INCREASING PROPENSITY FOR MILITARY SERVICE THROUGH MARKETING

PREPARED FOR: National Commission on Military, National & Public Service
BY: The Army Marketing Research Group
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The Challenge

1. Civilian/Military Divide
2. Misperceptions of Military Service
3. Fewer and Fewer Americans Qualified for Military Service
4. Career Values (JAMRS slide)

Increasing Propensity Through Marketing

1. Consumer Decision Journey
2. Enterprise Army Brand Strategy
3. Enterprise Positioning Statement
4. Marketing for Specific Competencies and Capabilities
5. Example Commercials (TEAM, CYBER)
6. Key Takeaways
“It’s up to Soldiers to help bridge the military-civilian divide. Conventional wisdom dictates that because [fewer than] 1% of Americans serve in the military, the cultural divide between troops and civilians is the worst it’s ever been.” - GEN Milley, Chief of Staff of the Army

Americans’ exposure to the military continues to decline:

• The military veteran population continues to shrink (-35% from 2013-2043)\(^1\).

• In 1995, 40% of youth ages 16-24 had a parent who served in the military; in 2016, the proportion was 15%\(^2\).

• Nearly half of the adult population (48%) report that the entertainment industry has a significant impact on the way they perceive veterans\(^3\).

This leads to misperceptions about the Army.

Americans trust the military, but don’t want to serve:

• 72% of Americans have high confidence in the military\(^4\).

• Yet, only 13% of 16-21 year olds say they are likely to join the military (8% for Army)\(^3\).

2. DoD Youth Attitude Tracking Study (Fall 1995) and JAMRS' DoD Youth Poll (Fall 2016)
### Misperceptions About Military Service

<table>
<thead>
<tr>
<th>Post 9-11 Veterans... than average civilians of a similar age</th>
<th>True, Certain</th>
<th>True, Best Guess</th>
<th>False, Best Guess</th>
<th>False, Certain</th>
<th>True-False</th>
<th>Reality</th>
</tr>
</thead>
<tbody>
<tr>
<td>...are more likely to suffer from mental health issues</td>
<td>23</td>
<td>59</td>
<td>15</td>
<td>2</td>
<td>83-17</td>
<td>FALSE</td>
</tr>
<tr>
<td>...commit suicide at higher rates</td>
<td>20</td>
<td>55</td>
<td>22</td>
<td>3</td>
<td>75-25</td>
<td>FALSE</td>
</tr>
<tr>
<td>...have higher rates of substance abuse</td>
<td>11</td>
<td>50</td>
<td>35</td>
<td>4</td>
<td>61-39</td>
<td>FALSE</td>
</tr>
<tr>
<td>...are more likely to be unemployed</td>
<td>12</td>
<td>48</td>
<td>37</td>
<td>3</td>
<td>60-40</td>
<td>FALSE</td>
</tr>
<tr>
<td>...make more money</td>
<td>5</td>
<td>21</td>
<td>62</td>
<td>12</td>
<td>26-74</td>
<td>TRUE</td>
</tr>
<tr>
<td>...are more likely to have a stable family life</td>
<td>6</td>
<td>27</td>
<td>61</td>
<td>6</td>
<td>33-67</td>
<td>TRUE</td>
</tr>
<tr>
<td>...are less likely to be homeless</td>
<td>8</td>
<td>29</td>
<td>54</td>
<td>8</td>
<td>38-62</td>
<td>TRUE</td>
</tr>
<tr>
<td>...stay at their jobs longer</td>
<td>9</td>
<td>42</td>
<td>46</td>
<td>3</td>
<td>51-49</td>
<td>TRUE</td>
</tr>
</tbody>
</table>

DoD cannot rely solely on propensed youth for recruitment. DoD must reach a larger pool of youth prospects.

Sources: Woods and Poole Population Estimates, from the Data Warehouse and Office of the Secretary of Defense Accession Policy, JAMRS & Lewin Group QMA Study, 2013; JAMRS DoD Youth Poll
High Academic Quality = Youth who report getting mostly “As” and “Bs” in High School; this has been found to be correlated with scoring 50 or above on the AFQT (Armed Forces Qualification Test)
Importance of Career Values

- Understanding what youth value is helpful for understanding how they make choices about what types of jobs they want to have and organizations they want to work for.
- The most important values were related to lifestyle, personal fulfillment, and career fit, whereas the least important values were related to patriotism, innovation, and affiliation.

**How important is each of these benefits to you in selecting a career?**

% Rated 6/7 (Very/Extremely Important) in a Career

**Most Important Values**

- Attractive abilities
- Do great things with your life
- Realize your full potential
- Connect with others
- Training in technology
- Help others
- Safe work
- Attractive lifestyle
- Sense of purpose
- Use your talents and abilities
- Good work–life balance
- Make a good living
- Sense of belonging
- Positive impact on society
- More than a daily routine
- Positive impact in community
- Become stronger
- Futuristic/Forward-thinking

**Least Important Values**

- Organization adapts well to new challenges
- Work with people like you
- Adventure
- Connect with others
- Unique job responsibilities
- Elite organization
- Serve as protector of your country

Source: Military Ad Tracking Study Wave 58

Questions val_a–val_z: “Below is a list of potential job benefits. How important is each of these benefits to you in selecting a career?”
Significant change in Army’s approach to Marketing

Individual Benefits and Personal Transformation

to

Puts “The Army” as an Institution, at the Forefront of all Communication

"The Army" is marketed as a vital American institution. Increase America’s understanding and value of the Army institution, value service in the Army, which will increase their willingness to support, recommend and consider Army Service.
Army Enterprise Positioning

The U.S. Army is the Nation’s most versatile force meeting the ever-changing challenges of today. It has the scale and scope to adapt to challenges that arise both at home and abroad. The Army is constantly evolving its competencies and capabilities to prevail in complex environments to protect and preserve our Nation.

EAB Positioning validated to be:
* Believable * Differentiated * Credible * Ownable * Motivating

- This statement drives everything we do – it presents the Army as America has defined “Their Ideal Army”, which is exactly who we are.
- Drives behaviors of increased willingness to support, recommend and consider joining the Army.
The media strategy includes a national print and digital media campaign to reach prospects for special mission areas of concentration such as chaplain, JAG, medical and dental.
• Youth are looking for a career that will provide a good living in addition to allowing for personal fulfillment and an attractive lifestyle. However, youth often do not strongly associate these values with any of the Military Services.

• The AMRG tracks brand health and awareness from 3rd party vendors such as Nielsen and Milward Brown Kantar, as well as data and analysis from Joint Advertising, Market Research & Studies (JAMRS), to evaluate effectiveness of marketing campaigns.

• Campaign components target both prospects (youth ages 18-24) and influencers (individuals who assist youth in career decision-making – parents, counselors, coaches, etc.).

• Campaigns are integrated across ALL media channels for greatest access.
PERFORMANCE METRICS TRACKED

Television Impressions
Television GRPs
Radio Impressions
Radio GRPs
Cinema Impressions
OOH Impressions
Print Impressions
Earned Media: Key Television Placements
Earned Media: Key Print Placements
Earned Media: Key Radio Placements
Earned Media: Key Online Placements
Newsletter Opens
Full Episode Player (FEP) Impressions
YouTube: Active Views
Organic Instagram: Story views
Organic Snapchat: Story views

Prospects Engaged: Face-to-Face
Influencer Engaged: Face-to-Face
COIs Engaged: Face-to-Face
goarmy.com Site Visits
MyArmyStories.com Site Visits
armyedspace.com Site Visits
armyadvocates.com Site Visits
Email Open Rate (%)
Email Click-Thru-Rate (%)
Direct Mail Response Rate (%)
Video Completion Rate (%)

Facebook: Reach
Facebook: Non-Fan Reach
Twitter: Impressions
Twitter: Reach
LinkedIn: Impressions
Instagram: Reach
Paid Instagram: Impressions
Organic Instagram: Impressions
Podcast Downloads
Facebook: Shares
Twitter: Re-tweets
Twitter: Hashtags
Instagram: Hashtags
Non-ADHQ goarmy.com Activation
ADHQ Leads
• JAMRS Propensity Information
• Millward Brown Prospect/Influencer Attitudes

We rely heavily on products from our partners, like JAMRS and MB. Propensity is where we operate. We want to improve this. Roughly 12 to 14 percent are propensed.

A mix of qualitative and quantitative data on how prospects, parents, and general public feel about the Army.
• Value in the Army
• Open to learning more
• Would support their child joining