>

April 25 John Bowden D to mend a pair of shoes 1/0:1:0 ^{for daughter}

April 28 Vocal Eaton D to a pair of shoes for son 0:9:0

April 29 Capt John Brown D to a pair of shoes for son 0:2:7

April 29 John ~~Cooper~~ D to a pair of shoes for self 0:9:0

May 3 Samuel Thompson D to a pair of shoes for daughter 0:2:8

May 3 John Bowden D to mend a pair of shoes daughter 0:2:8

May 8 Rev. Ebenezer Hubbard D to mend a pair of shoes
for girl Pearce 8 to mend a pair for maid Hannah 9 0:1:5

May 8 ~~James P. Soliber~~ D to mend a pair of shoes self 0:1:9

May 8. Moses Cash D to mend a pair of shoes daughter 1/4 0:1:4

May 13 Probert Kimblett D to mend a pair of shoes ^{wife} 0:0:9

May 13. Thomas Williston D to mend a pair of shoes 0:0:9

May 15 Mr ~~J. K. Bony~~ D to mend two pairs of shoes ^{with} 0:1:6

May 19 Capt John Merrill D to a pair of shoes for self 0:
to a pair of shoes for son 18:0:0

May 20 Paid m^r John Waitt in cash 4:15 him full for
thirteen calf skins 4:15

May 22 Paid m^r Chandle of Salem in cash
15:3:7 in full for 25:3:7 hundred and 10 to the 16

John Orne, Early Adulthood

- On September 9, 1793 20 year old John married 19 year old Mary Pearce.
- She was four and a half months pregnant.
- On January 27, 1794 daughter Hannah Pickering was born.
- Hannah was the first of ten children, nine of which lived to adulthood.
- They lived with his grandmother Abigail Orne and paid rent.
- John needed income for his new family.

Income

1793. Marblehead Sep. 1793 John Ormer. Credit for Labour

Sept. 24	By	1:1:7
Nov. 3	By	1:0:7
Nov. 17	By	1:5:11 $\frac{1}{2}$
Dec. 1	By	1:4:1 $\frac{1}{2}$
Dec. 8	By	15:9 $\frac{1}{3}$
Dec. 15	By	15:8 $\frac{2}{3}$
Dec. 22	By	8:10 $\frac{2}{3}$
Dec. 29	By	12:10
		<hr/>
		7:5:5
1794 Jan. 4	By Labour	14:8
Jan. 10		1:1:4 $\frac{1}{2}$
Jan. 13		14:9
Jan. 18		14:5
Jan. 29		17:7 $\frac{2}{3}$
Feb. 16		15:6
Feb. 23		12:9 $\frac{2}{3}$
March 11		15:4 $\frac{1}{3}$
March 17		13:
March 23		5:9 $\frac{1}{3}$
		<hr/>
		7:5:3 $\frac{1}{2}$
April 5		1:3:10
May 2		1:2:5 $\frac{2}{3}$
May 15		17:6 $\frac{2}{3}$
June 2		7:6:3
		<hr/>
		4:10:1 $\frac{1}{3}$
		<hr/>
		19:0:9 $\frac{2}{3}$

The Side Business

1797 e¹¹ Samuel Goldsmith to John Coney & Co Dr

		Dollar	Cents
April 14	To Cash	2	
May 6	To a Pair of Shoes for Wife	1	25
27	To a Pair of Shoes for Self	2	
August 21	To a Pair of Shoes for Ditto	2	
1798 March 1	To a Pair of draw Boots Self	6	50
1799 March 12	To mending Shoes son 30: & to mending Boots Self 70	1	00
December 26	To wamping a Pair of Boots Self	3	
1801 Oct 20	To a Pair of Shoes Ditto 2 & to a half thousand of old Briars 1.04	3	04
1802 February 1	To mending Boots Son 0.50		50
Septem ^r 3	To a Pair of Shoes Self 2	2	
Marblehead April 6 1803	Errors Excepted Dr John Coney	8	25

John Matures

- By 1797 John is running a side business selling shoes in addition to working for his father.
- Also in 1797 John and his father bought 37 High Street for \$400.
- On March 26, 1803 John's father died suddenly.
- His older brother Jonathan took over the business.
- Ten and a half months later John's brother Jonathan died.
- Suddenly John at age 31 has to take over the shoemaking business and settle both estates.

Maintaining the Business

- The immediate problem was the workforce.
- John employed Thomas Martin, shoemaker.
- He took over the buying of leather, shoemaking supplies, and maintained the business records.
- Both his mother and brother's wife had estate interests in the business and the house at 37 High.
- John was their source of support.
- By 1808 the estates were settled and John was established as a Marblehead shoemaker.

The Store

- John had to make periodic visits to Salem to buy leather and shoemaking supplies.
- He then had to hire a horse and wagon to bring the supplies to Marblehead.
- There was room on the wagon for other items.
- John went to the Salem docks and bought specialty foodstuffs in quantity at wholesale.
- He then sold them for cash or by work.
- Thus began his company store.

Starting the Store

Mr. John Crane & W. March

1809
Sept. 27th To Petitioning and obtaining License for you & D
see Spirituous Liquors & to cash paid the Clerk — 3.00

W. March Oct. 19th 1809 Recd. from W. March

Marblehead November 20 - 1809
Mr John Crane bought a hoghead of rum
of 110 gallons @ 80 Cents - - \$88-00
Received forty four Dollars
John Brown

Expanding the Business

- By 1818 John had all the quality shoemaking business that was available in Marblehead.
- He began experimenting with other markets.
- He would ship shoes on vessels to be sold at best advantage.
- Unfortunately there was no profit.
- By the mid 1820's shoe manufacturing was becoming a major industry in Massachusetts.
- The days of custom shoemaking were ending. John had to get into shoe manufacturing.

Testing Other Markets

Marblehead June 10 1823

Sent down East by Capt John Martin to sell

6 Pairs of mens Course Shoes and 6 Pairs

2 Pairs of woman Morocco Dittos and 4 Pairs

John Orms

Manufacturing

- Successful manufacturing requires breaking the process into steps.
- Each step requires a different level of skill and is assigned to a different person.
- First the leather is cut into the pieces required, then the uppers are sewn, the soles assembled, the shoe assembled on a last, and finished.
- In the 1820's all of this was done by hand.
- On the business side leather and shoemaking supplies must be procured and workers paid.

Manufacturing (Cont.)

- The shoes in case lots are sold and payment received.
- The funds spent and received must be accounted for.
- A manufacturer handles a lot of money. He needs to know that he received more than he spent.
- In 1824 John's sons Adoniram (15) and Azor (13) took a math course that included accounting.

Math Course

The Manner of Closing the Ledger

Amount to Cr. side	2407.20	Sheldon Cr. side	240.00
Amount to Dr. side	1077.15	Dr. side	100.00
Difference by Balance	1330.05	To Profit & Loss gained	80.00
Amount to Cr. side balance	1330.05	Joseph Holten Cr. side	775.00
Amount to Dr. side	1277.00	Dr. side	20.00
Difference by Balance unaltd	53.05	To balance due to him	8750.00
Amount to Cr. side balance	530.00	Chambers Cr. side	75.00
Amount to Dr. side	500.00	45 boxes soap at 50¢ per box	22.50
To Profit & Loss gained	30.00	57 boxes " 115¢ "	65.25
Credit side money	140.00	By Balance unaltd	753.75
Debit side	125.00	April Cr. side	220.00
To Profit & Loss gained	15.00	April Cr. side	115.77
Credit side money	142.00	April Dr. side	110.00
Debit side	110.00	To Profit & Loss gained	20.00
To Profit & Loss	32.00	Chick Dr. side	320.00
Debit side balance	500.00	By balance unaltd 21/4 cent	325.00
By Balance unaltd	500.00	Butler Cr. side	50.00
April Cr. side Wine	142.00	By Balance unaltd, at 1075	107.50
April Dr. side	240.00	per bushel for 11 bushels	117.50
To Profit & Loss gained	102.50	April Cr. side	57.50
Credit side brandy	2240.00	Debit side	102.50
By Balance at 140 for 10 lbs	320.00	To Profit & Loss gained by this account	100.00
320 gals	1440.00	Vogay to Birmingham Cr. side	1255.00
April credit side Brandy	1380.00	Dr. side	850.25
April Dr. side	240.00	To Profit & Loss gained by this account	1000.00
To Profit & Loss gained	540.00	Commission Cr. side	500.00
April Cr. side Both accounts	5015.20	To Profit and Loss gained by this acct	500.00
April Cr. side	1005.20	John Nish Cr. side	1087.50
By Balance unaltd	1490.00	April Cr. side	280.00
Per Sheldon Cr. side	2040.00	By Balance due of him	8075.00
To balance due to him	2040.00	Charges unaltd Dr. side	310.00
Joseph Otis Dr. side	900.00	By Profit & Loss lost	310.00
Cr. side	200.00	Interest unaltd Cr. side	84.00
By Balance due of him	700.00	To Profit & Loss gained	84.00
Annual May unaltd Cr. side	510.00	Nov. Martin Dr. side	1150.00
Debit side	370.00	Cr. side	1000.00
To balance due to him	140.00	By Balance due of him	1150.00
Bills payable Cr. side	510.00		
April Dr. side	225.00		
To balance for amt due of us	285.00		

Paying the Workers

- John's normal method of paying workers was to supply them with their food and other necessities from his Store.
- The worker would do shoe work to pay it off.
- This would be done on account.
- At some point the account would be settled and the difference between sundries received and shoe labor paid in cash.
- Since John bought sundries in quantity without a middleman, he paid a lower price.
- This benefitted both John and the worker.

Worker's Payment

December 31st Mr Darling's
 31 To 1st 28th 1/2 Flour 1. to 1/2 1/2 Tea 40 . . . 1.40
 1834 Jan 1 To 1 P. h. meal 28 . . . 0.25
 4 To 2nd Candles 28 . . . 0.28
 7 To Thread 32 . . . 0.32
 14 To Thread 32 . . . 0.32
 To 2nd Candles 28 . . . 0.28
 15 To 3 1/2^{lb} Sugar 38 to 3rd 1/2^{lb} Tea 40 to 1/2^{lb} Tea 40 . . . 1.20
 23 To 1/2^{lb} P. h. meal 13 to 1/2^{lb} Tea 40 to 3rd 1/2^{lb} Coffee 42 to 1 Gallⁿ
 Molasses 40 . . . 1.35
 29 To 1 Gallⁿ Molasses 40 to 1st 1/2^{lb} Tea 80 to 3rd 1/2^{lb} Sugar 38 . . . 2.24
 To 2nd Soap 24 to 3rd Candles 42 . . .
 February 8 To 7th Sugar 76 to 1/2^{lb} Tea 40 . . . 1.15
 18 To 1/2^{lb} Tea 40 to 1/2^{lb} Starch 8 to 2nd Candles 28 . . . 0.76
 \$ 9.55

48
 192
 13
 135
 10
 120
 600
 775
 96
 480
 3763
 13
 156
 780
 36
 276
 48
 240
 10
 12
 120
 4
 480

December 28 Due to Mr Darling . . . 4.66
 31 By 12 Pair Buff Shoes @ 10 . . . 1.20
 By 12 Pair of Baths 50 . . . 0.60
 1834 Jan 1 By 6 Pair of Buff Shoes @ 10 . . . 0.60
 2 By 12 Pair Strap Boots @ 7 . . . 0.84
 4 By 24 Pair of Baths 1: . . . 1.00
 By 6 Pair of Buff @ 10 . . . 0.60
 7 By 6 Pair of Ditts . . . 0.60
 By 28 Pair of Baths . . . 1.16
 9 By 32 Pair of Ditts . . . 1.34
 11 By 6 Pair of Buff @ 10 . . . 0.60
 By 24 Pair of Baths 1: . . . 1.00
 14 By 12 Pair of Buff @ 10 . . . 1.20
 By 24 Pair of Baths 1: . . . 1.00
 22 By 12 Pair of Buff @ 10 . . . 1.20
 By 12 Pair of Strap Boots @ 7 . . . 0.84
 \$ 18.34

80
 22
 15
 122
 150
 59
 1350
 1050
 11850
 79
 750
 3950
 79
 11850

Women Binding Shoes

Marblehead January 12 1829 90 th Ann Dolls Cents		Marblehead February 1 1829 90 th Ann Dolls Cents	
18	Samuel B Brown D to 2 Quarts Bushels to thread 4	Feb 1	Robert Orr D to 1/2 th Tea 47
19	Will ^m W Orr D to meal Ginger & Pease 24	1	Samuel B Brown D to 1/2 Gall ⁿ Molasses 18
20	Hannah Fowler D to 1 1/2 th Pork 14	2	Widow Hooker D to 6 th of 12 to candle 3 Cents
21	Robert W Orr D to 1 th Candle 13	3	By Binding 24 Pair shoes 28 Cents
22	90 th Ann Stone Salem D to Cash \$10.00	4	M ^r Daland Salem D to 20 th Pair of Childrens Boots to Sell on Commission
23	Elizabeth Devorux D to 1 Quart Peas 10 to Pease 6	5	Silas Stockwell D to 100 Pair of Childrens Boots 16 Cents to Pair
	By Binding 12 Pair shoes 14	6	Hannah Fowler D to Pork meal & Potatoes 13
24	Widow Hooker D Sugar meal & Candle 19	7	Elizabeth Devorux D to 1 Quart Peas 10 Cents
	By Binding 48 Pair shoes 5 Cents	8	to cotton thread 4 to 1 Quart Peas 10
25	Will ^m W Orr D to 3 1/2 th Sugar 40 to 6 th meal 13 to 8 1/2 th meal 26	9	By Binding 36 Pair shoes 42 Cents
26	Hannah Fowler D to meal & Flour 12	10	Nehemiah Preble gun to his Account rendered of To 2 Quarts of Stone Linen the 13 th of Nov ^r Last 5
27	Robert Orr D to 1 Quart Gin 12 to 1/2 th Butter 9	11	Received M ^r Dike the Binding 9 Pair Walking shoes 3 rd Pair 36 Cents
28	Hannah Fowler D to 1 Pint Molasses 5	12	Widow Hooker D to meal 12
29	Elizabeth Devorux D to 1/2 th candle 7 to 1/2 Gall ⁿ Molasses 18	13	By Binding 24 Pair shoes 28 Cents
30	Will ^m W Orr D to 1/2 th Tea 26	14	Elizabeth Devorux D to 1 th Candle 13 to 1 Quart Peas 6
31	Rebecca Bassett D to a Pair of Shoes Silk 13	15	By Binding 36 Pair shoes 42 Cents
	By Binding 12 Pair shoes 12 Cents	16	Widow Hooker D to meal 9 to Molasses 5 to 1 Pint Molasses 5
32	Robert B Chinn D to 1 th Candle 13	17	By Binding 12 Pair shoes 14 Cents
33	Widow Hooker D to meal 10 to 1 Pint Molasses 5	18	Received Rebecca Bassett Binding 12 Pair shoes 12 Cents
	By Binding 24 Pair shoes 28 Cents	19	Robert Orr D to 1 Quart Molasses 9
34	Elizabeth Devorux D to 1 Pint Gin 6 to 1 Quart Cider 3	20	Will ^m W Orr D to 9 3/4 th mutton 39 Cents
35	to 7 th Flour 28 to 1 Quart Peas 10 to 1 Quart Vinegar 5		
	By Binding 48 Pair shoes 56 Cents		

Children's Shoes

- In 1826 John Orne began selling children's shoes in the consignment markets in Boston and Salem.
- He chose Children's shoes because there was a demand in Europe and he was self financing.
- The consignment market dealt in hundred plus size lots of shoes.
- It took several months between buying materials and receiving payment for shoes.
- Minimizing the cost of materials was important to minimize John's investment.

Boston Market

Sales on acct of Messrs Wm W. O'Connell & Co.
 1826
 Oct. 26 60pp Children Books Henderson 100 - 10.
 Dec. 17 36 - " - " - " M. Keen 17 - 6.12
 1827
 Jan 3-50 - " - " - " Wilder " 17 - 8.50
 5 - 50 - " - " - " Lobdell " 15 - 7.50
 10 - 174 - " - " - " Edwards 132 - 23.49
 333 " - " - " Casgrain 142 - 48.28
 297 " - " - " - " - " 43.06
 1469.5
 Charges
 Jan 5 17.34
 Feb. & March 5.86 13.20
 Boston Feb. 21. (1827)
 "L"

Salem Market

Sales by J. Beland for of Mr. Geo. Davis
Salem February 9 to 1827

	12	p	Childrens Shoes	15	1.50
	12	p	do	16	1.92
	14	p	do	16	.96
14	5	p	do	16	.50
28th	3	p	do	17	.57
"	14	p	do	16	2.24
23	13	p	do	15	1.95
	12	p	Walrus Shoes	97	10.54
April 20th	100	p	Childrens Shoes	14 3/4	14.75
	275	p	do	14 1/2	40.31
	8	p	do	14	1.12
	104	p	do	14 1/2	15.08
Mar 2 ^o	3	p	do	15 1/2	.50
7	3	p	do	16 1/2	.50
15	1	p	do		.20
27	2	p	do	17	.34
April 15	4	p	do	20	.80
"	2	p	do	17	.32
"	1	p	do		.15
					\$ 95.71
			Commission 5 pct	4.80	
			State Lot 1 p ct	.96	
			Advertising 7c	.75	
					6.51
					\$ 88.42
1827	July 24th	To	Cast	15	
	April 20	"	do	15	30
					\$ 58.40
			Balance paid		
			J. Beland		
			by M. O. Good		

Shoe Manufacturing

- The manufacturing of children's shoes started out in 1826 and rapidly built to 1000 pairs a month.
- Other shoe lines were added.
- They were sold through Nestor Houghton, Otis Rich, and Guy Carlton in Boston and J. Deland & Co. in Salem.
- John became well known in the Boston shoe industry.
- In Marblehead the custom shoe business declined.
- By 1832 Marblehead had a shoe store.

Request for Making Shoes

Boston June 10th 1831

Mr John Corne
Sir

I was at your place
yesterday & wanted to contract with you for
to make 2000 pr of Bl Strap Brogans buff
bottom I should like 1/2 or more made of
my Bl Sheep Skin & some of Bl & red
Lew King. You will please write & inform me if
you should like to make them. if you
should you will write me when you will
be in Boston & bring a sample of the King
above mentioned

Yoursrd Respectfully
Isaac May

Ending Manufacturing

- For over seven years John ran a complex manufacturing operation with little help.
- In early 1834 all records of manufacturing stop.
- What happened is unknown.
- I suspect his 26 year old son Adoniram combined the operation with Benjamin Hawkes and Thomas Garney forming a firm.
- This firm is mentioned by Samuel Roads in *History and Traditions of Marblehead* forty years later.

Epilog

- John Orne continued making shoes himself and running other business interests.
- On June 30, 1835 his wife Mary (Pearce) Orne died at age 60.
- In mid October 1835 John married Mary's widowed younger sister Sarah.
- John died in 1850 at age 77.