



**BATTLE FRONT REPORT  
TO EMPLOYEES**

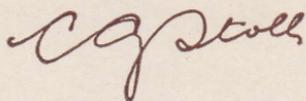
*By*

**CLARENCE G. STOLL, *President*  
WESTERN ELECTRIC COMPANY, INC.**



## TO MY FELLOW EMPLOYEES

☞ Recently I returned from a ten-day visit to our Army Front in Western Europe, where I had the opportunity to appraise first hand the huge supply problem of the Armies in that theater. The tremendous part you Western Electric workers have played and are continuing to play in production for the Armed Services entitles you to an account of this inspection tour — and it may provide a background for sizing up the job ahead of us.

A handwritten signature in cursive script, appearing to read "C. G. Stoll". The signature is written in dark ink and is positioned to the right of the main text block.

## *Battle Front Report*

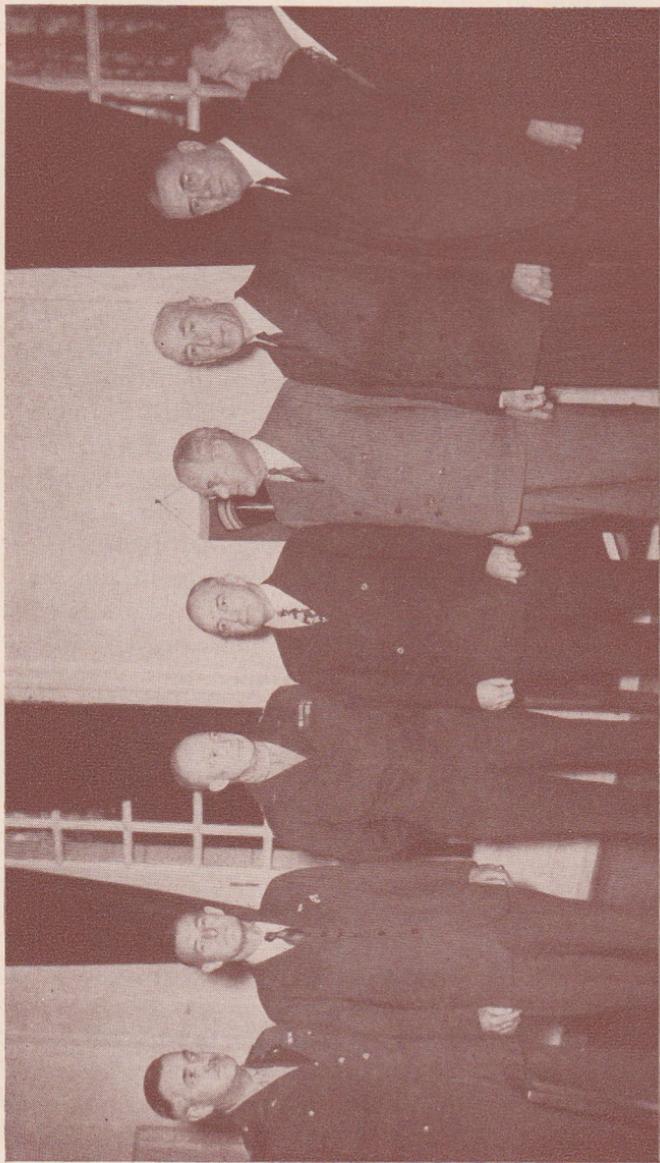
AT THE INVITATION of Lt. General Brehon B. Somervell, six manufacturers of war materials were privileged to view military operations along the Army Front in Western Europe.

The group, travelling under the auspices of the Army Service Forces, included: Stuart W. Cramer, Jr., President, Cramerton Mills, Cramerton, N. C.; Frederick C. Crawford, President of Thompson Products, Cleveland; Duncan W. Fraser, President, American Locomotive Company, New York; Charles Kendrick, President, Schlage Lock Company, San Francisco; Sherrod E. Skinner, Vice President, General Motors Corporation and Manager Oldsmobile Division, Lansing, Michigan; and myself. The purpose of the trip was expressed in General Somervell's invitation: "to observe the use in a theater of operations of the war products of American industry . . . in a three-week inspection tour of supply activities and utilization of materiel in Europe . . ."

The itinerary was planned and most ably conducted by Brigadier General Albert J. Browning, Army Service Forces, with the very fine assistance of Captain Oren Herwitz, Headquarters, Communication Zone, ETOUSA.

Bad flying weather which delayed our start from the early evening of November 17, 1944, to 11 P.M. on November 19, altered our itinerary and caused further delay en route to England and France.

The trip over was by plane from Washington to Newfoundland, Iceland, and Scotland, thence by night train to London, where we arrived four and one-half days behind schedule. As a result the



U. S. Signal Corps Photo.

General Dwight D. Eisenhower, supreme commander, welcomes the six American industrialists on their tour to observe how American war products are being used in the European Theater of Operations. Left to right, Brigadier General A. J. Browning, Stuart W. Cramer, Jr., General Eisenhower, Sherrrod E. Skinner, Mr. Stoll, Charles Kendrick, Duncan W. Fraser and Frederick C. Crawford.

planned visit to operations in the British Isles had to be abandoned. After a further day's delay, because of bad weather, we flew to Paris and arrived Friday evening, five and one-half days after leaving Washington.

When the weather cleared on Saturday morning, we flew over the battlefields of the Normandy peninsula and spent a half day visiting activities at the port of Cherbourg. On our return we spent all day Sunday with the Army staff at Paris headquarters, where a descriptive presentation with charts and maps acquainted us in detail with all phases of Army operations and the problems of supply and transportation.

Monday morning we started on a week's motor tour to the forward 1st and 3rd Army zones, stopping to see supply operations at Reims, Verdun, Toul and Nancy in France; Luxemburg in the Grand Duchy; Namur, Liege, Spa in Belgium; and Aachen in Germany.

On this tour we either lunched or dined, and visited for several hours, with Generals Lee, Thrasher, Plank, Patton, Bradley, Hodges and Eisenhower and their staffs and in each case visited the operations of their supply depots, repair shops and other units.

The trip was concluded by plane from Paris via Newfoundland to New York in 27 hours. We reached New York Tuesday, December 5th, in the late afternoon.

For reasons of security I cannot tell you of operations at any specific points along the front. Our group, however, did gather certain information which I can pass along without divulging where or from whom we learned the facts, so that the enemy will get little comfort from this narrative, if he should get his hands on it.

In each of the Army geographical sections across France and Belgium and at headquarters of the 12th Army group and the 1st and 3rd Armies, the Commanding General and his staff leaders in charge of each of the Army functions gave us a "briefing," a descriptive presentation with maps and charts of the Army activities

in that area. Bear in mind that we manufacturers of war materials were in the midst of the Field Armies using those materials. This provided the various staffs an opportunity to impress upon us this fact — that no matter how phenomenal American war production has been, there are still many things that the Field Armies need in greater quantity. I assure you they made the most of their opportunity. Here are some of the highlights we gathered, arranged according to Army function:

### QUARTERMASTER

This branch of the Army is generally responsible for food, clothing and shelter for the troops, except that the G.I. on the fighting front must dig his own foxhole and the artillery commander must select and appropriate a farmhouse or barn in which to billet his gun crew.

The Quartermaster handles 70,000 items of supply and personnel equipment. Try to visualize the size of that merchandising job, especially when the "customer," a gigantic fighting army, is chasing the Jerries hundreds of miles across France and Belgium in the short space of a few weeks' time.

Not knowing when, where and how fast his "customer" is going to move, or what all his needs will be, it is no wonder the Quartermaster feels he never has enough on hand. He tries to have a 60-day supply, but has never attained more than a 20-day stock. The armies require 1,800,000 pounds of food per day consisting of 139 different items. He supplements his supplies of dehydrated and canned vegetables from the U. S. by purchases of fresh vegetables in the British Isles, France and Belgium. Twenty-seven pounds of Quartermaster supplies, other than guns and ammunition, are required on the average for each man every day.

Towels and blankets are needed; the Quartermaster is shopping for them in the United Kingdom, Eire, Spain and Portugal. He recently obtained 180,000 blankets in Portugal. The clothing industry in France has been engaged to manufacture uniforms; con-

sequently there is an urgent need for 4½ million yards of uniform cloth.

Fifteen million 5-gallon gasoline cans will be needed in 1945. They are being manufactured here at home, in the United Kingdom and in France, but the Quartermaster presently has no assurance that all his needs are going to be supplied.

Apparel requirements for prisoners of war are 40% greater than estimated. (We told the Quartermaster that we hoped our armies would continue to capture 40% more prisoners than estimated.)

At the time of our visit the Quartermaster's big problem was winterization of the troops — wool jackets, raincoats, heavy tents, overshoes, and other items. Requirements for Quartermaster supplies for the year 1945 are much greater than previously estimated.

## SIGNAL CORPS

This is the branch of the Army to which most of Western Electric war production goes. I am glad to report that our field sets, sound powered telephones, telephone and telegraph switchboards, spiral-four cable and carrier, field wire, radar, gun directors; tank, artillery and airplane radio sets are all in active use, and enjoy a high reputation with the Army in Europe.

The Signal Corps is responsible for and operates the entire Army communication system in France. Wire communication is preferred to radio wherever possible and the wire teletype system in Paris alone handles 3,500 messages daily. The teletype radio system is preferred to manual radio because of its greater speed and accuracy.

Greater quantities of certain types of field radio sets are needed because the number lost in battle and the maintenance requirements are greater than estimated. Battle losses of both "Walkie Talkie" and "Handie Talkie" radio sets are also larger than estimated, and additional quantities are required for replacements. More field wire is needed; 78,000 miles of this wire were used in the month of October alone.

The Signal Corps men in the repair shops and in the mobile repair units are doing a magnificent job. At one Signal Corps establishment I met Captain John Paul Hedlund of our Hawthorne Works — a most enthusiastic and efficient leader and very highly praised by his superiors. He has risen from buck private to captain in less than four years in the service. Hawthorne — salute Captain Hedlund!

### CHEMICAL WARFARE SERVICE

Next in importance to being prepared to retaliate in case the enemy resorts to the use of gas, this branch of the service is responsible for smoke bombs and smoke generators to conceal field operations, smoke and colored grenades, incendiary bombs, flame throwers and white phosphorous bombs. Incidentally, in the German blitz of London incendiary bombs caused much more damage than high explosive bombs, although the latter did a very effective preparation job for the incendiaries.

### ENGINEER CORPS

This able corps is responsible for the restoration of harbors, railroads, highways, canals, transport facilities, and the construction of airfields, depots, hospitals, shops and prisoner of war facilities.

What a job they have had to do, and have done well and expeditiously, in restoring the destruction our bombers wrought on railroads and highways and bridges, and in restoring the damage done by the Germans to the ports and to the canal locks and bridges! France's various transportation facilities have been effectively re-established so far as necessary to carry on our military operations.

This service constructs and operates the gasoline and oil pipe lines and their many pumping and storage stations from both Cherbourg and Marseilles to the base supply points for the armies at the front — a real feat of engineering.

The materials needed by this branch of the service are many.

Here are just a few items which will give you some idea of the variety of Engineer Corps activities — tractors, cranes and shovels, trailers, road graders and rollers, rock shovelers, engine driven electric generators (15 KW and larger), landing mats for airfields, small tools and kits, storm boats, outboard motors, railroad track turnouts, explosives, detonators and plumbing fixtures and supplies. Every endeavor is made to utilize local industry in France and Belgium, their cement mills, steel mills, sawmills and many of their manufacturing plants. This procedure gives employment to local people while helping to solve the Army's supply problem.

### TRANSPORTATION CORPS

This corps, made up of port, railroad, motor transport, and canal operating battalions and their respective repair and maintenance shop battalions, is responsible for all transport operations. Thousands of railroad freight cars and many hundreds of locomotives that had been accumulated in England in preparation for D-day have since been ferried to France. Nevertheless the Transportation Corps is hankering for still more of them. They are also calling for oil tank-ships, tugs, and thousands of tons of maintenance material and spare parts. They estimate a need of from 40 to 120% more of the various kinds of equipment they use.

You will recall that our bombers, both prior to and during invasion, successfully bombed and strafed railroad rolling stock in order to disrupt the German supply system, and that the Germans, even in their hasty retreat across France, found time to add to this destruction. In the Paris area alone the enemy destroyed or seriously damaged 800 locomotives.

The railroad repair shops of France and Belgium, operating on a 24-hour basis, are turning out quantities of repaired or reconditioned cars and locomotives to serve Allied transportation. In a recent month 2,000 locomotives were repaired or reconditioned. One railroad shop we visited, the largest in Europe, is capable of handling the construction or repair of 55 locomotives simultaneously.

## MEDICAL CORPS

In operating the Army hospitals to care for the wounded, sick and accidentally injured, the first consideration of this corps is to effect a recovery as rapidly as possible and thereby conserve the combat strength of the Army. When this is not possible, the Medical Corps then endeavors to repair each wounded man so that he may return with the greatest usefulness to civilian life. Field hospitals with the front army usually have 100-bed capacity with necessary operating and X-ray facilities. If the patient cannot be restored to combat service in 10 days at the front hospital, he is evacuated to the next rear echelon hospital and, if he is not restorable in a total of 20 days, he is again evacuated to another in the 2nd rear echelon. Should restoration extend beyond a total of 30 days, the patient is evacuated by plane or hospital ship to hospitals in the British Isles.

We visited three hospitals — one in the 1st rear echelon and two in the 2nd rear echelon — and talked with many of our wounded boys. They were full of praise for the treatment they had received, all the way from the medics who picked them up on the battlefield and gave them first aid, to the doctors and nurses who cared for them so well and considerately in the hospitals.

Right here I'd like to say that no commendation is too high for the Army nurses, Wacs and Red Cross girls who are serving overseas. They are putting up with many hardships, but they always have the cheery smile which is so comforting and stimulating to soldier morale.

At one of the hospitals we saw 1,000 wounded evacuated by ambulance to more than 60 planes waiting on an airfield. Only two hours were required from the loading of the first patient onto the ambulance at the hospital until the last plane took off for England.

The Medical Corps has plentiful supplies, but needs something more precious — whole blood at the rate of 1,000 pints a day. During the week previous to our visit they received a record average of 720 pints per day, which pleased them greatly; but they need more!

Because whole blood is very perishable it has only a limited period of usefulness, and the supply must be replenished continuously. A colonel in charge of one of the hospitals told me that in some kinds of wound cases blood plasma is not effective and that only whole blood will suffice in saving life. He told of the case of a young soldier with a bad abdominal wound whose life was saved by the administration of 18 pints of whole blood in 21 hours. Such an achievement in saving human life should be immensely gratifying to our generous blood donors.

We visited a captured German medical supply depot. Our Medical Corps appraised the enemy's medical supplies as of the highest quality and were then in the process of applying labels in English, preparatory to using the supplies in our field hospitals.

#### ARMY ORDNANCE

Forty per cent of the supply tonnage to our armies is ordnance, which means guns, ammunition, tanks, and the vehicles for their transport. Distribution of these materials from the seaports to the combat forces is a big job.

Army Ordnance operates many repair shops for the reconditioning of fighting equipment, and utilizes many French automobile plants for rebuilding tanks.

We saw one shop devoted exclusively to the repair of captured German tanks and guns in order to shoot at the enemy the ammunition our Army captured when the Jerries were chased across France. Two-thirds of the artillery preparation of one of our armies for the early November offensive was effected with captured guns and ammunition.

You have read in the daily newspapers about the greater needs of the Ordnance branch. We heard much about it on our trip. They need more heavy truck tires — 5,000 wear out per day. They require more heavy trucks. The 2½-ton, 6-wheel-drive trucks are a marvel to the Army; but they use up tires rapidly because they are frequently loaded with 3½ tons. In addition they sometimes have to

drag a trailer carrying another couple of tons, in order to get supplies up to the front when needed.

There is also great need for more spare parts, more spare units for various motor vehicles, more engines, axles, transmissions, more brake drums and brake bands (how these suffer in the axle-deep mud!). The greatest need is for more heavy artillery ammunition, 105 mm and larger, followed up by more replacement gun tubes, and then by more heavy artillery itself to crack that Siegfried line. More heavy artillery and ammunition will save American lives and will end the war sooner.

While visiting all these branches of the service, we were greatly impressed with the efficiency and thoroughness with which the work of their supply depots and repair shops is carried on. Most of the supplies are stored outdoors in their original packing cases and arranged systematically in piles, each covered with a tarpaulin tightly tied down. The reason they are not stored in buildings with complete protection from the weather is that there are not enough storage buildings convenient to transport facilities in the areas where supplies are needed. Necessity for storage outdoors explains why the Army requires that most new materials be packed at the factory for "Export," which means packed for protection against damage from moisture and water.

We visited shops repairing tanks, motor vehicles, tires, guns, artillery and signal equipment. We inspected one shop in which prisoners of war were repairing shoes by using rubber soles and heels punched from old truck tires. Another shop employs Russian women who were imported by the Germans and then deserted in their retreat. Under present circumstances these women cannot be returned to their home country. They were first taught to use treadle-operated sewing machines and then a power-operated machine in the repair of uniforms, overcoats, blankets and tents. At the time of our visit this shop was set up as a production unit to manufacture new cartridge belts of which there was a shortage.

## NORMANDY AND CHERBOURG

Our trip from Paris to Cherbourg in a 9th Air Force troop transport plane gave us a full afternoon to view the work of the Engineer and Transportation Corps in making that port so effective for receiving and forwarding the tremendous volume of war materials and supplies to the depots of the front armies.

Paris, Versailles and the Seine were a beautiful sight from the air, but almost immediately the destruction of important objectives by our bombers was evident — a railroad marshalling yard completely wrecked and a tangled mass of debris; railroad and highway bridges thoroughly bombed out but in some cases temporarily restored for the transport of our supplies.

Our plane should have been equipped with a glass floor in order to satisfy our desires for a better view than that afforded by the slantwise look through ten-inch round windows in the side of the cabin. We were hopping from one window to another, one side of the cabin to the other to avoid missing an interesting sight. General Browning suggested that I slip into the pilot's cabin and get the view from the front of the plane. Promptly accepting the suggestion, I introduced myself to the 9th Air Force pilot and co-pilot. After learning their names, I asked where they were from and for whom they worked before joining up. Imagine my surprise and pleasure when the pilot, Lt. Glenn Huber, said he was from Kansas City and worked in the St. Louis Division of the Installation Department of the Western Electric Co. Lt. Glenn Huber took a very important part in the Normandy campaign and has many exciting experiences to relate if you persist in boring through his natural modesty. Installation — salute Lt. Glenn Huber!

Flying over Normandy, via St. Lo (made famous by General Patton) and Carentan, one did not require much imagination to visualize what had taken place there a few months previously. We saw bomb craters astride a highway in the open country indicating where a German convoy had made a hasty retreat; we saw an isolated farmhouse and barn completely destroyed, evidently a hide-

out for rear guard snipers or a lone German tank. We looked down on shot-out tanks in an apple orchard (Normandy is a large apple growing section) with great piles of recently harvested red and green apples nearby. We flew over a large hardwood forest scarred with the treads of the many tanks of friend and foe which had maneuvered to get the "drop" on each other. Here, too, many "dead" tanks were still in evidence. The whole scene bore testimony to the violence of the conflict in Normandy.

At Cherbourg an amazing transformation has been effected. In peacetime this port was equipped only for handling coal shipments, averaging 3,000 tons per day, and had one pier to accommodate transatlantic passenger liners. Today, it is a war supply port handling general cargo of 15,000 tons a day on the average, which shortly will be increased to 18,000 tons. The harbor is entirely cleared and much of the dock area as well, notwithstanding the destructive efforts of the enemy when he was forced to capitulate. Many ships were in the harbor, some at the dock unloading direct to railroad cars, others at anchor unloading onto lighters or "Rhinos," and, most spectacular of all, onto those amazing vehicles, half boat and half truck, called "Ducks."

We watched a continuous line of these ingenious contrivances make their way to a ship at anchor in the harbor; receive a sling load of cargo from the ship's crane and then return; pull out of the water onto the beach and drive up to a railroad track where a waiting crane in a few moments lifted off the sling of cargo and deposited it into a railroad car destined for the front. Two thousand of the average daily 15,000 tons of cargo were being unloaded from ships in the harbor by this method.

The port facilities at Cherbourg have been expanded greatly by improvising temporary docks from scows or lighters anchored down, side by side. Railroad facilities have been greatly increased and are handling on the average 700 freight cars a day. They are prepared to handle 1,000 cars daily, which will be necessary in order to clear 18,000 tons of cargo a day from the port.

We saw two of several German submarine pens at Cherbourg, massive reinforced concrete arched structures with very heavy concrete beam facings over the entrance, erected to protect Nazi subs from Allied bombers. Before surrendering the city the Germans destroyed one of these pens with explosives, but the man-effort and explosives required to destroy it must have proved so enormous that they decided to let the other pens stand. Perhaps, too, they may have belatedly concluded that the pens would be of no use to the Allies. In this they were undoubtedly correct, as our engineers had blocked off one pen and erected a wooden dock in front of it.

We were greatly impressed with the Army personnel in charge of Cherbourg operations. They were on their toes and most earnest and efficient in doing their part to defeat the enemy. This same enthusiasm we found in all the activities we visited right up to and including the Army fronts.

In flying back to Paris we soared over our D-day beaches, "Utah" and "Omaha," and over the beach of our British allies. We had a particularly good view of the portable docks which had been prepared in England and towed to their present positions for use in landing supplies for the armies in Normandy. These facilities were abandoned when the harbors of Cherbourg, Le Havre and Rouen became fully available.

## V 1 AND V 2

In the few hours of daylight available to us in London on Thanksgiving Day we visited some of the points of destruction in the City of London proper. We saw the results of the German airplane bombing blitz and in one place the devastating effect of the "Area" bombing strategy they employed toward the end of the blitz.

In the late afternoon of a clear day while motoring from Liege to Spa we watched a V 2 rise up vertically from far over the horizon and disappear in the heavens. It left a smoke trail like that



U. S. Signal Corps Photo.

Mr. Stoll, in galoshes, trench coat and steel helmet, observes the damage inflicted by Allied bombardment on the city of Aachen, Germany.

of a 4th of July sky rocket which one would have considered a beautiful sight had he not realized the indiscriminate message of death it carried for innocent civilians. While in Spa and vicinity (which seemed to be on the route from the launching point in Germany to Liege) for two nights and a day we saw and heard many V I's on their frightful missions. About seven-thirty o'clock one morning a V I exploded apparently close-by as we were on our way to breakfast. An hour later while on our trip by motor to Aachen, Germany, we passed through a farm community of about 12 houses a mile outside of Spa and discovered that the V I had landed in its midst destroying three houses and damaging several others. The ambulances were there and the people of the vicinity were digging in the ruins for their dead and injured neighbors.

#### AACHEN AND ACTION

The German city of Aachen, except for the suburban area and its Cathedral, was a mass of rubble and an example of what our Army must do to defeat the Germans if they elect to defend their cities house by house. You will recall that General Eisenhower in a broadcast to our home front told us that, in addition to other heavy artillery, it required 300,000 105 mm shells to blast the Germans out of Aachen. Little wonder our Army wants more heavy ammunition and artillery to do the job ahead.

One of the stories told us was that, notwithstanding the tremendous artillery bombardment of Aachen, German snipers were holding out in one building and could not be dislodged. Our boys called on the "Long Tom" artillery for help and directed the fire. After a few well-aimed shots from the "Long Tom" guns, the German colonel came out with more than 200 men and a white flag. He is reported to have said, "When the Americans begin sniping with 6-inch shells, it's time to surrender."

One day as our group stood outside of a fine American hospital that we had just visited in the village of Brand, a few miles east of Aachen, we watched a German plane descend out of the clouds,

drop a couple of bombs on some military objective a short distance away and then turn tail for home. When he passed over our lines on his way back our anti-aircraft fellows went after him with "Ack Ack." He dodged in and out of the clouds, zig-zagged in the weirdest way and, so far as we could see, got away successfully.

A short time after that a squadron of our fighter-bombers, which had been circulating overhead before the German plane appeared and which had flown to the north end of the sector, apparently received orders to proceed across the German lines on a mission. Our planes were too far away to be seen but the curtain of German "flak" that we could see was tremendous. A few minutes later, directly in front of us, one of our planes came into view, obviously in difficulty, and suddenly one of its motors burst into flame. The crew bailed out in their parachutes behind our lines. We hoped they landed safely.

From Brand we started farther east by motor on a main German highway to visit one of our 240 mm howitzer batteries. After about a mile we came to a country road at the entrance of which our Army had erected a large sign reading, "This road has *not* been cleared of mines — proceed with caution." Our drivers turned in and we proceeded with more hope than caution. About a half mile farther we came to our battery located in a hollow alongside a farmhouse in which the crew was billeted. This battery was in action against a bridge behind the German lines. The gunners weren't firing as much as they would like because they didn't have enough ammunition in reserve to permit it. They were a great crew of artillerymen, full of pep and good humor, and "raring to go." Almost every state east of the Mississippi was represented in their number.

This glorious outfit of men had two "gripes" which are indicative of the intentness of purpose of our men. Because their guns are of very long range, they are part of the rear artillery echelon. Their first "gripe" was that they were always firing at an object so far away *they couldn't see it*, and their second "gripe" was that

*they could never see whether they hit it.* They always received word by field telephone from observers if they had hit the mark but that wasn't completely satisfying.

#### OUR G.I.

And a noble, courageous, enduring G.I. he is. Typically American, when he has a job to do, he goes "all out" to do it, no matter how distasteful, what or how long the hours are, or how dangerous it may be.

He performs with enthusiasm and the utmost cooperation whatever assignment is given him. He is well fed, has the best of medical care, and is well housed whenever possible, although he doesn't "grouse" when that is impossible. Our G.I. is very industrious and ingenious at making his foxhole or billet as comfortable as the materials he finds available will permit.

He is allowed to have all the food he can eat but placards on the walls around the mess halls remind him that "the staff of life is not chaff" and admonish him that "if your stomach can't make it, your hand shouldn't take it." We on the home front can derive satisfaction from the rationing of our butter and meat so that our boys in the Armed Forces may have all that they want and need to fortify them for the tasks they are performing.

Our G.I. wants to come home but only by way of Berlin. He wants more letters from the homefolks. He fears he may be forgotten because he is so far away.

He reads "Stars and Stripes" and gets brief news of what is going on at home. From where he is sitting he wonders where we at home get the idea the war is won and over with; why the work interruptions; why absenteeism; what is this talk of reconversion; why return to the manufacture of civilian goods when he hasn't all the war materials he needs to push the Jerries off the map. He wants more guns and mortars, more heavy ammunition, more trucks, more tires, more of almost everything to smother the enemy. He has driven the enemy back into his lair where he is fighting with



U. S. Signal Corps Photo.

The travellers return by air transport from the front. Left to right, standing, Mr. Kendrick, Mr. Stoll, Brigadier General Browning, Mr. Crawford, and, in the plane, Mr. Cramer, Mr. Skinner, and Mr. Fraser.

desperation and is plenty tough. Our G.I. is most practical. He says he'll finish the war but we here at home must back him up 100% until he lets us know the war is over.

### **A TRIBUTE TO THE ARMY**

In the short space of 10 days with our Army on the Western Front we had the privilege of seeing at work the greatest organization this country has ever created. This amazing and efficient fighting machine, built up in only a few years on the nucleus of an exceedingly small regular Army, provides a superb and unprecedented example of Yankee organizational ability to do whatever needs to be done and to do it well.

Our Army leaders are most capable and are filled with the spirit to attain our country's objective. The men they lead are their greatest asset; conservation of that asset in the prosecution of this war is their chief consideration no matter how much of the expensive war materials we make are required. They have surrounded themselves with staffs, carefully selected for their knowledge, ability and proficiency, that are tackling the job with all the enthusiasm and ingenuity necessary to get the war over with in the shortest space of time.

We can have complete confidence in our armies and their leaders. All we need to do is to back them up with material and more material in order to bring the war in Europe to an early end.

### **A MESSAGE TO THE HOME FRONT**

Late last summer after the success of D-day in cracking Hitler's Atlantic Wall and, later, the success of Allied armies in Normandy, some of us on the home front had the war over by Labor Day, others by the end of October and still others by the first of 1945 at the latest. War production schedules were being decreased, others cancelled, and wrestling with the problems of termination of contracts had begun. Shutting down of Government war manufacturing plants, reconversion of industrial plants to the manufacture of

civilian products, disposition of surplus war materials, and relaxation of employment regulations became the order of the day. Our efforts on the home front to prosecute the war were relaxed. The war in Europe was over — all but the shouting.

The German is back in his own country, behind the strong defenses he has built over long years. He is fighting with desperation to protect all that he holds dear, determined in defeat to save what he can, now led not by Schickelgruber but by the professional German militarists, than whom there is none more proficient. He is backed up by a civilian population infiltrated with the Nazi Gestapo and goaded forward to defend the Reich or be shot at home.

The landing on the beaches of Normandy by the Allied armies and the “break through” resulting in the liberation of France and Belgium will go down in history as one of the greatest of military feats; but if that be called a war it was the only one, in which we participated, that ended in 1944.

Allied armies with great success have forced the German to give up many of his conquests and as sure as the sun rises and sets those gallant armies will force him to give up more, and sooner or later bring about his utter defeat.

Our armies have not faltered or failed us in any way. We on the home front expected “too much — too soon.”

We need to readjust our thinking. We have another big war on our hands in the Pacific and anyone who took our trip can well visualize, with the far greater distance involved, what a terrific problem of supply it will be when we have large armies in the field against Japan.

We need to revive the will and spirit for the war effort that prevailed on the home front a year ago. We must put aside self interest, make further personal sacrifices and subordinate our every thought and act to the prosecution of the war. Only in that way will Peace come in the shortest possible time.

## AN APPRECIATION

I cannot close this account of the tour to Army operations in Europe without expressing my appreciation to the generals and staffs of the various sections and front armies in the European Theater of Operations. They were most gracious, considerate, and informative in explaining their operations to us and in answering our questions so frankly and fully. To Lt. General Brehon B. Somervell of the Army Service Forces for his kind invitation to take the trip; to Major Generals H. C. Ingles and W. H. Harrison for nominating me to represent manufacturers supplying the Signal Corps; to Brigadier General Albert J. Browning who planned and conducted the tour; to his aide, Captain Oren Herwitz who arranged the details and saw to our every want; to the pilots and crew of the Air Transport Command who piloted us safely overseas and back again; to the pilots and co-pilots of the 9th Air Force who flew us from Paris to Cherbourg and back and from Liege to Paris at the conclusion of our visit; and to the G.I. sergeants and M.P.'s who drove our cars and escorted us so expertly over the roads and by-ways of France and Belgium — many, many thanks.

But most of all my grateful thanks to the employees of the Western Electric Company and its affiliated Companies, Bell Telephone Laboratories, Teletype Corporation and Nassau Smelting and Refining Company, whose marvelous performance in the war effort brought this experience to me. To them I bring this report; to them my unbounded gratitude!

# *Western Electric*

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