

**Army Regulation 601–208**

**Personnel Procurement**

# **The Army Marketing Program**

**Headquarters  
Department of the Army  
Washington, DC  
10 November 2021**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 601–208  
The Army Marketing Program

This major revision, dated 10 November 2021—

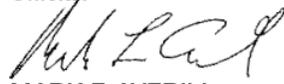
- o Changes title from The Army Brand and Marketing Program to The Army Marketing Program (title page).
- o Incorporates Army General Order 2021–06 (Reassignment of the Office of the Chief Army Enterprise Marketing from a Field Operating Agency of the Deputy Chief of Staff, G–1, to a Field Operating Agency of the Assistant Secretary of the Army (Manpower and Reserve Affairs)) (front matter and throughout).
- o Assigns marketing support responsibilities to plan, assist, and enhance the marketing activities of accessions commanders to the Army Enterprise Marketing Office regional support structure (paras 1–7).
- o Incorporates Army Directive 2019–25 (Establishment of the Office of Chief Army Enterprise Marketing) (para 1–7 and throughout).
- o Delineates branding and trademarks from marketing, and assigns branding and trademark administration to the Chief of Public Affairs (para 1–9 and chap 2).
- o Updates responsibilities to reflect the establishment of the Army Enterprise Marketing Office (para 1–9 and throughout).
- o Establishes requirements for planning, reviewing, and spending national and local marketing funds (paras 2–2 and 2–3).
- o Implements quarterly business reviews accountability, approval, and release of future marketing funds (para 2–3b(4)).

**Personnel Procurement**  
**The Army Marketing Program**

By Order of the Secretary of the Army:

**JAMES C. MCCONVILLE**  
General, United States Army  
Chief of Staff

Official:



**MARK F. AVERILL**  
Acting Administrative Assistant  
to the Secretary of the Army

**History.** This publication is a major revision. The portions affected by this major revision are listed in the summary of change.

**Summary.** This regulation establishes the role of the Assistant Secretary of the Army (Manpower and Reserve Affairs), the Army Enterprise Marketing Office, and accessions partners with regards to marketing. It establishes the Army Marketing Program and prescribes policies and procedures for the Army Trademark and Licensing Program. This regulation applies to all internal and external Army marketing to ensure consistency and data-driven processes to ensure returns to the Army's marketing investments.

**Applicability.** This regulation applies to the Regular Army, the Army National

Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. It also applies to Department of the Army Civilians.

**Proponent and exception authority.** The proponent of this regulation is the Assistant Secretary of the Army (Manpower and Reserve Affairs). The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to the Chief, Army Enterprise Marketing Office, or the Deputy, Army Enterprise Marketing Office. Activities may request a waiver to this regulation 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 requirements.

**Army internal control process.** This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see app B).

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited

without prior approval from the Assistant Secretary of the Army (Manpower and Reserve Affairs) (SAMR–MR), 300 Army Pentagon, Washington, DC 20310–0300.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Chief, Army Enterprise Marketing Office, Quincy Court Federal Building, 11 West Quincy Court, Chicago, IL 60604.

**Committee management.** AR 15–39 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the Office of the Administrative Assistant to the Secretary of the Army, Special Programs Directorate, 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an established “group” identified within this regulation later takes on the characteristics of a committee as found in AR 15–39, then the proponent will follow AR 15–39 requirements for establishing and continuing the group as a committee.

**Distribution.** This regulation 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.

**Contents** (Listed by paragraph and page number)

**Chapter 1**  
**Introduction, page 1**

- Section I*
- General, page 1*
- Purpose • 1–1, page 1*
- References and forms • 1–2, page 1*
- Explanation of abbreviations and terms • 1–3, page 1*
- Responsibilities • 1–4, page 1*
- Records management (recordkeeping) requirements • 1–5, page 1*

\*This regulation supersedes AR 601–208, dated 16 July 2013.

## **Contents—Continued**

Marketing Program objectives • 1–6, *page 1*

### *Section II*

#### *Responsibilities, page 2*

The Assistant Secretary of the Army (Manpower and Reserve Affairs) • 1–7, *page 2*

Chief, National Guard Bureau • 1–8, *page 3*

The Chief of Public Affairs • 1–9, *page 3*

The Chief, Army Reserve • 1–10, *page 3*

The Commanding General, U.S. Army Training and Doctrine Command • 1–11, *page 4*

The Superintendent, U.S. Military Academy • 1–12, *page 4*

## **Chapter 2**

### **Army Marketing Policies, page 5**

#### *Marketing, page 5*

Marketing innovation • 2–1, *page 5*

Marketing planning and approval • 2–2, *page 5*

Marketing execution, measuring returns, and reporting results • 2–3, *page 7*

Marketing officer requirements • 2–4, *page 8*

Register to Win Program • 2–5, *page 9*

The Personal Presentation Item and National Recruiting Publicity Item programs • 2–6, *page 10*

Regional marketing system • 2–7, *page 10*

Army Branding, Trademark, and Licensing • 2–8, *page 11*

## **Appendixes**

**A.** References, *page 12*

**B.** Internal Control Evaluation, *page 14*

## **Glossary**

# Chapter 1 Introduction

## Section I

### General

#### 1–1. Purpose

This regulation prescribes the responsibilities, objectives, policies, and procedures for the U.S. Army Marketing Program and the Army Trademark and Licensing Program (ATLP). It governs the marketing operations that provide the necessary activities, institutions, and processes to create, deliver, and analyze the effectiveness of marketing content to enable the Army to access and retain personnel with talents that best meet the U.S. Army's missions. This includes marketing activities that support Regular Army, Army National Guard (ARNG), U.S. Army Reserve (USAR), Special Mission recruiting (to include Chaplain, Judge Advocate General Corps, U.S. Army Special Operations Forces (ARSOF), Army Medical Corps, and other similar missions) as well as Department of the Army (DA) Civilians. This regulation further defines Army policy and prescribes Army procedures for the proper use of the Army's logos, tag lines, and elements of its trademarks by Army organizations.

#### 1–2. References and forms

See appendix A.

#### 1–3. Explanation of abbreviations and terms

See glossary.

#### 1–4. Responsibilities

Responsibilities are listed in section II of this chapter.

#### 1–5. Records management (recordkeeping) requirements

The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Records Retention Schedule-Army (RRS-A). Detailed information for all related record numbers, forms, and reports are located in the 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.

#### 1–6. Marketing Program objectives

a. Army marketing's mission is to increase talent acquisition and retention through improved positioning of the Army employment brand and value proposition. Army marketing will do this by building awareness, setting expectations for those who would serve, and shaping their preferences for opportunities within the Army by communicating the:

(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 we want on our team.

b. Specific objectives for Army marketing are to create conditions for the Army to:

(1) Market an employment brand that clearly communicates the Army's outstanding corporate, workplace, and social reputation, all of which influence employer choice, as well as social and governmental support.

(2) Market an employee value proposition that clearly communicates the Army's competitive advantage relative to other potential employers, helping us to acquire and retain people whose talents are aligned with those demanded by the Army Strategy.

(3) Increase marketing efficiency and effectiveness that: eliminates principle agent problems where the principle responsible for marketing is not the agent who executes the marketing; creates conditions to eliminate unnecessary duplicate spending where the same requirement is paid for by multiple commands or contracts in the same market; increases retention, particularly of talented first-term enlisted Soldiers; reduces recruiter requirements; and allows the reallocation of accession resources to dramatically improve return on investments (ROIs).

(4) Create 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.

## Section II

### Responsibilities

#### 1–7. The Assistant Secretary of the Army (Manpower and Reserve Affairs)

The ASA (M&RA) will—

*a.* Be responsible for the overall governance of Army marketing, advertising, research, and supervisory oversight of the Army Enterprise Marketing Office (AEMO) and the Army Trademark and Licensing Program.

*b.* Be responsible, through the Chief, AEMO, for national marketing, regional integration of marketing campaigns, and effective data tracking capabilities through the regional and local levels to ensure returns on marketing investments. Conduct marketing analytics to determine effectiveness of best-value strategies and tactics that accomplish the objectives as outlined in this regulation.

*c.* Be responsible, through the Chief, AEMO, for the management and performance evaluation of the Army’s advertising and marketing contract.

*d.* Issue periodic marketing guidance at least once every 3 years to the Chief, AEMO via the Marketing Implementation Plan.

*e.* Provide written guidance annually for preparation of an Annual Marketing Plan (AMP), which guides the application of marketing resources over the fiscal year.

*f.* Oversee outreach activities that focus on rising markets.

*g.* Ensure marketing activities address talent management requirements of the Army.

*h.* On behalf of the ASA (M&RA), the Director, Office of Economic and Manpower Analysis (OEMA) at the United States Military Academy (USMA) will—

(1) Serve as the proponent for Functional Area (FA) 58 (Marketing).

(2) In coordination with the Chief, AEMO, establish, operate, and direct the Marketing Research Cell at USMA that is academically-focused, and provides an independent marketing research capability to support the advancement of marketing and behavioral economics within the Army.

(3) Manage the selection of FA58 officers (and the awarding of the skill identifier for Army Reserve and ARNG officers) using a talent-based selection process that competitively selects well-qualified officers who have the requisite talents (such as marketing experience, interests, knowledge, skills, and behaviors) and will usually possess a career-field-relevant graduate education.

(4) Provide professional development opportunities and education programs for FA58 officers in order to ensure Army marketing operates within industry best practices for marketing and behavioral economics.

(5) Provide no less than semi-annual assessments of the Marketing Mix Model by assessing data quality and inputs. OEMA may request outside review by a third party to fulfill this requirement. The assessment should be submitted to the Chief, AEMO, in writing, no later than the end of January and July.

*i.* On behalf of the ASA (M&RA), the Chief, AEMO will—

(1) Serve as the principal advisor to the Secretary of the Army, Chief of Staff, Army, ASA (M&RA), Commander U.S. Army Training and Doctrine Command (TRADOC), and other senior accessions and Army leadership with regards to marketing strategy and implementation from the national level, down to regional and local levels.

(2) Serve as the principle agent overseeing marketing operations to include AMP development, campaign development, content creation, content delivery, and marketing analytics. These must address marketing in traditional, social, and emerging channels.

(3) Assume responsibility for management of the creative and physical content generated for the Recruiting Publicity Item (RPI) Program. Ensure RPIs comply with relevant laws and the requirements of this regulation.

(4) Ensure effective regional integration of the Army’s marketing strategy that provides regionally relevant content creation, content delivery, and marketing analytics.

(5) Oversee Regional Marketing Offices (RMOs) and regional marketing operations for the Army down to the regional level that coordinate Army requirements and create cross-selling opportunities for individuals interested in Army service.

(6) Serve as the chair for the Quarterly Business Review (QBR) and the Requirements Validation Board (RVB).

(7) In coordination with Army Contracting Command, ensure the Army’s acquisition of best-in-class marketing contracts. Oversee and manage the Army’s advertising contract of record.

(8) Be responsible for the Army’s brand and brand equity.

(9) Maintain oversight of the Marketing Mix Model and inputs. The Chief, AEMO will request a semi-annual assessment by the Marketing Research Cell in the OEMA to ensure quality of data and changes to the model. Additional outside assessments may also be requested, as needed.

(10) Implement, manage, and oversee the Army's ROI framework by ensuring integrity of data collection practices related to marketing activities, and ensure regular integration of ROI results in planning decisions at the local, regional, and national levels.

(11) Approve in writing Marketing Officers and civilians who are trained and may approve marketing activities and spending as outlined in this regulation.

(12) Identify and coordinate the use of cross-marketing opportunities to match people interested in Army service, whether in uniform or as a civilian, by using data to help match them with opportunities given their preferences.

### **1–8. Chief, National Guard Bureau**

The CNGB will—

- a.* Collaborate with the Chief, AEMO for ARNG national recruiting marketing and advertising programs.
- b.* Promulgate policy for State Recruiting and Retention Battalion commanders on state marketing and advertising programs for the ARNG.
- c.* Submit a national level marketing plan to the Chief, AEMO that aligns with the Army's Marketing Implementation Plan for inclusion in the consolidated AMP.
- d.* Ensure the State Adjutants General review and approve marketing requirements within their states, territories, or the District of Columbia, subject to policies issued by the National Guard Bureau (NGB).
- e.* Ensure the Adjutants General coordinate local advertising buys with AEMO to ensure integration with the AMP and to avoid duplicate spending for the same requirement. Because State Adjutants General usually have unique requirements, overlapping spending in the same geographic area is not considered duplicative.
- f.* Participate with the Chief, AEMO in the programming of marketing and advertising resource requirements.
- g.* Report timely cost and metrics data for national level marketing to the Chief, AEMO for use in the development of the ROI analysis in the marketing automation software system (MASS) when the system becomes available within the ARNG.
  - (1) Ensure trackable metrics are tied to any local marketing expenditure over \$5,000 as detailed in this regulation.
  - (2) Ensure the MASS is the system of record for ARNG marketing data and consolidates ARNG contract records and maintain event costs, metrics data, and after-action reports.
- h.* Retain review and approval authority for the ARNG Recruiting and Retention Initiative Program.
- i.* Serve as the brand and recruiting innovation program review and approval authority for concepts/initiatives/pilots that result in the expenditure of Operation and Maintenance, ARNG funds. This authority may be delegated to the Director, ARNG.
- j.* Ensure trackable metrics are in place for national level marketing activities to allow the measurement of returns to investment as specified in the AMP.
- k.* Report any recruitment marketing engagement or event contract actions not managed by the RMO to the Chief, AEMO on a semi-annual basis (first Wednesday of January and July). The list should include the name of the contract, date signed, the reviewing official, the value of the contract, end date of the contract, and the contract's overall objective. The list should also include an after-action statement summarizing each recruitment marketing engagement or event contract action completed.
- l.* Provide national level ARNG-branded Personal Presentation Items (PPIs) and ARNG-specific RPIs consistent with this regulation, as needed. Coordinate with the Chief, AEMO on national level RPIs and with the CG, TRADOC for PPI purchases to ensure cost-effectiveness. Ensure that State Adjutants General provide ARNG state branded PPIs and RPIs consistent with this regulation.
- m.* Ensure ARNG organizations communicating externally reinforce use of the Army logo to ensure awareness of a single Army Brand (see para. 2–8).

### **1–9. The Chief of Public Affairs**

The CPA will exercise supervision of the ATLP and provide annual reports to the ASA (M&RA) on the use and performance of the program.

### **1–10. The Chief, Army Reserve**

The CAR will—

- a.* Collaborate with Chief, AEMO for USAR national recruiting marketing and advertising programs in support of the Regular Army and Reserve Component.

- b. Coordinate with AEMO for USAR requests for the AMP.
- c. Participate with AEMO in forecasting the annual marketing and advertising resource requirements.

### **1–11. The Commanding General, U.S. Army Training and Doctrine Command**

The CG, TRADOC will—

- a. Collaborate with the Chief, AEMO to ensure coordination of recruiting and accessions activities for both the U.S. Army Recruiting Command (USAREC) and U.S. Army Cadet Command (USACC) within the AMP.
- b. Submit requests for programming of marketing and advertising resource requirements to the Chief, AEMO at the regional and national levels (as appropriate).
- c. Implement data tracking methods for all subordinated unit local marketing activities to enable the determination of ROI using the MASS data collection in support of AEMO’s regular assessments of marketing effectiveness. Request marketing analytics support from the Chief, AEMO for this requirement as necessary.
- d. Establish organizational procedures to ensure accurate and timely reporting of locally acquired data metrics and cost information in the MASS in order to allow AEMO to conduct local, regional, and national ROI analysis. (Specific requirements for determining ROI are outlined in DA Pam 601–208).
- e. Report timely cost and metrics data to the Chief, AEMO for use in the development of the ROI analysis in the MASS. Trackable metrics must be tied to any local marketing expenditure over \$5,000 as detailed in this regulation.
- f. Exercise all authority, direction, and control over the U.S. Army Marketing Engagement Brigade and its subordinate units.
- g. Chair the TRADOC Fusion Board.
- h. Assume responsibility for management of the creative and physical content generated for the PPI Program. Ensure PPIs comply with relevant laws and the requirements of this regulation.
- i. Implement controls ensuring authorized use of meals, refreshments, hospitality services, and personal in nature items (to include PPI) for prospects and influencers.
- j. Approve all locally developed RPI.
- k. Ensure local advertising activities are coordinated and synchronized with RMOs and comply with requirements and spending thresholds outlined in this regulation.
- l. Report any recruitment marketing engagement or event contract actions not managed by the Director, RMO to AEMO on a semi-annual basis (no later than the 1<sup>st</sup> of January and July). The list should include the name of the contract, date signed, the reviewing official, the value of the contract, end date of the contract, and the contract’s overall objective. The list should also include an after-action statement summarizing each recruitment marketing engagement or event contract action completed.
- m. On behalf of CG, TRADOC, the Commander, USAREC will coordinate with the Chief, AEMO to ensure adequate marketing activities related to the accessions needs of Special Recruiting Missions to include the following:
  - (1) Regular Army and Reserve Enlisted Mission (Non-Prior Service and Prior Service according to appropriate business rules).
  - (2) Army Medical Corps mission in all programs.
  - (3) Army Chaplain missions.
  - (4) Army In-Service Missions including ARSOF, warrant officer, and the 160<sup>th</sup> Special Operations Aviation Regiment (SOAR).
  - (5) Special missions including 18X, Band, Warrant Officer Flight, Officer Candidate School, Cyber Operations Professional and Linguist.
- n. On behalf of the CG, TRADOC, the Commander, USACC will—
  - (1) Coordinate with the Superintendent, U.S. Military Academy (USMA) on officer candidate cross-marketing initiatives.
  - (2) Coordinate with the Chief, AEMO to ensure adequate marketing activities related to the accessions needs of Special Recruiting Missions to include the following:
    - (a) National High School Scholarship Program.
    - (b) Lateral Entry Campaign.
    - (c) Green to Gold Hip Pocket and active duty options.
    - (d) Army Nursing Program.
    - (e) Army Officership campaigns.

### **1–12. The Superintendent, U.S. Military Academy**

The Superintendent, USMA will—

- a. Plan, conduct, and manage marketing activities that are specifically related to USMA’s role as a four-year post-secondary educational institution.
- b. Retain control of marketing funds that are part of the Superintendent’s budget in support of USMA’s recruiting, enrollment, and retention mission.
- c. Coordinate any marketing activities requiring use of marketing and advertising resource requirements overseen by the Chief, AEMO; submit these regional and national marketing requests to the Chief, AEMO for consideration by the Requirements Review Board.
- d. Provide data and analytics to support officer candidate cross-marketing initiatives with the Commander, USACC.
- e. Ensure local advertising activities are coordinated and synchronized with the Directors of RMOs and comply with requirements and spending thresholds outlined in this regulation.
- f. Oversee the USMA trademark and licensing program including those associated with: West Point®, Long Gray Line®, the heraldry (otherwise known as “crest”) or athletic marks and indicia.

## **Chapter 2**

### **Army Marketing Policies**

#### **Marketing**

##### **2–1. Marketing innovation**

a. *Purpose.* Competitors for talent will continue to use innovative efforts to find the best people, requiring the Army to identify and develop several sources of its competitive advantage in the American labor market. Army Marketing operations will be grounded in innovative practices to ensure its marketing operations continue to reach over-the-horizon. The marketing operations process begins and ends with innovation that is unbounded by traditional ways of doing business. While hurdle rates are essential to ensuring ROI on marketing investments, marketing innovation policies should promote prudent risk-taking and willingness to try new approaches that might fail in order to learn valuable lessons through experimentation, data collection, and analysis.

b. *Requirements.*

(1) *Innovation Cell.* The Chief, AEMO will establish an innovation cell that has autonomy to explore and use marketing experiments consistent with the principles of experimental design in local markets. Over-the-horizon objectives for the innovation cell will be established semi-annually by the Chief, AEMO, or their deputy and will be tied to emerging trends in marketing or the economy.

(2) *Approval of initiatives.* The Chief, AEMO is the review and approval authority for concepts/initiatives/pilots that result in the expenditure of advertising and marketing resources. All Innovation Cell initiatives seeking approval will provide a written research proposal to include the hypothesis being tested and method of data measurement.

##### **2–2. Marketing planning and approval**

a. *Purpose.* Army marketing must accurately define the purpose of various marketing efforts (generate awareness versus interest) and assess these efforts using well-designed experiments and causal inference to determine the return on marketing investments locally, regionally, 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. Marketing plans must draw upon the latest insights not just from marketing, but from behavioral economics, the social sciences, the human resources field, and the decision-making sciences. Army marketing must use marketing theory guided by behavioral economics and sciences to design and implement marketing plans.

b. *Requirements.*

(1) *Forecasting marketing needs.* The ASA (M&RA) will provide annual guidance to the Chief, AEMO with regards to future Army talent requirements (knowledge, skills, and behaviors) and forthcoming accessions goals. The Chief, AEMO will develop the AMP for the following fiscal year based on this guidance and submit to the ASA (M&RA) for final approval.

(2) *Annual Marketing Plan.* The AMP will be published each Fiscal Year.

(3) *Recruitment marketing contract actions.* All planned recruitment marketing contract actions in support of Regular Army, Army Reserve, or national level ARNG will comply with the following spending thresholds and approval requirements:

(a) Contracted events spending less than \$1,000: local accessions officers in the grade of O-4 or General Schedule (GS)-12 may approve local spending in support of accessions activities. These activities must comply with the overall guidance issued in the Army Marketing Implementation Plan, the AMP, and the requirements of this regulation.

(b) Contracted events spending \$1,000 to \$5,000: A designated Army Marketing Officer, as defined in this regulation, not lower than the grade of O-4 or GS-12, will review each marketing contract valued \$1,000 to \$5,000, and verify that the contract action complies with the requirements of the AMP, specified guidance from the QBR, and is tied to appropriate data measurement criteria.

(c) Contracted events spending \$5,001 to \$10,000: A designated Army Marketing Officer, not lower than the grade of O-4 or GS-12 will define a metric, or metrics, prior to the contract signing, by which the success of the event or other deliverable will be measured for any contract action exceeding \$5,000. If not listed as part of the contract, the metric(s) must be documented separately and attached to the contract. Metrics must be documented in writing, including the rationale for their use, and ensure the required data is readily collected. These metric(s) will be used to evaluate the ROI of the contract against the event's intended purpose.

(d) Contracted events spending in excess of \$10,000: The ASA (M&RA) or their representative is the designated Army Senior Reviewing Official for all Army components for recruitment marketing contract actions with a value of \$10,000 or higher. These reviews must be conducted before contract execution to ensure that contract deliverables are appropriate, reasonable, and in compliance with established Department of Defense (DoD) and government contracting policies. The ASA (M&RA) may delegate this authority for event marketing contracts with a value of \$2 million or less to the Chief, AEMO, and their Deputy (or the CNGB). For contracts less than \$100,000, this approval authority may be further delegated to designated Marketing Officers in the rank of O-5 or GS-13, as defined in this regulation. The ASA (M&RA) retains authority to approve event marketing contracts with a value greater than \$2 million for all Components.

(e) After-action report requirement: An after-action report is required at the conclusion of any recruitment marketing engagement, event contract, or task order where the cost to the government exceeds \$10,000. The report will include a brief description of the event, the intended purpose, concerns, or problems arising during the event, a list of contract deliverables (goods or services) that may appear personal in nature, control measures used to ensure proper distribution and accountability of such goods or services, and the data-driven metrics to measure success of the event. The report will be submitted to the RMO, AEMO, or the NGB (as appropriate) no later than 45 days after the event. The Chief, AEMO and the CNGB (as appropriate) will file the documentation no later than 60 days after the end of the contract and it will be retained by the organization executing the event for 2 years. The CNGB will submit consolidated after-action reports to AEMO and a summary of all after-action reports by region and the ARNG (such as in a summary of marketing activities by region and component) will be included in the QBR submitted to the ASA (M&RA), to ensure fulfillment of DoDI 1304.35.

(4) *Requirements Validation Board.* All non-recruitment marketing contract actions costing in excess of \$10,000 will be approved by the RVB within AEMO chaired by the Chief, AEMO (or their deputy) and consisting of officers with expertise in marketing, contracting, and budgeting. Regional marketing officers and AEMO national level project managers will submit marketing requirement requests to the RVB. The RVB may meet as often as needed to ensure AEMO is able to act nimbly when presented with short-notice opportunities. Further requirements for the RVB are detailed in DA Pam 601-208.

(5) *Split purchases.* For recruitment marketing engagements, event contracts, or contract actions (usually at the local or regional level), split purchases in order to avoid spending thresholds are strictly prohibited. Other marketing activities or strategies that stretch across multiple purchases in an integrated campaign (such as a pan-media campaign) must be appropriately included with the data collection and analytics efforts of the entire campaign, which must be further tied to hurdle rates as specified in this regulation. A multi-stage or pan-media marketing activity or discrete strategy will be defined by the sum of its parts when considering the previously specified thresholds of \$5,000/\$10,000. No office or command will use multiple purchases or contracts to circumvent the reporting thresholds for any marketing efforts. If a multi-stage activity is continued requiring additional purchases, a sum-of-parts approach must be used and reported appropriately when the spending converges and crosses the specified thresholds. The relationship of activities will be at the discretion of the overseeing Army Marketing Officer in the rank of O-5 or above.

(6) *Marketing automation software system.* The accessions enterprise will use the MASS for data collection in all planned marketing activities. The current system of record will be specified in the AMP to inform the Army marketing and accessions enterprises, in writing, of the data fields and metrics required for collection. The Chief, AEMO and accessions leaders will ensure these data fields are included in the MASS. Event costs, metrics data, and after-action reports will be recorded in MASS no later than two weeks following the event, updating metrics as necessary.

(7) *Cross-marketing.* Cross-marketing uses data to provide market matches between those interested in Army service (whether in uniform or as a civilian) with opportunities to serve. Army marketing operations will use marketing

data to help prospective Soldiers and civilians become informed about opportunities that best match their talents and preferences.

(8) *Motion picture planning.* Requests for cooperation or support from the motion picture industry whose commercial productions support the recruiting effort must be forwarded to the Office of the Chief of Public Affairs (OCPA), Los Angeles Branch (OCPA-LA), for processing in accordance with AR 360-1. OCPA will notify the Chief, AEMO for awareness of future major media activities related to the Army and public perception. A guide to working with the entertainment industry is available from OCPA-LA. Such cooperation may include placing material in the lobbies of facilities displaying supported productions. The U.S. Army will not endorse or appear to endorse any commercial firm or product (see AR 360-1 and DoD 5500.07-R). Co-branding or sponsorship activities used in support of recruiting activities must be conducted in accordance with these authorities. This does not restrict authorized trademark licensing activities pursuant to 10 USC 2260. Additionally, ARNG is subject to current NGB guidance on co-branding and sponsorship. Contact ARNG Strength Maintenance Division for additional guidance.

(9) *Use of copyrighted or trademarked material in creative content.* Use of copyrighted or trademarked material must comply with all laws, statutes, and regulations. All locally developed creative content will be submitted to the RMO for approval, as outlined in this regulation, and to ensure it complies with copyright and trademark provisions and restrictions.

### **2-3. Marketing execution, measuring returns, and reporting results**

*a. Purpose.* Army marketing execution will establish the procedures and information technology infrastructure required to accurately measure and assess returns on marketing investments down to the local level in conjunction with the accessions enterprise.

*b. Requirements.*

(1) *Contract oversight.* The Chief, AEMO is responsible for providing officers who are qualified to be contracting officer's representatives in accordance with the Federal Acquisition Regulation with appropriate span of control to oversee quality assurance surveillance plans and technical evaluations for all marketing-related contracts and task orders.

(2) *Contract Award fee plans.* Marketing contracts will not use award fee plans unless accompanied by a well-structured policy for technical evaluations and approved by Chief, AEMO.

(3) *Recruitment marketing engagement or event contracts.*

(a) Contracts must not require the Army to pay, as part of the agreement, for activities to honor Soldiers, such as playing of the National Anthem, color guard demonstrations, enlistment, and re-enlistment (swearing-in) ceremonies, and other Soldier recognition programs. Such activities may be executed pursuant to contract only when the contract terms expressly state that the activities are provided at no additional cost to the Government.

(b) Contracts must list separately goods or services (tangible or of other value) that may appear personal in nature, such as tickets, very important person passes, free parking, and signed memorabilia. Tickets and parking passes will be identified for specific prospect, influencer, or DoD personnel accessing the event to execute marketing activities.

(c) The managing office must define management controls, prior to contract signing, that provide for the control and audit of items identified as personal in nature. If not listed as part of the contract, the controls must be documented separately and attached to the contract. Control measures will ensure Soldiers or other Government employees receiving these items comply with applicable rules on ethics and standards of conduct.

(d) Contracts must have a legal review of each proposed 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 review packet.

(4) *Quarterly Business Review.* 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 key performance indicators. A written summary of the QBR is required to be submitted to the ASA (M&RA) following the conclusion of each QBR. Such summaries must include after-action reviews for marketing expenditures in excess of \$10,000 as required by DoDI 1304.35. The sections required in the QBR report are listed in DA Pam 601-208.

(5) *Data collection.*

(a) It is the responsibility of local accessions commanders to either input data into MASS, or when appropriate due to the complexity and scale of the activity, to work in coordination with the RMO to ensure accuracy of data collection and input.

(b) Contact information of individuals obtained from generic lists, school or class rosters, or third party lists may be entered into MASS but are not considered a lead until they express some interest in military service by interacting with marketing content or by contacting an Army representative to seek more information.

(6) *Return on investment requirements.* ROI for marketing activities do not need to generate an immediate return, but all trackable marketing activities must demonstrate a continuous improvement over time towards a targeted end state using increasing hurdle rates. ROI can be tracked at all levels from local through national using the ROI framework (see DA Pam 601–208).

(7) *Use of approved Army marketing materials.* Regular Army and Army Reserve accession units will use marketing materials from the current campaign, generated, and distributed by AEMO. The intent of this policy is to ensure uniformity of strategy, branding, and messaging across the Army.

(a) All customized regional and local marketing materials such as advertisements, posters, contact cards, or any other marketing materials that are a derivative of AEMO-generated marketing content must be approved by the Director of the RMO prior to its use.

(b) No Army activities may develop or use printed or physical marketing content that is outside the theme of the current campaign without the written approval of the Chief, AEMO or the Director of the RMO. This policy does not apply to official Reserve Officers' Training Corps (ROTC) logos that are integrated with the logos of their host school and often require final approval by the school.

(c) The Chief, AEMO may issue additional written guidance to provide standard customization options that are within the Army's branding and marketing strategy.

(d) Social media posts may continue to be customized by accessions units to reflect the messaging approved by the local accessions commanders; however, the look and feel of the content, and any derivative graphics used within those posts must comply with this regulation.

(8) *Other marketing execution and reporting policies.*

(a) High school and college students will be encouraged to remain in school, graduate, and then consider DA Civilian, enlisted, and officer opportunities.

(b) Marketing and advertising programs, exhibits, and materials targeted toward parents, counselors, and other influencers will include information on Army opportunities (Regular Army, Army Reserve, National Guard, officer, enlisted, and DA Civilian), to the extent possible given the contextual circumstances of the advertising placement.

(c) Qualified speakers, slide presentations, displays, exhibits, and other marketing materials will be made available to counselors, teachers, and civic club leaders to assist them in presenting information on Army programs.

(d) Except for the ARNG, purchase of recognition items of nominal or modest value for recruitment purposes will be in accordance with AR 601–2.

(e) Where authorized by law or regulation, meals, refreshments, hospitality services, and event tickets provided to prospects for recruiting and influence purposes will be treated as controlled items and managed accordingly.

(f) Comparisons of military versus civilian compensation is permitted in AEMO-approved marketing material directed to the general public. Comparisons should focus on total benefits such as those shown in the personal statements of military compensation.

(9) *Other required reports.*

(a) Personal in Nature items. Annual internal audits of personal in nature items will be conducted and reported through the first General Officer or Senior Executive Service to the Chief, AEMO, not later than 1 January of each year. Negative reports are required. The findings will be reported to the Deputy Assistant Secretary for Defense of Military Personnel Policy by the ASA (M&RA) not later than 15 January of each year.

(b) Recruitment marketing engagement or event contract reports. The Chief, AEMO will submit a centralized list of recruitment marketing engagement or event contract actions to the Deputy Assistant Secretary of Defense for Military Personnel Policy on a semi-annual basis (3rd Wednesday of January and July). The list should include the name of the contract, date signed, the reviewing official, the value of the contract, end date of the contract, and the contract's overall objective. The list should also include an after-action statement summarizing each recruitment marketing engagement or event contract action completed. (Note: in most cases, submission of the QBR will fulfill this requirement).

## **2–4. Marketing officer requirements**

a. A marketing officer is a formal role that designated Army officers and civilians may fill if they are qualified and approved to do so. The Director, OEMA and the Chief, AEMO are responsible for ensuring marketing officers are trained and qualified to perform marketing duties through rigorous and selective hiring processes and continuing professional education.

b. Regular Army officers may perform marketing officer duties as defined in this regulation, if they are an FA58 officer serving in a valid 58A-coded billet, and approved to perform such duties by the Chief, AEMO. Officers who are not FA58-qualified officers may be approved by the Chief, AEMO to perform duties if they otherwise meet the requirements.

c. USAR and ARNG officers may perform marketing officer duties as defined in this regulation, if they have been awarded the marketing skill identifier, are serving in a valid billet, and are approved to perform such duties by the Chief, AEMO, or the CNGB. Officers without the skill identifier may be approved by the Chief, AEMO, or the CNGB to perform duties if they otherwise meet the requirements.

d. DA Civilians may perform marketing officer duties as defined in this regulation if serving in a marketing billet and approved by the Chief, AEMO or the CNGB to perform such duties.

## **2-5. Register to Win Program**

a. The use of Register to Win (RTW) is authorized for use at Army recruiting events. RTW refers to the use of a drawing to generate interest in Army opportunities. USAREC and USACC brigades and battalions, and the ARNG, may conduct RTW programs as a lead/contract generation program for the Army when given the authorization to implement the program by the CG, USAREC, CG, USACC, or the Director, ARNG, or their deputies (as appropriate).

b. RTW items will be purchased using advertising and marketing resources, will be of reasonable value, and will be awarded to prospects where the purpose of the RTW event is to advance the Army's recruiting mission.

c. Each RTW prize will be assigned a unique Marketing Activity Code and its event category will be specified to indicate it is an RTW activity. Until such time as Marketing Activity Codes are enabled, the ARNG may use current tracking processes. The event title will specify the prize name (such as the product being given away) and category of prize (such as gaming or tickets). The cost of the RTW prize will be input into the MASS. All associated digital or print advertisement of this prize will be titled to indicate its use with a specific RTW activity and associated with the specific RTW Marketing Activity Code so as to track the actual ROI of each RTW event.

d. The focus population is in-market prospects between 17 and 34 years of age, or enrolled in the 11th grade or higher. Individuals outside the focus population may not enter a RTW drawing. Soldiers, Civilian employees (including Military Technicians), and their immediate Family members assigned to a USAREC, USACC, ARNG Recruiting and Retention Battalion, ARNG Strength Maintenance Division, the AEMO, and RMOs are ineligible to participate in RTW drawings and receive prizes.

e. RTW may be used for in-service recruiting missions whose prospects may be over 34 years of age. These in-service recruiting missions include ARSOF, SOAR, Warrant Officer, and Explosive Ordnance Disposal, Interservice Physician's Assistant Program, Army Enlisted Commissioning Program, Enlisted to Medical Degree Preparatory Program, and recruitment of Regular Army Soldiers by the ARNG or Army Reserve. Exceptions to this must be approved by the Chief, AEMO.

f. A person who is already an existing marketing qualified lead or in regular contact with accessions personnel in consideration of joining the Army may not be encouraged to enter a RTW event by Army personnel.

g. The Chief, AEMO will publish periodic guidance on the cost thresholds used in RTW to include the maximum prize value and the associated number of registered prospects required to issue the prize. The prize cost may not exceed \$500. The ASA (M&RA) may approve temporary exceptions to this cost threshold and requirements in writing.

h. The Chief, AEMO will issue periodic guidance regarding which type or categories of RTW prizes that may be used based on recent returns to investment analysis tied to hurdle rates. An officer in the grade of O-6 or above must approve specific prizes prior to their use in RTW programs as long as it complies with the periodic guidance. This approval authority may not be further delegated. Cash, gift cards, savings bonds, or other monetary equivalents do not qualify as RTW prize items.

i. All RTW drawings must have the requisite number of registrants in order to award a prize with the corresponding maximum cost. Units should be able to avoid an insufficient number of registrants with adequate planning and messaging prior to the drawing. If appropriate, prize drawing announcements may include a disclaimer to the effect of "100 registered entrants are required to award the \$300 prize. If 100 target market individuals do not enter, an alternate prize will be awarded."

j. RTW should be part of a recruiting event and not used as a stand-alone promotional tool. No more than one RTW item may be awarded per recruiting/marketing event. Multiple recruiting/marketing events may be held in connection with one RTW drawing. Units may conduct a RTW drawing over a quarterly or monthly period involving all marketing events in that period. Physical events are not required to be associated with the RTW Marketing Activity Code, however, all associated physical events should indicate their association with the RTW prize in their title to ensure accurate analysis of the RTW Program.

k. Accessions commanders conducting RTW events must comply with applicable state and local laws concerning lotteries and similar events. Units will consult with their Judge Advocate or legal advisor.

l. Whenever practical, RTW items should include a recruiting "call to action" or otherwise communicate a recruiting message. Though not required for RTW, use of Army branded items is encouraged.

*m.* Organizations will track the effectiveness of the RTW Program through data collection and entry into the MASS system of record with the same rigor as other marketing activities. USAREC, USACC, and the CNGB will continue to share RTW program data with the AEMO and RMOs for analysis and program improvement.

*n.* Accountability will be maintained for the RTW item inventory. Specifically, command leadership will ensure that their personnel maintain a register of RTW items containing the item serial number, event name and location, Marketing Activity Code, responsible recruiter/recruiting operations officer name, and the winner's name. Records will be maintained for a 3-year period.

*o.* Failure to comply with these management controls may result in suspension of the commander's authority to use the program.

## **2-6. The Personal Presentation Item and National Recruiting Publicity Item programs**

*a.* The Chief, AEMO will regularly review the program to ensure PPIs and RPIs maintain relevancy and uniformity consistent with accession command priorities and relevant laws and policies.

*b.* The Chief, AEMO will publish periodic guidance and restrictions on the use of creative content that may be used in RPI.

*c.* PPIs are Army branded items of limited value that are used to generate interest and discussion concerning Army opportunities among prospects and influencers within the civilian community.

*d.* PPIs must clearly serve to influence recipients by communicating a recruiting message. They will be branded with an Army or ARNG message that is consistent with Army branding and advertising standards.

*e.* Regular Army, USAR, and ARNG PPIs are purchased with appropriated funds. The statutory maximum cost of PPIs is \$50 each; however the Chief, AEMO, Commander, USAREC, Commander, USACC, or the CG, TRADOC may further restrict this threshold. The Commanders, of USAREC and USACC or the CNGB may issue a written exception to these limits in appropriate cases, so long as the exception in question is funded using local marketing funds, or ARNG appropriated funds in the case of the ARNG.

*f.* PPIs must be individually presented to prospects or influencers by Army or DoD recruiting personnel, either in person or by mail. PPIs may be personally presented by Army recruiting personnel to DoD personnel who qualify as in-service prospects and/or influencers in order to support in-service recruiting missions and must be in compliance with Army brand guidelines. These in-service recruiting missions include ARSOF, SOAR, Warrant Officer, and Explosive Ordnance Disposal, Interservice Physician's Assistant Program, Army Enlisted Commissioning Program, Enlisted to Medical Degree Preparatory Program, and recruitment of Regular Army Soldiers by the ARNG or Army Reserve.

*g.* The provisions above do not apply to "recognition items" discussed in this regulation.

*h.* Commanders are responsible for accounting, distribution, management, and control of PPI and RPI to ensure it complies with this regulation.

## **2-7. Regional marketing system**

*a. Purpose.* The regional marketing system consists of satellite offices and capabilities that enhance AEMO's ability to provide regionally relevant marketing content that is grounded in data-driven research and analytics. The system is designed to ensure Army's marketing performance framework integrates and leverages marketing and advertising efforts at both national and local levels. The system ensures national marketing campaigns are regionally adapted and delivered to consumers in diverse regions of the country so as to have the same effect despite possible differences in attitudes, social patterns, economic patterns, and media consumption patterns. The regional marketing system also allows AEMO to provide better coordination and synchronization of marketing operations within a region in support of multiple accessions and retention missions, reducing duplicate spending or conflicting messages. This system serves as a critical link between the broad-reaching national marketing operations and the relationally-driven, curated local marketing operations.

*b. Regional support at echelon.* The Chief, AEMO oversees the RMOs and ensures they provide timely and relevant marketing operations that enhance the capabilities of accessions commanders within their region. If a RMO is unavailable to support accessions marketing requirements (such as during the establishment of these offices), the Chief, AEMO may provide written guidance as to whom within AEMO, field marketing teams, or accessions units may fulfill regional marketing and approval requirements as outlined in this regulation.

*c. Requirements.*

(1) RMOs are responsible for developing AMPs for commanders (battalion-and-above for USAREC units and brigade-and-above for USACC units) that account for projected marketing funds spent within their region and ensures they are tied to realistic, meaningful, and measurable goals driven by hurdle rates. The intent is not to encourage

widely varying approaches to marketing plans across individual units. Unit-level plans within a region will have many common components but with minimal modifications to account for unique requirements of each unit.

(a) RMOs should collaborate with accessions commanders to determine marketing focus priorities based on accessions goals.

(b) RMOs will develop synchronized regional marketing plans that are supported by marketing best practices, account for the preferences of the commander when supported by data and practice, and ensure contribution to the increase of ROI based on hurdle rates. These plans will be validated or adjusted by the RMOs in coordination with accessions commanders no less than semi-annually.

(c) Accessions commanders must review and approve, or if necessary, request revisions to the marketing plans developed for their command.

(2) Once established, RMOs will provide required marketing spending requests to the RVB for approval.

(3) Once established, RMOs must provide marketing operations support to review and approve marketing events at various spending thresholds as outlined in this regulation.

(4) Once annual and quarterly plans are approved, commanders are responsible for executing the marketing events or activities and ensuring proper data collection plans are conducted. Regional marketing operations that require higher-level coordination to ensure adequate data collection and measurement will be coordinated by the RMOs.

(5) Accessions commanders retain authority to approve local direct funds for marketing expenditures as long as they comply with the requirements outlined in this regulation, including data collection requirements and spending thresholds. Commanders will ensure local advertising is integrated with regional marketing plans and initiatives.

(6) Once established, RMOs will coordinate and synchronize the marketing activities of field marketing teams (typically located at a local level) to ensure data collection plans, unity of effort, and to avoid duplication of contracted activities.

## **2–8. Army Branding, Trademark, and Licensing**

a. Army activities are prohibited from creating or using their own unique and separate sub-brands, logos, or tag lines, or contracting with separate marketing activities without coordination and approval from the Chief, AEMO. Local variations of the Army enterprise logos or tag lines are not authorized.

b. Army commanders, local recruiters, professors of military science, ROTC enrollment officers, and ARNG Recruiting and Retention Commands will support proper use of the Army and ARNG logos in external communications, and leverage public affairs products and local and national marketing outreach activities. Nothing in this regulation is intended to limit The Institute of Heraldry's authority over heraldic items (for example, Shoulder Sleeve Insignia, Combat Service Identification Badge, Distinctive Unit Insignia, and so forth).

c. All Army organizations communicating externally will reinforce use of the Army logo to ensure awareness of a single Army Brand. Exceptions to this may be approved by the Director, RMO or Chief, AEMO.

d. The U.S. Army Brand Portal located at <https://www.usarmybrandportal.com> (login required) is the Army's centralized online resource of core branding elements that can be used to communicate and represent the Army Brand effectively. The U.S. Army Brand Portal provides key branding elements such as logos, templates, images, and brand guidelines that are available to ensure quality and consistency across Army branded communications.

e. The Army symbols, names, insignia, and logos, may be licensed through the Army Trademark Licensing Program (ATLP), administered by the Chief, OCPA.

(1) The Army's brand, as capitalized in trademarks, taglines, and logos, operate as legally recognized marks and are invested with goodwill deserving of protection. Licensing these marks brings value to the Army and its Soldiers, DA Civilians, and Families by communicating and reinforcing Army Values to America and the Army's target markets.

(2) The commercial licensing of DA-owned marks, except those relating to the United States Military Academy, will be administered by the ATLP to enhance the Army's image and build brand equity. Only the ATLP is authorized to license these marks outside of the Army. No Army organization is permitted to modify the design of any Army mark, to include the delegation of the US Army tab or addition of new tabs within the design of the logo.

(3) Information pertaining to the proper use of Army marks is located at <https://www.usarmybrandportal.com>. All organizations should direct their questions to the ATLP coordinator at the Office of the Chief, Public Affairs (ATLP), 1500 Army Pentagon, Washington DC, 20310–1500.

## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

Unless otherwise indicated, Army publications are available on the Army Publishing Directorate website at <https://armypubs.army.mil/>.

##### **AR 360–1**

The Army Public Affairs Program (Cited in para 2–2b(8).)

##### **DoDI 1304.35**

Military Marketing (Cited in 2–2b(3)(e).) (Available at <https://www.esd.whs.mil/>.)

#### **Section II**

##### **Related Publications**

A related publication is a source of additional information. The user does not have to read a related publication to understand this publication. Army publications are available on the Army Publishing Directorate website at <https://armypubs.army.mil/>.

##### **AD 2018–17**

Army Accessions Way Ahead

##### **AD 2019–25**

Establishment of the Office of the Chief Army Enterprise Marketing

##### **AGO 2018–28**

Reassignment of the United States Army Marketing and Engagement Brigade as a Subordinate Element of United States Army Training and Doctrine Command

##### **AGO 2019–18**

Redesignation, Reassignment, and Relocation of the U.S. Army Marketing and Research Group as the Office of the Chief Army Enterprise Marketing, A Field Operating Agency of the Deputy Chief of Staff, G–1

##### **AGO 2020–01**

Assignment of Functions and Responsibilities within Headquarters, Department of the Army

##### **AR 1–100**

The Army Gift Program

##### **AR 11–2**

Managers' Internal Control Program

##### **AR 15–39**

Department of the Army Intergovernmental and Intragovernmental Committee Management Program

##### **AR 25–30**

Army Publishing Program

##### **AR 27–60**

Intellectual Property

##### **AR 601–2**

Army Recruiting Support Programs

##### **AR 672–8**

Manufacture, Sale, Wear, and Quality Control of Heraldic Items

##### **AR 840–1**

Department of the Army Seal, Emblem, and Branch of Service Plaques

##### **DA Pam 25–403**

Guide to Recordkeeping in the Army

**DA Pam 601–208**

Army Marketing

**DoDD 5535.09**

DoD Branding and Trademark Licensing Program (Available at <https://www.esd.whs.mil/dd/>.)

**DoDI 1304.35**

Military Marketing (Available at <https://www.esd.whs.mil/di/>.)

**Federal Acquisition Regulation**

(Available at <https://www.acquisition.gov/browse/index/far/>.)

**NGR 601–1**

Army National Guard Strength Maintenance Program (Available at <https://www.ngbpmc.ng.mil/>.)

**10 USC 2260**

Licensing of intellectual property: retention of fees (Available at <https://uscode.house.gov/>.)

**Section III****Prescribed Forms**

This section contains no entries.

**Section IV****Referenced Forms**

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate web site at <https://armypubs.army.mil/>.

**DA Form 11–2**

Internal Control Evaluation Certification

**DA Form 2028**

Recommended Changes to Publications and Blank Forms

## **Appendix B**

### **Internal Control Evaluation**

#### **B–1. Function**

The function covered by this evaluation is the conformance to higher statutory and regulatory authorities referenced in this regulation and to ensure the integration of best practices into the Army’s marketing operations.

#### **B–2. Purpose**

The purpose of this evaluation is to assist commanders and supervisors in evaluating the key internal controls listed. It is intended as a guide and does not cover all controls.

#### **B–3. Instructions**

Answers must be based upon the actual testing of key internal controls (for example, document analysis, direct observation, interviewing, sampling, simulation, or others). Answers that indicate deficiencies must be explained and the corrective action indicated in the supporting documentation. These internal controls must be evaluated at least once every 5 years. Certification that the evaluation has been conducted must be accomplished on DA Form 11–2 (Internal Control Evaluation Certification).

#### **B–4. Test questions**

- a.* Does the innovation cell establish priorities semi-annually and do they promote advancing of Army marketing practices?
- b.* Does marketing and accessions enterprise use the MASS and are the data reliable?
- c.* Are accessions data fields being included in the MASS?
- d.* Do the RVB and QBRs adequately promote and ensure marketing activities are tied to realistic data and performance measurement?
- e.* Do the provisions of this regulation promote the implementation of marketing industry best practices in the conduct of the Army’s marketing operations?

#### **B–5. Supersession**

This evaluation replaces the evaluation checklist previously published in AR 601–208, dated 16 July 2013.

#### **B–6. Comments**

Help make this a better review tool. Submit comments to the Deputy Chief of Staff, G–1 (DAPE–MPE–RT), 300 Army Pentagon, Washington, DC 20310–0300.

## **Glossary**

### **Section I**

#### **Abbreviations**

**AEMO**

Army Enterprise Marketing Office

**AMP**

Annual Marketing Plan

**ARNG**

Army National Guard

**ARSOF**

Army Special Operations Forces

**ASA (M&RA)**

Assistant Secretary of the Army (Manpower and Reserve Affairs)

**ATLP**

Army Trademark Licensing Program

**CAR**

Chief, Army Reserve

**CG**

commanding general

**CNGB**

Chief, National Guard Bureau

**CPA**

Chief, Public Affairs

**DA**

Department of the Army

**DoD**

Department of Defense

**FA**

functional area

**GS**

General Schedule

**MASS**

marketing automation software system

**NGB**

National Guard Bureau

**OCPA**

Office of the Chief of Public Affairs

**OEMA**

Office of Economic and Manpower Analysis

**PPI**

Personal Presentation Item

**QBR**

Quarterly Business Review

**RMO**

Regional Marketing Office

**ROI**

return on investment

**ROTC**

Reserve Officers' Training Corps

**RPI**

Recruiting Publicity Item

**RRS-A**

Records Retention Schedule-Army

**RTW**

Register to Win

**RVB**

Requirements Validation Board

**SOAR**

Special Operations Aviation Regiment

**TRADOC**

Training and Doctrine Command

**USACC**

U.S. Army Cadet Command

**USAR**

U.S. Army Reserve

**USAREC**

U.S. Army Recruiting Command

**USMA**

U.S. Military Academy

**Section II****Terms****Advertising**

The paid or unpaid persuasive message by a Military Service, to the public, promoting military service. Advertising is a single component of the marketing process. Advertising includes the placement of an advertisement in such mediums as newspapers, direct mail, billboards, television, radio, and the Internet. (see DoDI 1304.35).

**Branding**

A program or process of creating awareness, public goodwill, and a positive image for the DoD and its Components through the marketing and promotion of its marks (see DoDD 5535.09).

**Engagement**

The consequence of any marketing or communications interaction or initiative (for example, promotion, sponsorship, education program, recruitment tactics, speech), that involves a lead exchanging information with an Army Marketer, recruiter, or other Army accessions representative and results in an increased level of familiarity with the Army. It has the potential to support or recommend consideration of Army service. Engagement can be virtual.

**Hurdle rate**

The minimum anticipated results from a marketing activity that an organization requires when investing in a marketing project. Hurdle rates sometimes specify increasing expected returns as a marketing project progresses (this is called an increasing hurdle rate). Leaders 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 in order to gain approval.

**Influencers**

Influencers are the various decision-making units who provide input to a candidate's decision to serve. Influencers typically refer to parents, friends, family, teachers, community leaders, or guidance counselors.

**Lead**

An age eligible prospect who has indicated some interest in joining military service. (see DoDI 1304.35).

**Marketing**

The systematic planning, implementation, and control of a mix of activities intended to bring together recruits and the Military Services to facilitate enlistment or commissions in a Military Service (see DoDI 1304.35).

**Marketing automation software system**

A generic term used to describe the software system that is used to manage and track marketing spending and resulting marketing and accessions metrics.

**Personal presentation item**

Army branded items of limited value that are used to generate interest and discussion concerning Army opportunities among prospects and influencers in the civilian community.

**Prospect**

An individual who has indicated interest in an enlistment or commission through face-to-face or telephonic contact, or centers of influence or delayed entry or training program member or hometown recruiter aide referral. (AR 601–2).

**Qualified military available**

A count of youths aged 17 through 24 years who are mentally, medically, and otherwise eligible for service, without a Service waiver, and who are free of Family commitments that would otherwise make them unavailable for duty. This population includes people in college, have graduated from college, or have some college.

**Recruitment marketing engagements, event contracts, or contract actions**

Any contract actions, modification, task order, delivery orders, and so forth, that is based on an event or engagement whose purpose is to enhance a Military Service’s recruiting efforts or targeted recruiting campaigns. This does not include a contract solely used to purchase radio, television, print, digital, signage, or internet advertising. (see DODI 1304.35)

**Return on investment**

The application of variables in determining ROI is explained in DA Pam 601–208.

**Rising market**

American youth who are 13 years of age, but not yet 17 years of age or in the 11<sup>th</sup> grade, who may participate in informational, educational, or community outreach events, but may not be marketed towards with engagement or activation-related marketing.

**Section III****Special Abbreviations and Terms**

This section contains no entries.

**UNCLASSIFIED**

**PIN 004372-000**