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Personnel Procurement  
Army Marketing

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**History.** This publication is a new Department of the Army pamphlet.

**Applicability.** This pamphlet applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, to include all marketing efforts in support of both military and Department of the Army civilian employees.

**Proponent and exception authority.** The proponent of this pamphlet is the Assistant Secretary of the Army (Manpower and Reserve Affairs). The proponent has the authority to approve exceptions or waivers to this pamphlet that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this pamphlet by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) via email to [usarmy.chicago-il.aemo.mbx.survey@mail.mil](mailto:usarmy.chicago-il.aemo.mbx.survey@mail.mil).

**Distribution.** This publication is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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## Chapter 1 Introduction

### 1–1. Purpose

This pamphlet serves as a guide for all Army organizations that conduct marketing activities including recruiting, entry processing and training, and retention. It describes basic marketing concepts and processes. Marketing is the overarching system that drives both awareness, engagement, and activation through sales. Marketing sets the direction for the Army's ability to acquire and retain talented Soldiers and Department of the Army (DA) Civilians.

### 1–2. References, forms, and explanation of abbreviations

See appendix A. The abbreviations, brevity codes, and acronyms (ABCAs) used in this electronic publication are defined when you hover over them. All ABCAs are listed in the ABCA database located at <https://armypubs.army.mil/abca/>.

### 1–3. Associated publications

Policy associated with this pamphlet is found in AR 601–208.

### 1–4. Records management (recordkeeping) requirements

The records management requirement for all record numbers, associated forms, and reports required by this publication are addressed in the Records Retention Schedule-Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

### 1–5. Importance of the Army Marketing Program

a. The American people and their elected representatives expect the U.S. Army to be the world's premier land combat force. While the Air Force and Navy are more platform-centric, people are the Army's most valuable resource and chief source of competitive advantage. Effective marketing enables the Army to attract the Soldier and civilian talent needed to achieve Army readiness, to employ that talent, and to retain it. Marketing, however, does not provide instantaneous results. In an Army context, over time, marketing must eliminate widely held misperceptions regarding service cost and benefits that can impede the flow of the right talent into our ranks. In other words, the purpose of Army marketing is to build awareness, set expectations for those who would serve, and shape their preferences for opportunities within the Army by communicating our—

(1) Employment brand: who we are, what we do, what we value, and what type of people thrive with us.

(2) Employee value proposition: the true benefits of Army service versus the costs. This spread between costs and benefits is the consumer value. When this is positive, the Army becomes an employer of choice to those it wants on its team.

*Note.* For concepts related to employment brand and value proposition, see Leslie W. Joyce, "Building the Talent Pipeline: Attracting and Recruiting the Best and Brightest" in "Strategy-Driven Talent Management: A Leadership Imperative," eds. Rob Silzer and Ben E. Dowell (San Francisco: Jossey-Bass, 2010), 123–58.

b. To do this successfully, the Army must employ a different marketing approach than it has in the past. While today's hyper-competitive labor market certainly presents new challenges, it also presents tremendous new marketing opportunities, provided that Army marketing is innovative, integrated, data-driven, and multidisciplinary. The Army must draw upon the latest insights, not just from marketing, but from behavioral economics, social sciences, human resources, and decision-making sciences. This pamphlet provides a guide to implementing these fields in Army marketing operations.

## **1–6. The role of Army marketing**

*a. Role.* The fundamental role of marketing is to create value for people and to identify their specific goals and needs, then guide them toward goods and services. The Army's most important marketing constituency is the American public, particularly prospective enlisted and officer recruits, as well as those who may influence them to serve. Army marketing constituencies also include public and private media organizations, which can amplify or detract from Army marketing efforts. Army marketing understands that the Army's officer and enlisted accessions enterprise is its inextricable partner. It also understands that branding and perception of Army service run much deeper than short-term recruiting goals and are the foundation of the Army's recruiting capability for decades to come. Therefore, Army marketing considers both the short-term accessions goals while maintaining a long-term vision for stewarding the Army's brand in the minds of the American public and society.

*b. Strategic marketing and brand management.* In a strategic context, Army marketing manages the Army's brand in the eyes of the American public; the media; and current, former, and future Soldiers and DA Civilians. Strategic marketing looks at the Army's brand through a holistic lens and determines what the marketing strategy of the Army will be, helping communicate the value proposition of Army service, and when necessary, completely alters the Army's approach by identifying and implementing a new campaign, or in some cases, an entirely new strategy. These marketing campaigns and strategies become what the public and media associate with the Army and ultimately impact future recruiting and societal perception of the Army. Strategic marketing is tightly nested with the accessions goals of the Army. Thus, Army marketing's most important partner is the accessions force: the recruiters of future Soldiers and officers. Strategic marketing shapes future accessions by helping Army leaders determine who their marketing efforts should be focused toward and how to best meet those populations with the value proposition of Army service.

*c. Content and marketing activities.* In an operational context, Army marketing translates the strategic branding of the Army to tangible modes of advertising through advertising campaigns and content creation that may further encourage content sharing or word-of-mouth sharing of the Army's value proposition. Not all content comes in the form of advertisements; it also includes marketing events and activities that engage potential customers. Regardless of the mode, Army marketing emphasizes creativity to determine the best mediums of communicating the strategic message to meet the intended focus audiences. Data analysis helps drive this process, aided by a strong understanding of the latest research and practices within brand messaging and advertising capabilities. Creative, curated content makes the Army's marketing message both relevant and effective. This assists the Army's accessions force of recruiters when communicating the value proposition of Army service to society.

*d. Content delivery.* In a tactical context, Army marketing determines the best placement of marketing content and activities given the contextual factors within local markets. This is known as content delivery. This component is the most nuanced and requires an understanding of the Army's strategic goals (such as specific recruiting needs for certain skill sets) and deep knowledge of the customer, down to the local level. This critical component relies on data analysis and a strong understanding of modern marketing capabilities, from search engine optimization and social media marketing, to more creative and ill-defined emerging methods, and locally important considerations. Content delivery is tightly nested with the Army's accessions force, able to make real-time adjustments to delivery methods to support the Army's accessions goals.

## **Chapter 2 Fundamentals of Army Marketing**

### **2–1. Army marketing strategy and plans**

*a. Marketing strategy.* This refers to the process of defining who are the Army's potential future Soldiers and DA Civilians; determining the Army's unique value proposition relative to other competitors for talent; and communicating this message in a way that resonates with various populations, including current Soldiers and DA Civilians, who choose to continue serving. A marketing strategy provides a multiyear approach and typically addresses what the Army communicates to the market, as well as a plan to reach specific market segments. The Army's marketing strategy is defined within the Army Marketing Implementation Plan Principle Official Guidance, a multiyear document. Individual marketing regions (see chap 6) will also develop regional strategies that adapt the national-level marketing strategy to be regionally relevant and integrate regional accessions goals.

*b. Marketing plan.* This refers to the budgeting and coordination tool for execution and serves as the roadmap for tactical marketing efforts that help the Army's accessions enterprise achieve its accessions goals. The Annual Marketing Plan (AMP) is the detailed plan of what Army marketing will do, where, when, and how it will track success during a given fiscal year. Its goals are incremental. Marketing regions also develop marketing plans at the regional and local level on an annual basis and these are refined quarterly.

## **2-2. Formulating an Army marketing strategy**

*a. Overview.* Army marketing strategies begin with a 5Cs analysis. A logical examination of the customer, collaboration partners, competition, context, and company helps leaders define the value proposition of Army service.

*Note.* The 5Cs approach, segmentation, and formulation of marketing strategy is based on frameworks from Robert J. Dolan, "Marketing Reading: Framework for Marketing Strategy Formation" in "Core Curriculum: Marketing" ed. Sunil Gupta (Boston: Harvard Business Publishing, 2014), 1-31.

### *b. Conducting a 5Cs analysis.*

(1) *Customer.* From a national defense perspective, the Army has one primary customer: the American people. In the context of marketing, however, the Army's customers are its current and future Soldiers and DA Civilians. To engage in an effective marketing approach, Army marketing must further refine its knowledge of potential future customers of Army service and their influencers through segmentation. Segmentation often refers to demographic or geographic considerations, but can include many approaches such as—

(a) *Demographic segmentation.* This refers to the various background characteristics of potential future Soldiers and DA Civilians such as gender, education, ethnicity, and race.

(b) *Geographic segments.* This refers to the locations across the country from which Soldiers matriculate.

(c) *Psychographic and lifestyle segments.* This refers to what customers care about, such as protecting the environment or making a difference in society.

(d) *Benefits-sought segments.* This refers to people who join the Army for various benefits, such as social benefits (being part of a team), functional benefits (skills training or education), experiential benefits (travel, leadership, or unique experiences), ego-expressive benefits (a chance to wear a well-respected uniform), self-actualization benefits, or financial benefits (money for college, pay, and medical benefits).

(2) *Collaboration partners.* Army marketing requires more than the Army Enterprise Marketing Office (AEMO) to be successful. It must consider collaborative partners in framing its marketing strategy. Partners include its contracted advertising agency, U.S. Army Training and Doctrine Command, U.S. Army Recruiting Command, U.S. Army Cadet Command, U.S. Military Academy (USMA), U.S. Army Reserve (USAR), U.S. Army National Guard (ARNG), U.S. Army Special Forces, Army museums, the Army gaming studio, Office of the Secretary of Defense Personnel and Readiness, and the Office of the Chief for Public Affairs. Regional and local community partners also play a critical role in helping the Army understand its local markets and how it can provide value to communities.

(3) *Competition.* The Army must identify and recognize its competition for talent and position itself accordingly by identifying a value proposition that many organizations cannot match. Traditionally, the Army has viewed other military Services as its competition for talent, but this overlooks the full spectrum of talents and people needed by the Army, many of which may have never considered military service. The contemporary marketing environment is more complex, fast-paced, competitive, and data-driven than ever, requiring an honest assessment of the competition for talent. Traditional benefits offered by the military Services, such as free college or strong health benefits, are now replicated or surpassed by some companies. Value propositions touting these benefits are not a sustainable competitive advantage in the increasingly competitive market for talent. Yet an analysis of the competitive environment and the Army's tremendous employee value proposition shows that the Army is in perhaps its most advantageous position ever. However, this also requires that Army marketing employ innovative marketing approaches that translate and transmit the value proposition to prospective employees and their influencers.

(4) *Context.* Army marketing must consider the marketing environment to include the economic context, media consumption patterns, social-reputational factors, and the larger societal context. The pace of societal and technological transformations continues to accelerate, changing how young people research

and experience brands, driving rapid changes in marketing best practices. Social media dominates marketing considerations, but many other trends are equally or more important. Effective advertising must be mutually participatory. Trends are also shifting toward more traditional modes of entertainment adapted to the modern era, including podcasts and museums (both of which tell stories) tailored for experiential learning.

(5) *Company*. Strategy requires the Army to define its core competency with regards to acquiring talent. Additionally, how the Army markets itself must be consistent with who the Army is, its values, and its reputation. Studies suggest that all three components of brand reputation (corporate, workplace, and social) matter in recruiting and retention. The Army's corporate reputation (overall recognition and regard) remains high across the country and makes its Soldiers and veterans the beneficiaries of significant social respect, but this corporate reputation must be continually stewarded. The Army must also analyze its workplace reputation (heavily associated with its employment brand) and its social reputation and communicate these through its marketing.

*Note*. For more information on studies regarding the three components of brand reputation, see Pat Auger, Timothy Michael Devinney, Grahame R. Dowling, Christine Eckert, and Nidhida Perm-Ajchariyawong, "The Value of a Corporate, Workplace, and Social Reputation to Potential Executive Employees," "Academy of Management Proceedings" 2011, number 1, (January 1, 2011): 1.

*c. Developing a value proposition*. The value proposition is the output of a 5Cs analysis, whereby the Army communicates how it provides value to future Soldiers and Army Civilians. It is the job of Army marketing to accurately present the requirements and benefits of Army service. Truth in advertising will result in future recruits realizing that many of their perceptions of costs of service are completely wrong or overstated. It is also the responsibility of Army marketing to increase the perceived benefits of Army service by showing the known benefits as well as the often overlooked or misunderstood benefits (such as medical care, education, retirement, tax advantages, transition assistance, and veteran benefits). Value is created when the true realized benefits of service outweigh the actual costs of service.

### **2–3. Communicating the value proposition**

Communicating the value proposition requires an action plan, which is shown using a 4Ps analysis. This defines the product, place, promotion, and price. It is part of the marketing strategy and identifies actionable steps that translate into AMPs.

*Note*. The 4Ps framework discussion is based on Robert J. Dolan, "Marketing Reading: Framework for Marketing Strategy Formation" in "Core Curriculum: Marketing" ed. Sunil Gupta (Boston: Harvard Business Publishing, 2014), 1–31.

*a. Product*. Product refers to a good or service that a company offers to customers. Ideally, a product should fulfill a certain consumer demand or be so compelling that consumers believe they need to have it. Because of the more than 150 career specialties within the Army, multiplied by experiential opportunities, the Army is offering an entire line of products buttressed by many sub-brands. The combination of these factors results in an entire product line that can be curated for the individual, presenting value for both the Soldier or civil servant and the Army.

*b. Price*. Price considers a customer's willingness to pay over and above the costs while still creating some value (that is, surplus) for the consumer. The Army is not selling a product with a tangible price tag, rather an experience, a career, and a lifestyle. Therefore, the "price" of Army service includes actual costs and inaccurate perceived costs. It is not the job of Army marketing to ignore the costs, rather to provide an accurate picture of the costs and suggest innovative policy changes that can reduce them. Furthermore, Army marketing, in conjunction with accessions and senior leaders, must explore creative ideas to reduce inaccurate perceptions of the costs of service. In totality, when the value proposition of service is strong and the price (or cost) of service is lowered, it creates value and incentives for future Soldiers to choose the Army.

*c. Place*. Place refers to which channels are employed to deliver the Army's externally focused messages. Different channels are chosen depending on the intended audience and the desired outcome of the message (generate awareness versus inform versus engagement). Place focuses on where segments obtain the information they use to form their opinions and make their decisions. A virtual focus does not mean Army marketing will abandon traditional channels more commonly used in mass marketing approaches, such as television or billboards. Rather, it will use traditional marketing channels when

they present a strategic opportunity and can be tied to specific expected returns. Additionally, the Army must regain its position as a leader in emerging marketing practices and channels. Emerging trends in experiential marketing include immersive activities at museums, the increasingly popular use of online gaming, and interactive phone apps. Podcasts are another example of a cost-effective channel that could allow the Army to reach future Soldiers and their influencers in new ways, using stories.

*d. Promotion.* Promotion is used by organizations to communicate with customers with respect to their product offerings. It encompasses the decisions around how the Army will promote the value proposition of service. In other words, it defines how the Army will connect its marketing message with others. It can include paid media as well as unpaid or earned media (such as a news story), or social media sharing. It can also include word-of-mouth based on advertising content or offering of a strong product or benefit of the product (such as the GI Bill). Promotions can also include bonuses or incentive packages that appeal to various benefits being sought (such as post-of-choice, branch-of-choice, or monetary bonuses). Promotion decisions often include determining to whom will the marketing be directed? What is the purpose? What is the message? How will it be transmitted? How much money will be spent? How will success be measured? All of these questions are important to answer when determining any promotional mix.

## Chapter 3

### Army Marketing Processes

#### 3–1. New marketing initiatives

Army marketing will evaluate the effectiveness of traditional marketing methods while aggressively experimenting and piloting new ideas and exploring emerging trends. To accomplish this, AEMO must not only consider the message it is delivering, but the channels through which it delivers that message. Decisions and planned investments will be based on sound research, hurdle rates, and careful analysis.

*a. Developing new market innovations.* Marketing innovations intended to generate leads should consider both quantity of leads, quality of leads, market understanding, and explicit and implicit costs. These experimental marketing programs should—

(1) *Fit within the Army's marketing strategy.* The event or innovation must consider the Army's enterprise value chain to ensure the investment achieves the desired effect and returns. This includes gaining an understanding of where a new initiative fits within the value chain, and when possible, tying this to consumer data.

(2) Have a hypothesis that can be proved or disproved using data. Many innovative experiments will not provide positive results, but they must create the conditions to prove or disprove a hypothesis. Experiments or pilots must have a data collection plan or ability to measure the effectiveness of the initiative through individual data points or aggregate data measured in a time-series analysis. When able, predictive modeling or well-cited assessments will be made to ensure a planned activity has a probable beneficial return. It is acknowledged that near-term investments might appear cost-ineffective relative to other methods when first implemented, but these new methods must demonstrate a measurable pathway toward becoming cost-effective using hurdle rates, especially if the effort is intended to reach a population (or their influencers) that was previously underreached.

(3) *Add value.* The activity should account for how Army marketing and the accessions enterprise will add value at each stage of the talent acquisition funnel—creating awareness, consideration, interest, and hiring—often with overlapping efforts. For example, a Register to Win (RTW) campaign should have an estimated customer journey path and assess the type of people on which the RTW campaign focuses and how they will proceed through the funnel. Generic marketing assessments often overlook characteristics of individual segments. These assessments should, therefore, be as specific as possible at each stage.

(4) *Determine fit.* The activity should clearly identify where the new innovation will provide value within the value chain. The hurdle rate expectations (or required key performance indicators (KPIs)) will change depending on where the program is placed throughout the funnel similar to how a business should expect different returns as it becomes more established and acquires customers—investors have different expectations at each stage of the business cycle.

(5) *Estimate and then confirm both direct and indirect costs.* Direct and indirect costs allow for a full cost assessment given the program's value added. People often focus on direct costs (such as the advertising placement costs) but ignore indirect costs (such as recruiters' time tracking down poor leads). Recruiter's time is an opportunity cost exercise. Placing a monetary value to the time makes it more tangible

to comprehend. A recruiter can only track down and contact so many leads in a given time period. Therefore, attracting low-quality leads produces tangible opportunity costs for the accessions enterprise and should be thought about as an indirect cost.

(6) *Be able to produce quantifiable and reliable data.* Data underpins the accuracy of the entire framework and cannot be an afterthought. Deliberate disciplined data collection practices coupled with thoughtful experimental design prior to the initiation of the marketing experiment will produce definitive and useful insights that will improve return on investment (ROI) as refinements are made.

*b. Funding.* Funding for innovation is provided for in the Army marketing resource allocations in the AMP and will be used for the execution of this program. For all initiatives that result in a positive proof of performance, the fielding of the program will have to be funded for execution outside of for execution outside of innovation funds, which may not be used to fund the program once it is approved and fielded. Army marketing resources intended for innovation are not a funding source for executing programs that are not funded through operational accounts or for fielding of programs that already have proof of concept completed or are being resubmitted from previously denied submissions.

*c. Reporting results.* The results of innovative experiments will be reported semiannually to the Quarterly Business Review (QBR). This report should include—

- (1) Experiments conducted.
- (2) Data collection plans.
- (3) Summary of the data collected.
- (4) Preliminary or running estimates of the results of the experiments.
- (5) Preliminary conclusions and aspects of the experiments that could be implemented (or avoided) in future marketing operations.

### **3–2. Annual marketing requirements**

*a. The Annual Marketing Plan.* The AMP is assembled by AEMO and published by the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) for each fiscal year and provides guidance and marketing plans for the Regular Army, USAR, and the ARNG. At a minimum, the AMP should include—

- (1) A crosswalk of marketing plans that address specific Army talent acquisition requirements as required by the ASA (M&RA) to meet future talent needs of the force. The purpose is to ensure marketing activities and funds are focused on acquiring specific talents needed by the Army in addition to meeting general recruiting goals.
- (2) Data-driven goals that specify KPIs that will be used to measure effectiveness through hurdle rates.
- (3) Mandatory data collection metrics and requirements, reporting frameworks, and any special instructions related to the use of the marketing automation software system (MASS) of record. This also serves to confirm, in writing, the current system of record to various accessions entities.
- (4) Special instructions or goals for each regional marketing office based on Army talent requirements.
- (5) Annual innovation goals or objectives.
- (6) An outline of the reporting requirements and expectations for the forthcoming year's QBRs.

*b. Marketing mix modeling.* Army marketing will adopt, adapt, and develop internal marketing mix modeling (MMM) and multi-touch attribution (MTA) to inform the allocation of marketing resources. These models quantify and project the impact of marketing inputs on desired outcomes like awareness, engagement, and leads. The MMM will be validated annually as outlined in AR 601–208.

*c. Army marketing definitions list.* AEMO will publish and maintain definitions for marketing metrics not covered in AR 601–208 or whose definition therein requires additional clarification to ensure proper data tracking, analysis, and assessing KPIs and ROI. These definitions should be reviewed no less than annually and usually in conjunction with the AMP, but otherwise as required to address any existing shortfalls in terms (see AR 601–208 for annual validation requirements).

*d. Requirements Validation Board.* As outlined in AR 601–208, the Chief, AEMO or their deputy will chair a Requirements Validation Board (RVB) where forthcoming marketing requirements will be assessed, validated, and synchronized. The RVB may be conducted in conjunction with the QBR. At a minimum, the RVB should—

- (1) Review existing and renewing contracts to ensure there is no duplicative or conflicting of marketing activities. When necessary, delete or modify existing work streams.
- (2) Validate the necessity and relative value of the proposed expenditure request.
- (3) Ensure the request is tied to a realistic data collection plan, KPIs, and hurdle rates.



(4) Conduct a legal review before giving final approval and implementing the event contract, task order, or purchase order. The legal review must determine whether the proposed contract violates statute or policy. A copy of the legal review will accompany each requirements packet.

e. *Quarterly Business Review.* As outlined in AR 601–208, the Chief, AEMO (or their deputy or chief of staff) will chair a QBR with key stakeholders that evaluates past spending, discontinues non-cost-effective options, and approves future funding based on defined KPIs. A written summary of the QBR is required to be submitted to the ASA (M&RA) following the conclusion of each QBR. To accomplish this, the QBR should include the following key components:

(1) Each marketing region provides a report on the previous period's spending, projected goals, data collection metrics, reliability of data, associated hurdle rates, and marketing analytics driven by statistical and econometric insights. The regional report should include the names of contracts, dates signed, the reviewing officials, the value of the contracts, end dates of the contracts, and the contracts' overall objectives. The list should also include a brief after action statement summarizing each recruitment marketing engagement or event contract action completed that had a total cost of \$5,000 or more.

(2) Validate existing planned spending and goals for the subsequent quarter (current quarter plus one); adjust based on the results of the previous quarter (current quarter minus one).

(3) Identify underperforming initiatives based on required reporting KPIs and hurdle rates; determine which initiatives should be terminated.

(4) Assess returns to investment using the ROI framework.

(5) Synchronize regional marketing needs with the national marketing strategy to ensure regional and local effectiveness.

(6) Make adjustments to the MMM based on results and new conclusions drawn from recent data collection efforts.

(7) Identify and report any changes to projected returns to investment for the next subsequent quarters based on changes to local, regional, and national circumstances.

(8) Project any required adjustments to spending in subsequent quarters.

(9) Update analytical assessment tools and data collection; provide guidance on analytical trends and assessment techniques.

(10) Produce a written summary of the QBR that will be submitted to ASA (M&RA) no later than 30 calendar days following the QBR meeting.

## **Chapter 4**

### **Return on Investment**

#### **4–1. Purpose**

ROI is a critical component in determining the effectiveness of the Army's marketing and its ability to present a value proposition to future Soldiers and Army Civilians. AR 601–208 defines ROI as measurement of the positive benefits relative to the marketing monies spent. It is a measurement of efficiency that applies at the individual project level, all the way through the national-aggregate level. ROI accounts for variables including, but not limited to qualified leads, signed contracts, and Soldiers who enter initial entry training (IET) through those who graduate. The application of these variables in determining ROI is defined in this pamphlet. As the Army's marketing operations improve in their efficiency and effectiveness, it will bring more informed and better Soldiers into the Army, reduce recruiter requirements, and allow the reallocation of accessions resources to dramatically improve Armywide ROI. However, marketing will not yield immediate returns. Changing someone's mind is difficult and takes time. Individuals' perceptions about the Army can be formed in just a few seconds. In contrast, changing a consumer's mind takes many interactions often spanning months or years. Therefore, cost-effective marketing seeks to engage potential consumers early, potentially years before a decision, to create positive first impressions. Even then, assessing future Soldiers into the Army is only valuable if they are the right people with the needed talents, and who continue successfully through their term of service in the Army. Thus, ROI must be measured using multiple variables in the accessions journey and extends into their years of service. The ROI framework provides a model that will be used as an assessment tool for spending accountability and performance.

## 4-2. Background

The Army ROI framework is modeled after the common financial analysis framework used to measure return on equity (ROE). ROE in its simplest form is profitability / equity = ROE. Many factors within a company affect profitability, making it difficult to identify the source of profitability, and by extension, the returns to equity. In the early 20th century, the Dupont Corporation invented the ROE decomposition framework allowing the company to assess individual business units to see what aspects of the company's business were responsible for or contributed most to ROE. The Dupont ROE formula decomposes the profitability / equity formula into an expanded form revealing three distinct ratios (see fig 4-1). The Dupont decomposition framework is still widely used by investors and managers to determine the source of success and weakness within a company's operations. Similarly, the Army ROI framework provides a parallel capability by using various ratios together to assess the Army's returns to marketing investments, giving leaders visibility on what is driving success based on marketing dollars spent.

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<b>Profitability</b>		<b>Efficiency</b>		<b>Leverage</b>		<b>ROE</b>
$\frac{\text{Income}}{\text{Sales}}$	X	<del><math>\frac{\text{Sales}}{\text{Assets}}</math></del>	X	<del><math>\frac{\text{Assets}}{\text{Equity}}</math></del>	=	$\frac{\text{Income}}{\text{Equity}}$

Figure 4-1. The Dupont Return on Equity Decomposition

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## 4-3. Key variables and metrics

Paragraphs 4-3a through 4-3h outline the key variables used in the Army's ROI framework. The variables and framework are designed to be used at the local, regional, national, unit, and command levels to assess ROI. While specific terms are used, the intent behind the terms can easily be adapted to meet an organization's nature of operations and data availability. AEMO's chief investment officer (CIO) will publish annual guidance that clearly defines the data inputs required, in collaboration with accessions partners and with the USAR and ARNG. Initially the Army will use a simplified framework (see fig 4-2), but as data collection and quality improves, the Chief, AEMO will stipulate a transition toward the extended ROI framework (see fig 4-3).

*a. Timeframe.* ROI can and should be calculated continuously on a rolling basis. Many of the variables listed in paragraphs 4-3b through 4-3h do not affect each other in an individual quarter (that is, the short run). For example, marketing money spent in a single quarter would have no effect on IET graduates (including officers attending the Basic Officer Leader Course) in that quarter. Thus, the proper use of this formula should be on a continuously rolling basis that shows the ROI over the previous 12, 24, and 36 months. All should be tracked and used to provide a holistic picture of ROI. With data that is continuously input into the ROI framework, leaders can use these rolling calculations to evaluate trends quarterly, annually, and longitudinally.

*b. Marketing money spent.* This variable refers to the sum of marketing money spent for operations during a fiscal year.

(1) If only assessing regional or local ROI, this variable should only include the local marketing resources (this assumes the use of national marketing resources is otherwise equal and direct funds (this assumes the VAMP MDEP is otherwise equal, unless specifically directed to that region or locality, in which case it should be included in the regional or local ROI tracking) (see AR 601-208 for definitions of these various funding sources).

(2) Marketing innovation funds should not be included in ROI calculations to ensure prudent risk-taking in marketing innovation.

(3) Annual spending totals should be used since contracts and payment dates do not typically align with the exact delivery of marketing activities.

(4) A 2-year moving average should be used to provide the most accuracy since marketing effects often transcend a fiscal year and initial investments made in 1 year may continue to provide benefits in the following year (such as the lump sum contract payments required to initiate a new campaign that will be used in subsequent years). In contrast, an underfunded year could be to the detriment of marketing activities in the subsequent years; therefore a rolling average helps account for this.

c. *Marketing qualified leads.* Marketing activities prompt many responses, but some of these are not leads (as defined in AR 601–208) due to their age. A marketing qualified lead is a lead who has provided contact information allowing for association of anonymous marketing data to facilitate scoring (see AR 601–208). The ROI framework only considers marketing qualified leads. This will often include leads generated for both enlisted and officer recruiting depending on the activity being measured.

d. *Contracts signed.* This refers to the signing of an enlistment or officer candidate contract, depending on the activity being measured.

e. *Initial entry training graduates.* This refers to Soldiers who complete their IET (both enlisted Soldiers and Basic Officer Leader Course for officers). Often Soldiers do not graduate IET in the same fiscal year in which they signed a contract; this is especially true for most officers. When discrete or individual-level graduation or completion data is not available, recent averages may be used as a proxy to make estimates of ROI.

f. *Soldiers who complete their first term.* This refers to Soldiers and officers who successfully complete their first term of enlistment or their service obligation. This variable is not currently used, but provides a future capability to measure ROI more accurately and may be implemented in the future as sufficient data become available.

g. *Accessions mix multiplier.* This refers to meeting accessions goals for specific talents, regional, gender, and diversity representation. It allows leaders and commanders the ability to verify that the Army is recruiting the right Soldiers and enough Soldiers. It reflects various priorities in accessions that may be specified by Army leaders. It is reported 0 to 100% and is calculated by multiplying the percent of accessions goals for each category together. These categories can be weighted by accessions leaders to reflect their relative criticality. This variable is not currently used, but provides a future capability to measure ROI more accurately and may be implemented in the future as sufficient data become available.

h. *Enlistment and commissioning waivers granted.* Every year the Army offers a limited number of enlistment or commissioning waivers. During certain years, the Army offers more waivers, representing an element of risk to meet accessions goals. This variable allows leaders to see its role in ROI. It is reported as a total percent of accessions (X%) and can be broken down by rank or career field. This variable is not currently used, but provides a future capability to measure ROI more accurately and may be implemented in the future as sufficient data become available.

#### 4–4. Return on investment framework

The ROI framework consists of two variants: a baseline framework (see fig 4–2) and an extended framework (see fig 4–3). The baseline framework is used to provide initial assessments and uses fewer variables. The extended framework provides a future capability that accounts for accessions mix, waivers granted, and the completion of first terms. The different ratios of the ROI framework reach across multiple quarters and fiscal years. This is a strength, not a weakness. It allows the framework to show cumulative returns over many years. However, leaders must acknowledge this reality and not attempt to draw short-term links between the various ratios, which are only connected in the long run.

*Note.* Total ROI is normally multiplied by 1,000 as total ROI will otherwise be many decimal places (that is, 0.00001).

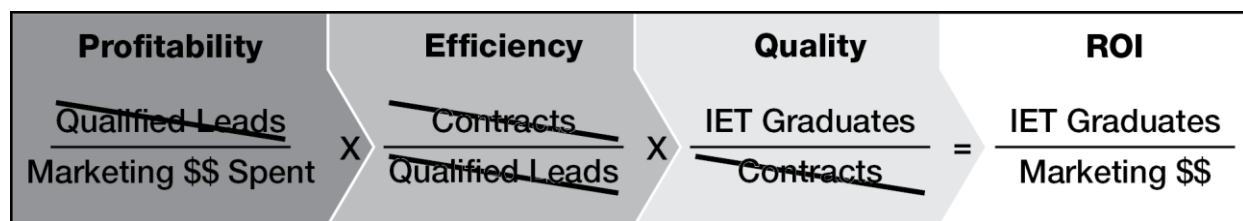


Figure 4–2. Baseline Army return on investment framework

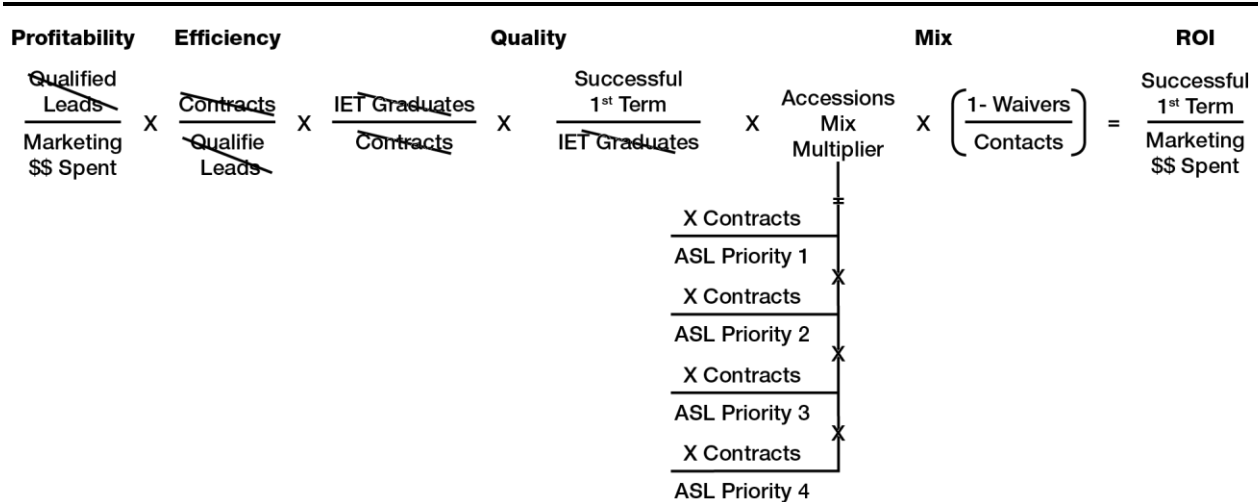


Figure 4–3. Extended Army return on investment framework

#### 4–5. Using marketing funnel metrics in combination with the return on investment framework

Army marketing requires assessing short-term metrics such as click-through rates, website traffic, or social media engagement. These result in metrics such as cost-per-click or ad recall. This provides leaders with an assessment of near-term effectiveness of marketing, but they do not give long-term perspective on returns to marketing investments. Ultimately, the Army’s return to its marketing investment is realized by assessing successful Soldiers who are well-informed, talented, and satisfied with the reality of their Army service versus what marketing communicated to them. This is impossible to measure with click-through rates or cost-per-click. The ROI framework solves this challenge by aggregating all short-term marketing metrics and instead measures aggregate leads, contracts, IET graduation rates, and the success of first-term Soldiers. Therefore, both the funnel metrics and the ROI framework are equally important, but provide different information and create varying incentives for organizations (see fig 4–4).

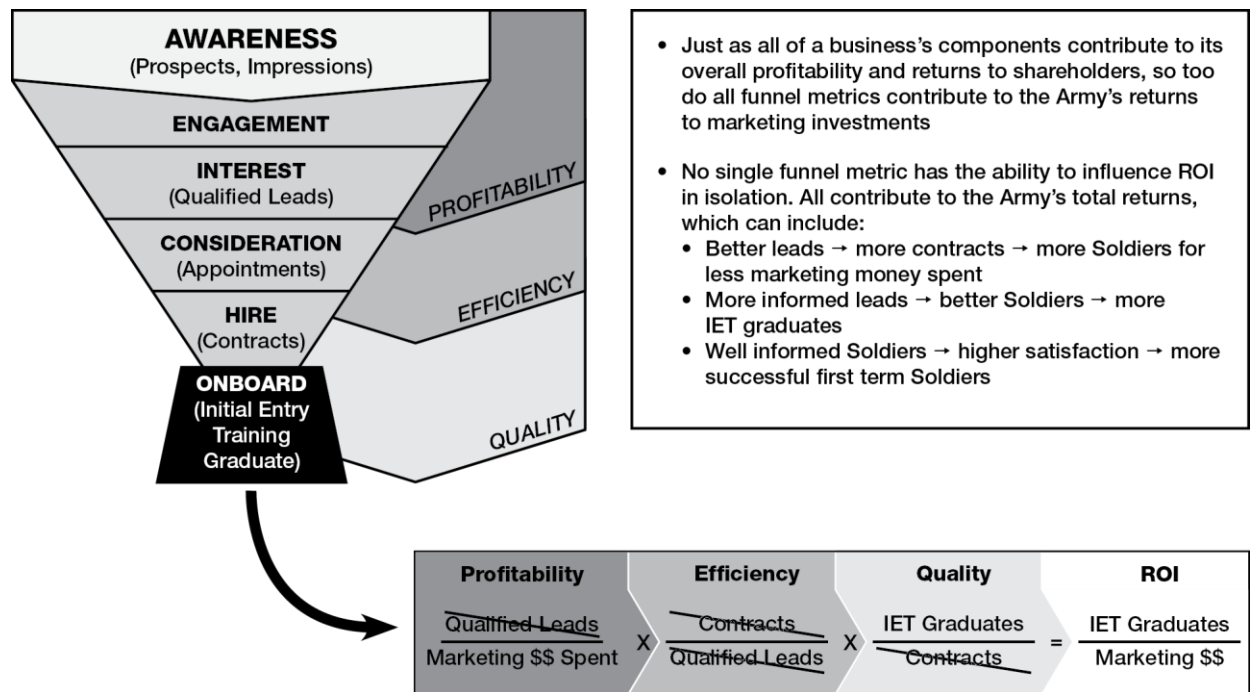


Figure 4–4. The relationship between the marketing funnel and the return on investment framework

#### 4–6. Using the return on investment framework

a. *Benefits of the use of the return on investment framework.* ROI framework can be applied to almost any marketing activity or at any level (local, regional, national). For example, the ROI framework can be applied to individual lines of marketing such as the RTW program. It can also be used to track ROI of an individual battalion, brigade, or region. The framework creates flexibility to allow leaders to assess performance within their individual units and activities while also allowing senior leaders to gain perspective on aggregate returns to marketing investments. Both variations of the ROI framework provide valuable information to leaders. Using the framework does three things—

(1) Creates the proper incentive structure. Simplified ratios or tracking single data points, such as leads, can create poor incentives. The ROI framework reduces this by expanding the number of variables and ratios tracked, creating the incentive to maximize the success of the entire accessions system—more leads, better leads, efficiency in pursuing leads and signing contracts, and ultimately finding better Soldiers who bring the right talents and fulfill their terms of service.

(2) Provides leaders with a holistic perspective. The ROI framework allows leaders to see which parts of the marketing and accessions system are improving, while identifying areas that need more attention to increase aggregate ROI (see fig 4–5 for an example).

	<b>Profitability</b> (Leads/ Marketing\$\$)		<b>Efficiency</b> (Contracts/ Leads)		<b>Quality</b> (IET Grads/ Contracts)		<b>ROI (x1000)</b>
Region 1	0.005	X	0.03	X	0.9	=	<b>0.135</b>
Region 2	0.005	X	0.03	X	0.6	=	<b>0.090</b>
Region 3	0.007	X	0.03	X	0.9	=	<b>0.189</b>
Region 4	0.005	X	0.03	X	0.9	=	<b>0.135</b>
Region 5	0.005	X	0.07	X	0.9	=	<b>0.315</b>

Figure 4–5. Example basic return on investment framework in use

(3) Provides fiduciary accountability for marketing dollars. The ROI framework tracks both money spent and various drivers of returns to the Army. Leaders at every stage of the accessions journey contribute to ROI and have an incentive to improve ROI.

*b. Cautions on the use of the return on investment framework.* Leaders must use the framework in the proper context while acknowledging the realities of marketing.

(1) The framework will rightly show slow and incremental change. Any apparent short-term changes in accessions attributed to marketing are likely incidental rather than causal.

(2) No ratio in the framework is attributable to one single factor. The ratios allow leaders to see which parts of the system are operating better than others. For example, efficiency – contracts / leads reflects both the marketing and recruiting enterprise, while quality – IET graduates / contracts reflects on all aspects of the marketing and accessions enterprise—more informed, better screened recruits contribute to more IET graduates and successful first-term Soldiers.

*c. Managing the return on investment framework.* The framework is only useful if the data are accurate and reasonable conclusions are drawn from the outputs. CIO, AEMO is an officer with an understanding of financial analysis frameworks who can implement and maintain the ROI model at multiple levels (regionally and nationally). The CIO provides expert guidance to the Chief, AEMO and other senior leaders on recent performance and implications drawn from the ROI model. Regional marketing offices assist the CIO in maintaining data from across all regions.

## Chapter 5 Data and Research in Army Marketing

### 5–1. Purpose

Army marketing is a community of marketing professionals epitomizing all the strengths of a learning culture: data-driven decision-making; proactive problem-solving; a diverse, forward-looking mindset; open and transparent communications; and reflective practice—the precursors to innovation. To accomplish this, it requires both academic research, reflection, and application of the principles using data-driven processes.

### 5–2. Data in marketing

*a. Overview.* Analysis of marketing effectiveness must be outcomes-focused—the value of returns relative to cost. To do this, the Army must embrace marketing theory with relevant marketing data based on a unique understanding of marketing and business analytics.

*b. Army marketing data.* AR 601–208 requires data collection for marketing and accessions activities. The Army is implementing a robust and connected system to collect accessions data. This is a joint responsibility of all members of the marketing and accessions enterprise. It is imperative that Army marketing bring to the forefront the best-in-industry data and analysis practices to facilitate the accurate and useful segmentation of the market. Army marketing provides the data and information technology infrastructure required to accurately measure and assess returns to marketing investments down to the local level. While many of these initiatives are new, the amount of Army marketing data will grow quickly, requiring

researchers to manage this data and determine which data points are most useful. Having access to both historical and near real-time data will provide Army marketing with a tremendous research capability. However, it also requires an emphasis on the importance of understanding and using the data to drive decisions.

*c. External data.* Marketing officers and those conducting analytics and research require access to well-respected and comprehensive marketing databases. These provide macro perspectives on marketing trends, consumption patterns, and economic developments. External data allow researchers to frame and analyze Army marketing initiatives against external factors and broader trends.

### **5–3. Academic research**

*a. Overview.* Academic research guided by theory is foundational to Army marketing. Army marketing and functional area (FA) 58 (Enterprise Marketing and Behavioral Economics) officers use marketing theory guided by behavioral economics and sciences to design and implement marketing plans.

*b. Marketing research at the U.S. Military Academy.* Army marketing has a strong association with the USMA at West Point, creating opportunities for academic research and development of marketing concepts. The association of USMA, Army marketing, and the FA58 program was deemed critical from the original conception and establishment of the Army marketing program. As outlined in AR 601–208, the U.S. Army Office of Economic and Manpower Analysis operates a marketing research cell (MRC) that coordinates academic research using the foundations of marketing theory, decision sciences, and economics to explore challenges facing Army marketing. Placing this research cell at USMA provides researching officers with the academic freedom and synergies to accomplish independent research and make policy recommendations. Academic research is also a developmental process for FA58 officers. Teaching and researching allows FA58 officers to—

- (1) Reflect on their advanced academic education and its application to Army marketing.
- (2) Grow in their expertise of the business, sales, and marketing ecosystem by developing domain expertise in the classroom and interaction with distinguished guests and business industry professionals.
- (3) Study the latest literature on brand management, marketing and sales strategies, content creation and delivery, and marketing analytics.
- (4) Contribute to the development of Army marketing through research, self-study, and in many cases, integrated work with various academic and operational programs.

*c. Marketing research capabilities.* The MRC coordinates marketing research with FA58 officers teaching and researching across multiple disciplines at USMA, including the Department of Behavioral Sciences and Leadership (marketing and behavioral sciences expertise) and the Department of Social Sciences (economics and finance expertise). The MRC is also able to coordinate with academic departments and research expertise as diverse as human geography or systems engineering to address multidisciplinary questions. This allows Army marketing to consider academic research when formulating policy and operational decisions. The MRC considers research proposals and requests for independent analysis from Army marketing and accessions enterprise partners. Accepted proposals usually result in one of two outcomes—

- (1) Information paper that results from an initial literature and data review.
- (2) Academic study using A/B testing or existing longitudinal data that results in a research report and potentially a research publication in a journal.

### **5–4. Marketing analytics**

*a. Overview.* The marketing analytics framework includes operational reporting, descriptive statistics, and trend analysis that point the way to innovative and effective marketing programs, policies, and practices. Army marketing must accurately define the purpose of various marketing efforts (generate awareness, engagement, or activation) and assess these efforts using well-designed experiments and causal inference to determine the return on marketing investments locally and nationally. ROI must be reliant on hurdle rates and metrics of success established before launching marketing initiatives. Leaders must conduct outcome-based analysis regularly and direct resources toward the most effective efforts and those that are innovative and demonstrate strong future potential.

*b. Marketing analytics officers.* A potential area of specialization for FA58 officers is in the field of marketing and data analytics. These officers specialize in collecting relevant marketing data based on a unique understanding of marketing and business analytics. They are responsible for analyzing the effec-

tiveness of local, regional, and national marketing campaigns using the ROI framework, other data analyses models, and customized metrics. These officers assist commanders and leaders with making decisions grounded in data.

*c. Using hurdle rates.* Army marketing leaders at the regional and national level establish hurdle rates to help guide investment decisions. Investments, such as a marketing campaign or regional advertising initiative, must be projected to meet a minimum rate of return to gain approval through the RVB process. Once approved, KPIs are established to measure the investment to determine its effectiveness in the short run, while contributing to ROI in the long run. New ideas are encouraged, as long as their expected reward outweighs the potential risk of ineffectiveness.

*d. Using data-driven modeling and forecasts.* Army marketing uses MMM and MTA to inform the allocation of marketing resources. These models quantify and project the impact of marketing inputs on desired outcomes like awareness, engagement, and leads. Army marketing continues to adopt, adapt, and develop internal MMM and MTA into their strategic decision-making processes.

## **Chapter 6**

### **Army Regional Marketing System**

#### **6–1. Purpose**

*a. Understand the region.* The market for talent requires the Army to accurately communicate its value proposition to diverse areas of the country whose media consumption patterns, cultural norms, and economic patterns vary greatly. The Army's regional marketing system allows Regular Army, USAR, and ARNG officers working in regional marketing offices to work in, specialize, and become experts in a region of the country.

*b. Develop and deliver marketing content that resonates with local consumers.* Diverse areas of the country and segments of the population learn about opportunities in different ways. What resonates with a consumer in one area of the country can be very different than what effectively reaches another. The regional marketing system applies understanding of the region to adapt marketing content and operations to effectively resonate with local consumers.

*c. Develop regionally integrated marketing plans that coordinate and synchronize the local marketing activities of various accessions units.* The Army accessions enterprise has many units operating in the same regions, all focusing on different accessions missions. These include officer, enlisted, civilian, Regular Army, USAR, special missions recruiting, and ARNG missions. The regional marketing system plans, coordinates, and synchronizes the marketing activities in the region to eliminate duplicative spending, ensure consistency of message, and provide expertise to oversee the marketing operations in the region.

*d. Continuously conduct marketing analytics to inform changes to the marketing mix.* Army marketing's decisions are tied to data. The regional marketing system ensures adequate data collection and analytics capabilities at the regional level to continuously monitor changes to consumption patterns and effectiveness. This results in more agile marketing that changes the marketing channel mix based on data.

#### **6–2. Regional marketing team attributes**

*a. Experts on the region within which they operate.* The teams operating the regional marketing offices are expected to know their region, to include the people, consumption patterns, culture, and the local marketing industry resources. This requires regional marketing officers to live and work in the major population centers of their region while traveling regularly to its various parts. It also requires studying the region, attending cultural gatherings and conferences, and engaging with local marketing experts.

*b. Entrepreneurial.* Regional marketing officers are expected to innovate, explore, and think beyond the traditional ways of approaching a marketing problem; create without constraints; and challenge any obstacles they encounter using data and evidence. They are not afraid to conclude that an idea did not yield the result they expected; every new idea is a chance to learn what to repeat or what to avoid.

*c. Grounded in data to drive decisions.* While regional marketing officers use creative approaches to solve marketing challenges, they rely on data to provide evidence for success. They use methods such as A/B testing or longitudinal analysis to explore the efficacy of an idea. They present data and analysis to support their recommended course of action and avoid relying on intuition alone.

*d. Reliant on research in marketing and behavioral economics.* Regional marketing officers are avid readers of research in marketing, business, decision sciences, and economics. They seek to learn what works in similar fields and apply those ideas in regional marketing operations.



e. *Collaborative partners.* Regional marketing officers recognize that each region has partners that include accessions leaders, industry partners, community leaders, and local academic experts. They seek to collaborate with these partners to improve their knowledge of their region and the effectiveness of marketing operations.

### **6–3. Marketing regions**

The Army People Strategy calls on the Army to “place a greater emphasis on acquiring the right people.” This includes focusing “efforts against specific and diverse talent pools in the American labor market where critical talent is most likely to reside.” The regional marketing system must allow the Army to better understand the American people using regional economic, marketing, and consumer sentiment data.

a. Regional boundaries are optimized for marketing considerations and the unique attitudes, social, economic, psychographic, and marketing consumption patterns of various regions across the country. These are regularly assessed by AEMO for optimization of marketing effectiveness.

b. Regional marketing offices are located in cities that allow them to develop and maintain relationships with the marketing and advertising industry, develop marketing expertise, and acquire marketing talent to support the Army and the entire accessions enterprise.

### **6–4. Regional marketing office structure**

Regional marketing offices are designed to host talented Regular Army, USAR, and ARNG officers. Once established, regional marketing offices will typically consist of officers with the following duties:

a. *Director of regional marketing.* Each regional marketing office has a director who represents the office to regional accessions commanders and serves as an approval authority for many marketing activities requiring the approval of a marketing officer who is a lieutenant colonel as outlined in AR 601–208. This officer is responsible for regional marketing equities at the RVB, QBR, the Army Accessions Resource Fusion Board, and is the determiner of regional marketing strategy.

b. *Marketing operations manager.* Each regional marketing office has a marketing operations manager who oversees the marketing plans and execution for the region, including marketing mix allocations, strategy implementation, and content decisions. This officer is usually an experienced marketing officer and often in the rank of lieutenant colonel.

c. *Marketing project managers.* Regional marketing offices usually have officers who specialize in content creation and content delivery and are experienced in the marketing planning and execution process.

d. *Marketing analysts.* Regional marketing offices usually have officers who specialize in marketing analytics and have experience managing and processing data using advanced analytical methods.

e. *Field marketing specialists (contracted specialty skill capabilities at echelon).* These contracted civilian specialists provide expert capabilities needed to support regional marketing operations and provide enhanced capabilities at the local level.

### **6–5. Regional marketing process**

#### *a. Planning.*

(1) Understand accessions requirements. Regional marketing officers collaborate regularly with regional accessions commanders to understand their requirements and goals. They recognize the criticality of these missions and work with commanders to ensure marketing activities adequately support the unique requirements of each unit.

(2) Collaborate with commanders to plan relevant marketing content. Regional marketing officers understand that each accessions commander has different marketing activity preferences that reflect the personality of the unit. They seek to develop marketing content and activities within the marketing plan that account for these preferences as long as they are supported by data, regional patterns, and marketing best practices.

(3) Determine optimal channels for delivery based on local considerations. Through the development of marketing plans for each unit, the regional marketing office ensures the Army’s marketing strategy and content is delivered through optimal cost-effective channels that account for the unique patterns of the region.

(4) Verify data collection plans. Regional marketing offices ensure that marketing activities above the cost thresholds specified in AR 601–208 have been planned to ensure proper data collection.

(5) Develop a hurdle rate plan with decision points for various activities. Regional marketing offices estimate the likely effectiveness of marketing activities based on historical data and ensure it contributes to

a positive ROI and meets hurdle rates comparable to other commensurate marketing alternatives. For novel activities, regional marketing offices develop a testing plan that ensures data collection, increasing hurdle rates, and a periodic analysis plan to review the continuance of the plan.

(6) Submit marketing plans to commanders for approval as outlined in AR 601–208. Regional marketing offices develop regional marketing plans and modify them for the specific unit considerations. They submit these proposed plans to unit commanders (battalion commanders within the U.S. Army Recruiting Command and brigade commanders within the U.S. Army Cadet Command) for concurrence, or otherwise collaborate with the unit commander to modify the plans in consideration of the requirements outlined in AR 601–208.

(7) Provide consultative support to local accessions commanders to solve ad-hoc marketing challenges (such as trying to recruit a specific talent or more Soldiers from a specific city).

*b. Approval (Requirements Validation Board).*

(1) Regional marketing offices submit marketing plans to the national-level RVB. After they have developed regional and local marketing plans and received concurrence from regional accessions and affected USAR commanders, regional marketing offices submit a consolidated regional plan to the RVB for approval, receiving specified approvals for marketing activities above cost thresholds specified in AR 601–208.

(2) Regional marketing offices advocate for regional marketing needs and resources. They identify specific marketing resource needs for the region and request national-level support on behalf of regional marketing requirements.

(3) Regional marketing offices deconflict national marketing activities with regional marketing activities to avoid over-saturation. Using MMM, they identify potential sources of marketing channel over-saturation in which could result a lower ROI.

*c. Marketing execution.*

(1) Once the RVB approves the regional marketing plan and associated marketing activities, accessions commanders execute their marketing activities in support of their accessions requirements. Local contracted field marketing representatives provide local expertise to assist with putting routine marketing plans into action.

(2) Regional marketing offices provide specialty capabilities to enhance complex local marketing activities. For marketing activities that are very large or more complex in nature, they provide expert support through their FA58 officers or regional-level field marketing representatives with specialized skill sets.

(3) Local commanders will ensure leads and spending data are entered into the MASS. As marketing activities occur and leads and contracts are generated, accessions commanders ensure accurate and timely data are input in the MASS and is properly associated with the correct marketing activities.

*d. Marketing analytics.* Regional marketing offices will—

(1) Continuously analyze data for quality and accuracy.

(2) Maintain running estimates of effectiveness to inform decision points tied to hurdle rates.

(3) Provide quarterly estimates of returns on investment at the local and regional level.

(4) Conduct annual assessments of regional segmentation and shifts in media consumption patterns.

*e. Determine effectiveness (Quarterly Business Review).* Regional marketing offices will—

(1) Prepare regional assessments of marketing activities conducted during the previous period.

(2) Highlight major marketing activities conducted within the region that provide learning opportunities for the marketing enterprise.

(3) Recommend changes to upcoming initiatives that require national-level approval by the RVB.

(4) Report any changes to regional strategy that must take place based on changing regional conditions or patterns.

## **Chapter 7 Outreach**

Outreach is a completely separate activity from marketing, but is also important in educating people about the U.S. Army and its Soldiers. Outreach is defined as “an activity whose intended outcome is education or community awareness. It does not involve marketing engagement nor is it intended to generate leads, though leads may result incidentally from the outreach event.” Examples of outreach events can include static displays, community events, community service, and Army museums. All of these activities are designed to educate the American public on their

Army and those who serve while often equipping participants with critical life skills. Outreach events educate the public about Army service, often through stories of past and present Soldiers. Some of the Army's outreach programs are briefly outlined in this chapter.

#### **7-1. Junior Reserve Officers' Training Corps**

According to Title 10, United States Code (10 USC), the purpose of Junior Reserve Officers' Training Corps (JROTC) is "to instill in students in U.S. secondary educational institutions the value of citizenship, service to the United States, and personal responsibility and a sense of accomplishment." The Army has over 1,700 JROTC programs in American high schools. JROTC is not a recruiting program; rather it is designed to educate and equip American youth with the skills necessary to be successful in the future. JROTC teaches science, technology, engineering, and math (STEM), in addition to leadership, ethics, civics, history, health, and wellness. A byproduct of JROTC programs is education of students and faculty about their Army regardless of their future interest in Army service. The Department of Defense's Science and Technology Academies Reinforcing Basic Aviation and Space Exploration program is another similar example of a program aimed to motivate students to explore STEM as they continue their education. The program encourages students to set goals and achieve them.

#### **7-2. Science, technology, engineering, and math education programs**

The Army sponsors a variety of programs that promote education in STEM. The programs' aims are to increase STEM literacy to create opportunities for students in STEM career fields. These programs often involve students visiting Army laboratories or learning from Army experts in these fields.

#### **7-3. Army museums**

Museums tell the story of past and present Soldiers, often inspiring Americans through the history of commitment and self-sacrifice. Traditional modes of entertainment, such as museums that are multimedia equipped and interactive, are opportunities for exchanging information and telling stories. Museums incorporate experiential and interactive learning. Many museums now use mobile phone apps to help visitors immerse themselves in the exhibit and not only see the history, but also become part of the story. These create a more informed public who understands the role of the Army and the Soldiers who have and will continue to serve.

#### **7-4. Meet Your Army program**

The Meet Your Army (MYA) program is a concerted effort by the Army to tell the story of its Soldiers to the American people to inform and inspire them. The MYA program engages varied audiences in selected regions or cities with content and stories from individual Soldiers and their families, DA Civilians, and entire units and organizations. The MYA program intends to start and maintain regular conversations about the Army inside America's communities.

## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

###### **AR 601–208**

Army Marketing Program (Cited in the para 1–3.)

###### **Army Marketing Implementation Plan Principle Official Guidance**

(Cited in *para 2–1a.*)

#### **Section II**

##### **Prescribed Forms**

This section contains no entries.

## **Glossary of Terms**

This section contains no entries.

# ***SUMMARY***

DA PAM 601–208

Army Marketing

This new publication, dated 10 November 2021—

- Codifies the purpose and roles of Army marketing as outlined in the approved Army Marketing Implementation Plan Principle Official Guidance (chap 1).
- Discusses fundamentals of marketing, including strategy formation process, communicating value, and marketing plans (chap 2).
- Establishes a return on investment framework, defines terms, and stipulates how return on investment is calculated and used to measure profitability, efficiency, and quality (chap 4).
- Codifies marketing research and analytics capabilities, uses, and processes (chap 5).
- Describes regional marketing office operational procedures, capabilities, and structure and stipulates how regional marketing officers will provide marketing that enhances accessions missions of the Army (chap 6).
- Provides process-related information to enhance AR 601–208 (throughout).

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