

bit. We had to make sure that they realized we were perfectly friendly and honest about the whole thing and that the main purpose was to help them do the job they had been asked to do with insufficient help."⁷⁰ Instead of scolding about unfilled quotas, Edlund congratulated them on the 60,000 women already recruited. "In Canada they have been going much longer and have less. In England they had to come to conscription." Even the Waves, he said, were having difficulty in getting the relatively small number they were then aiming for.

Major Edlund had made the decision not to separate the Army Recruiting Service and the WAAC Recruiting Section, although events were to prove that it would have been wiser to adopt at once General Ulio's plan of removing all authority from the regular Recruiting Service, since such action eventually proved necessary.

Major Edlund's keynote, later deplored by veteran WAC recruiters, was, "Let's turn the bright side of the apple toward the general public." He proposed that pictures and releases all feature the most interesting jobs and the best-looking Waacs, and that Waacs not be pictured driving heavy vehicles, or in fatigue uniforms, or doing strenuous calisthenics, or even marching, since this frightened away many desirable prospects. This approach was supplemented by Young & Rubicam's advertisements with captions such as,

"We're the luckiest girls in the world and we know it."

"I joined to serve my country and am having the time of my life."

"I felt pretty important when that tailor fitted that swank new uniform to me."

Such advertisements, while calculated to counteract previous misunderstandings,

were also sufficient to bring on howls of derision from veteran Waacs, and to call forth complaints from later recruits who enlisted while under their spell.

The Cleveland Plan

Time was now working against the salesmen. The various surveys, the preparation of advertisements, and the flying tour had been accomplished in the unprecedented space of little over a month. Nevertheless, only six weeks remained to get the scheduled 100,000 women by 1 July. Major Edlund therefore determined upon a saturation technique of salesmanship that would literally hunt out and carry off potential recruits in a house-by-house canvass in major cities. He immediately began a demonstration campaign in a typical city. Cleveland, Ohio, was selected for the trial, and WAAC recruiters from every service command gathered to assist and observe.⁷¹ The basic idea was that WAAC sales could be achieved only by personal interview, and not by rallies, bonfires, and previous tactics, of which Edlund said, "Everything that we could see being done [before] was a big rally or parade—a lot of talk mostly along patriotic lines and 80 percent of the people listening were not eligible to join."⁷²

The Fifth Service Command ran the Cleveland Campaign, although Major Edlund had desired to do it. Theoretically such a campaign should have been preceded by a softening-up barrage of newspaper and radio publicity, but Cleveland's

⁷⁰ Speech by Maj. Edlund. Min cited n. 35(2).

⁷¹ Cleveland was chosen because it was a representative large city, 52 percent of homes had telephones, and the Cleveland Advertising Club offered to help.

⁷² Speech cited n. 70.