

# 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 not well informed regarding our Military or our Army.

### Americans’ exposure to the military continues to decline:

- The military veteran population continues to shrink (-35% from 2013-2043)<sup>1</sup>.
- In 1995, 40% of youth ages 16-24 had a parent who served in the military; in 2016, the proportion was 15%<sup>2</sup>.
- Nearly half of the adult population (48%) report that the entertainment industry has a significant impact on the way they perceive veterans<sup>3</sup>.

## 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<sup>4</sup>.
- Yet, only 13% of 16-21 year olds say they are likely to join the military (8% for Army)<sup>3</sup>.

Sources: 1. Office of the Actuary, Veteran Population Projections Model (VetPop2014)  
2. DoD Youth Attitude Tracking Study (Fall 1995) and JAMRS’ DoD Youth Poll (Fall 2016)  
3. Greenbert Quinlan Rosner Research for “Got Your Six”, Apr-May 2014  
4. June 2017 Gallup survey.



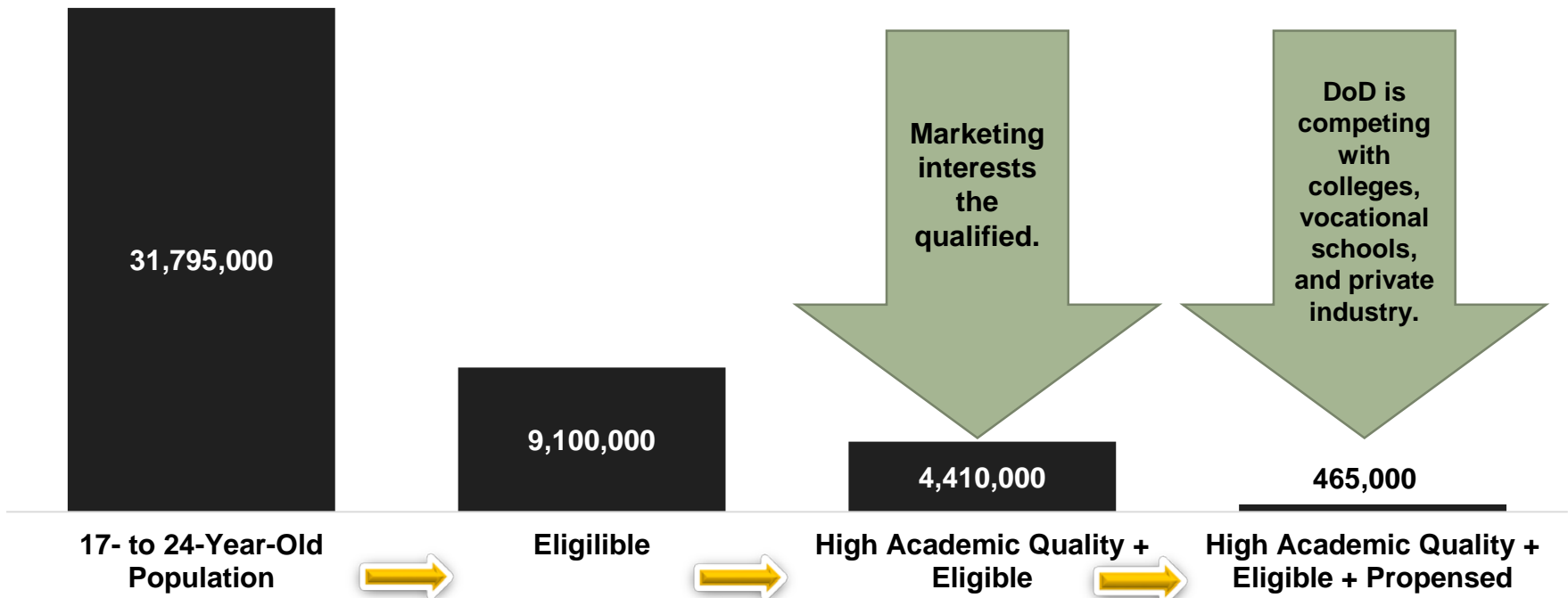
# MISPERCEPTIONS ABOUT MILITARY SERVICE

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

Source: 'Got Your Six', Greenberg Quinlan Rosner Research, Strengthening Perceptions of America's Post-9/11 Veterans, Survey Analysis Report, June 17, 2014



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



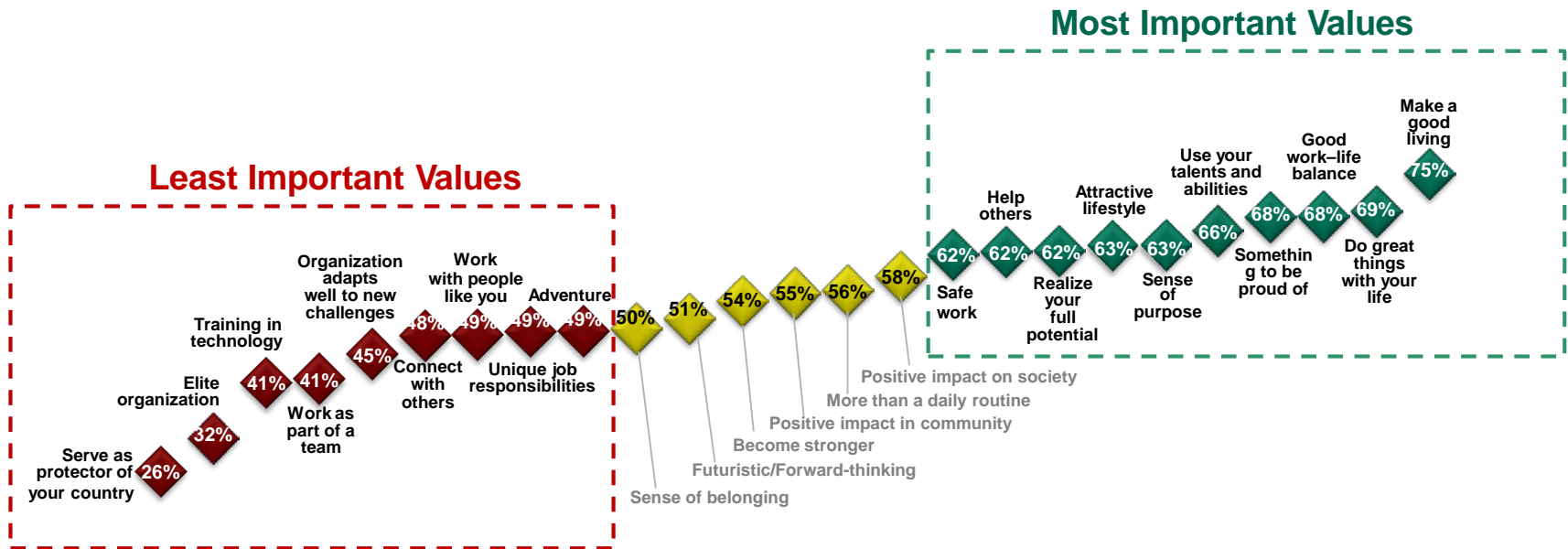
Sources: Woods and Poole Population Estimates, from the Data Warehouse and Office of the Secretary of Defense Accession Policy, JAMRS & Lewin Group QMA Study, 2013; JAMRS DoD Youth Poll  
High Academic Quality = Youth who report getting mostly “As” and “Bs” in High School; this has been found to be correlated 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.

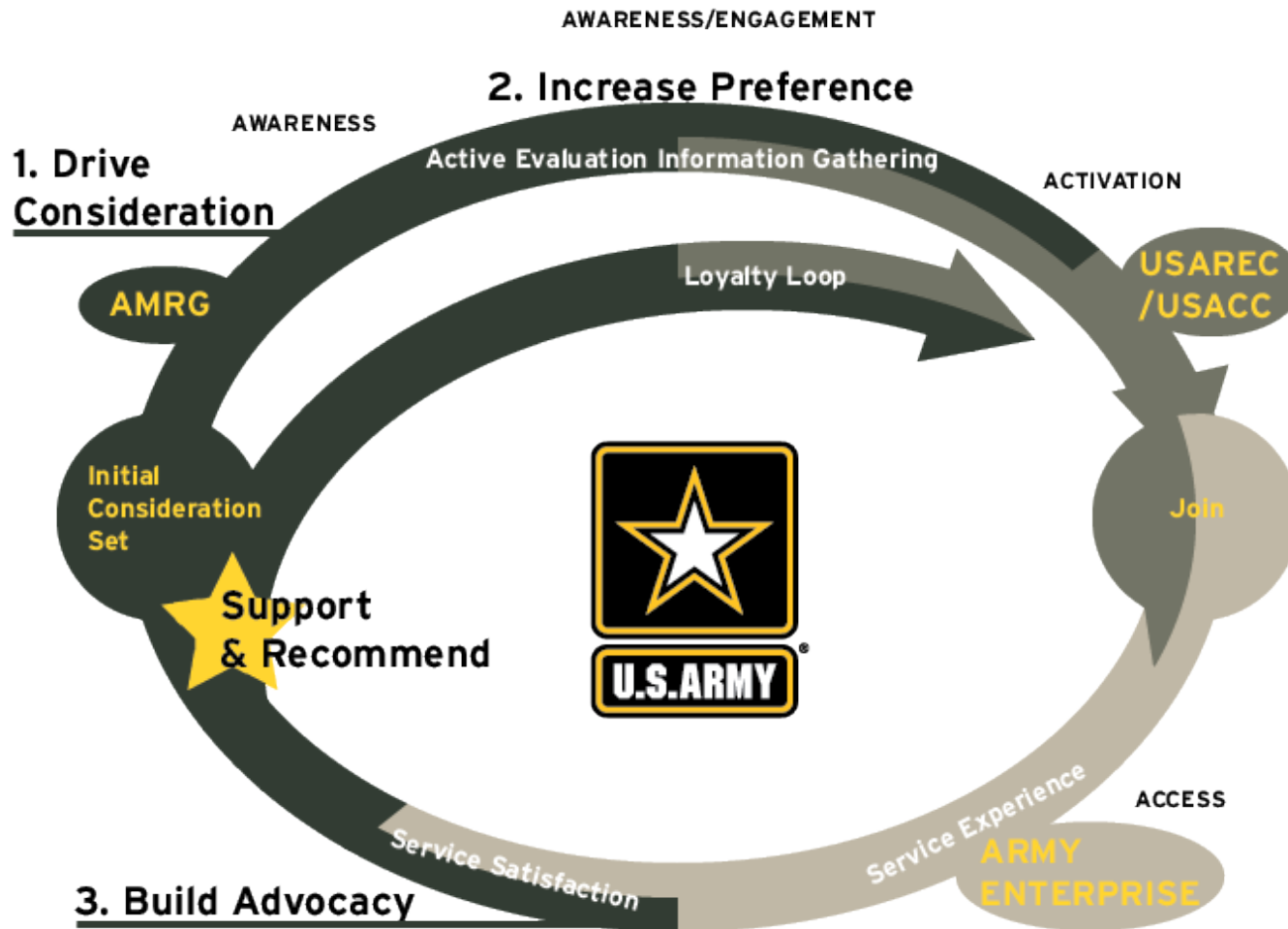
## How important is each of these benefits to you in selecting a career?

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





# ARMY MARKETING AND PROSPECT DECISION JOURNEY





# ENTERPRISE ARMY BRAND STRATEGY: ARMY FIRST!

## Significant change in Army's approach to Marketing

Individual Benefits  
and Personal  
Transformation



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.





# ENTERPRISE POSITIONING STATEMENT

America defined their “IDEAL ARMY”

## 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.





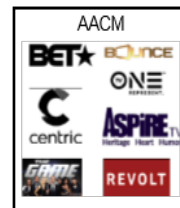
# Example Commercials

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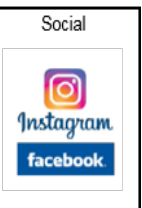
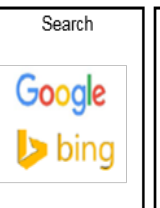
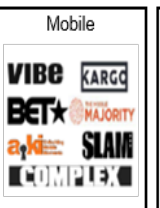
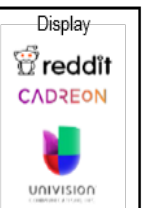
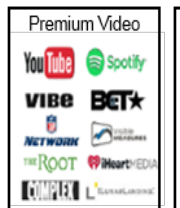
- Youth are looking for a career that will provide a good living in addition to allowing for personal fulfillment and an attractive lifestyle. However, youth often do not strongly associate these values with any of the Military Services.
- The AMRG tracks brand health and awareness from 3<sup>rd</sup> 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.

Broad Reach



**Media Target:**  
Prospects (18-24)  
**Target Audience:**  
Prospects  
Influencers  
Internal Army  
Veteran Advocates

Digital





# Back Up Slides

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# 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



# USE OF PARTNER DATA

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 propensity.

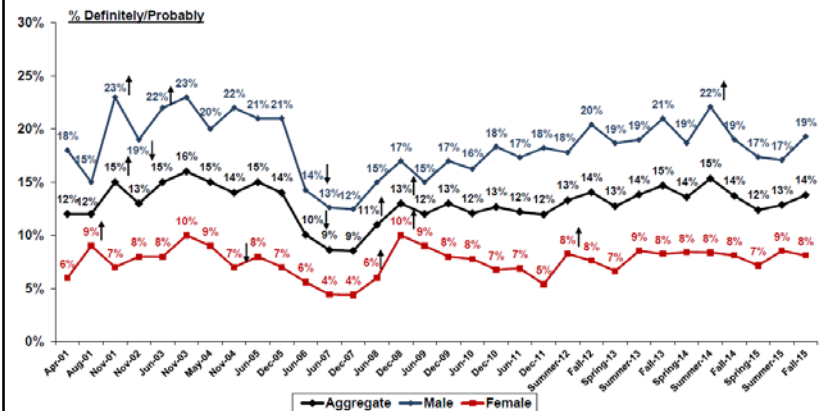
- JAMRS Propensity Information
- Millward Brown Prospect/Influencer Attitudes

## General Military Propensity

By Gender

**FPP9: How likely is it that you will be serving in the Military in the next few years?**

Response options: Definitely, Probably, Probably Not, Definitely Not



Note: Youth ages 16-21. Estimates are charted to precise values. Labels are rounded to the nearest whole percent. Source: Department of Defense Youth Polls



↑↓ = Significant change from previous poll

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

Key Metrics Summary	Q4 FY'15	Q1 FY'16	Q2 FY'16	Q3 FY'16	Q4 FY'16
<b>General Market Prospects</b>	(A)	(B)	(C)	(D)	(E)
<b>Military As an Option</b>					
Desirability of Joining the Military (mean score 1-100)	41.37	41.57	38.32	39.34	39.68
Value seen in the Army option (mean score 1-100)	43.78	42.61	47.56 B	47.25 B	47.49 B
<b>Army Brand Health</b>					
Favorability (mean score 1-100)	51.50	52.14	57.79 AB	59.63 AB	57.34 AB
Consideration (T2B)	20%	22%	19%	19%	21%
1 <sup>st</sup> Choice	22%	23%	23%	18%	23%
Would Recommend (T2B)	39%	40%	35%	37%	36%
Support (T2B)	86% E	82%	81%	86% E	79%
Openness to Learning More (T2B)	67%	64%	67%	67%	67%
Actions Taken to Learn About Army (net)	34%	34%	34%	35%	32%
Unique (mean score 1-10)	4.19	4.37	4.08	4.00	4.20
<b>Communications</b>					
Total Communication Awareness	60%	60%	59%	61%	60%
Campaign Element Recognition	63%	67%	71% A	74% AB	73% AB