

# USAREC TRAINING CIRCULAR 5-02 INTELLIGENCE



## USAREC TRAINING CIRCULAR 5-02 INTELLIGENCE

16 September 2021  
Headquarters  
United States Army Recruiting Command  
1307 3rd Avenue  
Fort Knox, Kentucky 40121-2725

# ***SUMMARY of CHANGE***

USAREC Training Circular 5-02  
Intelligence

This administrative revision dated 06 November 2024

- Addition of new reports in G-2 Report Zone using Power BI
- Addition of Intelligence Summary (INTSUM)
- Change from Intelligence Preparation of the Battlefield (IPB) to Intelligence Preparation of the Operational Environment (IPOE)
- Addition of term/acronym Market Intelligence Preparation of the Operational Environment (M-IPOE)
- Change Evaluate the Threat to Evaluate the Competition
- Addition of term/acronym Army Enterprise Marketing Office (AEMO)
- Addition of Intelligence Reports for Company and Station Planning chapter

# INTELLIGENCE

## Contents

	Page
<b>Preface</b> .....	<b>ix</b>
<b>Purpose</b> .....	<b>ix</b>
<b>Scope</b> .....	<b>ix</b>
<b>Applicability</b> .....	<b>ix</b>
<b>Administrative Information</b> .....	<b>ix</b>
<b>CHAPTER 1</b> .....	<b>1</b>
<b>INTELLIGENCE-DRIVEN OPERATIONS</b> .....	<b>1</b>
Introduction .....	1
Information Versus Intelligence .....	1
Market Intelligence .....	1
Intelligence Collection And Sensors .....	2
Summary .....	2
<b>CHAPTER 2</b> .....	<b>3</b>
<b>MARKET ANALYSIS</b> .....	<b>3</b>
Introduction .....	3
Effective Market Analysis .....	3
Steps Of Market Intelligence Preparation Of The Operational Environment (M-IPOE) .....	3
summary .....	4
<b>CHAPTER 3</b> .....	<b>5</b>
<b>THE INTELLIGENCE SUMMARY</b> .....	<b>5</b>
Introduction .....	5
Orientation .....	5
Contents .....	6
Interpretation .....	8
Accessing Current Intsum Metrics .....	9
Summary .....	9
<b>CHAPTER 4</b> .....	<b>11</b>

<b>DESCRIBE THE ENVIRONMENTAL EFFECTS .....</b>	<b>11</b>
Introduction .....	11
Defining The Market Environment.....	11
Operational Variable (PMESII-PT) Analysis .....	11
Civil Considerations (ASCOPE) Analysis.....	12
Organizational And Market-Based Approaches .....	13
Attributes Of The Operational Environment .....	14
Population Data .....	14
Total Military Available (TMA) Population .....	16
Fully Qualified Military Available (FQMA) Population.....	17
Lifestyle Segment Population .....	18
Clariatas Prizm Premier Segmentation .....	18
Locating Lifestyle Segment Data.....	20
TMA, FQMA And Lifestyle Segment Population Comparison Summary .....	20
Geography .....	20
Market Demographics .....	20
Population Report.....	22
DIME Report.....	23
Labor Report.....	24
Ethnicity Report .....	26
Other Demographic Considerations .....	27
Unemployment.....	27
Propensity.....	29
Employment And Propensity As Interrelated Factors .....	31
Understanding The Operational Environment.....	32
Summary .....	33
<b>CHAPTER 5 .....</b>	<b>35</b>
<b>EVALUATE THE COMPETITION .....</b>	<b>35</b>
Academia.....	35
Industry.....	38
Other DoD Services.....	41
What is Market Share?.....	41
Interperting and Using Market Share .....	41
Market Share Data-G2 Report Zone .....	42
Market RSID and Production RSID .....	42
Market Production In G2 Report Zone .....	43
Market Share As A Diagnostic.....	46
Market Share Misuse.....	47
Army Market Share.....	47

---

Summary .....	48
<b>CHAPTER 6.....</b>	<b>49</b>
<b>ASSESS MARKET POTENTIAL.....</b>	<b>49</b>
Relative Market Potential .....	49
Segmentation Analysis and Market Assessment.....	51
Locating SAMA Data.....	52
Market Assessment Report.....	54
Segmentation Market Report.....	55
SAMA DATA USER GUIDES .....	56
Demographic Data And P2P .....	57
Summary .....	58
<b>CHAPTER 7.....</b>	<b>59</b>
<b>MARKET INTELLIGENCE TOOLS AND REPORTS.....</b>	<b>59</b>
Market Analysis Report Zone.....	60
SAMA Reports .....	61
SAMA Assessment Report .....	62
Segmentation Market Report.....	63
Top Segments Potential Report.....	63
Segment Location Report .....	64
Recruiter Guide To Market Segmentation .....	67
CBSA Reports.....	70
CBSA Production and Penetration Analysis .....	75
Market Contract Reports .....	86
Tools.....	96
Other Reports.....	98
Demographic Report Zone.....	101
Marketing Report Zone .....	109
Station Commander Report Zone .....	113
Mission Command Report Zone .....	114
Survey Report Zone .....	115
Summary .....	116
<b>CHAPTER 8.....</b>	<b>117</b>
<b>INTELLIGENCE REPORTS FOR COMPANY AND STATION LEVEL PLANNING .....</b>	<b>117</b>
Access To G2 Report Zone .....	117
Summary .....	129
<b>APPENDIX A .....</b>	<b>131</b>
<b>MARKET PRODUCTION CATEGORIES.....</b>	<b>131</b>
Market Share Equations.....	133
Prior Service.....	133

**Glossary ..... 135**

**References ..... 139**

**Index .....Error! Bookmark not defined.**

## Figures

Figure 3-1. Accessing the INTSUM ..... 5

Figure 4-1. Framework of the Operational Environment ..... 14

Figure 4-2. Total Youth Population by Race/Ethnicity and Calendar Year ..... 16

Figure 4-3. Total Youth Population by Race/Ethnicity and Calendar Year, by Gender ..... 16

Figure 4-4. FQMA Youth Population by Race/Ethnicity and Calendar Year ..... 17

Figure 4-5. JAMRS Segmentation References ..... 19

Figure 4-6. USAREC G-2 Segmentation References ..... 19

Figure 4-7. Segment Population ..... 20

Figure 4-8. Market Intelligence Dashboard Demographics Page ..... 21

Figure 4-9. Report List ..... 22

Figure 4-10. Population Report ..... 23

Figure 4-11. DIME Report ..... 24

Figure 4-12. Labor Report ..... 25

Figure 4-13. Ethnicity Report ..... 26

Figure 4-14. Employment Report ..... 28

Figure 4-15. County Employment by Industry ..... 29

Figure 4-16. Unemployment Over Time ..... 29

Figure 4-17. National General Military Propensity (JAMRS) ..... 30

Figure 4-18. General Military Propensity by Race/Ethnicity (JAMRS) ..... 31

Figure 4-19. Example Employment and Propensity Analysis ..... 32

Figure 5-2. G2 Report Zone Main Page and Market Contracts Report Menus ..... 35

Figure 5-3. “Some College” Market Contracts Report Link ..... 36

Figure 5-4. Battalion Population Analysis ..... 36

Figure 5-5. Battalion Production Analysis ..... 36

Figure 5-6. 3G Zoom of Battalion Production and Population Analysis Tabs ..... 37

Figure 5-7. BN Production (CO & STN Breakout) and Zoom of BN Production (CO & STN Breakout) ..... 37

Figure 5-8. Zoom of 3G CO Production (CO & STN Breakout) and CO/STN Production (CO & STN Breakout) Tabs ..... 38

Figure 5-9. G2 Report Zone Main Page and Other Report Menus ..... 38

Figure 5-10. Employment Analysis Link ..... 39

Figure 5-11. Employment Analysis Page ..... 39

Figure 5-12. 1B Baltimore BN Employment Analysis ..... 40

Figure 5-13. Dorchester BN Employment Analysis ..... 40

Figure 5-14. Market Share Calculation ..... 41

Figure 5-15. Example of Production RSID vs Market RSID ..... 43

Figure 5-16. Report Zone Main Menu and Market Contract Tabs ..... 43

Figure 5-17. DoD Market Contracts and Share Link ..... 43

Figure 5-18. Landing Page for DoD Market Contracts and Share ..... 44

Figure 5-19. Landing Page for DoD Market Contracts and Share ..... 44

Figure 5-20. Landing Page for DoD Market Contracts and Share ..... 45

Figure 5-21. 3T7F Gulfport Recruiting Station Complete Market Performance ..... 45

Figure 6-1. Benchmark-Segment Index and Market Potential ..... 49

Figure 6-2. Setting a Benchmark ..... 50

Figure 6-3. Figuring Benchmark Production and Potential ..... 50

Figure 6-4. Graphic Representation of Market Potential ..... 50

Figure 6-5. Quantitative and Qualitative Factors ..... 51

---

Figure 6-6. SAMA Market Categories for Enlisted Recruiting Brigades .....	52
Figure 6-7. Report Zone on IKROme .....	52
Figure 6-8. Market Analysis Report Zone .....	53
Figure 6-9. SAMA Reports .....	53
Figure 6-10. SAMA Reports List .....	54
Figure 6-11. Market Assessment Report with Descriptions .....	55
Figure 6-12. Segmentation Market Report .....	56
Figure 7-1. G2 Report Zone Button on IKROme .....	59
Figure 7-2. G2 Report Zone .....	60
Figure 7-3. Market Analysis Report Zone .....	61
Figure 7-4. SAMA Reports .....	62
Figure 7-5. Market Assessment Report .....	62
Figure 7-6. Segmentation Market Report .....	63
Figure 7-7. Top Segments Potential Report .....	64
Figure 7-8. Segments Location Report Basic Layout .....	65
Figure 7-9. RSID Segment Heat Map .....	65
Figure 7-10. CBSA JAMRS Demographics Clusters Thematic .....	66
Figure 7-11. HV/HP CBSA Thematic USAREC Boundaries .....	67
Figure 7-12. Recruiter Guide to Market Segmentation .....	67
Figure 7-13. ZIP Code by Category .....	68
Figure 7-14. ZIP Code Rollup .....	68
Figure 7-15. ZIP Code Segment Detail Report .....	69
Figure 7-16. Youth Ground Counts by Segment .....	69
Figure 7-17. CBSA Reports .....	70
Figure 7-18. FECC Intel COP .....	71
Figure 7-19. CBSA Top Segment Table .....	72
Figure 7-20. CBSA Top Segment Analysis .....	73
Figure 7-21. Priority 15 Market Contracts by HV/HP Segment .....	74
Figure 7-22. Contact Method .....	75
Figure 7-23. CBSA Production and Penetration Analysis .....	76
Figure 7-24. Quarterly Penetration Rate Map .....	76
Figure 7-25. Messaging Cluster Penetration Rate Map .....	77
Figure 7-26. PRIZM Segment Penetration Rate Map .....	78
Figure 7-27. JAMRS Cluster Market Production Map .....	78
Figure 7-28. ARNG + Army Reserve Penetration Rate Map .....	79
Figure 7-29. Current RY and 5 Previous Years Penetration Rate Map .....	80
Figure 7-30. Archive Annual Penetration Rate Line Chart .....	81
Figure 7-31. PRIZM Segment Penetration Rate Map .....	81
Figure 7-32. PRIZM Segment Market Production Line Chart .....	82
Figure 7-33. PRIZM Segment Market Production Tree Map .....	83
Figure 7-34. PRIZM Segment Market Production Table .....	84
Figure 7-35. "09M" MOS by PRIZM Segment Bar Charts .....	85
Figure 7-36. USAREC High Value Segment Line Charts and Tables .....	85
Figure 7-37. USAREC High Value Segment Map .....	86
Figure 7-38. Market Contract Reports .....	87
Figure 7-39. Weekly Update to Army Market Contracts .....	88
Figure 7-40. DOD Market Contracts and Share by Unit, Component, and NBOX .....	89
Figure 7-41. DOD Market Contracts and Share for Station and ZIP .....	89
Figure 7-42. Data Table by BN through ZIP and RY through RCM .....	90
Figure 7-43. OUA DOD Market Performance .....	90
Figure 7-44. Army Reserve and ARNG .....	91
Figure 7-45. Market Contract Table .....	92
Figure 7-46. BN Production (STN Breakout) .....	93
Figure 7-47. "Some College" Potential & Population .....	94
Figure 7-48. BN Production Analysis .....	94

Figure 7-49. BN Population Analysis ..... 95

Figure 7-50. CBSA Production ..... 95

Figure 7-51. CBSA “Some College” Segment Analysis Table ..... 96

Figure 7-52. Tools..... 97

Figure 7-53. Recruiting Market Zone Tool..... 97

Figure 7-54. G2 Maps (USAR Vacancies) ..... 98

Figure 7-55. Other Reports..... 99

Figure 7-56. Employment Analysis..... 99

Figure 7-57. FQMA Penetrations and P2P..... 100

Figure 7-58. Youth Population Estimates..... 100

Figure 7-59. Demographic Report Zone..... 101

Figure 7-60. Market Production and FQMA Demographic Analysis ..... 102

Figure 7-61. Click for Penetration Analysis ..... 103

Figure 7-62. Click for Data Table..... 103

Figure 7-63. 12-Month Rolling Recruiting Organization Race/Ethnic and Gender Representation... 104

Figure 7-64. Recruiting Organization FQMA by Race/Ethnicity and Gender ..... 105

Figure 7-65. Map of CBSA Contract Difference from Weighted Average by Race and Gender..... 105

Figure 7-66. Recruiting Organization Race/Ethnic, MOS, and Gender Representation ..... 106

Figure 7-67. Race/Ethnic, Career Division, and Gender Representation ..... 106

Figure 7-68. Map of DMA/CBSA Contract Difference from Weighted Average (Race/Gender/MOS)  
..... 107

Figure 7-69. CBSA Representation ..... 108

Figure 7-70. Complete RY and YTD State Race/Ethnic and Gender Representation ..... 108

Figure 7-71. Demographic Profile Dashboard ..... 109

Figure 7-72. Marketing Report Zone ..... 110

Figure 7-73. Soldier Referral Program ..... 110

Figure 7-74. Marketing Surge Tracker..... 111

Figure 7-75. College Evaluation Tracker..... 112

Figure 7-76. School Access..... 112

Figure 7-77. Major Marketing Activity Report Example ..... 113

Figure 7-78. Station Commander Report Zone ..... 114

Figure 7-79. Mission Acceptance Report ..... 114

Figure 7-80. Survey Report Zone ..... 115

Figure 7-81. 2023 Army Special Operations Forces Survey Dashboard ..... 115

Figure 7-82. New Recruit Survey ..... 116

Figure 8-1. Screenshot of Location on G2 Report Zone in IKROme..... 117

Figure 8-2. Screenshot of G2 Report Zone ..... 118

Figure 8-3. Screenshot of Segmentation Market Report..... 118

Figure 8-4. Screenshot of Refined Potential Bar Graph..... 119

Figure 8-5. Screenshot of Segmentation Market Report..... 119

Figure 8-6. Screenshot of STN Top Segments Report ..... 120

Figure 8-7. Screenshot of ZIP Code by Category Report ..... 121

Figure 8-8. Screenshot of ZIP Code Rollup Report..... 121

Figure 8-9. Screenshot of 4yr Weighted Average Market Contracts..... 122

Figure 8-10. Screenshot of Population ..... 122

Figure 8-11. Screenshot of Potential ..... 123

Figure 8-12. Screenshot of YTD Market Contracts ..... 123

Figure 8-13. Screenshot of SLR ..... 124

Figure 8-14. Screenshot of RSID Segment Heat Map ..... 124

Figure 8-15 Screenshot of RSID Thematic USAREC Boundaries ..... 125

Figure 8-16. Screenshot of CBSA JAMRS Demographic Clusters ..... 126

Figure 8-17. Screenshot of JAMRS Active Duty NPS Market for BDE thru STN..... 126

Figure 8-18. Screenshot of Station and ZIP by Parent Unit ..... 127

Figure 8-19. Screenshot VOL GSA SEN..... 127

Figure 8-20. Screenshot of Data Table by STN/ZIP by Month..... 128

Figure 8-21. Screenshot of OUA DoD Market Performance ..... 128



## Tables

Table 3-1. INTSUM Metrics available in G2 Report Zone ..... 9  
Table 4-1. Operational Variable and Civil Considerations Crosswalk ..... 13  
Table 4-2. Population Data Availability ..... 15  
Table 4-3. PRIZM Population Data ..... 15  
Table 4-4. Race/Ethnic Category Codes ..... 17  
Table A-1. NBOX Codes ..... 131  
Table A-2. NBOX Codes in Market Share Categories ..... 132

## Preface

UTC 5-02 - The United States Army Recruiting Command (USAREC) publication, USAREC Training Circular (TC) 5-02, Intelligence, expands on the fundamental concepts and requirements in USAREC Manuals 3-0, 3-29, 3-30 and 3-31. USAREC TC 5-02 augments fundamental principles discussed in Army Field Manual FM 2-0, Intelligence. It places the company commander firmly at the center of intelligence preparation of the operational environment and market analysis within their units. It provides commanders, station commanders, staff, and recruiters with a common framework for intelligence and market analysis processes and techniques for recruiting operations.

## Purpose

This TC provides leaders, recruiters, and civilians with the common concepts and techniques to execute or support the task execution of intelligence and market analysis. USAREC has the mission to recruit America's best volunteers to enable the Army to win in a complex world. Members of USAREC accomplish this mission by mastering the tasks associated with the intelligence recruiting function.

## Scope

This TC is a primary user manual for intelligence and market analysis TTPs and processes. The TC supports the concepts of operations in FM 2-0, Intelligence Operations, USAREC Manuals 3-0, 3-30, and 3-31. Leaders, recruiters, and civilians should refer to the appropriate publication as it pertains to their level of application. Critical individual tasks are accessible through the Central Army Registry (CAR).

## Applicability

Concepts, tactics, and techniques in this TC apply to all members of USAREC - leaders, staff and recruiters.

## Administrative Information

The proponent for this publication is Headquarters, United States Army Recruiting Command (HQ USAREC), G2. Send comments and recommendations on DA Form 2028, Recommended Changes to Publications and Blank Forms, by email to [usarmy.knox.usarec.list.doctrine@army.mil](mailto:usarmy.knox.usarec.list.doctrine@army.mil).

# Chapter 1

## Intelligence-Driven Operations

### INTRODUCTION

1-1. The purpose of intelligence is to support commanders, staffs, and recruiters in gaining a situational understanding of the market (USAREC Manual 3-0). Situational understanding is the product of applying analysis and judgment to relevant information to determine relationships among the operational and mission variables (Army Doctrine Publication (ADP) 5-0, The Operations Process)

1-2. Intelligence supports the planning, preparing, execution, and assessment of recruiting operations. The most important role of intelligence is to support commanders and decision makers.

1-3. Intelligence is indispensable for both USAREC leaders and field recruiters. It's a common Army saying that intelligence drives maneuvers and operations. It is no different in recruiting. According to ADP 2-0 Intelligence, the commander drives intelligence; intelligence facilitates operations, and operations are supportive of intelligence. This relationship is continuous.

### INFORMATION VERSUS INTELLIGENCE

1-4. U.S. Army FM 2-0, Intelligence defines "intelligence" as 1. the product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. 2. The activities that result in the product. 3. The organizations conducting such activities (JP 2-0). It is useful to view intelligence in these three ways, depending on the context of the discussion—intelligence as a function, as a product, and as a process—which together enable the conduct of operations by supporting the commander and command and control (C2) (which is accomplished by supporting the rest of the staff).

1-5. Market intelligence as practiced in USAREC, although somewhat different from what is described in FM 2-0, still has the same purpose—to provide commanders and staffs with timely, accurate, relevant, predictive, and tailored intelligence (the product) about the market and other aspects of the operational environment (OE). Intelligence reduces operational uncertainty but does not eliminate it. Commanders and leaders must assess risks and prioritize resources and capabilities based on intelligence.

1-6. The information provides some of the answers to who, what, where, and when questions. Intelligence seeks to explain "how," "why," and "so what does it mean" to support decision-making and proactive recruiting operations.

1-7. Recruiters and leaders in USAREC have access to significant amounts of information, thus forming a coherent intelligence picture during planning is difficult. It is important to leverage the tools and metrics discussed in later chapters, collaborate, and share information and best practices up, down, and laterally throughout the command.

1-8. As a worldwide command, geographic dispersion presents its challenges. Intelligence, as defined above, is essential to driving day-to-day operations such as prospecting, advertising, and continuation of promoting an operational Army mindset.

1-9. Commanders draw from their operational experience to analyze data and determine what is significant and actionable. Recruiting requires not only looking at intelligence, synthesizing it, and applying it during mission analysis but also garnering market intelligence.

### MARKET INTELLIGENCE

1-10. What is market intelligence? How does market intelligence, which is gathered and analyzed for mission analysis, differ from normal intelligence? Market intelligence is the product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information relevant to the Army's recruitment environment. In its broadest sense, market intelligence is the capturing and synthesizing

of information relevant to the Army's markets. In a more practical context, it is the gathering, analyzing, and dissemination of information that is relevant to the markets in which USAREC operates.

1-11. Market intelligence encompasses four major needs: competitor intelligence, product intelligence, market analysis, and market research. Market intelligence is not just data. It combines data and analysis to generate intelligence that is relevant to decision-makers. The Army Enterprise Marketing Office (AEMO), the G-7/9 or A&PA, leaders, and recruiters synthesize this and other intelligence every day to engage the market.

1-12. The goal of market intelligence is to provide timely, credible, relevant, actionable information to enable decision-making. Market intelligence enables the commander, staff, and recruiter to:

- Fully understand the current and future operating environment.
- Develop corresponding plans to shape the outcome of recruiting operations

## **INTELLIGENCE COLLECTION AND SENSORS**

1-13. Leaders and recruiters continuously collect information, guided by the commander's information requirements. It is important to understand the commander's focus for the collection of intelligence. Likewise, revision of the focus occurs as necessary to keep the organization current on what information is of greatest importance to the recruiting mission.

1-14. Collection consists of collecting, processing, and reporting information of interest. A successful information collection effort results in the timely collection and reporting of relevant and accurate information that either supports the production of intelligence or its dissemination as critical operational information.

1-15. "Top down" market intelligence and data help leaders and recruiters understand markets and synchronize limited resources to conduct recruiting operations and develop long-term plans. However, top-down market intelligence requires bottom-up refinement to provide the on-the-ground reality. Every member of the unit has responsibility for observing and reporting information and every recruiter is a sensor in the OE. Due to the complexities of population-centric operations, data can never replace human intelligence gathered through internal and external recruiting networks.

1-16. Leaders collect information from many sources and analyze it, but data is inherently flawed and incomplete. Consider youth population data. Vendors like Woods & Poole Economics Inc. provide estimates of youth population derived from the U.S. Census Bureau's survey estimates and mathematical modeling and projections, which have some margin of error. Across the over 40,000 ZIP Codes in the United States, there are going to be discrepancies in the data compared to the observed truth from a recruiter in the actual environment. Bottom-up refinement from the recruiter in the field assists in evaluating collected data and developing recruiting plans accordingly to accomplish the mission. Refer to Chapter 4 for a more detailed explanation of the above example.

1-17. Bottom-up refinement occurs routinely during the planning process at the station and company levels (See UTC 5-01, Mission Command: Command and Control of Recruiting Forces, Chapters 2 and 3). It is information collected from sensors in the environment that is used to refine market intelligence and gain an understanding of the OE. As examples, bottom-up refinement occurs through after-action reviews (AAR), formal reports that answer information requirements issued in orders, and face-to-face interaction between leaders and station commanders.

## **SUMMARY**

1-18. Intelligence drives successful recruiting operations and is central to effective planning at all levels. Developing actionable intelligence requires critical thinking and synthesis of imperfect information from multiple sources combined with insights and observations from recruiters in the field. Recruiting leaders at every level must leverage reliable market intelligence when making operational and resource decisions in support of daily operations.

## Chapter 2

# Market Analysis

### INTRODUCTION

2-1. Information is processed data of every description that is used when conducting analysis. The analysis is the detailed examination of information to understand and evaluate in order to develop knowledge or conclusions.

2-2. Market analysis is a quantitative and qualitative assessment of the market that is the basis for planning recruiting operations, establishing geographic boundaries for recruiting stations, and determining the size and position of the recruiting force. Market analysis synthesizes market intelligence into a usable form for decision-making and identifies the target markets to maximize recruiting effectiveness.

### EFFECTIVE MARKET ANALYSIS

2-3. USAREC personnel must accept and embrace ambiguity in conducting market analysis. Training, knowledge, and experience are all critical parts of effective market analysis. It is impossible to have all the information to make a perfect assessment; therefore, combining good analytical techniques outlined in ATP 2-33.4, Intelligence Analysis with area knowledge and experience from the recruiter in the field is the best combination to provide accurate, meaningful assessments of the market.

2-4. The development of logical or accurate conclusions takes more than subject matter expertise. USAREC personnel must also know how to arrive at logical, well-reasoned, unbiased conclusions based on objective analysis.

2-5. Similarly, there is no one “silver bullet” metric on which to hang an effective market analysis or make informed decisions. To do so requires a holistic view of the market environment and consideration of all the factors outlined during the recruiting Intelligence Preparation of the Operational Environment (IPOE) process.

### STEPS OF MARKET INTELLIGENCE PREPARATION OF THE OPERATIONAL ENVIRONMENT (M-IPOE)

2-6. M-IPOE is comparable to IPOE defined in FM 2-0 as the systematic process of analyzing the mission variables of enemy, terrain, weather, and civil considerations in an area of interest to determine their effect on operations.

2-7. M-IPOE is the systematic, continuous process of analyzing a recruiting unit’s market and recruiting environment. This process shows how well a unit is performing in its market and what markets of opportunity are worth exploiting or expanding. It is an analytical methodology employed as part of intelligence planning to reduce uncertainties concerning the market. Since market shifts occur naturally with time, this process is continuous and comprises four steps:

- Define the Operational Environment (OE)
- Describe the Environmental Effects
- Evaluate the Competition
- Assess Market Potential

#### STEP 1-DEFINE THE OPERATIONAL ENVIRONMENT

2-8. We define the OE as the space in which both the Army and its competitors must operate. Defining the market environment involves a description of the Army and geography in the assigned area of operations (AO). In USAREC the AO can change based on market or resource changes.

2-9. This step includes gathering the population and demographic data of the AO. In addition, what is the array of forces for both the Army and Department of Defense (DoD), to include U.S. Army Reserve and Army National Guard units? It includes understanding the economic and sociopolitical environment. It also

identifies all characteristics that influence Army and competitor operations that may then help to identify gaps in intelligence. PMESII-PT (political, military, economic, social, information, infrastructure, physical environment, and time) and ASCOPE (areas, structures, capabilities, organizations, people, and events) are good frameworks for this step.

2-10. Finally, defining the operational environment includes identifying the area of interest (AOI). The AOI is the space outside of the AO that directly affects environmental factors and recruiting operations within the AO. For example, a station AO may cross governmental jurisdictions, each with different education policies that impact recruiting operations or populations within the AO that may commute out of the area for employment. Understanding and identifying the AOI is a critical part of describing the effects in Step 2.

### **STEP 2-DESCRIBE THE ENVIRONMENT EFFECTS**

2-11. Step 2 involves analyzing the individuals recruited within the market. This step breaks down production by the various categories into segments and subsets to create a detailed view of the market in terms of the effects of recruiting operations on that environment.

2-12. Describing the environmental effects requires analyzing the identified factors over time. In general, these factors include the demographic categories such as gender, age, education level, and race/ethnicity. Perhaps the most insightful factor is the lifestyle segment. Ultimately, all these factors can reveal niches in the market that are most receptive to the Army message. The outputs of this step are key to establishing a baseline to identify opportunities the environment presents in Step 4 of the M-IPOE.

2-13. This step involves consideration of changes in the market over time and the factors influencing the market and the market environment.

### **STEP 3-EVALUATE THE COMPETITION**

2-14. Evaluating the competition in recruiting operations means identifying and understanding the alternatives to Army service or the competition within the market for quality men and women.

2-15. The competition to Army service primarily includes other DoD services, industry, and academia. Knowing the competitors' capabilities allows the commander, staff, and recruiter to compete more effectively for the same talented pool of prospects.

2-16. Gaining and maintaining a clear understanding of the other services' recruiter share in the market is also a critical consideration when evaluating the competition to successful Army recruiting operations. Chapter 5 discusses this concept in more detail.

### **STEP 4-ASSESS MARKET POTENTIAL**

2-17. The fourth and final step, Assess Market Potential, has the most distinguishable departure from other Army doctrine found in FM 2-0. In Army doctrine, Step 4 culminates with the development of threat courses of action (COAs) the commander and staff use to develop friendly COAs to accomplish the mission (defeat, destroy, and so on) or stop the threat from succeeding in their mission. The focus of M-IPOE Step 4 is not on preventing successful operations by the competition, such as the other services or higher education. The goal is to identify the markets with the best potential for recruiting success and focus limited resources to accomplish the recruiting mission with the greatest return on investment (ROI).

2-18. By combining the results of the previous steps, commanders, staff, and recruiters can determine where the potential for successful recruiting operations exists in the market. It depicts who is being recruited versus who is available for recruitment while considering the environment's competitive influences. Examining market potential allows leaders to identify markets needing reinforcement, exploitation, or expansion, and where risks can be assumed.

## **SUMMARY**

This completes the M-IPOE process, which commanders use to develop an actionable, market-based approach to recruiting operations. M-IPOE creates awareness and provides the right opportunities in the right market at decisive points in time and space. In summary, a sound market analysis to identify potential in the market leads to a focused recruiting strategy for optimal effectiveness.

## Chapter 3

# The Intelligence Summary

### INTRODUCTION

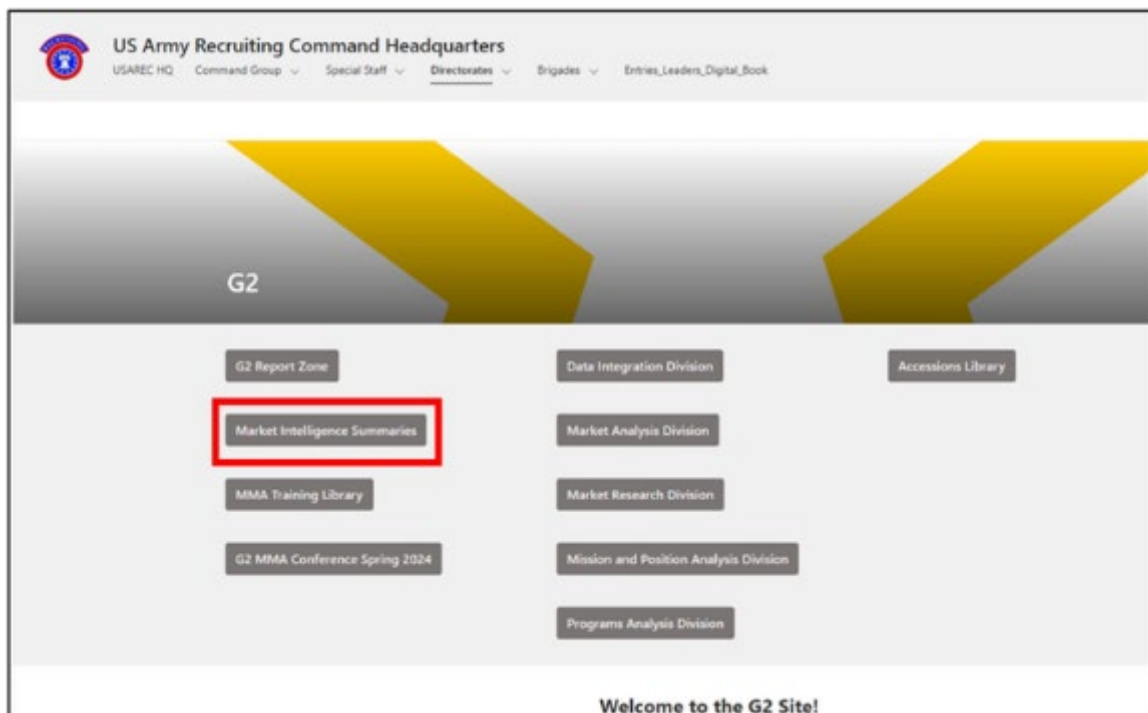
3-1. As stated by ATP 2-33.4, Intelligence Analysis, the intelligence summary (INTSUM) is a periodic publication of the G2 assessment of the situation. It provides the commander with context to support decision-making based on the G2's interpretation and conclusions about the significant characteristics of the market over a designated period of time.

3-2. This chapter describes the purpose, audience, basic information, contents, and recommended use of the USAREC G2 INTSUM product.

### ORIENTATION

3-3. The purpose of the USAREC G2 INTSUM is to provide USAREC leaders with situational understanding of the enlisted recruiting market through analysis of environmental effects and key performance indicators at the command, brigade, and battalion echelons.

3-4. The INTSUM is published twice per year, at the beginning of Q1 and Q3. It is published via the G2 SharePoint at <https://armyetaas.sharepoint-mil.us/sites/TR-USAREC-HQ/SitePages/Directorates/G2/HomePage.aspx>, under Market Intelligence Summaries at [TR-USAREC-G2-ALL - 3Q - All Documents \(sharepoint-mil.us\)](https://armyetaas.sharepoint-mil.us/sites/TR-USAREC-G2-ALL-3Q-All Documents) (See figure 3-1.) Historical versions of the INTSUM are also available. When publication coincides with the annual conference of battalion and above command teams, each leader is provided a physical bound copy of the INTSUM. The INTSUM is also published in an email to each brigade with the command, their brigade, and their battalion reports.



**Figure 3-1. Accessing the INTSUM**

3-5. The collection of G2 intelligence products and data analysis tools addresses USAREC's intelligence needs across a spectrum of requirements that vary in regard to echelon, use case, immediacy of access, metrics used, time horizon considered, data lag, and more. The INTSUM is one of many options in the G2 array of

products, focusing on providing holistic and concise intelligence that is easily accessible. The INTSUM is designed to be concise, quickly digestible, and easy to reference. It is limited in scope to enlisted recruiting.

3-6. The primary audience of the INTSUM is command teams at the battalion, brigade, and command echelons. The secondary audience is analysts who advise command teams, and the tertiary audience is new arrivals to a battalion-, brigade-, or command-level staff.

3-7. The G2 INTSUM's recommended use varies by the audience.

- Battalion and brigade leadership should use the G2 INTSUM to gain a common operating picture of their unit's market and performance in the context of their peer and higher headquarters units. They should keep a copy of the INTSUM on-hand to quickly provide context regarding their market when making decisions.
- In addition to reading the INTSUM to shape understanding of their market, staff members performing intelligence functions should be intimately familiar with the contents of the INTSUM—both the information contained in it and where to find more up-to-date versions of the same data—be able to guide senior leaders in interpreting and using the INTSUM for decision-making, and employ the INTSUM as a quick reference guide to answer questions and provide understanding regarding unit market and performance.
- New arrivals to a unit review their unit and higher headquarters sections of the INTSUM to rapidly gain a holistic understanding of their unit's market and performance.

## CONTENTS

3-8. The INTSUM consists of three types of reports: the command report, the enlisted recruiting brigade reports, and the enlisted recruiting battalion reports. The command and brigade reports share a common structure, while each of the battalion reports are shorter and share the same structure.

## COMMAND AND BRIGADE REPORTS

3-9. The command and brigade reports are nine pages long and include the following sections:

- Executive Summary (EXSUM)
- Market Environmental Factors
- Task Organization and Area of Operations Summary Statistics
- U.S. Army Reserve (USAR) Market Geography
- Market Demographics and Performance Indicators
- Organizational Trends
- Department of Defense (DoD) Enlisted Recruiting Market Performance
- Terms and Definitions

3-10. The **EXSUM** summarizes the report in a one-page synopsis followed by a map of the unit's area of operations.

3-11. The **Market Environmental Factors** section shows national unemployment data for the past three years. It also shows the unit's and subordinate units' current propensity and unemployment levels in both a table and bivariate plot. The bivariate plot displays the favorability of the recruiting environment for the unit, as higher propensity and unemployment set conditions for more positive recruiting environments.

3-12. The **Task Organization and Area of Operations Summary Statistics** section shows the unit's span of control in comparison to other units in the command. It includes a histogram showing the frequency of each number of recruiters per station and line graphs showing the number of stations, core-based statistical area (CBSA) square mileage, qualified military available (QMA) population, and required recruiting force (RRF). All values are shown for each brigade in addition to the command average.

3-13. The **USAR Market Geography** section includes a table showing the number of non-prior service (NPS) vacancies, USAR mission, and USAR production for the fiscal year (FY) by brigade, along with the command total. The section also includes a map displaying the geographic distribution of NPS vacancies and comments summarizing key insights regarding the share of vacancies, mission, and production among the brigades. Since the USAR market and mission are inherently dependent upon USAR unit locations in a way



that regular Army (RA) production is not, this map is beneficial for a quick understanding of the geographic distribution of the USAR market and mission.

3-14. The **Market Demographics and Performance Indicators** section includes four subsections.

1. **Top Population Segments by Market Potential** shows the command's potential and production for its high-value and high-payoff segments.
2. **Race/Ethnicity P2P** (production to population ratio) section shows for pacing battalion, the current recruiting year (RY) P2P for each race/ethnic pacing battalion. A line graph shows each brigade's historical P2P for each race/ethnic group except for Native American. A bar chart shows each brigade's current RY P2P, penetration rate, and fully qualified military available (FQMA) population for each race/ethnic group.
3. **Market Penetration** section shows the penetration rate for each brigade and the command for the past five RYs in table and line chart format, in addition to a map showing the Penetration rate by CBSA for the current RY.
4. **Organizational Trends** section provides a snapshot view enabling comparison between recruiter numbers and strength, mission and production, shares of the aforementioned, and productivity. It contains three line graphs for the command report and four line graphs for the brigade reports. The recruiter graph displays the number of authorized recruiters, assigned recruiters, and foxhole recruiters. The Volume Productivity Rate graph displays the command and each brigade's productivity rate. The Mission vs Production graph shows the mission, gross production, and net production for both the Regular Army (RA) and USAR. The Volume Production Shares graph (not included in the command report) displays the brigade's QMA, foxhole recruiters, mission, and production as a share of the command's total. All values are reported on a quarterly basis for the past five years.

3-15. The DoD Enlisted Recruiting Market Performance section enables comparison between Army performance and that of the other DoD services in the same market. It displays DoD production in the VOL (Volume), GSA (Graduate/Senior Alpha), and SEN (Senior) markets for the past five years, broken down by service. This information is displayed with raw values in tables, line charts displaying market share, a line chart showing Army production, and a bar chart showing year-on-year change in Army production for the VOL, GSA, and SEN markets compared to the change in total DoD production for the same markets.

3-16. The final section, Terms and Definitions, provides definitions for each metric used in the report along with the computation process and a brief description of its use or band of expected values.

## BATTALION REPORTS

3-17. The battalion reports contain subsets of the information presented in the command and brigade reports. It compares each battalion's market and performance to its brigade, the command average, and DoD, and compares current performance against the past five years' results. It consists of a two-page spread for each unit with the following sections:

- Task Organization and Area of Operations Summary Statistics
- Market Performance Indicators
- Organizational Trends
- DoD Enlisted Recruiting Market Performance

3-18. The Task Organization and Area of Operations Summary Statistics section shows the unit's span of control in comparison to other battalions. It includes a histogram showing the frequency of each number of recruiters per station and line graphs showing the number of stations, CBSA square mileage, QMA population, and required recruiting force. All values are shown for the battalion and the command minimum, average, and maximum.

3-19. The Market Performance Indicators shows how well the unit is penetrating the market and achieving its potential. The section includes a line graph and table displaying the battalion and each company's market penetration rate for the past four years, a bar chart showing the potential and contracts achieved for the battalion's high-value segments for the current RY, and comments regarding trends, outliers, and context for the battalion's market performance.

3-20. The **Organizational Trends** section provides a snapshot view enabling comparison between recruiter numbers and strength, mission and production, shares of the aforementioned, and productivity. It is identical to that of the brigade reports. The Recruiting NCO Strength graph displays the number of authorized recruiters, assigned recruiters, and foxhole recruiters. The Volume Productivity Rate graph displays the command, brigade, and battalion productivity rate. The Mission vs Production graph shows the battalion's mission, gross production, and net production for both RA and USAR. The Volume Production Shares graph displays the battalion's QMA, foxhole recruiters, mission, and production as a share of the brigade's total. All values are reported on a quarterly basis for the past five years.

3-21. The DoD Enlisted Recruiting Market Performance section enables comparison between Army performance and that of the other DoD services in the same market. It displays DoD production in the VOL, GSA, and SEN markets for the past five years, broken down by service. This information is displayed with raw values in tables, line charts displaying market share, a line chart showing Army production, and a bar chart showing year-on-year change in Army production for the VOL, GSA, and SEN markets compared to the change in total DoD production for the same markets.

## INTERPRETATION

3-22. When reading the INTSUM, analysts and leaders should generally be on the lookout for indications of a changing market or change in production performance which may signal an opportunity in or risk to operations. For metrics presented longitudinally, for example, the line graphs in the Organizational Trends section, crossing lines indicate fundamental shifts in the market while year-on-year increases or decreases in values sustained for three or more quarters indicate fundamental changes in unit performance. For metrics where the current RY value is shown for each battalion in addition to the brigade average, look at the distribution of values. The magnitude of the variance in values indicates the variance in the market each battalion operates in. Finally, the comments sections briefly summarize the information provided in the visualizations and put the unit's metrics in context of the overall command metrics.

3-23. In the **Market Environmental Factors** section, look for units that move between environments in the Propensity vs. Unemployment chart. Although the chart displays only current year information, the comments section identifies units that change environments, plus analysts can compare the current and previous INTSUM sections. Also look for changes in the unemployment and propensity; higher values are more favorable to USAREC in both cases.

3-24. In the **USAR Market Geography** section, look at the general distribution of vacancies. If the map is mostly white with small concentrations of dark blue, that is an indication that some stations will have very high Reserve contract missions while most stations will have no Reserve contract mission. If the map is a more even distribution with lots of yellow and very little white and dark blue, then most stations will have more equal Reserve contract missions.

3-25. The **Market Demographics and Performance Indicators** section contains information regarding high-value segments and market penetration rates, plus race/ethnic group representation rates in the command and brigade reports. In the Top Population Segments by Market Potential sections, having many segments with a P2P of less than one or all high-value segments accounting for less than 40% of production are indicators that the unit is neglecting to focus its efforts on the high-value segments and has the opportunity to increase efficiency in operations by focusing on these segments. Additionally, notice the number of high-value segments. Most units have 11 to 13 high-value segments. A low number of high-value segments indicates a very homogeneous market with many shared lifestyle attributes, motivators, consumer habits, and most effective messaging methods.

3-26. The excerpt from the **G2 Segmentation Tactical Marketing Supplement** corresponds to the unit's segment with the most potential. Notice the qualification and AFQT I-III A rates, as well as the disqualifiers, penetration index, propensity, and messaging cluster. In the Race/Ethnicity P2P section, look for shared trends throughout the unit, such as all pacing battalions over- or under-representing a race/ethnic group. In the longitudinal graphs, look for shared trends of increasing or decreasing P2P or P2P lines that cross. Weigh the attention spent in proportion to the percent of total population for each race/ethnic group. In the Market Penetration section, look for general increasing or decreasing trends, crossing lines, and the distribution of penetration rates between subordinate units.

3-27. In the **Organizational Trends** section, look for sharp increases or decreases as well as general trends. In the Volume Productivity Rate graph, notice any crossing lines, as this indicates a change in relative unit performance. In the Mission vs Production and Volume Production Shares graphs, the comments sections aid interpretation by providing year-over-year comparisons.

3-28. In the **DoD Enlisted Recruiting Market Performance** section, primary focus should be given to the top two charts. In the chart to the right, notice how DoD performance changed compared to the most recent RY in comparison to the Army. When Army production change is greater (or less) than the DoD production change, the Army’s market share has increased (or decreased). This observation must be paired with an understanding of Army production change, as gaining market share while decreasing production is an overall negative outcome despite the increased market share. It is only the combination of Army and overall DoD production that yields valuable insight. Look for markets where Army production increases are outpaced by DoD production increases, because this combination indicates a market with the potential to yield far more contracts in the future.

## ACCESSING CURRENT INTSUM METRICS

3-29. All intelligence has an “as of” date. The necessity of having intelligence with a more recent “as of” date varies by the use case. Due to its publishing schedule, the INTSUM’s intelligence lags currently available data by up to two quarters. This is suitable for general insights and rapid analysis; however, in some cases analysts may desire more recently gathered data. This section details how to access the most current version of metrics presented in the INTSUM that are available in the G2 Report Zone, available on IKROME in the buttons at the bottom of the home page.

**Table 3-1. INTSUM Metrics available in G2 Report Zone**

<i>INTSUM Metric</i>	<i>G2 Report Zone Dashboard</i>
Unemployment rates	Employment Analysis
FQMA population	Market Production and FQMA Demographic Analysis
Segment potential and production	SAMA Reports (multiple dashboards)
G2 Segmentation Tactical Marketing Supplement	Recruiter Guide to Market Segmentation
Race/ethnic group P2P rates	Market Production and FQMA Demographic Analysis
Market penetration rates	CBSA Production and Penetration Analysis
Production (RA and USAR) data	Weekly Update to Army Market Contracts
Productivity rates	Productivity Rate Report
DoD Enlisted Recruiting Market Performance	DoD Market Contracts and Share

3-30. The following metrics are not available in the G2 Report Zone:

- Propensity rates (available in the Market Research Division library through the G2 SharePoint)
- Span of control (does not change between publishing)
- Unit level penetration rates (may be calculated using production and FQMA data)
- USAR vacancies
- Mission data
- Recruiter strength
- Shares of higher echelon QMA, recruiters, mission, and production data (may be calculated manually)

## SUMMARY

3-31. The USAREC G2 Intelligence Summary (INTSUM) is a critical tool that offers leadership at various levels a unique view of the enlisted recruiting market. Published twice annually, it provides essential data on

environmental factors, performance metrics, and organizational trends, enabling leadership to make informed decisions. The INTSUM's clear structure helps users compare their unit's performance with overall organizational benchmarks, offering timely insights that contribute to more effective recruiting strategies.

3-32. Designed with ease of access in mind, the INTSUM helps leaders quickly interpret relevant data and spot emerging trends. Its unique approach allows new team members to rapidly understand their unit's market conditions, ensuring decisions are based on well-supported insights. This report is essential in keeping recruitment efforts aligned with the organizational goals and performance standards.

## Chapter 4

# Describe the Environmental Effects

### INTRODUCTION

4-1. Chapter 3 defined the OE using USAREC G-2's semi-annual Operations Update Assessments (OUA) INTSUM. Analysts and leaders can gain a general understanding of their AOs starting with a basic analysis of this document. This understanding, however, only describes the OE as it currently exists. It does not describe the practical effects of human interactions with the OE in sufficient detail for analysts to recommend possible means of influencing the OE to achieve the recruiting mission. The intent of this chapter is to provide a framework for analysts to build the necessary detail for planners and leaders to target their markets with appropriate resources for long-term market expansion.

4-2. ADP 3-0, Operations, defines the OE as the composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. An OE consists of many interrelated variables/sub-variables and their relationships and interactions.

4-3. No two OEs are the same, and they continually evolve. This evolution is particularly true in the United States, USAREC's OE. This evolution results from humans interacting within an OE as well as from their ability to learn and adapt. As people, including recruiters, act in an OE, they change that environment. This change can be positive or negative. Some changes are immediate and apparent, while others evolve over time or are extremely difficult to detect.

### DEFINING THE MARKET ENVIRONMENT

4-4. Leaders must continually assess and reassess the OE. Leaders seek a greater understanding of how the changing nature of competition and other variables affect their forces and, in USAREC, recruiting efforts. The markets can change, especially at recruiting station level, and recruiters must remain ready to shift operations when necessary.

4-5. Defining the market environment involves an assessment of the population/demographic mix within the AO. This includes identifying all characteristics that influence Army and competitor operations that may then help identify gaps in intelligence.

4-6. USAREC analyzes the market environment by looking at key factors such as station boundaries, high schools, colleges, industry locations, population density, labor rates, income levels, education levels, economy, and types of employment. Armed with this information, leaders understand the OE and visualize the market.

### OPERATIONAL VARIABLE (PMESII-PT) ANALYSIS

4-7. Recruiting leaders must analyze both operational variables and civil considerations to understand the local recruiting OE. Like the operational Army, recruiting leaders and staff analyze the OE regarding eight interrelated operational variables by using the PMESII-PT framework: political, military, economic, social, information, infrastructure, physical environment, and time.

#### POLITICAL

4-8. In a recruiting context, the political variable describes the distribution of responsibility and power at all levels of governance or cooperation. It is the source of law and policy changes that directly affect recruiting operations from the local school district to national level. It is important to understand the underlying political environment and perspectives, as well as political boundaries and jurisdictions.

#### MILITARY

4-9. This variable explores the military capabilities and infrastructure in the OE. For example, markets with military installations and larger veteran populations tend to have a higher general military propensity.

## **ECONOMIC**

4-10. The economic variable encompasses individual behaviors and aggregate phenomena related to the production, distribution, and consumption of resources. General employment and youth employment rates, as well as the type of employment opportunities in a market, can affect recruiting operations.

## **SOCIAL**

4-11. Social describes the cultural, religious, and ethnic makeup within an OE. Every market is unique across these factors, and understanding this dynamic is critical to successful recruiting operations.

## **INFORMATION**

4-12. Information describes the nature, scope, characteristics, and effects of individuals, organizations, and systems that collect, process, disseminate, or act on information. It is important to understand where and how the local market population receives and accesses its information (TV stations and newsprint). This is also known as a Designated Market Area (DMA), or more simply, the media market.

## **INFRASTRUCTURE**

4-13. Infrastructure is composed of the basic facilities, services, and installations needed for the functioning of a community or society. Considering not just the presence but also the absence of important infrastructure is critical to understanding the market.

## **PHYSICAL ENVIRONMENT**

4-14. The physical environment defines the physical circumstances and conditions that influence the execution of operations. The physical environment directly affects recruiting efforts and vastly differs across the nation. In the West and Midwest portions of the country, markets are larger with less dense population centers requiring significantly more effort and resources to reach the market. Winters and extreme snowfall in the North or Northeast significantly limit access to the market for portions of the year.

## **TIME**

4-15. Time influences recruiting operations within an OE regarding the decision cycles, tempo, and planning horizons. Analyzing the market's decision cycle and planning horizons is critical to planning effective recruiting operations focused on decisive points in time and space.

## **CIVIL CONSIDERATIONS (ASCOPE) ANALYSIS**

4-16. Civil considerations include the influence of human-made infrastructure, civilian institutions, and activities of the civilian leaders, populations, and organizations on the conduct of military operations. Recruiting leaders assess civil considerations by analyzing the ASCOPE variables:

- School activities and key dates
- Job fair
- Community events, air shows, and festivals
- Market cycles

4-17. Table 4-1 provides an example matrix for considerations across PMESII-PT and ASCOPE. Note: Physical environment and time are considerations across the entire matrix, not standalone variables.

Table 4-1. Operational Variable and Civil Considerations Crosswalk

	Political	Military	Economic	Social	Information	Infrastructure
<b>Area</b>	<ul style="list-style-type: none"> <li>Political areas</li> <li>City/county seats</li> <li>City halls</li> <li>School districts</li> <li>Party affiliation areas</li> <li>Policy decisions</li> </ul>	<ul style="list-style-type: none"> <li>Army installations</li> <li>Other service AOs and territory alignment</li> <li>Historically high recruitment for DoD</li> </ul>	<ul style="list-style-type: none"> <li>Markets</li> <li>General and youth unemployment rates</li> <li>Employment types in the area</li> </ul>	<ul style="list-style-type: none"> <li>Public gathering spots for youth</li> <li>High school sports events</li> <li>Outdoor event sites hosting fairs, etc.</li> <li>Social media</li> </ul>	<ul style="list-style-type: none"> <li>Radio</li> <li>Television</li> <li>Newspaper or other print outlets</li> <li>Other services' use in the area</li> <li>Word-of-mouth impact in the area</li> </ul>	<ul style="list-style-type: none"> <li>Urbanicity</li> <li>Density</li> <li>Travel times</li> </ul>
<b>Structures</b>	<ul style="list-style-type: none"> <li>Town halls</li> <li>Government offices</li> <li>Meeting halls</li> <li>District HQs</li> <li>Locations where policy decisions are made</li> </ul>	<ul style="list-style-type: none"> <li>ROTC &amp; JROTC offices</li> <li>DoD post facilities</li> <li>Reserve facilities</li> <li>National Guard armories</li> </ul>	<ul style="list-style-type: none"> <li>Markets</li> <li>Industrial complex and large businesses</li> <li>Average housing costs</li> <li>Homes primarily owned or rented</li> </ul>	<ul style="list-style-type: none"> <li>Religious buildings of all faiths</li> <li>Meeting places such as malls or clubs</li> <li>Popular restaurants for youths</li> </ul>	<ul style="list-style-type: none"> <li>Cell, radio, or television locations</li> <li>Print shops</li> <li>Billboards to utilize for recruiting efforts</li> <li>Social media ads</li> </ul>	<ul style="list-style-type: none"> <li>Road networks</li> <li>Accessibility to the market</li> </ul>
<b>Capabilities</b>	<ul style="list-style-type: none"> <li>Dispute resolution for policy decisions</li> <li>Local leadership</li> </ul>	<ul style="list-style-type: none"> <li>Strength of other service recruiting programs</li> <li>Number of recruiting options/distance to reach them</li> <li>Distance to MEPS</li> </ul>	<ul style="list-style-type: none"> <li>Economic development (shrinking or growing)</li> <li>Employment rates and types the market can support</li> <li>Average wages</li> </ul>	<ul style="list-style-type: none"> <li>Strength of community leaders as influencers for youths</li> <li>Traditional values of ethnic enclaves if present in market</li> </ul>	<ul style="list-style-type: none"> <li>Literacy and graduation rates</li> <li>Availability of electronic media</li> <li>High school Facebook Pages</li> <li>Digital links to recruiters</li> </ul>	<ul style="list-style-type: none"> <li>Ability to maintain the infrastructure</li> <li>General reliability and predictability</li> <li>Public transportation and use by youths</li> </ul>
<b>Organizations</b>	<ul style="list-style-type: none"> <li>School policies on recruiter accessibility</li> <li>Student organizations</li> <li>Parent and influencer organizations</li> </ul>	<ul style="list-style-type: none"> <li>VFW</li> <li>American Legion</li> <li>Veterans affairs</li> </ul>	<ul style="list-style-type: none"> <li>Employers of youth, large and small</li> <li>Student organizations focused on the economy or future employment</li> </ul>	<ul style="list-style-type: none"> <li>Student organizations</li> <li>Community sports teams outside schools</li> <li>Community councils</li> <li>School councils</li> <li>Boy/Girl Scouts of America</li> <li>Social media forums</li> </ul>	<ul style="list-style-type: none"> <li>Local news and media groups, print or digital</li> <li>Influential religious, cultural, or social groups</li> </ul>	<ul style="list-style-type: none"> <li>Local- through national-level government</li> <li>Recent decisions which could potentially impact youths</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>Influential local leaders (local mayor, principals)</li> <li>Community leaders and influencers</li> </ul>	<ul style="list-style-type: none"> <li>Senior military leaders</li> <li>Veteran population</li> <li>Other service recruiters</li> </ul>	<ul style="list-style-type: none"> <li>Income levels</li> <li>Employment rates</li> <li>Number of youths unemployed</li> <li>Number of youths living at home</li> </ul>	<ul style="list-style-type: none"> <li>Community leaders</li> <li>Youth influencers</li> <li>Influential families in the community</li> <li>Council members</li> <li>Heads of families that differ culturally</li> <li>Protesters</li> </ul>	<ul style="list-style-type: none"> <li>Media owners</li> <li>Influencers of youths</li> <li>Future Soldiers</li> <li>Veterans or influential military personnel</li> <li>Referring people</li> </ul>	<ul style="list-style-type: none"> <li>Councils</li> <li>Employers looking to hire young people</li> <li>Population density and its impact on the market</li> </ul>
<b>Events</b>	<ul style="list-style-type: none"> <li>Political rallies</li> <li>Speeches</li> <li>Council meetings</li> <li>Rallies surrounding events impactful to the community</li> </ul>	<ul style="list-style-type: none"> <li>Military/police recognition or organizational days</li> <li>Military-themed holidays</li> <li>Air shows and similar events</li> </ul>	<ul style="list-style-type: none"> <li>Job fairs</li> <li>School career days</li> <li>College enrollment application and acceptance rates</li> <li>Historic seasonal first-term drop windows in colleges</li> </ul>	<ul style="list-style-type: none"> <li>Festivals and celebrations</li> <li>Hobby-related gatherings (race tracks, sporting events)</li> <li>Religious observance days of importance in the community</li> </ul>	<ul style="list-style-type: none"> <li>Religious, ethnic, and cultural observances</li> <li>Publishing dates and suspenses for submission</li> <li>Media cycle within the market</li> </ul>	<ul style="list-style-type: none"> <li>Construction that impacts movement through the environment</li> <li>School opening, closing, and relocation</li> <li>School expansions</li> </ul>

## ORGANIZATIONAL AND MARKET-BASED APPROACHES

4-18. ZIP Codes form the most basic building block of the market and organizational structure of recruiting stations. Most, but not all, data metrics discussed are available down to this geographic region.

4-19. In some instances, recruiters define and analyze the environment and the market within the context of USAREC's organizational structure: stations, companies, battalions, brigades, and USAREC as a whole. Some of this information only applies within these structures. For example, Mission Data and Required Recruiting Force (RRF) data metrics do not break down into ZIP Code level.

4-20. A market-based approach is necessary to analyze the OE independent of organizational structure and focus on the market's location. One such method uses Core Based Statistical Areas (CBSAs) as defined by the Office of Management and Budget and used by other government agencies like the Census Bureau. The building block for CBSAs is the county; the U.S. and its territories have about 3,000 counties and 230 county equivalents. Think of CBSAs as population centers or communities. CBSAs are census-based urban centers with a total population greater than at least 10,000. CBSAs are collections of counties that have a central population nucleus or urban area grouped with outlying counties that are tied socioeconomically based on

sufficient commuting with that urban center. In simplest terms, a CBSA is a city that is grouped with adjacent counties that have a significant commuting association. There are two types: Micropolitan CBSAs have a population greater than 10,000, and Metropolitan CBSAs have a population greater than 50,000. There are currently about 940 CBSAs, 392 metropolitan and 547 micropolitan.

4-21. Nationwide, CBSAs contain about 95% of the youth population, yet they account for only about half of the total land area of the United States and its territories. In 2023, CBSA-defined market areas accounted for about 93% of combined enlistments. Leaders should employ a market-based approach to recruiting when possible since this is the social and economic environment that forms the core of the population from which to recruit.

## ATTRIBUTES OF THE OPERATIONAL ENVIRONMENT

4-22. There are four key factors of the OE definable in quantitative terms: population, geography, employment, and propensity. In a larger sense, these are market attributes independent of recruiter influence. It is the environment in which recruiters conduct operations. This forms the basis for data-driven operations. Coupled with local market intelligence, recruiters determine what makes their footprint unique and how best to engage that market. It is the local market intelligence, composed of recruiter insights and experience, that forms the center of understanding the OE. This analysis synthesizes market intelligence into a usable form for decision-making and effective recruiting operations. Figure 4-1 illustrates the relationships between these factors.



Figure 4-1. Framework of the Operational Environment

## POPULATION DATA

4-23. USAREC, along with the DoD accessions community, uses population projections from Woods & Poole for reporting and analytic purposes. The population estimates by age, race, sex, education, and status for the country, states, counties, and ZIP Codes are from the Woods & Poole Economics regional demographic database and selected data from the latest census. This data source serves as the basis for three population categories: the Total Military Available (TMA) population, Fully Qualified Military Available (FQMA) population, and Lifestyle Segment population.

4-24. The TMA population. TMA is the subset of the Woods & Poole data set limited to the age range of 17-24 from among the documented, non-military and non-institutional population. The non-institutional population excludes those residing in correctional institutions, nursing homes, mental (psychiatric) hospitals, juvenile institutions, and other institutions in the United States.

4-25. The FQMA population. FQMA uses the TMA population as a starting point and further refines it by removing the projected disqualified for military service due to medical, conduct-related, academic/aptitude,



dependency, or other reasons. The FQMA population is approximately 23% of the TMA population and represents the number of prospects who are intellectually, medically, and behaviorally qualified to join each service without a waiver. The DoD Lewin Group QMA Study is the basis for the regional disqualification rates of 17- to 24-year-olds by gender, race/ethnicity, and education. The following table reflects availability of population data for USAREC geography:

**Table 4-2. Population Data Availability**

RSID	RSID Name	Population	Not Available
50 States & DC		FQMA-TMA	
1A8	RCTG DET EUROPE		X
3G6	RCTG CO SAN JUAN	FQMA-TMA	
3G7	RCTG CO AGUADILLA	FQMA-TMA	
6H7B	MICRONESIA		X
6H7G	HAGATNA	FQMA-TMA	
6H7J	JAPAN		X
6H7K	KOREA		X
6H7N	SAIPAN	FQMA-TMA	
6H7S	SAMOA	FQMA-TMA	

Note: There are no FQMA estimates for German and parts of the Pacific Rim (Micronesia, Japan and Korea).

4-26. **The Lifestyle Segment population.** USAREC uses Claritas PRIZM Premier Lifestyle Segment data to obtain a more in-depth understanding of the population. PRIZM Premier categorizes U.S. consumers into 68 segments according to a socioeconomic grouping of similar characteristics to target and message them more effectively. These groupings are based on spending habits, television viewing, radio listening, leisure activities, hobbies, magazine subscriptions, and social media usage, as well as demographic factors such as age, income, employment, and race/ethnicity.

4-27. The theory states it is more effective to communicate to people with like socioeconomic factors with a common message that resonates due to their similarities. For example, prospects who drive pickup trucks and subscribe to Field & Stream magazine are in a different segment of the population than prospects who drive BMWs and subscribe to Fortune magazine. Given these groups, targeted messaging can be more efficient based on these underlying attributes. The Joint Advertising Marketing Research & Studies (JAMRS) further refines this lifestyle segment information. Further refinement by JAMRS provides users with military-relevant information about the attitudes and interests of the prospects and influencers within each market segment so that users may more effectively communicate with these segments. The following chart reflects the availability of Lifestyle Segment population data:

**Table 4-3. PRIZM Population Data**

RSID	RSID Name	PRIZM NE	Not Available
50 States & DC		X	
1A8	RCTG DET EUROPE		X
3G6	RCTG CO SAN JUAN		X
3G7	RCTG CO AGUADILLA		X
6H7B	MICRONESIA		X
6H7G	HAGATNA		X
6H7J	JAPAN		X
6H7K	KOREA		X
6H7N	SAIPAN		X
6H7S	SAMOA		X

Note: There are no segment population estimates for Germany, Puerto Rico, and the Pacific Rim.

## TOTAL MILITARY AVAILABLE (TMA) POPULATION

4-28. TMA population data includes the various categories for TMA population by gender and race/ethnicity. In the report below, TMA is Total Youth Population.

Select Population Type		Total Youth Population by Race/Ethnicity and Calendar Year									
<input type="radio"/> FQMA <input checked="" type="radio"/> Total Youth Population											
Select Calendar Year		2024									
<input type="checkbox"/> 2030 <input type="checkbox"/> 2029 <input type="checkbox"/> 2028 <input type="checkbox"/> 2027 <input type="checkbox"/> 2026 <input type="checkbox"/> 2025 <input checked="" type="checkbox"/> 2024 <input type="checkbox"/> 2023 <input type="checkbox"/> 2022 <input type="checkbox"/> 2021 <input type="checkbox"/> 2020 <input type="checkbox"/> 2019 <input type="checkbox"/> 2018 <input type="checkbox"/> 2017 <input type="checkbox"/> 2016 <input type="checkbox"/> 2015 <input type="checkbox"/> 2014 <input type="checkbox"/> 2013 <input type="checkbox"/> 2012 <input type="checkbox"/> 2011 <input type="checkbox"/> 2010		USAREC	BDE	BN	CO	A	B	H	N	W	Total
		USAREC	1ST BDE			619,146.00	1,172,984.00	1,251,304.00	23,058.00	4,044,565.00	7,111,057.00
			2ND BDE			223,538.00	1,830,995.00	1,366,835.00	33,582.00	3,206,776.00	6,661,726.00
			3RD BDE			69,279.00	160,488.00	315,805.00	2,123.00	435,159.00	982,854.00
				5A - CHICAGO		14,708.00	90,072.00	41,285.00	1,403.00	461,212.00	608,680.00
				5C - CLEVELAND		31,393.00	109,383.00	32,846.00	1,644.00	552,208.00	727,474.00
				5D - COLUMBUS		41,014.00	104,251.00	55,186.00	1,882.00	652,247.00	854,580.00
				5I - GREAT LAKES		50,597.00	156,420.00	80,090.00	5,907.00	645,245.00	938,259.00
				5J - MILWAUKEE		28,239.00	61,601.00	77,885.00	9,237.00	526,195.00	703,157.00
				5K - MINNEAPOLIS		57,718.00	91,532.00	79,750.00	26,174.00	841,741.00	1,096,915.00
				5N - NASHVILLE		9,780.00	42,963.00	22,969.00	366.00	142,099.00	218,177.00
				SN1 - NASHVILLE		950.00	3,450.00	3,648.00	210.00	90,359.00	98,617.00
				SN2 - JOHNSON CITY		2,287.00	8,726.00	5,161.00	414.00	115,683.00	132,271.00
				SN3 - KNOXVILLE		1,179.00	11,926.00	6,042.00	192.00	66,045.00	85,384.00
				SN5 - CLARKSVILLE		4,131.00	23,849.00	9,493.00	208.00	89,257.00	126,938.00
				SN6 - LOUISVILLE		1,483.00	7,849.00	4,152.00	175.00	75,723.00	89,382.00
				SN7 - ELIZABETHTOWN		2,649.00	13,767.00	4,920.00	386.00	128,329.00	150,051.00
				SN8 - LEXINGTON		308,979.00	718,799.00	2,444,948.00	137,322.00	3,165,634.00	6,775,682.00
			5TH BDE			853,119.00	341,548.00	2,490,948.00	71,998.00	2,487,707.00	6,245,320.00
			6TH BDE								

Figure 4-2. Total Youth Population by Race/Ethnicity and Calendar Year

Select Population Type		Total Youth Population by Race/Ethnicity and Calendar Year								
<input type="radio"/> FQMA <input checked="" type="radio"/> Total Youth Population										
Select Calendar Year		2024								
<input type="checkbox"/> 2030 <input type="checkbox"/> 2029 <input type="checkbox"/> 2028 <input type="checkbox"/> 2027 <input type="checkbox"/> 2026 <input type="checkbox"/> 2025 <input checked="" type="checkbox"/> 2024 <input type="checkbox"/> 2023 <input type="checkbox"/> 2022 <input type="checkbox"/> 2021 <input type="checkbox"/> 2020 <input type="checkbox"/> 2019 <input type="checkbox"/> 2018 <input type="checkbox"/> 2017 <input type="checkbox"/> 2016 <input type="checkbox"/> 2015 <input type="checkbox"/> 2014 <input type="checkbox"/> 2013 <input type="checkbox"/> 2012 <input type="checkbox"/> 2011 <input type="checkbox"/> 2010		USAREC	BDE	BN	CO	RACE	F	M	Total	
		USAREC	1ST BDE				618,890.00	632,414.00	1,251,304.00	1,251,304.00
			2ND BDE				670,725.00	696,110.00	1,366,835.00	1,366,835.00
			3RD BDE				157,029.00	158,776.00	315,805.00	315,805.00
				5A - CHICAGO			20,432.00	20,853.00	41,285.00	41,285.00
				5C - CLEVELAND			15,633.00	17,213.00	32,846.00	32,846.00
				5D - COLUMBUS			26,606.00	28,580.00	55,186.00	55,186.00
				5H - INDIANAPOLIS			39,851.00	40,239.00	80,090.00	80,090.00
				5I - GREAT LAKES			38,123.00	39,762.00	77,885.00	77,885.00
				5J - MILWAUKEE			39,178.00	40,572.00	79,750.00	79,750.00
				5K - MINNEAPOLIS			10,885.00	12,084.00	22,969.00	22,969.00
				5N - NASHVILLE			1,811.00	1,837.00	3,648.00	3,648.00
				SN1 - NASHVILLE			2,450.00	2,711.00	5,161.00	5,161.00
				SN2 - JOHNSON CITY			2,864.00	3,178.00	6,042.00	6,042.00
				SN3 - KNOXVILLE			4,400.00	5,093.00	9,493.00	9,493.00
				SN5 - CLARKSVILLE			2,060.00	2,092.00	4,152.00	4,152.00
				SN6 - LOUISVILLE			2,315.00	2,605.00	4,920.00	4,920.00
				SN7 - ELIZABETHTOWN			1,212,434.00	1,232,514.00	2,444,948.00	2,444,948.00
				SN8 - LEXINGTON			1,238,719.00	1,252,229.00	2,490,948.00	2,490,948.00
			5TH BDE							
			6TH BDE							

Figure 4-3. Total Youth Population by Race/Ethnicity and Calendar Year, by Gender

4-29. USAREC breaks out the population by race, education type, age, and gender. Five race/ethnicity division categories are:

**Table 4-4. Race/Ethnic Category Codes**

Code	Race/Ethnicity
A	Asian Pacific Islander
B	Black
H	Hispanic
N	Native American
W	White

4-30. TMA population data is available through IKRome in the G2 Report Zone > Market Analysis Report Zone > Other Reports > Youth Population Estimates (toggle Population Type from “FQMA” to “Total Youth Population”).

**FULLY QUALIFIED MILITARY AVAILABLE (FQMA) POPULATION**

4-31. The Lewin study of the TMA population determines the FQMA. The results of the study provided a ZIP Code–level projection of the number of 17- to 24-year-olds who are fully qualified to serve in any branch of the U.S. military without a waiver. (FQMA = TMA \* current Lewin rate)

4-32. To understand the effects of the reduced availability of youths to serve, consider that the Lewin study estimates that only 23 percent of the TMA is available and qualified to enlist without a waiver. Subtract those enrolled in college and those who score in the bottom 30th percentile (i.e., category IV and V, that services typically deny enlistment) on the Armed Forces Qualification Test (AFQT), only 13 percent of youths qualify without a waiver and are available.

4-33. FQMA takes into consideration the disqualification rates for medical/physical, overweight, mental health, drugs, conduct, dependents, and aptitude. This metric, FQMA, becomes the basis for the Penetration and P2P metrics used to describe environmental effects in Step 2 of IPOE.

4-34. To retrieve the FQMA, go through IKRome to the G2 Report Zone > Market Analysis Report Zone > Other Reports > Youth Population Estimates.

Select Population 1 of 4		Fully-Qualified Military Available Youth Population by Race/Ethnicity and Calendar Year										
<input checked="" type="radio"/> FQMA <input type="radio"/> Total Youth Population		USAREC	BDE	BN	CY	2024					Total	
Select Calendar Year					CO	A	B	H	N	W		
<input type="checkbox"/> 2030 <input type="checkbox"/> 2029 <input type="checkbox"/> 2028 <input type="checkbox"/> 2027 <input type="checkbox"/> 2026 <input type="checkbox"/> 2025 <input checked="" type="checkbox"/> 2024 <input type="checkbox"/> 2023 <input type="checkbox"/> 2022 <input type="checkbox"/> 2021 <input type="checkbox"/> 2020 <input type="checkbox"/> 2019 <input type="checkbox"/> 2018 <input type="checkbox"/> 2017 <input type="checkbox"/> 2016 <input type="checkbox"/> 2015 <input type="checkbox"/> 2014 <input type="checkbox"/> 2013 <input type="checkbox"/> 2012 <input type="checkbox"/> 2011 <input type="checkbox"/> 2010		USAREC	1ST BDE				215,076.73	232,041.21	247,001.74	2,823.25	1,018,749.28	1,715,692.21
			2ND BDE			75,798.15	353,323.81	273,375.24	4,542.40	777,018.96	1,484,058.55	
			3RD BDE			104,912.58	163,963.94	138,963.81	6,717.53	1,163,387.27	1,577,945.14	
			5TH BDE	4C - DALLAS		22,176.15	36,463.61	79,849.31	650.81	119,334.60	258,474.49	
				4D - DENVER		11,229.45	8,867.92	41,446.51	1,030.61	133,196.38	195,770.86	
				4E - HOUSTON		23,055.93	31,683.42	76,593.05	340.73	71,053.37	202,726.49	
				4G - KANSAS CITY		10,890.88	19,641.05	12,408.03	801.64	152,225.12	195,966.72	
				4J - OKLAHOMA CITY	4J1 - AMARILLO	837.60	1,159.64	8,308.19	68.92	13,728.11	24,102.46	
					4J2 - OK CITY WEST	2,339.12	3,456.95	4,474.02	1,088.81	23,940.03	35,298.93	
					4J3 - OK CITY EAST	1,378.61	2,448.96	3,105.04	1,883.42	17,788.56	26,604.59	
					4J4 - TULSA	1,306.08	2,326.98	3,202.87	3,010.80	16,981.01	26,827.73	
					4J5 - TEXARKANA	198.94	3,607.65	1,079.23	207.19	10,106.81	15,199.81	
					4J6 - FT SMITH	1,075.18	812.23	3,185.67	686.72	19,671.32	25,431.12	
					4J7 - LITTLE ROCK	563.54	6,283.77	1,617.32	61.84	20,709.16	29,235.64	
					4J8 - WICHITA	970.49	1,479.13	3,873.34	279.20	15,742.21	22,344.37	
				4K - SAN ANTONIO		17,372.28	9,753.45	125,256.45	439.79	68,399.23	221,221.21	
				4P - PHOENIX		12,578.87	9,912.55	75,398.30	8,403.62	97,525.27	203,818.60	
			6TH BDE			303,282.61	70,515.75	491,880.43	10,266.48	646,279.75	1,522,225.02	

**Figure 4-4. FQMA Youth Population by Race/Ethnicity and Calendar Year**

## LIFESTYLE SEGMENT POPULATION

4-35. As previously discussed, another way to look at the population is through lifestyle segmentation. In general, segmentation is the grouping of individuals by like characteristics to target their needs and desires. Market segmentation is a detailed sub-grouping of the population within an area providing insight into the motivators and barriers to Army recruiting based on general demographics, lifestyle, affluence, householder age, children living at home, and urbanization. It allows efficient promotion of military service through various promotional strategies (UM 3-0).

4-36. When attempting to communicate with individuals, there are two opposite ends of the spectrum. Option one: Assume a homogeneous market where the same message appeals to all, or option two: assume that each individual is so completely different that each message must be customized individually. For example, the message “Be All You Can Be” is used for mass media and brand awareness, but this may not necessarily derive the same response from everyone. On the other hand, USAREC cannot effectively communicate to approximately 34 million 17- to 24-year-old prospects in the United States with individual messages. Therefore, a manageable number of segments to group the population was created.

4-37. Segments occur within categories; for example, gender is a category and segmented as male and female. Each segment category provides a cross-section perspective of the group. There are three population generalities used to distinguish categories that are specific to assess segments:

- Demographic categories (who you are):
  - Race/ethnicity
  - Employment status
  - Income
  - Urbanicity
  - Age
- Lifestyle categories (what you do):
  - Spending trends
  - Television viewing
  - Radio listening
  - Leisure activities
  - Hobbies
  - Magazine subscriptions
  - Social media usage
- Psychographic categories (what you do):
  - Attitudes
  - Wants and needs
  - Desires

## CLARIATAS PRIZM PREMIER SEGMENTATION

4-38. Segmentation helps USAREC analyze local recruiting markets and determine recruiting market strategies. It is a way of defining every household in the country by distinct lifestyle type to provide a comprehensive picture of who lives where and what they are like. USAREC uses the segments defined by the PRIZM Premier system to categorize U.S. consumers into 68 demographically and behaviorally distinct types. PRIZM Premier enables marketers to create a complete portrait of their customers by answering these important questions:

- Who are my targets?
- What are they like?
- Where can I find them?
- How can I reach them?

4-39. JAMRS is an organization that analyzes this data and provides relevant information to the DoD. The overall purpose of JAMRS PRIZM segmentation analysis for the military is to provide data at the sub-ZIP Code level that allows the Army to customize its message and more effectively target the populations that live there. Claritas and JAMRS provide updated segmentation data annually on the 68 segments. To assist staff and recruiters with market analysis, JAMRS publishes annually the Your Guide to More Effective

Recruiting known simply as the Segmentation Marketing Guide. This guide provides information on the attitudes and interests of youths and influencers for each segment. In addition, the G2 publishes the Recruiter Guide to Market Segmentation that lists the top motivators and barriers to enlistment by segment based on survey responses from the most current JAMRS Youth Poll. Both documents are available on the G-2 SharePoint at <https://armyetaas.sharepoint-mil.us/sites/TR-USAREC-HQ/SitePages/Directorates/G2/MarketResearch.aspx> The Recruiter Guide to Market Segmentation is also available in the G2 Report Zone under Market Analysis Report Zone > SAMA Reports and under Station Commander Report Zone.



Figure 4-5. JAMRS Segmentation References

Similar interest in all		AFQT I-III A	41%	QUALIFIED	21%
Black, Hispanic, AIAN, Other	College Grad	Middle Age (25-44)	Mixed Housing	<b>33</b>	<b>SEGMENT</b>
Upper Midscale	Metro Mix	42%	Veterans in Household		
Mostly have Kids	Mixed Employment	2D CITY STARTUPS			
Primary Disqualifiers	Dependents, Overweight, Aptitude		SECOND CITY SOCIETY		
<b>Segment Characteristics</b>					
National Youth Population	582,090	Propensity	13%		<b>Motivators</b>
Segment Penetration Index	100	Penetration Index Explanation	Enlists at a below average rate		
Segment Description	In Second City Startups, young to middle-aged families have settled in neighborhoods within smaller cities and metro area suburbs. These families are ethnically diverse with media consumption reflecting cultural variety. They enjoy eating at quick service restaurants and following WWE and Mexican League soccer.				
Broad Reach Message Cluster	Personal Achievement - will join for experience to help achieve their goals	Most Desirable Careers	Intelligence, Health Care, and Legal Careers		
Consumer Habits	Owns an Acura • Eats at Church's Chicken • Shops online at GameStop • Attends college bowl games • Visits Mexico • Watches Noticiero Univision • Listens to Urban Oldies				
Ways to Reach	MORE RECEPTIVE TO ADVERTISING - Internet, Radio, Social Media, Streaming Apps, Events			<b>Barriers</b>	
	Physical Injury/Death Possibility of PTSD/Psych Issues Leave Family/Friends Other Career Interests				
	<b>Top Markets</b>				
	Manassas Park, VA Webb Co, TX Clayton Co, GA St. John the Baptist Parish, LA Maverick Co, TX				

**Segmentation Tool**

Select Segment

01	10	19	28	37	46	55	64
02	11	20	29	38	47	56	65
03	12	21	30	39	48	57	66
04	13	22	31	40	49	58	67
05	14	23	32	41	50	59	68
06	15	24	33	42	51	60	
07	16	25	34	43	52	61	
08	17	26	35	44	53	62	
09	18	27	36	45	54	63	

**Segment Map**

Figure 4-6. USAREC G-2 Segmentation References

## LOCATING LIFESTYLE SEGMENT DATA

4-40. Lifestyle Segment data is found through IKRome in the G2 Report Zone > Market Analysis Report Zone > SAMA Reports > Youth Ground Counts by Segment.

SDE	BN	CO	01	02	03	04	05	06	07	08	09	10	11	12
1ST BDE			92,939.98	96,979.79	153,481.26	121,647.59	283,995.96	112,692.88	102,666.86	123,702.35	137,545.18	79,062.85	147,757.99	196,929.63
2ND BDE			23,666.46	35,421.87	46,900.84	18,036.01	112,814.51	44,949.99	22,199.42	39,764.38	68,055.16	63,321.11	70,083.24	76,973.57
3RD BDE	SA - CHICAGO		9,637.65	15,066.91	17,208.48	27,124.91	19,970.74	15,241.46	13,962.60	20,765.94	10,257.70	22,418.96	5,616.32	31,234.45
	SC - CLEVELAND		517.89	728.41	793.49	995.22	10,666.47	889.42	1,322.12	1,961.57	10,057.85	5,813.09	5,858.97	6,134.37
	SD - COLUMBUS		2,466.48	7,488.30	5,594.90	3,905.06	13,960.31	6,383.21	1,881.44	6,443.03	6,744.06	8,554.30	12,386.08	11,029.81
	SH - INDIANAPOLIS		1,111.68	4,096.85	3,048.15	0.00	15,265.50	4,159.26	0.00	2,618.44	8,139.35	8,282.08	19,136.90	6,643.75
	SI - GREAT LAKES		3,997.60	4,991.67	6,897.24	2,017.74	19,219.55	7,692.32	2,406.78	9,482.83	11,413.29	13,955.68	18,622.88	13,426.08
	SJ - MILWAUKEE		723.69	1,295.77	1,545.44	2,144.09	15,184.68	1,655.84	1,156.20	2,517.05	10,327.83	9,125.28	24,799.94	8,515.70
	SK - MINNEAPOLIS		2,546.46	9,163.80	6,118.58	5,985.75	24,755.58	10,223.67	3,680.31	7,511.93	10,263.86	23,368.07	32,427.34	17,091.57
	SN - NASHVILLE		700.16	1,735.09	1,765.33	0.00	13,634.98	2,799.56	0.00	1,113.29	3,806.66	2,369.63	10,311.50	1,960.55
	SN1 - NASHVILLE		0.00	0.00	0.00	0.00	208.53	0.00	0.00	0.00	785.17	126.04	596.21	105.38
	SN2 - JOHNSON CITY		159.59	187.02	406.66	0.00	2,084.44	356.87	0.00	375.87	1,757.90	662.54	507.26	645.93
	SN3 - KNOXVILLE		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	433.68	23.71	1,464.51	36.00
	SN5 - CLARKSVILLE		395.56	368.56	537.59	346.24	3,834.63	306.36	563.30	708.06	1,553.91	1,396.27	2,949.60	1,421.21
	SN6 - LOUISVILLE		0.00	0.00	0.00	0.00	347.18	0.00	0.00	0.00	400.34	159.31	944.35	203.20
	SN7 - ELIZABETHTOWN		277.03	375.54	806.43	0.00	1,379.67	499.48	0.00	440.23	1,001.61	1,012.25	3,461.76	1,190.98
	SN8 - LEXINGTON		1,532.34	2,496.78	3,460.09	346.24	21,489.63	3,962.15	563.30	2,637.46	9,738.47	5,779.57	29,235.49	5,523.65
	Total		21,965.89	45,198.48	44,666.28	42,019.81	140,474.46	50,188.32	24,992.76	53,938.24	76,942.41	97,297.02	159,083.92	99,579.54
5TH BDE			29,650.06	71,405.86	94,934.81	44,147.48	109,967.62	79,429.96	32,670.65	45,929.01	45,646.28	81,995.91	117,548.06	91,665.11
6TH BDE			81,608.24	99,195.43	116,800.37	210,144.75	98,774.05	135,457.86	203,197.88	96,327.77	53,384.48	66,893.08	106,001.53	137,348.28
Total			249,232.73	350,101.43	418,783.57	435,995.63	745,026.61	422,620.00	385,129.38	358,661.76	381,613.52	388,939.90	600,474.75	596,486.12

Figure 4-7. Segment Population

## TMA, FQMA AND LIFESTYLE SEGMENT POPULATION COMPARISON SUMMARY

4-41. FQMA uses disqualification rates of key categories to produce a ZIP Code-level projection of 17- to 24-year-olds who are intellectually, medically, and morally qualified to join each branch of service without a waiver. Conversely, TMA population includes all youths (except those currently in the military and institutionalized). Lifestyle Segment data, based on TMA, provides underlying analysis of the population to categorize market segments based on consumers' likes, dislikes, lifestyles, and purchase behaviors.

4-42. FQMA reduces to approximately 23% of the TMA based on the application of the Lewin study. USAREC has adopted this approach to maintain consistency with the rest of DoD (which also uses FQMA to report recruiting metrics). This reduction to 23% is not consistent across all regions. Some regions have a lower/higher fully qualified rate based on the local socioeconomic factors, such as education, incidence of obesity, crime rates, etc.

Note: Some areas do not have population counts under TMA Population, FQMA Population, or Lifestyle Segment Population estimates. These areas are Germany and parts of the Pacific Rim (Micronesia, Japan, and Korea). This is simply a limitation of the data as mentioned in Chapter 1.

## GEOGRAPHY

4-43. In simplest terms, geography is the map of your AO that identifies key terrain. It defines physical characteristics of the market. It includes a lay-down of population density, industry locations, high schools, and colleges. ZIP Codes and county boundaries are typical USAREC geographies used in analysis. Boundaries for school districts and local, city, and state governments are also significant. Geography provides a macro level understanding of the market area.

## MARKET DEMOGRAPHICS

4-44. Market demographics are a set of statistical data relating to the population and particular groups within it. Market demographics overlap each of the attributes of the OE framework of population, geography, employment, and propensity. Users can gain an understanding of demographic data relating to the people in

their market by using reports within the G2 Market Intelligence Dashboard (MID), accessible through IKROme > My Apps > BI Zone > Market Intelligence, then selecting Standard Reports > Demographics.

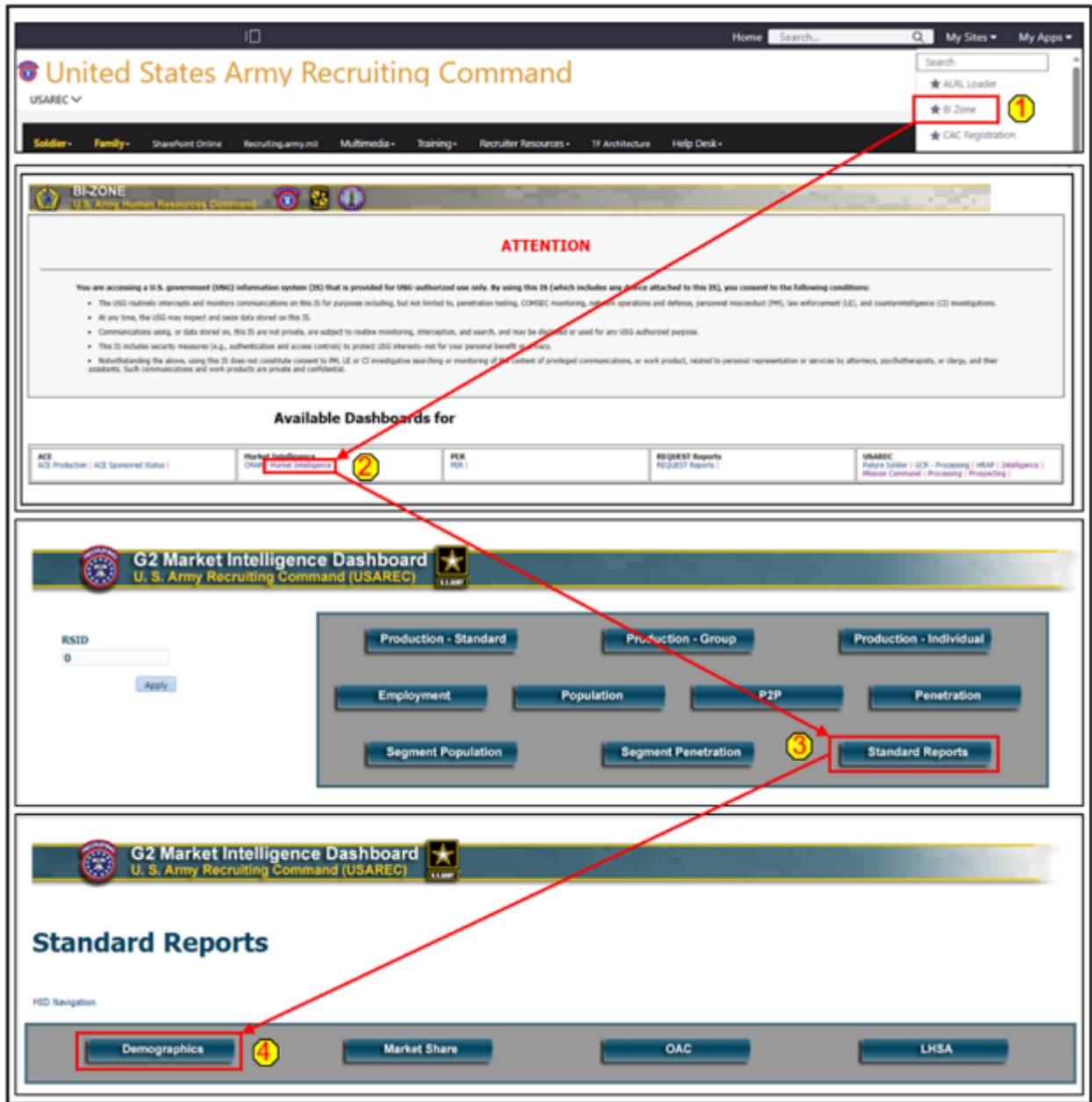


Figure 4-8. Market Intelligence Dashboard Demographics Page

4-45. From within this Demographics report, the following four selections are available:



Figure 4-9. Report List

## POPULATION REPORT

4-46. The Population Report provides information on the ages 17-24, 25-29, and 17- to 29-year-old prospect population with detailed data including:

- A current year population
- Five-year projected population
- Household growth rates
- Percent of population by ethnicity
- Percent of population by gender



Population Report									
5N									
Updated Through : 18 Jan 2013									
Available Through: 2029 06									
<b>17-24 QMA</b>									
	SN1 - NASHVILLE	SN2 - JOHNSON CITY	SN3 - KNOXVILLE	SN5 - CLARKSVILLE	SN6 - LOUISVILLE	SN7 - ELIZABETHTOWN	SN8 - LEXINGTON	Battalion Total	
Current Year - 2024	179,206	96,432	116,194	79,023	117,108	77,162	125,816	790,941	
5 Year Projection - 2029	197,817	92,578	119,432	81,232	118,231	77,394	125,112	811,796	
Household Growth Rate (%)	10.4%	-4.0%	2.8%	2.8%	1.0%	0.3%	-0.6%	2.6%	
% API	2.6%	0.4%	1.0%	0.7%	1.6%	1.0%	0.9%	1.3%	
% Black	19.7%	2.2%	5.8%	13.3%	17.3%	6.8%	7.9%	11.4%	
% Hispanic	7.6%	2.2%	3.3%	4.7%	5.6%	3.5%	3.6%	4.7%	
% Native American	0.2%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	
% White	70.0%	95.1%	89.7%	81.2%	75.3%	88.6%	87.5%	82.5%	
% Male	50.0%	50.3%	50.8%	48.9%	49.9%	49.3%	49.3%	49.9%	
% Female	50.0%	49.7%	49.2%	51.1%	50.1%	50.7%	50.7%	50.1%	
<b>25-29 QMA</b>									
	SN1 - NASHVILLE	SN2 - JOHNSON CITY	SN3 - KNOXVILLE	SN5 - CLARKSVILLE	SN6 - LOUISVILLE	SN7 - ELIZABETHTOWN	SN8 - LEXINGTON	Battalion Total	
Current Year - 2024	113,038	57,693	69,260	44,570	78,404	44,252	69,721	476,938	
5 Year Projection - 2029	120,981	60,969	76,777	47,810	78,295	45,834	76,064	506,730	
Household Growth Rate (%)	7.0%	5.7%	10.9%	7.3%	-0.1%	3.6%	9.1%	6.2%	
% API	2.4%	0.5%	1.6%	1.3%	1.8%	1.2%	1.5%	1.6%	
% Black	17.7%	2.3%	4.7%	10.6%	14.7%	7.0%	6.7%	10.2%	
% Hispanic	6.7%	2.3%	3.4%	4.9%	5.1%	3.5%	4.4%	4.6%	
% Native American	0.2%	0.1%	0.2%	0.3%	0.1%	0.1%	0.1%	0.2%	
% White	73.0%	94.9%	90.0%	82.9%	78.3%	88.2%	87.3%	83.4%	
% Male	48.1%	50.1%	49.4%	48.2%	49.4%	50.1%	49.9%	49.2%	
% Female	51.9%	49.9%	50.6%	51.8%	50.6%	49.9%	50.1%	50.8%	
<b>17-29 QMA</b>									
	SN1 - NASHVILLE	SN2 - JOHNSON CITY	SN3 - KNOXVILLE	SN5 - CLARKSVILLE	SN6 - LOUISVILLE	SN7 - ELIZABETHTOWN	SN8 - LEXINGTON	Battalion Total	
Current Year - 2024	292,244	154,125	185,454	123,593	195,512	121,414	195,537	1,267,879	
5 Year Projection - 2029	318,798	153,547	196,209	129,042	196,526	123,228	201,176	1,318,526	
Household Growth Rate (%)	9.1%	-0.4%	5.8%	4.4%	0.5%	1.5%	2.9%	4.0%	
% API	2.5%	0.4%	1.3%	0.9%	1.7%	1.1%	1.1%	1.4%	
% Black	18.9%	2.3%	5.4%	12.3%	16.3%	6.9%	7.4%	10.9%	
% Hispanic	7.2%	2.2%	3.4%	4.8%	5.4%	3.5%	3.9%	4.7%	
% Native American	0.2%	0.1%	0.2%	0.2%	0.1%	0.1%	0.1%	0.1%	
% White	71.2%	95.0%	89.8%	81.8%	76.5%	88.5%	87.5%	82.8%	
% Male	49.2%	50.2%	50.3%	48.7%	49.7%	49.6%	49.5%	49.6%	
% Female	50.8%	49.8%	49.7%	51.3%	50.3%	50.4%	50.5%	50.4%	

Note: Percentages based on Current Year unless otherwise noted.

Figure 4-10. Population Report

## DIME REPORT

4-47. The Demographics/Income, Military, & Education (DIME) Report provides the recruiter and analyst with detailed information.

### DEMOGRAPHICS AND INCOME

- Current year number of households
- Five-year projected number of households
- Household growth rate
- Average household income
- Median household income

### MILITARY

- Active military population
- Active military percent of total population

### EDUCATION

- HS Enrolled and HS Senior population and percent of total population
- HS Dropout population and percent of total population
- GED population and percent of total population
- HS Graduate population and percent of total population

- College Enrolled/Associate Degree but not currently enrolled/College Graduate population and percent of total population

DIME Report								
SN								
DEMOG Updated Through: 20 May 2024 DEMOG Available Through: 2029 2029				W&P Updated Through : 18 Jan 2013 W&P Available Through: 2029 06				
SN1 - NASHVILLE SN2 - JOHNSON CITY SN3 - KNOXVILLE SN5 - CLARKSVILLE SN6 - LOUISVILLE SN7 - ELIZABETHTOWN SN8 - LEXINGTON Battalion Total								
<b>DEMOGRAPHICS / INCOME</b>								
Current Year Households - 2024	774,141	462,337	525,919	338,527	548,571	343,079	521,451	3,514,025
5 Year Projection - Households - 2029	834,689	473,854	560,094	351,444	560,743	349,940	523,672	3,654,436
Household Growth Rate (%)	7.8%	2.5%	6.5%	3.8%	2.2%	2.0%	0.4%	4.0%
Average Household Income	82,997	47,192	64,317	64,630	83,699	62,971	53,531	62,039
Median Household Income	64,234	33,993	47,580	49,992	65,247	49,024	39,329	46,869
% Households >= Poverty	91.8%	84.0%	88.7%	88.0%	91.1%	86.9%	84.5%	88.2%
% Households < Poverty	8.2%	16.0%	11.3%	12.0%	8.9%	13.1%	15.5%	11.8%
<b>Military</b>								
Active Military	1,937	364	737	21,947	813	4,696	759	31,253
Active Military %	0.5%	0.2%	0.3%	11.7%	0.3%	2.8%	0.3%	1.8%
<b>Education (Age 17-24)</b>								
HS Enrolled/HS Senior	34,467	15,522	17,070	13,727	21,998	13,986	18,527	136,197
	15.8%	15.7%	13.6%	16.1%	17.3%	15.6%	12.3%	15.1%
HS Dropout	33,232	9,353	19,230	9,561	8,438	11,424	25,191	116,429
	15.2%	9.5%	14.5%	11.2%	6.6%	12.8%	16.8%	12.9%
GED	4,432	2,446	3,032	2,122	3,106	2,073	2,916	20,127
	2.0%	2.5%	2.3%	2.5%	2.4%	2.3%	1.9%	2.2%
HS Graduate	43,538	32,680	35,001	25,086	35,815	25,936	30,591	228,647
	20.0%	33.1%	26.5%	29.4%	28.2%	29.0%	20.4%	25.4%
College Enrolled/AA/College Graduate	102,508	38,625	57,040	34,888	57,581	35,963	72,826	399,431
	47.0%	39.2%	43.1%	40.9%	45.4%	40.2%	48.5%	44.3%

Note: Percentage Active Military is calculated based on the W&P age 17-39 QMA population

Figure 4-11. DIME Report

## LABOR REPORT

4-48. The Labor Report provides data on the population’s employment in a given area.

- Employed population
- Unemployed population
- Total workforce
- Actual unemployment rate percent
- Unemployment as projected for current year percent
- Five-year projected annual unemployment rate
- Current year number of households
- Five-year projected number of households

4-49. Labor category identifies what employment opportunities by proportion exist in the market:

- Total categorized population
- Categories by percent
- Architect/Engineer
- Arts/Entertainment/Sports
- Building Grounds Maintenance
- Business/Financial Operations
- Community/Social Services
- Computer/Mathematical
- Construction/Extraction
- Education/Training/Library
- Farm/Fish/Forestry
- Food Preparation/Serving
- Health Practitioner/Technician
- Healthcare Support
- Maintenance Repair
- Legal
- Life/Physical/Social Science

- Management
- Office/Administrative Support
- Production
- Protective Services
- Sales/Related
- Personal Care/Services
- Transportation/Moving

4-50. Labor types provide additional detail on the type and proportion of employment:

- White collar
- Blue collar
- Service and farm

Labor Report SN								
DEMOG Updated Through: 20 May 2024 DEMOG Available Through: 2029 06					Employment Updated Through : 30 Apr 2024 Employment Available Through: 2029.0 04			
	SN1	SN2	SN3	SN5	SN6	SN7	SN8	Battalion
<b>Labor</b>								
Apr 2024 Employed	1,128,547	441,173	618,781	365,187	663,342	371,781	574,428	4,163,239
Apr 2024 Unemployed	26,038	16,311	16,119	13,798	26,085	16,594	24,651	139,596
Apr 2024 Work Force	1,154,583	457,484	634,900	378,985	689,427	388,375	599,079	4,302,833
Apr 2024 Unemployment Rate	2.3%	3.6%	2.5%	3.6%	3.8%	4.3%	4.1%	3.2%
2024 - Projected Annual Unemp Rate	3.9%	6.9%	4.8%	4.8%	4.6%	5.0%	5.5%	4.9%
2029 - Projected Annual Unemp Rate	3.9%	6.9%	4.8%	4.8%	4.7%	5.0%	5.5%	4.9%
Avg Travel Time to Work (min)	31	31	29	29	29	30	31	30
<b>Labor Category</b>	1,127,093	449,421	628,921	378,502	689,462	399,396	583,734	4,256,529
Architect/Engineer	1.6%	1.5%	1.8%	1.4%	2.0%	1.4%	1.9%	1.7%
Arts/Entertain/Sports	2.8%	1.1%	1.9%	1.5%	1.6%	1.1%	1.4%	1.8%
Building Grounds Maint	2.9%	3.8%	3.8%	3.8%	2.8%	3.2%	3.6%	3.3%
Business/Financial Ops	6.7%	3.7%	4.8%	3.8%	5.5%	3.8%	4.3%	5.1%
Community/Soc Svcs	1.7%	1.9%	1.8%	2.0%	1.9%	1.8%	2.3%	1.9%
Computer/Mathematical	3.4%	1.5%	2.1%	1.9%	2.7%	1.2%	2.0%	2.4%
Construction/Extraction	4.5%	5.6%	5.7%	5.7%	4.1%	5.2%	4.4%	4.9%
Edu/Training/Library	6.1%	6.2%	5.6%	5.6%	5.0%	5.6%	6.2%	5.8%
Farm/Fish/Forestry	0.1%	0.3%	0.5%	0.7%	0.2%	0.7%	0.6%	0.4%
Food Prep/Serving	5.0%	5.9%	5.9%	5.7%	4.9%	5.3%	5.2%	5.3%
Health Practitioner/Tech	6.9%	7.9%	7.1%	6.5%	7.3%	6.2%	7.7%	7.1%
Healthcare Support	1.9%	3.6%	3.0%	3.4%	2.7%	2.9%	3.1%	2.8%
Maintenance Repair	2.6%	3.7%	3.4%	4.3%	3.2%	4.5%	3.3%	3.4%
Legal	1.2%	0.6%	0.9%	0.6%	1.2%	0.6%	0.9%	0.9%
Life/Phys/Soc Science	0.9%	0.6%	1.2%	0.7%	0.6%	0.7%	1.0%	0.8%
Management	12.0%	8.4%	9.7%	8.4%	9.9%	8.8%	9.5%	10.0%
Office/Admin Support	11.2%	11.0%	10.5%	11.4%	11.5%	11.3%	11.6%	11.2%
Production	6.0%	8.6%	7.6%	9.4%	9.0%	12.8%	8.7%	8.3%
Protective Svcs	1.8%	2.3%	1.9%	2.7%	1.7%	1.7%	2.2%	2.0%
Sales/Related	10.3%	10.6%	10.1%	9.2%	9.2%	8.8%	9.0%	9.7%
Personal Care/Svcs	2.4%	2.2%	2.3%	2.3%	2.2%	2.4%	2.3%	2.3%
Transportation/Moving	7.7%	8.8%	8.5%	9.2%	10.7%	10.2%	8.5%	8.9%
White Collar	64.9%	55.1%	57.5%	52.8%	58.4%	51.2%	57.9%	58.4%
Blue Collar	20.9%	26.7%	25.2%	28.6%	27.0%	32.6%	24.9%	25.5%
Service and Farm	14.2%	18.2%	17.3%	18.6%	14.5%	16.2%	17.1%	16.1%

Figure 4-12. Labor Report

## ETHNICITY REPORT

4-51. The Ethnicity Report provides key data about the market from a race/ethnic standpoint.

- Ancestry population
- Detailed Asian population
- Hispanic population
- Language spoken at home

4-52. The Ethnicity Report offers a broad overview of the market. And while the Ethnicity Report provides race/ethnic data, users should use the demographic reports in the G2 Report Zone to create a common operating picture for calculation and comparison across the command.

Ethnicity Report								
5H								
Updated Through: 20 May 2024								
Available Through: 2029 12								
	SN1 - NASHVILLE	SN2 - JOHNSON CITY	SN3 - KNOXVILLE	SN5 - CLARKSVILLE	SN6 - LOUISVILLE	SN7 - ELIZABETHTOWN	SN8 - LEXINGTON	Battalion Total
<b>Ancestry Population</b>	2,146,617	1,132,730	1,367,660	896,554	1,384,196	690,689	1,308,752	9,129,398
Arab	0.2%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.4%
Czech	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Danish	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Dutch	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.7%
English	2.6%	1.5%	1.7%	1.2%	1.5%	1.0%	1.7%	11.2%
French (exc Basque)	0.3%	0.1%	0.2%	0.1%	0.2%	0.1%	0.1%	1.2%
French Canadian	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%
German	2.0%	1.0%	1.4%	0.9%	2.2%	0.9%	1.3%	9.7%
Greek	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Hungarian	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%
Irish	1.9%	1.1%	1.3%	0.8%	1.6%	0.9%	1.3%	8.9%
Italian	0.5%	0.2%	0.3%	0.2%	0.3%	0.1%	0.2%	1.8%
Lithuanian	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Norwegian	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.3%
Polish	0.2%	0.1%	0.2%	0.1%	0.2%	0.1%	0.1%	0.9%
Portuguese	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Russian	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%
Scotch-Irish	0.4%	0.3%	0.4%	0.1%	0.1%	0.1%	0.2%	1.5%
Scottish	0.4%	0.2%	0.3%	0.1%	0.2%	0.2%	0.2%	1.8%
Slovak	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Subsaharan African	0.4%	0.0%	0.1%	0.1%	0.2%	0.0%	0.1%	0.9%
Swedish	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.4%
Swiss	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%
Ukrainian	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
United States or American	2.1%	2.3%	1.6%	1.1%	1.0%	1.1%	1.9%	11.1%
Welsh	0.1%	0.1%	0.1%	0.0%	0.1%	0.0%	0.1%	0.5%
West Indian (exc Hisp groups)	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%
Other Ancestry	6.0%	2.0%	2.9%	2.2%	3.4%	1.8%	2.7%	20.9%
Ancestry Unclassified	5.5%	3.3%	4.0%	2.6%	3.7%	3.1%	4.0%	26.3%
<b>Detailed Asian Population</b>	67,431	7,308	19,781	10,238	34,614	16,047	20,739	176,158
Asian Indian	10.7%	1.1%	3.0%	1.1%	6.0%	1.0%	3.0%	25.9%
Cambodian	0.5%	0.0%	0.0%	0.1%	0.2%	0.4%	0.4%	1.6%
Chinese, Not Taiwan	4.8%	0.9%	2.5%	0.8%	2.4%	0.7%	2.7%	14.8%
Filipino	2.8%	0.6%	1.1%	1.2%	1.9%	0.8%	1.2%	9.7%
Hmong	0.1%	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%	0.3%
Japanese	1.5%	0.3%	0.5%	0.4%	0.5%	0.4%	1.0%	4.6%
Korean	2.2%	0.4%	1.0%	0.9%	1.6%	0.7%	0.8%	7.6%
Laotian	5.2%	0.1%	0.3%	0.0%	0.2%	0.0%	0.0%	5.8%
Thai	1.2%	0.1%	0.3%	0.1%	0.4%	0.1%	0.2%	2.3%
Vietnamese	2.5%	0.2%	1.3%	0.4%	2.2%	0.4%	0.5%	7.4%
Other or 2+ Asian Categories	6.9%	0.4%	1.2%	0.7%	4.3%	4.5%	2.0%	20.0%
<b>Hispanic Population</b>	226,897	40,864	82,019	57,410	100,604	42,185	67,585	617,564
Cuban	1.2%	0.3%	0.7%	0.3%	3.8%	0.3%	0.3%	6.9%
Mexican	19.4%	4.0%	6.6%	5.1%	7.5%	3.9%	7.0%	53.5%
Puerto Rican	2.5%	0.6%	1.2%	1.7%	1.2%	0.8%	0.9%	8.9%
Other Hispanic	13.7%	1.7%	4.8%	2.2%	3.8%	1.9%	2.8%	20.8%
<b>Language Spoken at Home</b>	2,146,617	1,132,730	1,367,660	896,554	1,384,196	690,689	1,308,752	9,129,398
English	20.9%	12.2%	14.3%	9.3%	14.0%	9.2%	13.5%	93.5%
Spanish	1.4%	0.3%	0.4%	0.3%	0.6%	0.2%	0.4%	3.6%
Asian/PI	0.3%	0.0%	0.1%	0.0%	0.1%	0.1%	0.1%	0.8%
Indo-European	0.4%	0.1%	0.2%	0.1%	0.3%	0.2%	0.2%	1.4%
Other	0.4%	0.0%	0.1%	0.0%	0.1%	0.0%	0.1%	0.8%

Figure 4-13. Ethnicity Report

## OTHER DEMORGRAPHIC CONSIDERATIONS

4-53. There are numerous other perspectives of the OE that should be considered. These and other factors are available in public sites such as [www.city-data.com](http://www.city-data.com). While not authoritative within USAREC, this information can help to provide recruiting leaders with insights of their markets.

- Population density (number of people per square mile)
- Forecasted population growth
- Urban vs. rural
- Housing: Owned vs. Rent
- Property values
- Income ranges
- Housing prices
- Poverty rates
- Crime statistics
- Immigration/Foreign-born population

## UNEMPLOYMENT

4-54. Unemployment data calculated and provided by the U.S. Bureau of Labor Statistics (BLS) breaks down to the county level using monthly survey data. The unemployment rate is the number of unemployed people as a percentage of the labor force (workforce).

4-55. The workforce is either employed or unemployed. The employed are people who did any work at all for pay or profit during the survey reference week. The unemployed are all those individuals who did not have a job at all during the survey reference week, made at least one specific active effort to find a job during the prior four weeks, and were available for work (unless temporarily ill). The unemployed also includes all those who were not working and were waiting callback to a job that resulted in layoff. This category need not be looking for work in regard to classification as unemployed.

4-56. USAREC further designates BLS data by brigade, battalion, and company. Unemployment data is found on the MID under Employment. There is roughly a three-month lag in the data provided in MID versus the release of public national-level data.

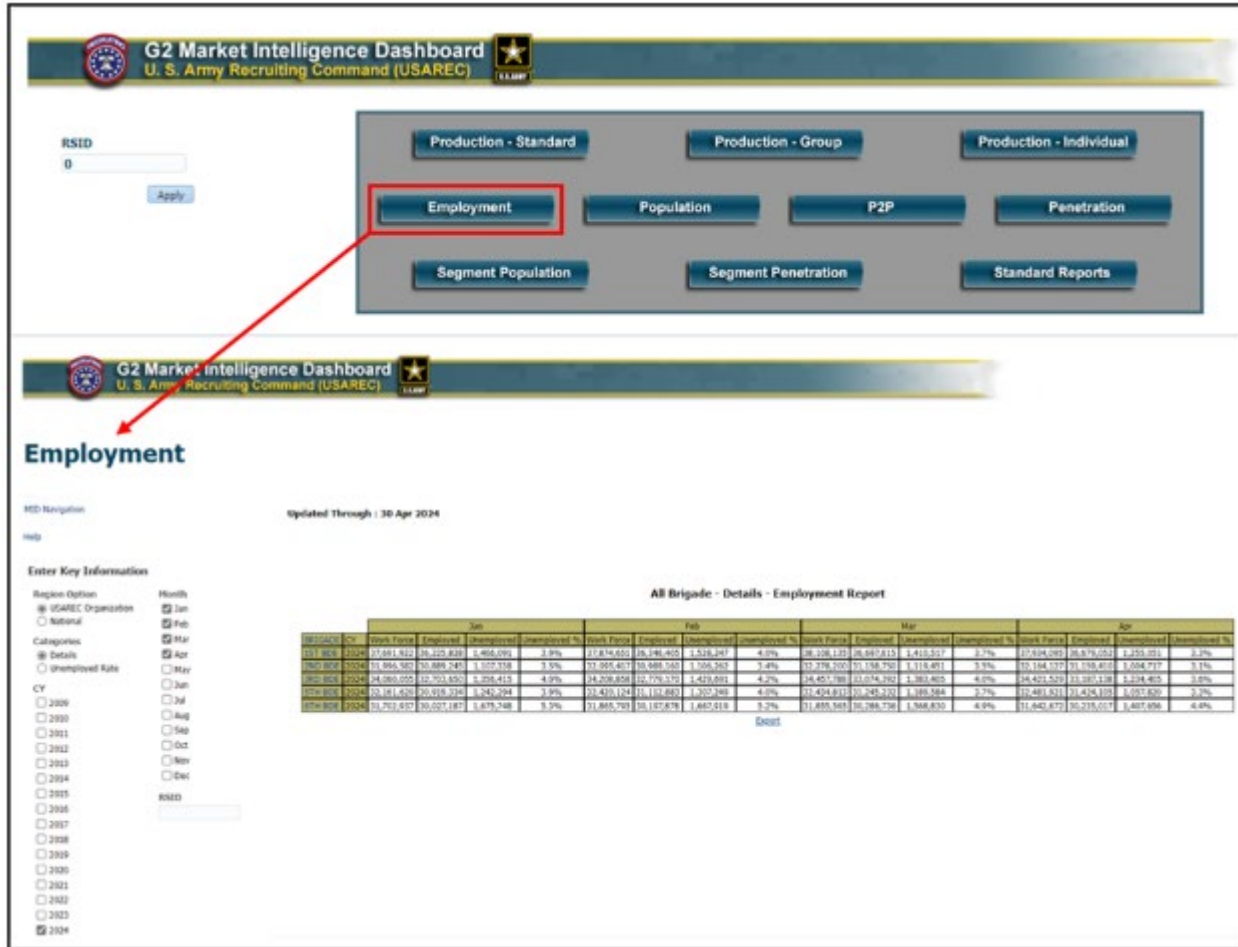


Figure 4-14. Employment Report

4-57. Another practical tool to understand the effect of unemployment in the operational environment is in the G2 Report Zone > Market Analysis Report Zone > Other Reports > Employment Analysis. Providing a CBSA perspective of employment, this tool identifies the top industries. For instance, this information can be used to provide an in-depth view of work experience and its association to Army Reserve opportunities.

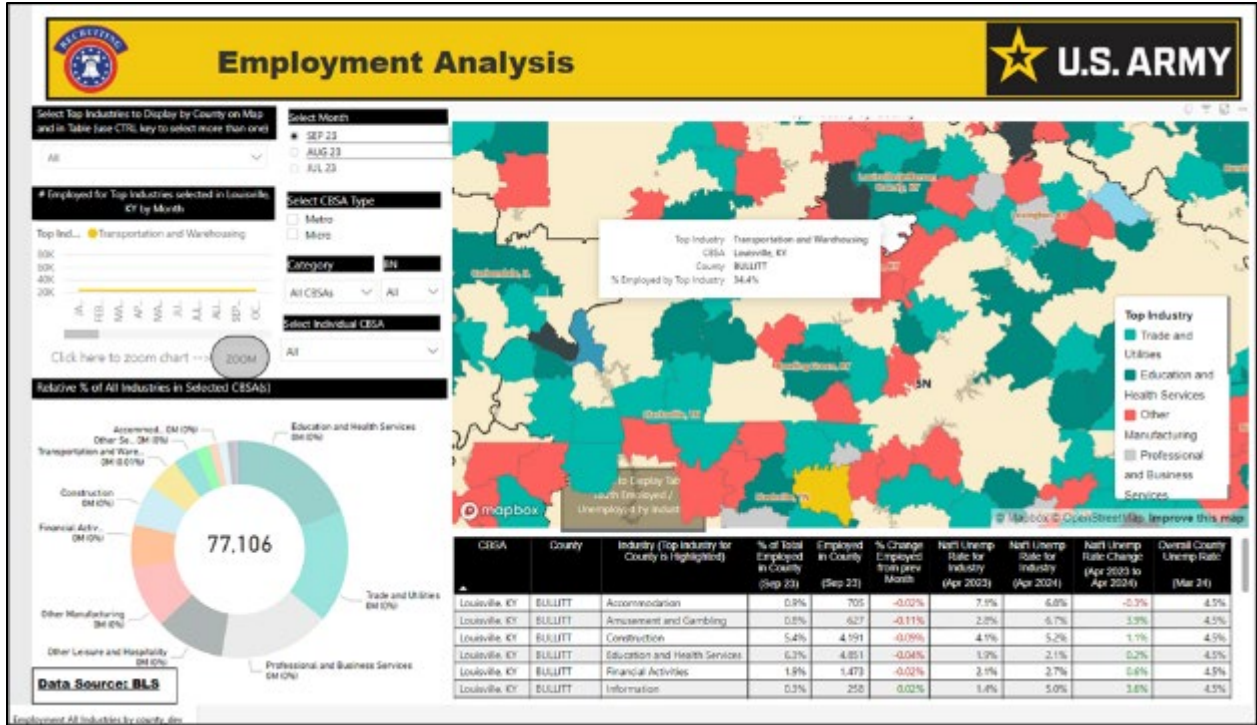


Figure 4-15. County Employment by Industry

4-58. Unemployment is a significant economic indicator for determining the favorability of the recruiting market. Historically, unemployment below 4% and trending downward is indicative of an unfavorable recruiting environment, and USAREC struggles to meet mission requirements. A significant transition in the recruiting environment and public attitude tends to occur between 4% and 6%. A more favorable recruiting market becomes evident at about 6% unemployment.

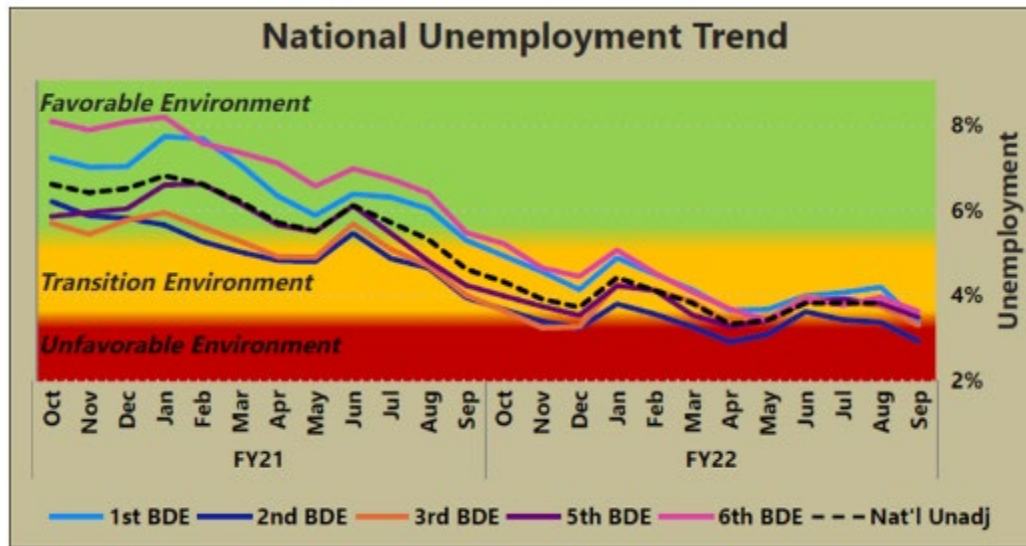


Figure 4-16. Unemployment Over Time

**PROPENSITY**

4-59. Propensity is a measure of an individual’s likelihood of joining the military. Measuring propensity occurs by the response to a survey question: “How likely is it that you will be serving in the military in the

next few years?” Propensity includes those who respond with “definitely will” or “probably will” serve or desire for/have interest in military service.

4-60. JAMRS provides propensity data collected and modeled through a youth poll survey. The survey is a mail-based survey sent to different cohorts of youths inviting recipients to participate. The weighed responses reflect the youth population on several dimensions such as gender, age, race/ethnicity, educational attainment, and region. The conduct of surveys occurs three times per year in an attempt to understand the changing attitudes of America’s youths throughout the year. JAMRS provides propensity in monthly snapshots as well as spring, summer, and fall roll-ups of the data.

4-61. USAREC uses JAMRS Youth Poll survey data to calculate propensity down to the battalion level, but sample sizes are very small. Specifically, each wave of youth-poll survey data only has about 6,000 respondents. USAREC combines survey waves to maximize propensity representation in the market. While this technique dampens the currency of the findings, making it more difficult to identify shifts in attitudes, it provides a more stable data estimate. Other factors such as penetration and production to population (P2P) will further describe ways to assess how relatively receptive markets are to recruiting efforts.

4-62. Some factors affect the propensity of an individual. A few key points are the economy (specifically employment opportunities), current military operations, influencer perceptions/attitudes, and postsecondary educational outlooks. Propensity has steadily declined over the past 20 years but is now at a relative plateau.

4-63. Propensity data from JAMRS is available across many dimensions such as age, gender, and race/ethnicity, as well as across services and components. The following figures offer some examples.

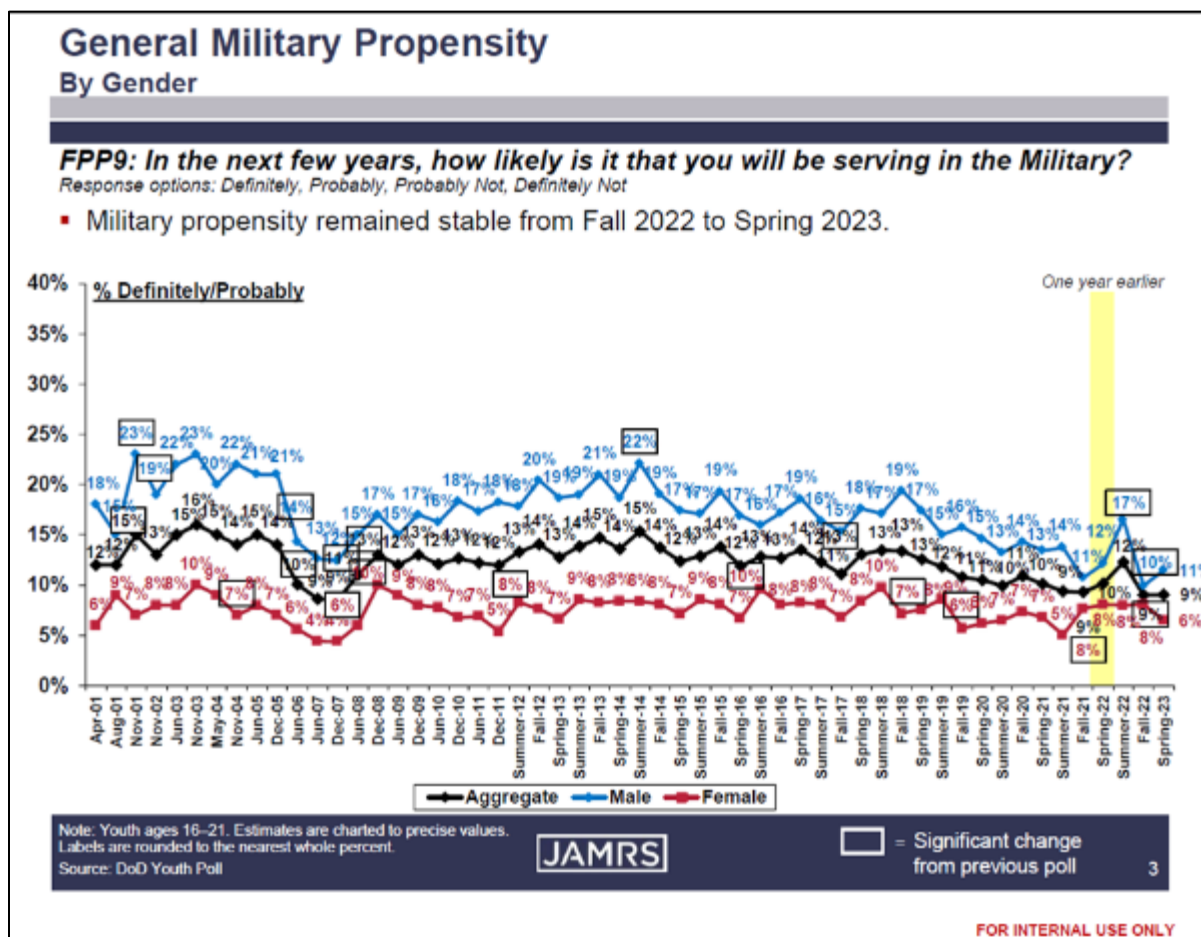


Figure 4.17. National General Military Propensity (JAMRS)



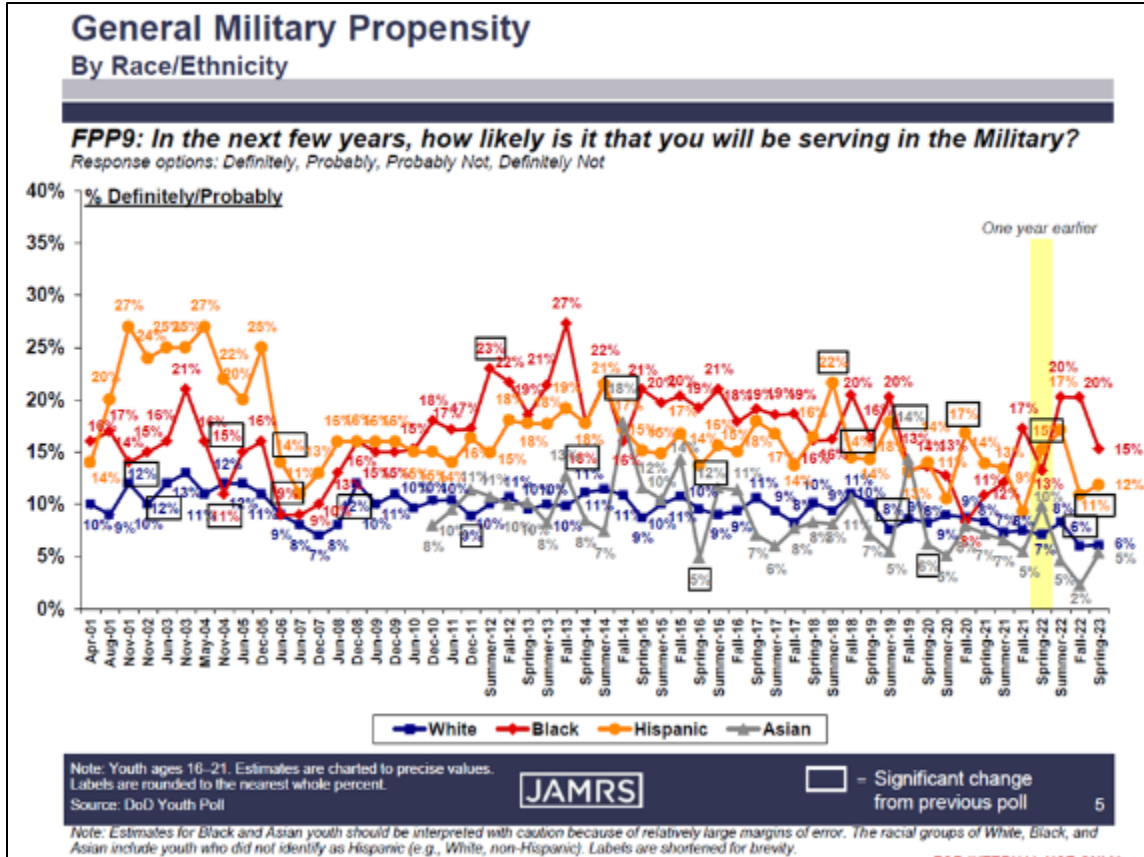
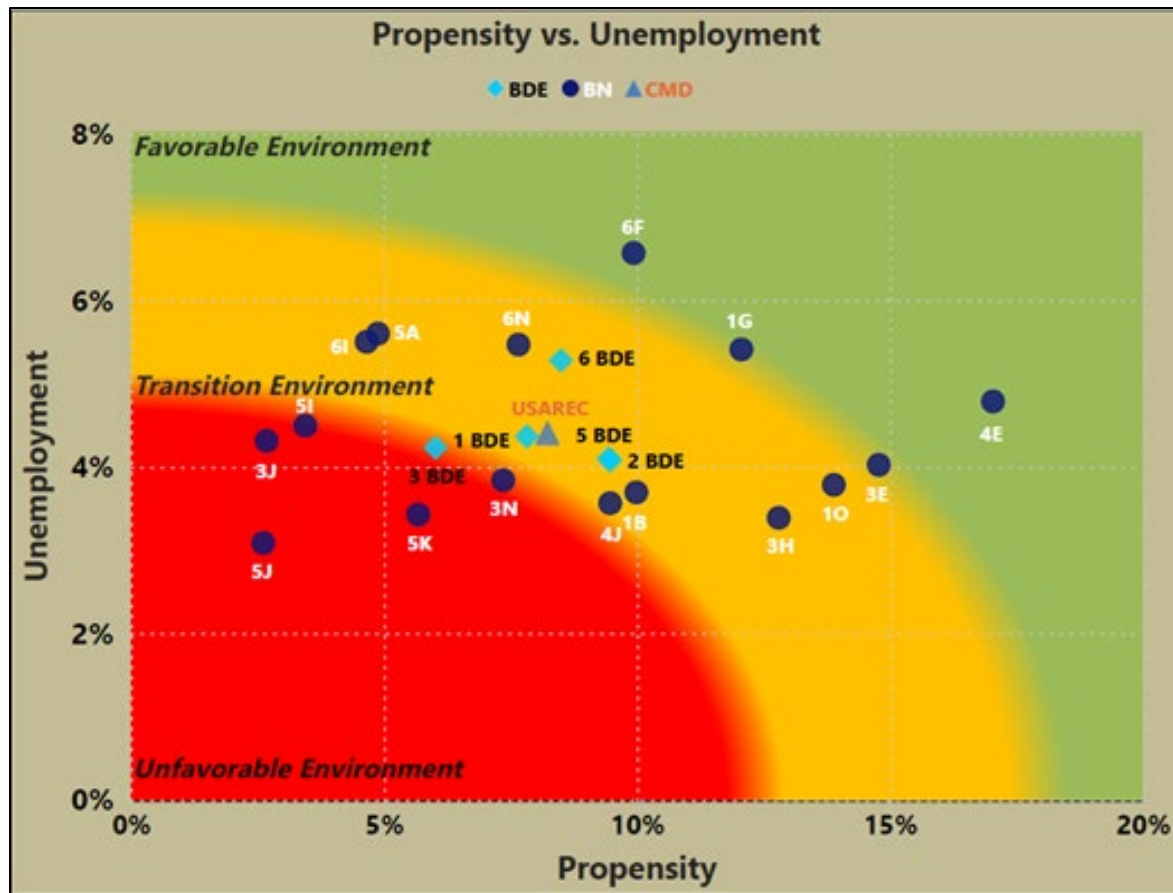


Figure 4-18. General Military Propensity by Race/Ethnicity (JAMRS)

## EMPLOYMENT AND PROPENSITY AS INTERRELATED FACTORS

4-64. The OE can be further defined by comparing the unemployment rate with the regional propensity to obtain a two-factor perspective regarding the “favorability” of the area. Combining these two factors shows that the most favorable recruiting environment is one in which there is a high propensity for military service coupled with a high unemployment rate. Comparatively, a market with low propensity while also having a low unemployment rate is far more challenging.



**Figure 4-19. Example Employment and Propensity Analysis**

4-65. Ultimately, the recruiting organization is best able to determine the dynamic effect of propensity and unemployment in the local market. Understanding the OE involves not only these metrics calculated from national to station level but also a local perspective of the two factors. For example, there may be a major plant closing in the area, creating a desire for prospects to seek other opportunities. In terms of propensity, a well-known high school student who returns to the local area for Hometown Recruiter Assistance Program (HRAP) duty may help to increase the inclination for prospects to consider Army service.

## UNDERSTANDING THE OPERATIONAL ENVIRONMENT

4-66. Below are some questions to consider when evaluating an OE's footprint. Evaluating these aspects of the market can explain how recruiting fits in its community and how to capitalize on and/or avoid pitfalls in promoting Army opportunities for prospects.

### POPULATION

- Population density. Is it primarily urban or rural? Or is it, more commonly, a combination of urban, rural, and suburb?
- What is the overall race/ethnicity composition of the AO?
- Is there a large military presence in the AO?
- Where is the population growth occurring over the next five years?
- Is the population age generally older or younger?
- Is the population generally families, single parents, young couples, singles, or retired?
- Are there language enclaves?
- Are there concentrations within the API segment, (Vietnamese, Filipino, Chinese, etc.)?
- Are there concentrations within the Hispanic segment (Mexican, Cuban, Puerto Rican, etc.)?

- Is housing primarily owned or rented? What are property values?
- Is the market primarily high or low quality (volume)? What drives enlistment motivators?

## **GEOGRAPHY**

- What are the ZIP Code and county boundaries?
- What are the government boundaries: school districts and local, city, county, and state?
- What are the locations of high schools and colleges?
- What are considerations for public vs. private education?
- Do government boundaries effect operations? For instance, different states may require distinct procedures for processing enlistment documents.
- What are the areas of interest features: sports stadiums, tourist attractions, teenage social hangouts?
- What are primary road networks and traffic patterns?
- Are there traffic choke points? Are there toll roads that may affect travel?
- What are travel requirements to remote areas to ensure market coverage?
- What is the square mileage/windshield time?

## **EMPLOYMENT**

- What is the unemployment status of the AO?
- What are the major industries?
- Is the AO primarily blue collar or white collar?
- What are the key employment segments (technical, industrial, etc.)?
- What are the key industry and trade occupations?
- Is there the presence of a generational industry/employer?

## **PROPENSITY**

- What is the youth propensity?
- What is the prevailing youth outlook for the future?
- Are local youths patriotic?
- Are the local American Legion and VFW engaged with business, civil groups, and youth organizations?
- Does the community hold service to country in high esteem?
- Are military personnel appreciated?

## **SUMMARY**

4-67. Successful recruiting operations require a thorough understanding of the OE. To achieve recruiting success at all levels requires a deep awareness and assessment of the recruiting OE before planning and executing operations. Recruiters operating in the AO for a while probably have already acquired most of this baseline information and the understanding of the OE. Nonetheless, environmental factors are important considerations when developing a comprehensive operations plan and should not be determined based on hunches or anecdotal information. A data-driven OE will provide the basis for a clearer understanding.

4-68. Understanding a recruiting OE requires gathering and analyzing detailed information and data that includes various socioeconomic and demographic considerations in the AO. Production, competition for prospects, and market potential are the effects and results of recruiting operations within that environment. Chapters 5-7 discuss these data elements in more detail.

4-69. This chapter focused on four key factors that help define the OE: geography, population, employment, and propensity. These factors are not exhaustive, but they are quantified and available to the local level through various enterprise data tools. Combined, these factors provide a mixture of varying attributes and characteristics that defines a unique OE. Together with the local market intelligence of the recruiting force, leaders develop an in-depth understanding of the OE and are able to conduct effective recruiting operations.

## Chapter 5

# Evaluate the Competition

5-1. As can be seen, our competition encompasses the entire private sector, not just DOD. High-quality youth are increasingly in demand by the education sector, as well as industry and government. All three groups compete for the same talented young men and women.

5-2. The spectrum of incentive programs offered from all categories of our competitors is constantly adapting to an evolving youth market. Recruiting leaders do best to stay aware of these alternatives to Army service. As an example, the National Guard (NG) often offers education benefits beyond what federal service components offer. When coupled with the ability to live at home and receive money for college, the National Guard is a serious competitor with the Army Reserve. In addition, industry, to attract youth, offers education benefit packages that rival DOD.

5-3. With youth having so many options, we need to position our message about the Army to appeal to the youth in a unique way. To do this, we must determine what they want and how can the Army best meet their needs. We must differentiate ourselves by making the most attractive opportunity.

## ACADEMIA

5-4. Typical youth graduating from high school see their future through post-secondary education. According to the BLS, about 70% of youth enter college after graduating high school. Parents and other CPs see a college degree as a means to a more successful future, and therefore encourage young people to pursue higher education. In addition, community and technical colleges offer co-ops and specialized programs to provide qualification for skilled labor positions.

5-5. These considerations are true on a national level, but they also have an impact specific to local markets. Understand the colleges, universities, community and technical colleges in your market. Do they offer competitive programs? In response, the Army offers complementary programs for financing college and acquiring a skill. As a leader, you must develop talking points to address the concerns of youth specific to your market as they balance the option of higher education and Army service. Armed with this knowledge and market demographic information from Chapter 4, recruiters can emphasize key points during the Army Interview.

5-6. A useful tool to understand the general impact of education as a competitive force is the “Some College” Market Contracts report in G2 Report Zone.



Figure 5-2. G2 Report Zone Main Page and Market Contracts Report Menus



Figure 5-3. “Some College” Market Contracts Report Link

5-7. The first tab to review is the “BN Population Analysis”. This show the proportion of the youth population in the BN footprint as either “Some College” or “All Other Population”. The line at the top of the chart depicts the percentage of the “Some College” population to the total. This provides a general understanding of the influence of education in the battalion area; “Some College” indicates youth who have completed at least a course in a post-secondary institution but have not yet attained a professional certificate, associate’s, bachelor’s or higher degree.

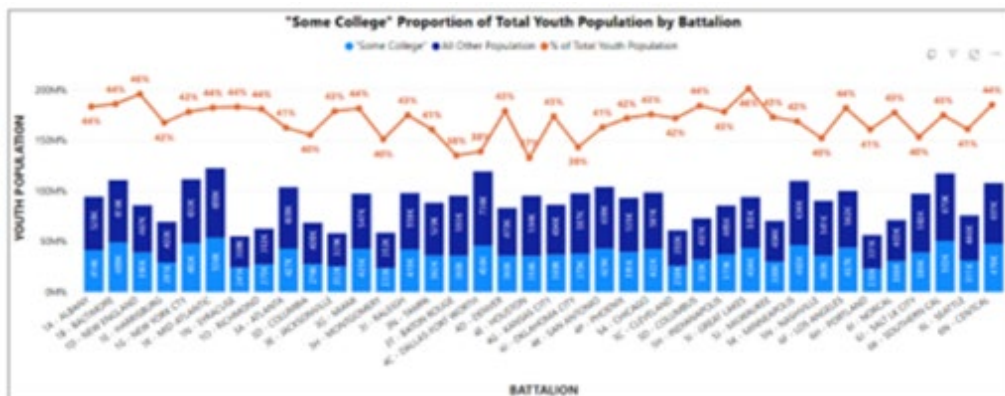


Figure 5-4. Battalion Population Analysis

5-8. After gaining an understanding of the relative number of those ‘available to be recruited’ in terms of ‘some college’ or not, it is instructive to use the tab “BN Production Analysis” to reveal the relative success within this segment of the market. As the chart below illustrates, the blue “YTD” line shows the percentage of production that has “some college” with the red “4yr wtd avg” providing a historical reference.

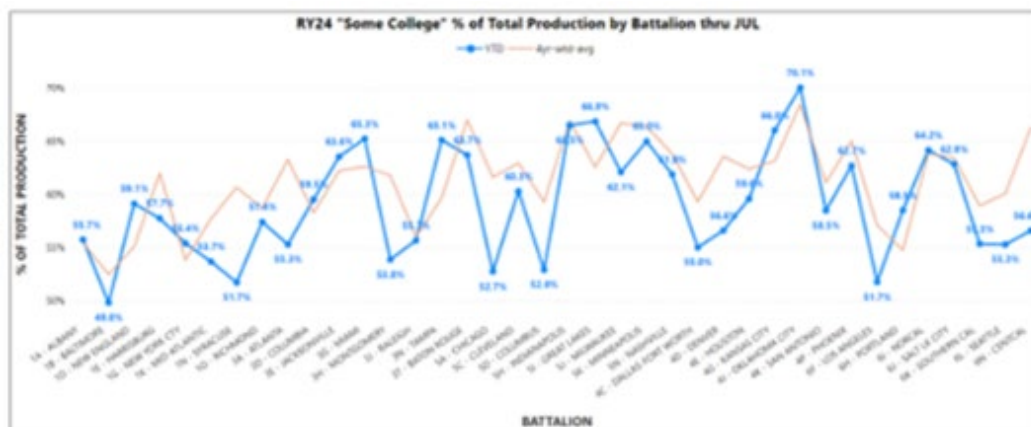


Figure 5-5. Battalion Production Analysis

5-9. Combining these two perspectives, we zoom in to see that Miami Bn has about 972,000 youth population (425K + 547K) (from the “BN Population Analysis” tab). This equates to about 44% of the youth population having “Some College”. From the “BN Production Analysis” tab we see that “Some College” accounts for 65.3% of their total production. Relative to the other organizations, the Miami BN is doing well in this segment. Furthermore, comparing the YTD value of 65.3% to the weighted 4-year average reveals a slight improvement over the long term.

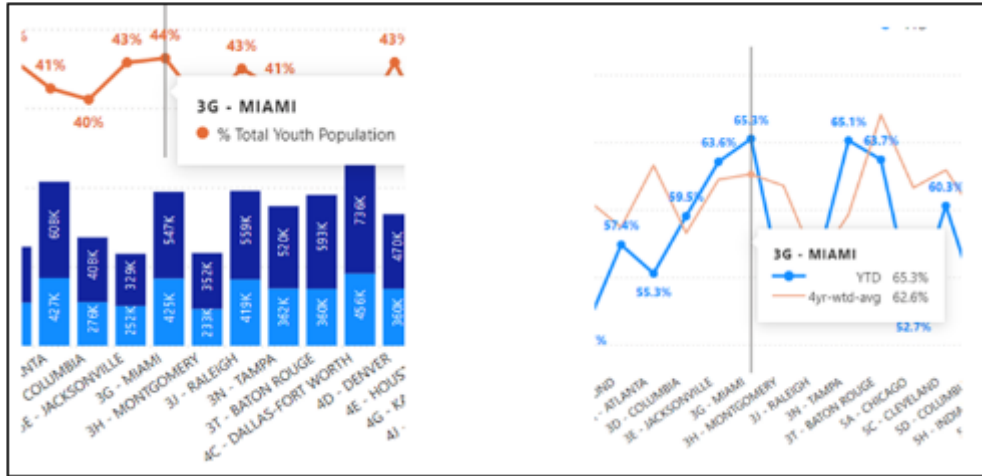


Figure 5-6. 3G Zoom of Battalion Production and Population Analysis Tabs

5-10. To drill in a little deeper, we can go to the “BN Production (CO & STN Breakout)” tab. Note that the “Some College” segment has greatly improved in FY24 compared to FY23 and the 4yr wtd avg. Focusing on May RY24 illustrates that the Miami BN has achieved 82 contracts from the “some college” segment, an increase of 49 from the previous year, and about 44 over the 4-year weighted average. Such success did not happen by chance. It is critical for recruiting leaders as all levels to examine what the organization is doing to improve its increased penetration in the “Some College” market and to incorporate those techniques and practices into ongoing operations.



Figure 5-7. BN Production (CO & STN Breakout) and Zoom of BN Production (CO & STN Breakout)

5-11. The last step in this analysis is to zoom in on subordinate units. Expanding on 3G5 shows each station’s metrics. Interestingly, most stations improved significantly, while one station did not perform as well in this part of the youth population. In simplest terms, potential exists in 3G5B within the “Some College” segment. Company leadership should attempt to determine what practices could be shared and adopted across all stations to continue to improve in this slice of the market. Just as importantly, Company leadership should evaluate if the potential in these relatively under-performing segment markets is cost-effective in terms of recruiting effort.

UNIT	"Some College" (No Degree)					Degree			
	RY23	RY24	% Change from RY23	4yr wtd-avg	% of 4yr wtd-avg	Goal*	% of YTD Prod	2yr	4yr
JG1	79	105	51%	66.8	101%	73	65.8%	21	34
JG3	64	87	36%	61.3	100%	68	55.4%	20	50
JG5	52	70	35%	49.4	100%	55	65.4%	12	25
JG6	162	222	37%	193.5	119%	213	70.9%	24	67
JG7	89	188	64%	114.5	126%	126	68.9%	19	47
BN Total	437	631	44%	484.3	130%	534	64.4%	96	223

UNIT	"Some College" (No Degree)					Degree			
	RY23	RY24	% Change from RY23	4yr wtd-avg	% of 4yr wtd-avg	Goal*	% of YTD Prod	2yr	4yr
JG8	6	4	-75%	14.3	28%	16	40.0%	2	4
JG9	4	4	0%	2.7	100%	3	51.1%	1	2
JG10	7	11	57%	8.2	112%	10	71.3%	2	2
JG11	13	21	62%	10.8	100%	11	65.8%	3	8
JG12	5	6	20%	4.1	100%	5	81.7%	1	0
JG13	7	20	243%	10.1	100%	12	66.7%	3	9
BN Total	57	76	33%	49.4	147%	53	61.1%	17	35
BN Total	437	631	44%	484.3	130%	534	64.4%	96	223

Figure 5-8. Zoom of 3G CO Production (CO & STN Breakout) and CO/STN Production (CO & STN Breakout) Tabs

5-12. Reviewing the data indicates Miami BN’s accomplishments in competition with academia did not happen randomly. While it is possible that the market has shifted its focus on education in some way making “some college” as a less desirable option for youth, this swing is most likely due to the actions of the recruiting unit. It is critical for recruiting leaders at all levels to examine what the organization is doing to improve its increased penetration in the “Some College” market, determine the beneficial practices, and to incorporate those techniques into ongoing operations across the footprint.

## INDUSTRY

5-13. Industry also seeks talented young workers and therefore competes for the same youth that the Army recruits. Federal and state governments also vie for a portion of these talent pools. Industry usually has a cooperative effort with academic institutions to ensure a skilled labor force is available. Apprenticeships and co-ops are common preparatory phases to entering the labor force. The Army response to provide training of a specialized skill can also directly compete on equal footing with this kind of effort.

5-14. Some industries develop partnerships, or ‘earn while you learn’, to provide for tuition subsidies while working. As a leader, how can you illustrate the benefits the Army has to offer along these lines of questions from a young person, whose parents are advising them? “Earning money for college while obtaining training, skills and maturity during an Army enlistment,” is the classic response. Check Chambers of Commerce to research and understand the effects of business and industry on the market.

5-15. A useful tool to understand the industries and labor pool that exists in your market is the “Employment Analysis” report in G2 Report Zone. In short, the report provides data and illustrations of the top industries by county from the Bureau of Labor Statistics (BLS).

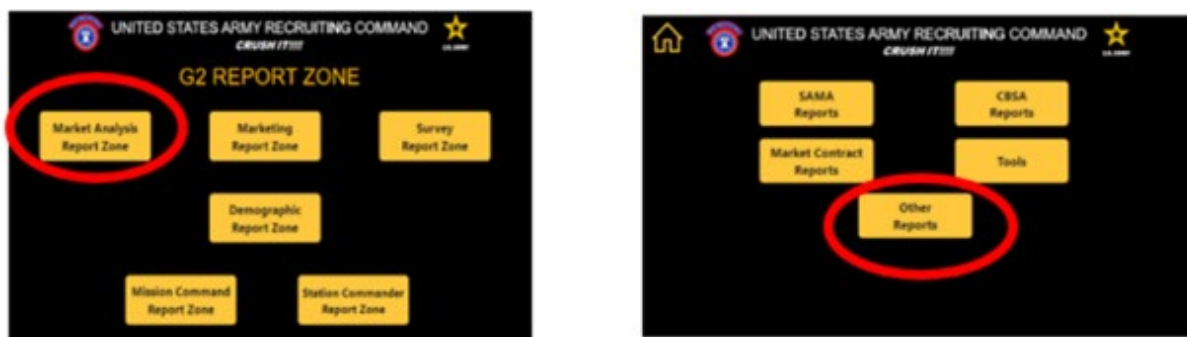


Figure 5-9. G2 Report Zone Main Page and Other Report Menus



Figure 5-10. Employment Analysis Link

5-16. This robust report offers recruiting leaders an insight into the industry and skills that prevail in the local market. This is especially important as a youth enticement for the training and experience benefits that the Army opportunity offers. Even more significant is its direct application to the Army Reserve market and the cross-fertilization with high-density MOSs in the local area TPU structure.

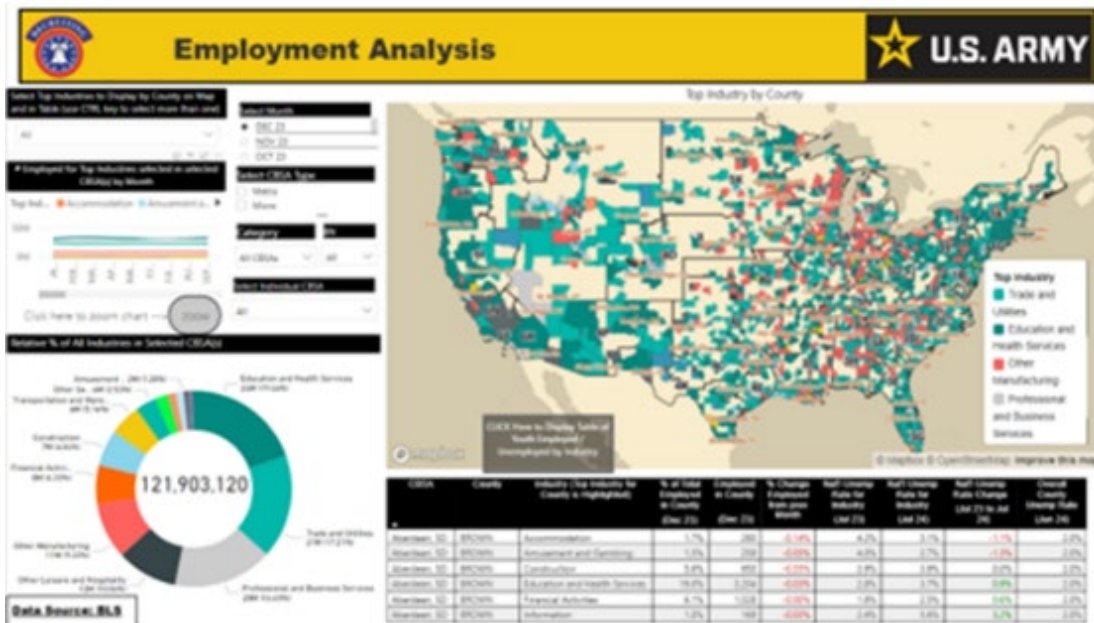


Figure 5-11. Employment Analysis Page

5-17. Due to economic dynamics, the conventional depiction of this data from the BLS is the CBSA, but there is an option to isolate the battalion footprint. Users are able to select a battalion to illustrate a map shaded by the top industry by county; this shade corresponds to the doughnut graph in the lower left of the page, which also illustrates the percentage by industry category for the battalion.



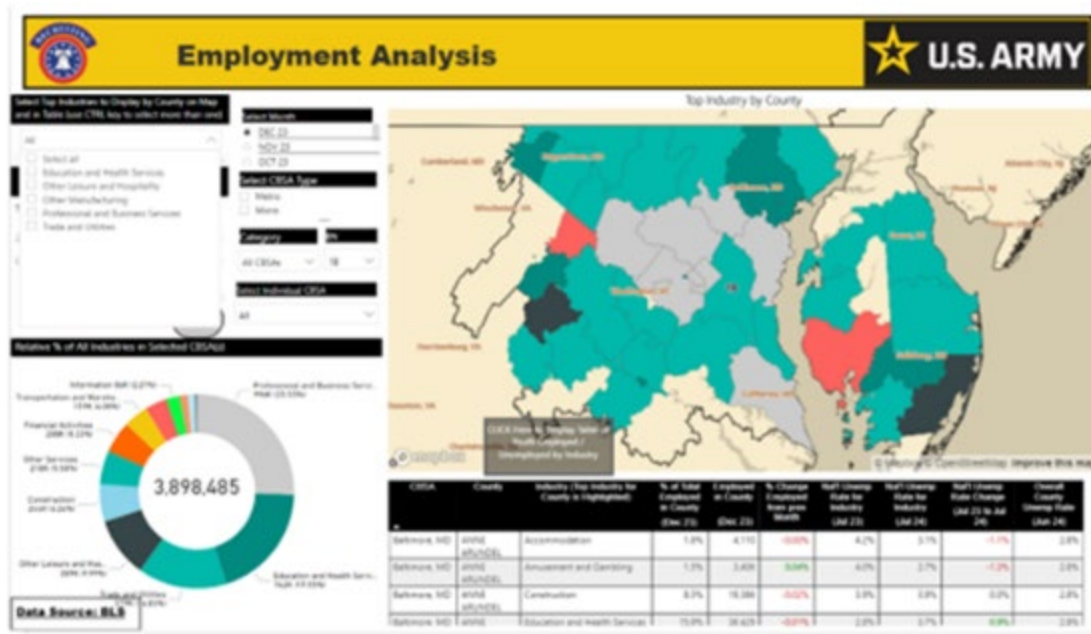


Figure 5-12. 1B Baltimore BN Employment Analysis

5-18. When the user selects a county within the battalion, the corresponding table below the map depicts the industry by percentage for that county (for example, Dorchester County in the Baltimore BN). (Note that if a county is not shaded, it is not part of a CBSA.) With a little investigation, recruiting leaders can gain an understanding of the key industries and employment trends in their footprint. Take note of the data in the table which shows the different slices of unemployment rate and rate change, both for each industry category and the overall county.

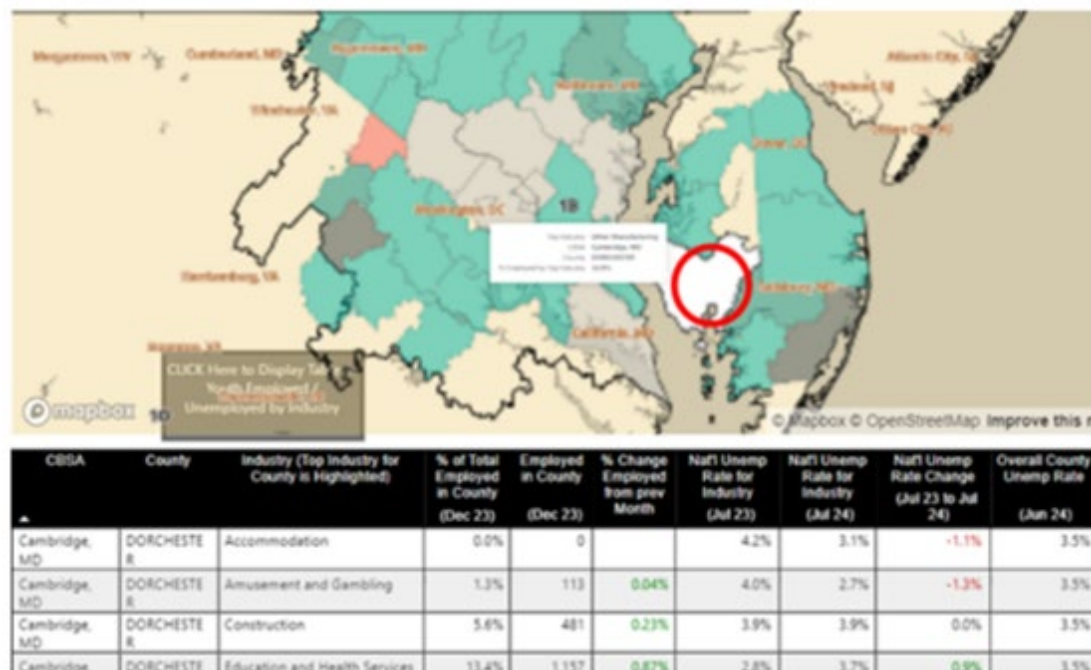


Figure 5-13. Dorchester BN Employment Analysis

5-19. Data analysis of local employment can usually be supplemented simply by living in the community and interacting with local youth. What is the culture of the community? Is staying and working within the community a goal? Then as a recruiter, establish how the Army can provide complementary training and

experience, either through a short enlistment or Army Reserve duty. Is leaving the community a desire? Then as a recruiter, establish the Army opportunity as an option for training, experience, and expanding horizons through travel and adventure. In all cases, as a recruiter that socializes in the community, it is important to understand the influences of industry competition. Through career counseling, combined with Army opportunities, Army service can be presented as an approach to complement the preparation for personal growth.

## OTHER DOD SERVICES

5-20. The third general option for youth is military service. While we have general statistics and an understanding of the trend of youth who seek higher education or immediate entry into the workforce, we have precise data for how many joins each of the DOD services. This provides a very clear operating picture of the Army's share of this DOD market. That is, for those who are willing to don the uniform and serve in the military, what portion of these see the Army as the best way to do that?

5-21. In general, market share describes what percent of those who do choose military service that enlist in the Army. This illustrates the strength of the Army message and recruiting effort because the segment of youth joining the military is a clearly defined niche. For example, if a young person is willing to join the Marine Corps, that person was probably also willing to join the Army, all things being equal. It is from this general concept that market share derives its significance.

5-22. A large concern with the use of market share is that it becomes the sole metric for success. This is wrong. Market share is a diagnostic indicator just like other performance metrics. It is one piece of the puzzle that leaders can use to assess the most effective focus of the recruiting effort.

5-23. It is important for the station commander to understand the benefits of Army service in comparison with the other services. This knowledge assists recruiters in understanding the competitive environment and the choices youth have when considering their future, especially those that wish to serve in the military. Issues such as guaranteed assignment, guaranteed specialty, and bonus money can all be a part of local communications to explain the advantages of Army service.

## WHAT IS MARKET SHARE?

5-24. Market Share is the percent of contracts of an individual service out of the total DoD. Market Share is an assessment of individual service's production as a portion of all DOD production. The higher your market share, the larger the proportion of the market you "own." The calculation for the percentage of market share is:

$$\text{Market Share} = \frac{\text{Army Contracts}}{\text{DOD Contracts}} \times 100$$

**Figure 5-14. Market Share Calculation**

5-25. Traditionally, USAREC focused on RA-only market share, that is, active Army mission production as a proportion of all active-duty production. Significant shifts in DOD accession requirements among the services in recent years, along with changes in recruiting business practices and business rules for the AR mission allocations, reduced the value of RA-only market share assessment.

5-26. The transition to a total market share provides improved value in market share assessments. Total market share combines the active and reserve contracts as a portion of all DOD contracts (active, reserve and national guard). This improves the visibility and understanding of how DoD missions affect recruiting operations.

## INTERPERTING AND USING MARKET SHARE

5-27. Market Share is important because it provides an indication of how well we are communicating the benefits of Army service. Assuming that all of the DOD contracts for a region are an indication of the general inclination of local youth to join a military service, how well did the Army compete within this segment?

5-28. Market Share is a diagnostic indicator of relative performance in a region. Do not use this as a standalone metric. Changes in other services' missions and resources can cause Army market share to fluctuate rapidly, regardless of production performance.

5-29. Commanders should investigate a change from high to low Army market share in a region. Other factors, such as a shift between RA and AR mission, other services' mission and production, the relative level of recruiter productivity and local events that occur may explain the change. A high Army market share does not necessarily mean that the Army is doing well at capturing all the potential of a region. This is a common misapplication of the market share metric, and leaders should investigate all performance statistics in a comprehensive, relative manner, not in isolation.

## **MARKET SHARE DATA-G2 REPORT ZONE**

5-30. Market production calculations in G2 Report Zone are driven by the component, category and the period. By convention, all services are included. The calculations are as follows:

- For ACT and RES: All Active (ACT) & Reserve (RES) enlisted contracts for a given service divided by DOD enlisted contracts (all enlisted contracts for all DOD Services and all components for the selected category). Specifically, ACT and RES results are the sums of all contracts under the titles of Army, USAF, Navy, USMC, USCG, and Army NG.
- For ACT: All Active enlisted contracts for a given service divided by All Active Duty enlisted contracts in the selected category for all DOD services. Specifically, ACT results are the sum of all contracts under the five titles of Army, USAF, Navy, USMC, and USCG.
- For RES: All Reserve enlisted contracts (including Army NG & USAF NG) for a given service divided by All Reserve enlisted & Army NG & USAF NG contracts in the selected category for all DOD services. Specifically, RES results are the sum of all contracts under the six titles of Army, USAF, Navy, USMC, USCG, and Army NG.

5-31. Market Share updates occur monthly due to the availability of the other services' data. Typically, Market Share data updates in G2 Report Zone occur between the 3rd and the 10th of a calendar month for the previous RSM. Occasionally the data does not become available until later. This usually occurs when there are issues with the data loading process or lag in DOD providing the other services' data. In general, a station commander will not know their market share or competition performance, until three weeks after the RSM.

5-32. The Army National Guard mission is consistently as large as most of the other services. For this reason, G2 Report Zone lists the Army National Guard separately to get a clearer picture of the true market share.

5-33. Market share is not available by high school. This is a data limitation. Military Entrance Processing Command (MEPCOM) does not use a common high school code, so gaps in the data limit the ability to view market share in this manner.

5-34. An in-depth laydown of NBOX and market share categories can be found in Market Production Categories, Appendix A to Chapter 5.

## **MARKET RSID AND PRODUCTION RSID**

5-35. We use the term 'market RSID' to refer to enlistments from a market area. 'Production RSID' generally refers to the enlistment credit, no matter which market the enlistment originated. The contracts by market RSID form the basis of the market share module in G2 Report Zone.

5-36. The Position Analysis & Evaluation (PAE) process establishes stations as a grouping of ZIP Codes. These ZIP Codes make up a station's market and are its area of operations. Schools within those ZIP Codes are also "owned" by that station. For any given enlistment, the ZIP Code of the applicant's home-of-record denotes the market for that contract. This is the market RSID for the contract. On the other hand, the station that enlists the applicant, and, therefore, receives the enlistment contract credit, is the production RSID.

5-37. Let us consider a simple example of three enlistments represented by icon shapes. The following figure shows two fictitious station boundaries from two different companies of the Chicago battalion (5A1A – Blue, 5A2B – Red). The blue triangle and blue square represent an enlistment contract completed by 5A1A. Note that one of these contracts (blue square) has a home of record (HOR) in the 5A2B AO. 5A2B produced one

contract (red circle) that had an HOR within its boundary. In this example, therefore, 5A1A produced (contract credit for mission achieved) two contracts, but a market contract of one. 5A2B has production credit for one contract, but market contract of two. The difference is that 5A1A produced the blue square enlistment from within the 5A2B AO for which it receives production credit, but it will not show within their market share reports.

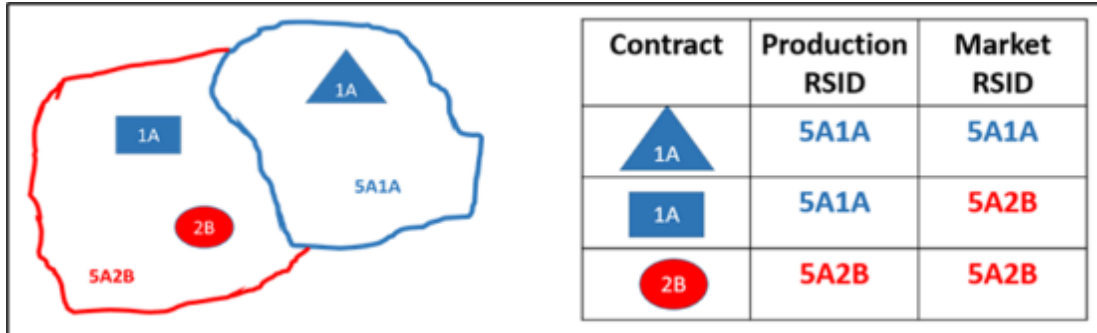


Figure 5-15. Example of Production RSID vs Market RSID

5-38. In a perfect world, the market and production RSID would always be the same, illustrating cohesive market boundaries across stations. Certainly, this is a fundamental goal of the PAE. In today’s mobile and interactive society, however, a completely isolated market is rare. When a production and market RSID are different, we refer to it as an “out of area contract” (the production came from another market). When a large percentage of a station’s contracts are “out of area,” leaders should analyze the area of operations for shifting market patterns and consider adjusting station boundaries to account for that shift.

### MARKET PRODUCTION IN G2 REPORT ZONE

5-39. The primary report in the G2 Report Zone to understand the competitive influence of other services is the “DoD Market Contracts and Share”

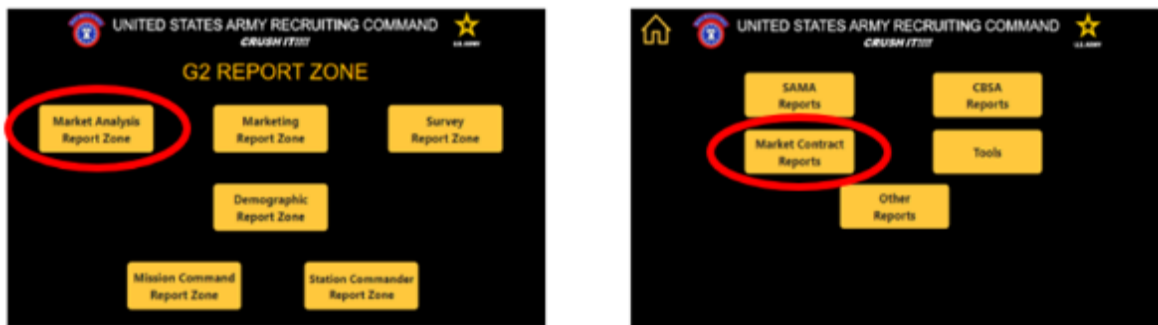


Figure 5-16. Report Zone Main Menu and Market Contract Tabs



Figure 5-17. DoD Market Contracts and Share Link

5-40. In the landing page for “DoD Market Contracts and Share”, note that calculations are driven by the selected Recruiting Unit, component, and NBOX category. There are two primary perspectives within this section (tabs at the bottom of the report): “Complete RY” and “Like Period”.

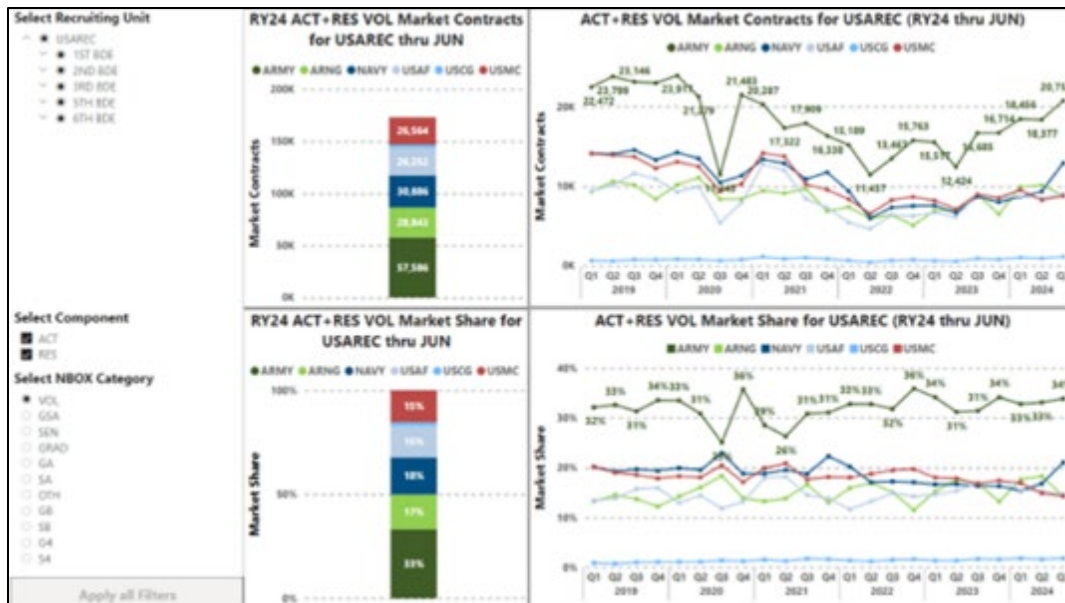


Figure 5-18. Landing Page for DoD Market Contracts and Share

5-41. Use the “Complete RY” view to understand market production over time. Because this is a core report, we will explain it in detail. Consider the chart below for 3T7F, Gulfport RS for VOL and ACT + RES. Using the left side of the chart, for RY24 through RSM JUN, the Army achieved 55 market contracts for at 21% market share. Both the ARNG and USAF outperformed the Army at 60 and 67 contracts respectively. The Navy also is a major competitor at 50 market contracts for market share of 19%. Looking at the right side of the chart, we see that over time this had been a very competitive market with multiple services producing similarly. The USMC is not much of a challenge in this AO. See the call-out chart to the lower-right. We have selected the NBOX category of “SEN”.

Note: Although the USMC usually does well in the senior market, it does not stand out in this market area.

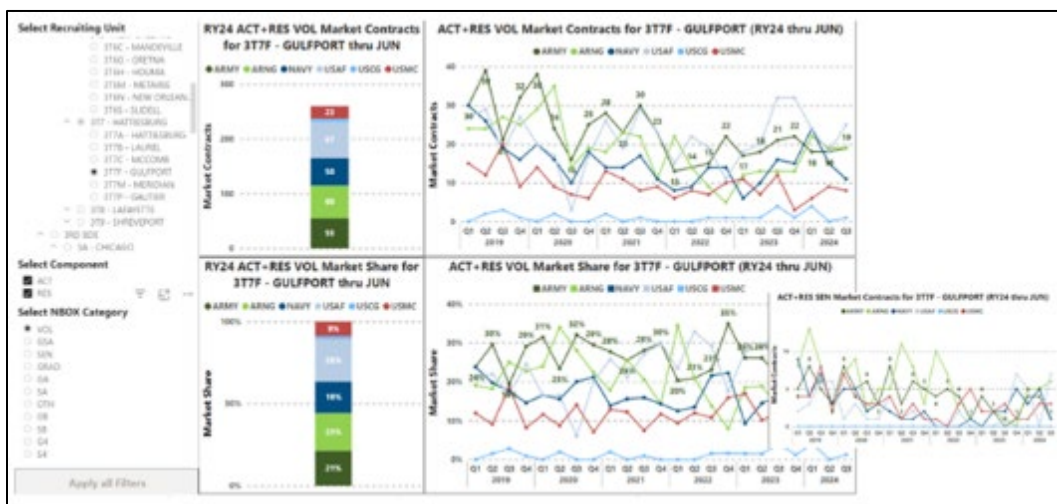


Figure 5-19. Landing Page for DoD Market Contracts and Share

5-42. Use the “Like Periods” view (tab) to compare like-time periods across multiple RYs. Simply put, this view helps assist in determining how well a unit is performing as compared to previous years. It provides insight into market patterns. Conduct this type of analysis incrementally throughout the year to assist in determining how well the unit is positioned within the market, relative to the other services. This may help to identify seasonal trends. Also, conduct this analysis at the end of the year while developing a plan for the coming RY. As a leader, market analysis helps you understand why this is happening and how best to focus your resources when planning operations.

5-43. The “Date Range Data Table by Recruiting Unit” tab provides the capability to download the data directly for manipulation by the user (perhaps to create customized charts in MS Excel).

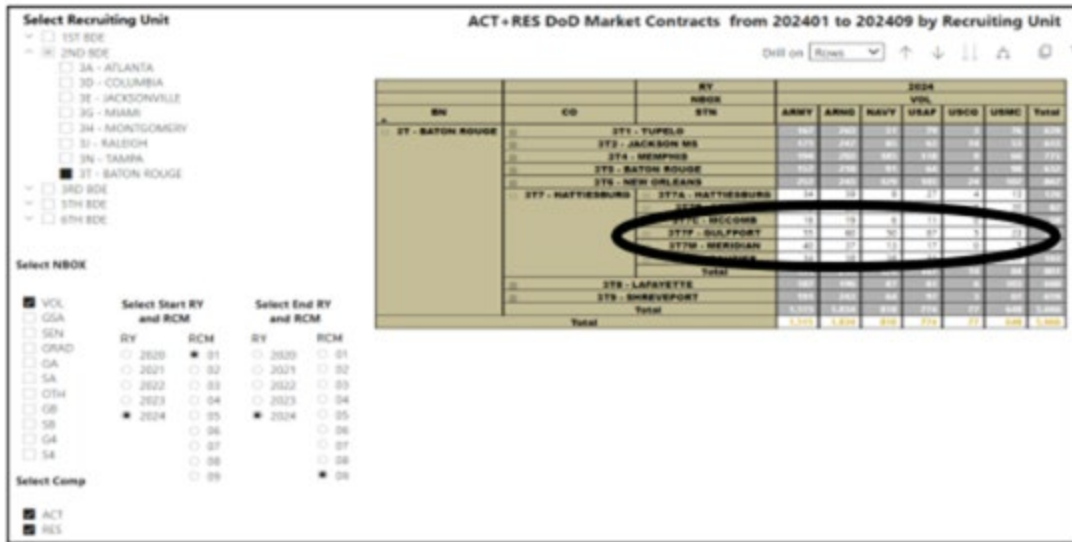


Figure 5-20. Landing Page for DoD Market Contracts and Share

5-44. The “Complete RY OUA DoD Mkt Performance” tab provides a convenient summary of ACT and RES for a five-year period in terms of market contracts and change for the past two years. Furthermore, it displays the five-year period over time for the categories of VOL, GSA and SEN, both graphically and in data table format.

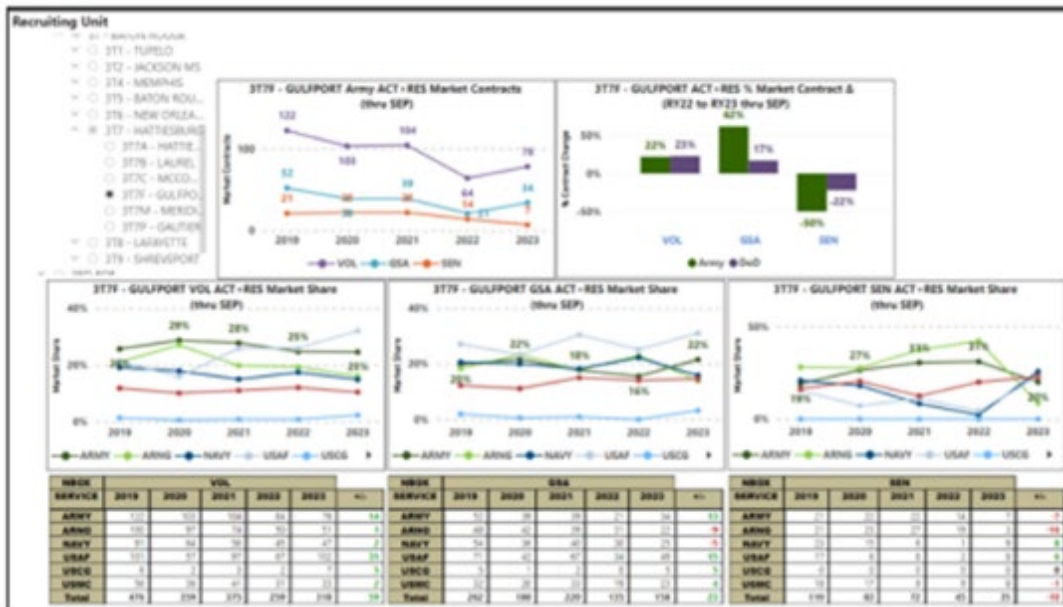


Figure 5-21. 3T7F Gulfport Recruiting Station Complete Market Performance

5-45. The final perspective we will mention is the “USAR and ARNG Market Contracts and Share” tab. It is very similar to the “DoD Market Contracts and Share” report explained above except the it provides focus solely on the Reserve Component market. Specifically, it displays the comparison of market production for the Army Reserve and ARNG, the Army’s biggest competitor within the Reserve component.

## **MARKET SHARE AS A DIAGNOSTIC**

5-46. You can use market share as a diagnostic tool in different ways. This section identifies some common additional uses and considerations of the market share metric.

5-47. Investigating market production trends requires finesse. This is where science meets art, and a station commander must apply experience and knowledge of the local market. Changes in production may be due to personnel turbulence, a local event that discouraged military service, a facility move, or a battalion PAE that caused operational disruption.

5-48. It is helpful to analyze both the market share percentage, as well as the raw number of contracts because the relationship between a station’s contract production and DOD may be counter intuitive. That is, market production may decrease, but the share percentage increases.

5-49. It is also important to note how difficult the analysis of market share percentage can be at the station level. Small deviations in production can create wide swings in the data, especially in terms of percentages.

5-50. Viewing data graphically over time can illustrate the monthly fluctuations for each RY. There may be operational considerations (personnel shortages) or efforts by the other DOD services that account for the changes over time. Remember, that a station could be increasing its production which can drive an increase in market share, or it could be that the other services have a reduced presence which can also result in an increased Army market share. These are the considerations that the leaders must assess and address in their plan.

5-51. Displaying market production over time as a percentage is useful in that it shows the market’s overall growth (or contraction) and whether a recruiting unit is keeping pace with that growth, or even driving that growth.

5-52. Market share can influence recruiter placement. It may be effective to allocate/assign a higher number of recruiters to a growing market and position the Army to take advantage of opportunities such growth presents.

5-53. Market share helps identify excellent recruiting markets, especially at the ZIP Code level. In concert with SAMA mentioned in the previous chapter, market share can help focus resources.

5-54. As the Like Period and Date Range examples illustrate, trend analysis is critical to understanding your market’s potential and forecasting the effectiveness of recruiting efforts. Market share enables identification of monthly and quarterly trends. You should also look for seasonal patterns. This is the fundamental reason to assess like-period data.

5-55. Market share also can help understand the other competitive influences in the market. Do industry and academia offer an alternative to military service in your area of operations that is especially effective? In the Louisville area, for example, the United Parcel Service (UPS) offers an “earn while you learn” program in partnership with the University of Louisville.

5-56. An analysis of market share reveals quality markets. Conventional wisdom dictates that the recruiting effort should focus on quality, and from that, volume follows. With this in mind, market share analysis can uncover areas where other services attain quality contracts in markets that are perhaps underworked.

5-57. Market share helps identify higher and lower priority high schools. Looking at your station’s share of the senior market, are there schools that could warrant more effort, especially those schools where the other services are producing better? Market share also helps identify feeder ZIP Codes for a school, or the ZIP Codes from which students travel to attend school in another area. This may help to focus marketing efforts.

## MARKET SHARE MISUSE

5-58. Leaders should not establish market share as an objective. As an example, it is not appropriate to state, “we wish to increase our market share to 35% in our area of operations.” Such an objective is dependent on performance and is sensitive to the mission of the other services.

5-59. Consider this simple example. Say an area had 100 total DOD contracts last year and the Army took 40 of these contracts for a market share of 40%. As a leader, you ill-advisedly establish an objective of 45% market share for the next year. The next year DOD pulls only 70 contracts due to a change in the Navy and Marine presence in the area. Your station produces 35 contracts, which equate to a 50% market share. You have, in fact, increased market share but in reality, decreased production and possibly missed some of the potential in this particular market.

## ARMY MARKET SHARE

5-60. Market share varies among locations. The rule of thumb expectation for RA market share was historically set at 40-45%, but this guideline is no longer valid. This threshold was established when USAREC only tracked the Regular Army, USAF, USN and USMC; it did not include the reserve component for a holistic view of the competition. For these reasons, you cannot establish a market share standard. Units should consider market share for each location based on a collection of environmental and competitive factors. As mentioned earlier in the chapter, market share is a diagnostic tool. There are many factors that may influence market share in a location, including other services’ mission, recruiter allocation, proximity to Reserve Centers (RC)/National Guard armories, proximity to military installations (Army and other DOD) and local culture to name a few.

5-61. You should prioritize resources to attain increased market share based on the context of penetration rates. Penetration rates provide an indication of how receptive a market is to recruiting efforts. While most communities consider military service an honorable commitment, some areas can be somewhat antagonistic to the military. In highly penetrated markets, you can expect a higher return for recruiting efforts, albeit with more competition from other services. Seeking more production in a highly penetrated market is usually a more efficient commitment of resources. On the other hand, lower penetrated areas may just be unrealized potential.

5-62. Some areas of the country have a strong military tradition. For example, if your market is near an Army base, Army market share should be relatively higher because you expect Army dependents to follow in their parent’s path. Conversely, a market located near a Navy base might have an Army market share relatively lower due to this local influence.

5-63. Some leaders use the percentage of recruiters present from each service as a guideline for a market share goal. This is ‘Recruiter Share’. Some leaders use the mission for each service as a guideline of what they should achieve. The difficulty with both of these approaches begins with the difficulty of obtaining the other services’ data to calculate these goals. Further complicating the use of these approaches is that recruiting boundaries are not the same across the services and therefore, leaders cannot conduct an equal comparison.

5-64. The market share of any area also varies depending on if you are looking at active, reserve, or total market share. The USAREC average total market share over the past four completed recruiting years is 30.5%. The USAREC average active market share in the same period is 33.0%. For the reserve component, the average market share is 23.0%. It may help to use these values to see how an organization compares to all of USAREC, but keep in mind that not everyone can be above average.

5-65. Additionally, market share is not constant over the course of a year. As other services have a surge in contracts, market share declines and as they reduce contracts market share rises. As an example, the USMC tends to concentrate on the senior market during the summer and early school year.

5-66. Remember, market share is not a standalone metric to assess an organization. Since there are many factors influencing market share, leaders should not use it as a single metric for assessment of a market. Never use market share to determine an organization’s recruiting success. For example, there may be market expansion in which all services increase contracts in a market area. Such a market may decrease in Army



market share but increase in contracts. Conversely, a market may increase market share despite having fewer contracts. In all cases, more production is preferable to an increase in market share.

## **SUMMARY**

5-67. This chapter explores the third phase of the Army's Intelligence Preparation of the Operational Environment (IPOE) for recruiting, where the focus shifts to analyzing competitors in the market. These competitors include other military branches, industry, and academia, each offering alternatives to Army service. By understanding the strengths and weaknesses of these options, recruiters can develop more effective strategies. It's essential to assess the competition at both national and local levels, where factors like the National Guard's educational benefits and the industry's financial incentives may attract the same pool of young talent. This knowledge allows the Army to position its service as a compelling choice that meets the specific needs of potential recruits.

5-68. This section provides tools such as graphs and market analysis reports to assist leaders in visualizing these competitive forces. It discusses how to analyze youth with "some college" education and how industry partnerships with educational institutions, like apprenticeships, compete directly with Army opportunities. Market share is highlighted as an important indicator, giving recruiters a sense of the Army's performance compared to other services. However, it cautions against relying exclusively on this metric, as external factors can cause fluctuations. Instead, recruiters are encouraged to use a combination of market share data and broader insights to refine their recruiting strategies, ensuring they effectively target the right candidates.

## Chapter 6

# Assess Market Potential

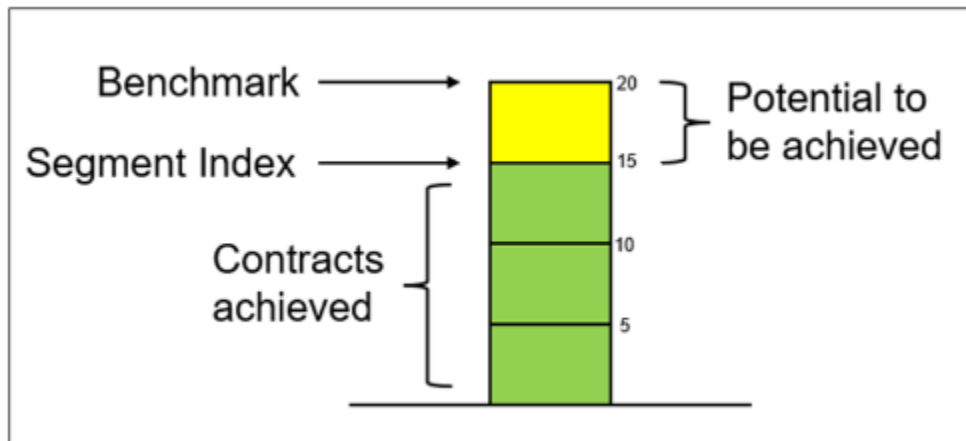
6-1. The fourth and final step of recruiting IPOE is assess market potential. Everything to this point built a thorough understanding of the OE, the effects of these on operations, and the threat or competition in it. Chapter 6 deals with operationalizing this information and intelligence to identify market potential and enable decision-makers to plan and execute successful, decisive recruiting operations.

### RELATIVE MARKET POTENTIAL

6-2. True market potential is the theoretical number of contracts an AO can produce. If unlimited resources were available, true potential would reflect the number of enlistments an area could produce. Realistically, however, true market potential is impossible to calculate.

6-3. A technique to estimate potential is to compare segment production levels between two areas. At the center of this technique is the assumption that, all things being equal, a segment in one area should produce at the same rate as another area. The shortfall in one area quantifies as “potential.” The underlying tenet of this technique provides that a defined segment, which groups according to its common characteristics and attributes, behaves similarly even if it is a different area. From a recruiting perspective, similar segments possess similar inclinations to join the military.

6-4. The basic calculation used for potential is production to population (P2P). All things being equal, each segment should enlist in relative proportion to its representation in the population. One area’s production rate for a segment becomes the benchmark for another area. This benchmark index establishes a realistic goal for comparison between market areas. The difference between the two areas is achieving a reasonable potential. Figure 6-1 illustrates this concept.



**Figure 6-1. Benchmark-Segment Index and Market Potential**

6-5. Figure 6-2 illustrates a simple example. In Station 1A, segment 57 produces 10 enlistments in a population of 100. In the same period, for the same segment, Station 1B produced 15 enlistments from a population of 200.

$$1A = 10/100 = 0.10$$

$$1B = 15/200 = 0.075$$

Figure 6-2. Setting a Benchmark

6-6. Since 1A has a rate of 0.10 for this segment, which is higher than 1B's .075, 1A's rate becomes the benchmark. To determine the potential for the same segment in 1B, multiply the benchmark by the population in 1B (see figure 6-3). Therefore, the benchmark production level (what achievement can reasonably be expected, all things being equal) is 20 enlistments. Since Station 1B has already produced 15 contracts, there is an unrealized potential of five enlistments.

$$\text{Benchmark production} = 0.10 \times 200 = 20$$

$$\text{Potential} = 20 - 15 \text{ (current production level)} = 5$$

Figure 6-3. Figuring Benchmark Production and Potential

6-7. Figure 6-4 is a graphical representation of the process described above.

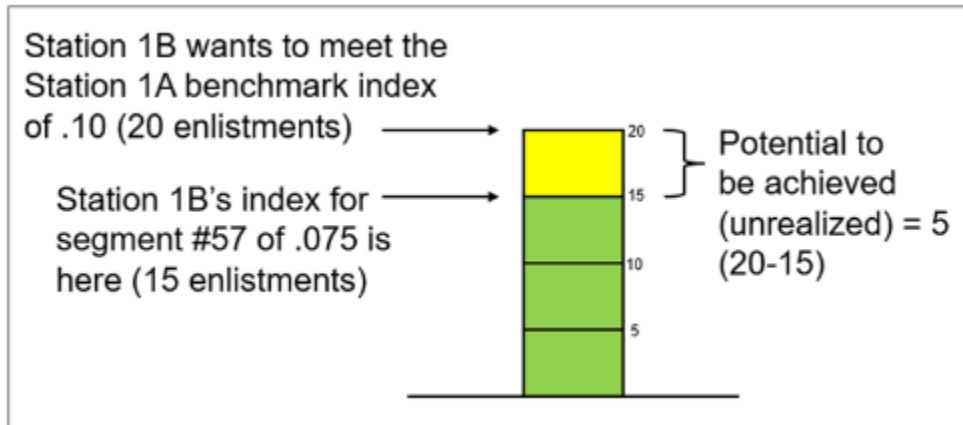


Figure 6-4. Graphic Representation of Market Potential

6-8. To assist station commanders with determining potential, USAREC uses a metric known as relative market potential. Relative Market Potential (RMP) is the implementation of benchmark indexing and represents the hypothetical estimate of the number of enlistments that could be written in a market area with unconstrained resources. It is based on historical segment penetration rates and current segment population. RMP is not an exact measure of the attainable enlistments in a market area and must not be used to pace performance. RMP is valuable to the command because it provides a standardized measure for comparing similar geographic market areas (company, station, ZIP Code) with one another. This allows leaders to make informed decisions about recruiting priorities and resource allocation when planning recruiting operations by using the comparison of the RMP metric.

6-9. A common mistake is to use RMP to pace performance. Leaders may be tempted to mandate their subordinates produce to that level. The flawed reasoning behind this mistake is that since theoretical potential

exists, recruiters should be able to attain this level of production. First, RMP is not an exact measure of the attainable enlistments in a market area. It only provides a standardized measure allowing the comparison of like geographical market areas (company, station, ZIP Code) with one another. Secondly, RMP assumes in its calculation the characteristics of the two markets are in fact equal. In reality, there are simply too many other variables present in the market for this assumption to be accurate enough to judge performance. Thirdly, RMP assumes the potential to be achieved would require unconstrained resources. An example of this would be a comparison between a rural and urban market. Achieving unrealized potential in a rural market would require a significant increase in recruiter workload and resources.

6-10. There is no single metric to assess full potential. Assessing that potential requires a holistic view of the OE to develop effective recruiting plans. RMP provides a standardized measure for leaders and recruiters to make informed decisions about priorities and resource allocation when planning recruiting operations.

6-11. Along with RMP, there are other factors for leaders to consider when assessing potential. Local propensity, military receptivity and acceptance, crime, military tradition, unemployment, military base location, and the presence of community influencers are just a few of the other indicators of market potential. Some indicators are quantitative, and some are qualitative (see figure 6-5). Either way, they tend to be indicators at a specific relative level, meaning, while these indicators cannot be measured with a precise number for direct comparison, it can be said that an area has more or less potential compared to another area. Together with RMP, leaders can take their experience and instincts and use all these indicators to assess and compare the potential of the market within their AO.



Figure 6-5. Quantitative and Qualitative Factors

## SEGMENTATION ANALYSIS AND MARKET ASSESSMENT

6-12. Segmentation Analysis and Market Assessment (SAMA) provides a readily available tool for the station commander to assess market potential. The key metric utilized in SAMA is RMP. SAMA is an approach to market analysis that uses historical production rates by lifestyle segment to provide intelligence for current year recruiting market priorities. SAMA is tailored primarily for the enlisted recruiting brigades due to the underlying data and benchmark indexing used in the calculations. Use the RMP to assist in comparing market areas, which will help determine priorities during planning.

6-13. Computing the RMP at the beginning of each recruiting year establishes a static benchmark until the next annual computation. As new contracts are written throughout the recruiting year (RY), the relative market potential remaining (relative market potential minus enlistments to date) continues to provide a means of prioritizing recruiting activities and resources, the most precious and limited being a recruiter's time.

6-14. SAMA results help categorize markets down to ZIP Code-level into one of four general categories: Must Keep, Must Win, Market of Opportunity, or Supplemental. These categories help prioritize efforts when developing recruiting plans as follows:

**MUST KEEP MARKET**

6-15. The Must Keep (MK) market classification indicates significant population and potential for large return on investment for recruiting efforts where the Army outperforms the rest of DoD recruiting.

**MUST WIN MARKET**

6-16. The Must Win (MW) market classification indicates significant population and potential for large return on investment for recruiting efforts where the Army underperforms in comparison to the rest of DoD recruiting.

**MARKET OF OPPORTUNITY**

6-17. The Market of Opportunity (MO) market classification indicates population of sufficient size and potential to merit consideration for allocating limited resources to expand recruiting success.

**SUPPLEMENTAL MARKET**

6-18. The Supplemental (SU) market classification indicates a lack of potential and population to warrant a resource priority; recruiting efforts are an economy of force operation that maintains a market presence.

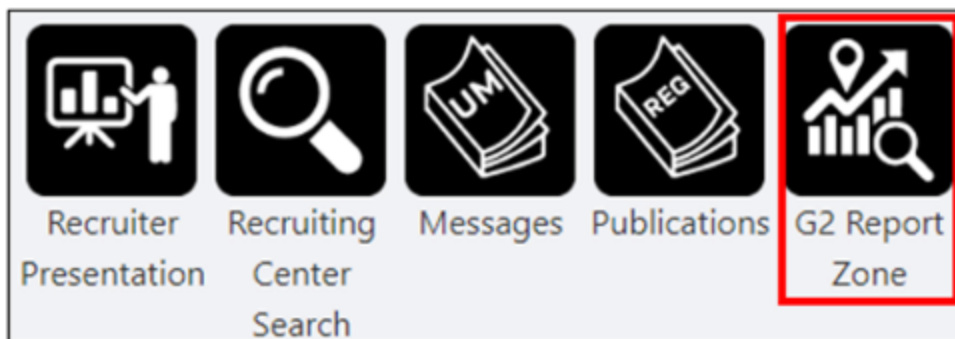
6-19. SAMA differentiates between targeted and non-targeted ZIP Codes. Targeted ZIP Codes are those categorized as Must Keep or Must Win according to the criteria outlined in figure 6-6 below. Although non-targeted ZIP Codes can be a source of contracts, recruiting efforts in targeted areas have historically resulted in higher enlistments. Therefore, targeted ZIP Codes should receive higher priority than the other categories.

**Figure 6-6. SAMA Market Categories for Enlisted Recruiting Brigades**

**LOCATING SAMA DATA**

6-20. The primary source for SAMA information is in the G2 Report Zone, accessible through IKROme. See figures 6-7 and 6-8. From there, select Market Analysis Report Zone.

6-21. From the Market Analysis Report Zone link, select “SAMA Reports.” The Market Assessment Report (MAR) and Segmentation Market Report (SMR) discussed below (see figures 6-11 and 6-12) can be accessed from this link.



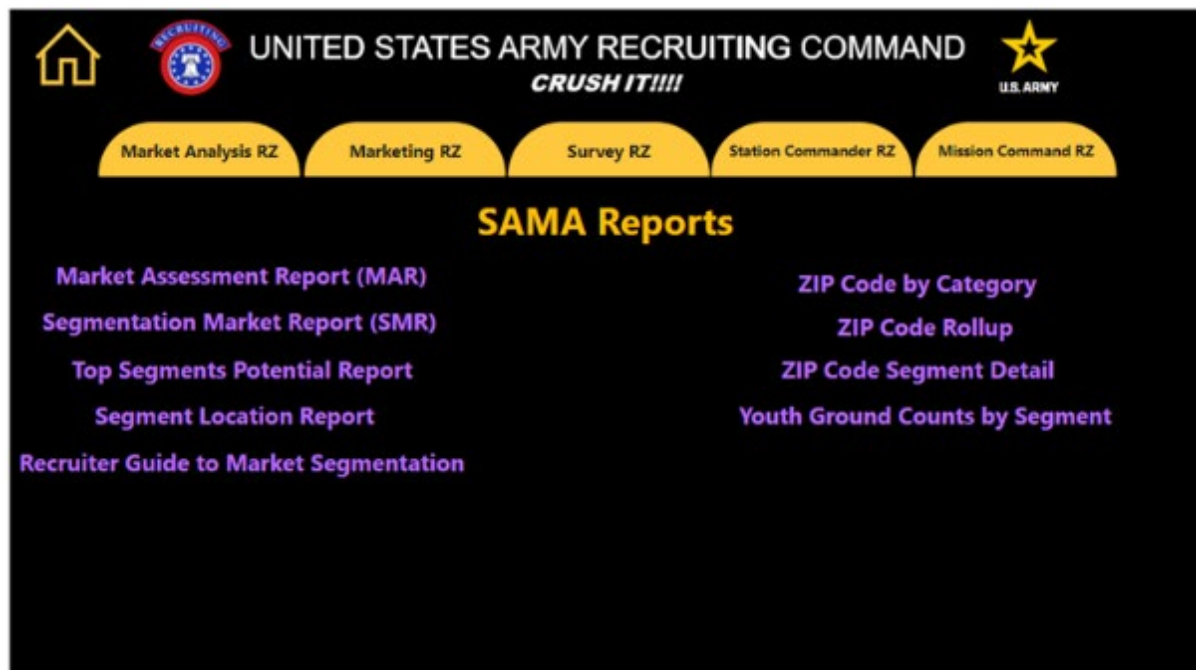
**Figure 6-7. Report Zone on IKROme**



Figure 6-8. Market Analysis Report Zone



Figure 6-9. SAMA Reports



**Figure 6-10. SAMA Reports List**

6-22. Links to other interactive SAMA reports are also under this link. Two key reports, the MAR and SMR, can be filtered for any organization at brigade level or below, while the Top Segments Potential Report is filterable to the recruiting station level for use as a planning and assessment tool for station commanders and recruiters.

## MARKET ASSESSMENT REPORT

6-23. The MAR displays the SAMA category (MK, MW, MO, and SU) for each ZIP Code. The report can be filtered to display data by component and ZIP Code priority (Targeted or Non-Targeted). The MAR displays the Relative Market Potential (RMP) for the Army (Army Potential), the rest of the DoD weighted average (DoD- Wtd Avg), and then DoD combined potential (DoD Potential). RMP is the core metric for this report because it designates a standard measure to compare market areas to enable the recruiting force to make decisions about priorities and resource allocation when planning recruiting operations. The MAR lists YTD contracts for the Army through the current RSM for the categories of Grad Alpha (GA), Senior Alpha (SA), and Volume (VOL). It also depicts the RPM remaining for the Army (Army Potential Rem) for the year.

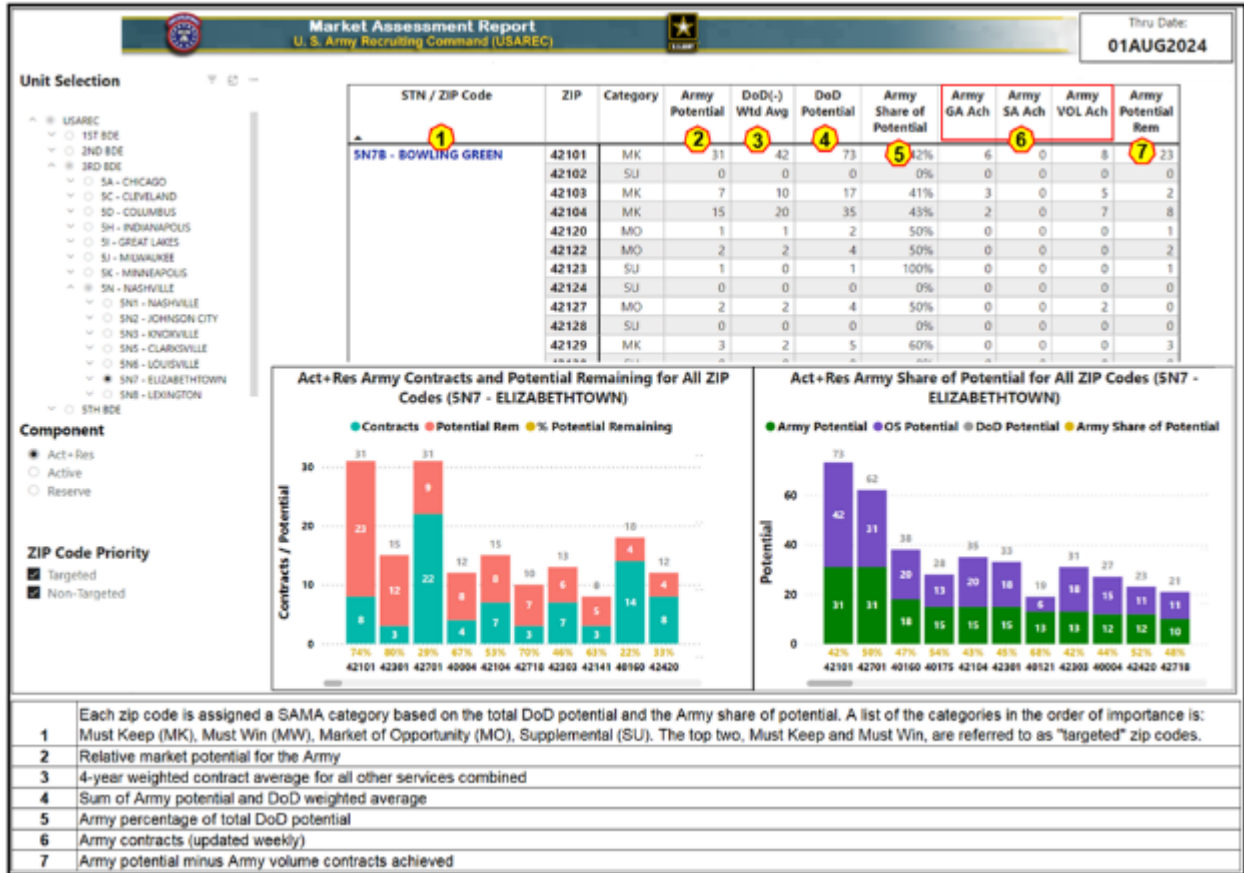


Figure 6-11. Market Assessment Report with Descriptions

6-24. RMP guides decisions about how to prioritize the application of limited recruiting resources. It helps address the question, “Where will the investment of recruiting time and effort produce the largest return?” Leaders should prioritize markets by comparing the RMP at the outset of the RY and incrementally throughout the year by analyzing the potential remaining as enlistments occur. The MAR contains the pertinent information (SAMA category, relative market potential, and potential goal remaining) used to determine where recruiting effort can best be applied.

## SEGMENTATION MARKET REPORT

6-25. The SMR displays the Army SAMA and market production data (updated weekly) for each segment. The time period reflected is YTD of the “Thru Date” of the report (that is, the day not the RSM). The value of this report is that the leaders get a snapshot of the current and historic production of all 68 segments. Sort any column on the report by clicking the column header.



Segmentation Market Report U. S. Army Recruiting Command (USAREC)												Thru Date: 04-Apr-24	
Act+Res VOL Segmentation Market Report for USAREC													
Segment	Population	% Population	YTD Contracts	% YTD Contracts	Army Potential	% Army Potential	Army Potential Remaining	% Army Potential Remaining	4yr-wtd-avg Contracts	% 4yr-wtd-avg Contracts	Army Segment 4yr-wtd-avg Pen Rate	Army Segment 4yr-wtd-avg PDP	
01	255,296	0.8%	97	0.3%	365	0.4%	268	0.5%	222.1	0.4%	0.87	0.50	
02	337,468	1.0%	247	0.7%	621	0.7%	374	0.7%	334.3	0.6%	1.17	0.67	
03	416,570	1.3%	224	0.6%	662	0.7%	438	0.8%	437.8	0.7%	1.05	0.60	
04	491,573	1.5%	175	0.5%	468	0.5%	295	0.5%	310.4	0.5%	0.72	0.41	
05	728,861	2.2%	604	1.6%	1,635	1.8%	1,051	1.9%	1,182.4	1.9%	1.62	0.93	
06	434,623	1.3%	369	1.0%	917	1.0%	548	1.0%	607.6	1.0%	1.40	0.80	
07	397,553	1.2%	173	0.5%	447	0.5%	274	0.5%	300.0	0.5%	0.77	0.44	
08	334,789	1.0%	126	0.3%	374	0.4%	249	0.4%	296.9	0.3%	0.62	0.35	
09	334,506	1.2%	232	0.6%	894	0.9%	652	1.2%	516.4	0.8%	1.34	0.77	
10	339,058	1.2%	400	1.1%	1,056	1.1%	656	1.2%	633.2	1.1%	1.75	0.90	
11	587,152	1.8%	392	1.5%	1,362	2.1%	1,250	2.3%	1,270.2	2.0%	2.35	1.24	
12	642,216	1.9%	559	1.5%	1,542	1.7%	983	1.8%	1,028.1	1.6%	1.60	0.92	
13	377,274	1.1%	299	0.8%	770	0.8%	471	0.8%	454.6	0.7%	1.20	0.69	
14	363,532	1.1%	657	1.7%	1,680	1.8%	1,025	1.8%	1,172.9	1.9%	3.25	1.85	
15	354,211	1.2%	447	1.2%	1,275	1.4%	828	1.5%	832.1	1.3%	2.09	1.19	
16	289,561	0.9%	480	1.3%	1,304	1.4%	824	1.5%	895.8	1.4%	3.86	1.75	
17	214,591	0.6%	134	0.4%	342	0.4%	208	0.4%	217.5	0.3%	1.01	0.58	
18	369,141	1.1%	279	0.7%	923	1.0%	643	1.2%	530.2	0.8%	1.44	0.82	
19	355,033	1.1%	312	0.8%	739	0.8%	427	0.8%	526.8	0.8%	1.48	0.85	
20	326,558	1.0%	168	0.4%	521	0.6%	353	0.6%	295.6	0.5%	0.87	0.50	
21	359,896	0.9%	221	0.6%	589	0.6%	368	0.7%	394.2	0.6%	1.37	0.73	
22	892,568	2.7%	537	1.4%	1,583	1.7%	1,046	1.9%	1,024.6	1.6%	1.15	0.66	
23	318,834	1.0%	659	1.7%	1,661	1.8%	1,002	1.8%	1,157.2	1.8%	3.63	2.08	
24	302,463	0.9%	351	0.9%	990	1.1%	639	1.1%	597.6	0.9%	1.98	1.13	
25	438,716	1.3%	599	1.6%	1,597	1.7%	993	1.8%	1,042.5	1.6%	2.31	1.32	
26	354,022	1.1%	694	1.8%	1,604	1.7%	910	1.8%	1,074.6	1.7%	3.05	1.73	
27	817,748	2.5%	1,044	2.8%	3,250	3.5%	2,206	4.0%	2,007.6	3.2%	2.46	1.40	
28	499,909	1.4%	384	1.0%	1,319	1.4%	935	1.7%	716.7	1.1%	1.96	0.89	
29	483,989	1.5%	543	2.5%	2,490	2.7%	1,547	2.8%	1,696.7	2.7%	3.49	2.00	
30	524,588	1.6%	1,000	2.7%	2,326	2.4%	1,216	2.3%	1,439.8	2.8%	3.13	1.79	
31	542,897	1.6%	253	0.7%	515	0.6%	262	0.5%	343.4	0.5%	0.83	0.36	

Figure 6-12. Segmentation Market Report

6-26. SAMA helps address the identification of the best markets and what marketing message(s) and medium(s) is (are) the most effective. SAMA provides insightful information about the demographics of a recruiter’s AO. Specifically, this includes data about population, YTD enlistments, Army relative market potential and potential remaining, four-year weighted average of historical enlistments, and the index of this average to the population for each of the population segments.

6-27. Leaders can identify important segments and leverage the JAMRS Segmentation Marketing Guide to provide military-relevant information about the characteristics and the best ways to reach these segments. This association of segment to ZIP Code increases the precision of the marketing message and focuses operations when developing recruiting plans.

## SAMA DATA USER GUIDES

6-28. SAMA provides a scientific approach to determine key areas based on production, common attributes of that population, and the message that should be communicated in that market. Collecting extensive information ensures the best implementation of these benefits of SAMA. While the calculations that underlie SAMA are complicated, the techniques and procedures to leverage its benefits are straightforward.

6-29. These documents are available on the G2 SharePoint site under the G2 Market Research Division at <https://armyeitaas.sharepoint-mil.us/sites/TR-USAREC-HQ/SitePages/Directorates/G2/MarketResearch.aspx>, under JAMRS files. Among the documents in the Segmentation Marketing Guide folder is the most current segmentation marketing guide produced by JAMRS in the form of a viewable or downloadable PDF file. This marketing guide provides users with relevant information about the interests, attitudes, beliefs, motivators and barriers of youth, influencers, and new recruits within each of the 68 segments.

6-30. Another important document to review (found at the Segmentation Booklet Oct 2023 link) is the Recruiter Guide to Market Segmentation. Produced and maintained by the G2, it consolidates various studies and surveys to help the recruiting force determine recruiting and marketing strategies for each segment. Perhaps most useful is the section on “Core Beliefs, Values, and Conversation Starters.”

## DEMOGRAPHIC DATA AND P2P

6-31. Recruiting leaders should take time to apply intelligence about population demographics when assessing market potential and make a note of anything exceptional. For example, in the INTSUM discussed in Chapter 3, 5th and 6th Brigades have Hispanic populations much higher than in the other brigades. The percentages for Spanish as the primary “Language Spoken at Home” are also high. This may lead a company in this market to leverage its Spanish-speaking and Hispanic recruiters. Company leadership identifies similar demographic opportunities and develops a plan to increase penetration in markets with a large Hispanic presence and potential to impact recruiting success.

6-32. A leader noticing trends anywhere in population and demographic assessments should consider how to adjust recruiting strategies and allocate resources to maximize effective recruiting operations in markets with the most potential for successful operations.

6-33. Less complex, but in some instances, just as insightful, is the direct use of P2P in comparing demographic populations. Reference the core assumption that, all things being equal, the same demographic populations should produce similarly between two AOs. Some categories to consider for assessing potential and customized messaging include race/ethnicity, gender, career division, and education level (some college).

6-34. Station commanders should consider P2P when further developing recruiting plans to assess potential in the market. Recruiters and leaders can identify areas for expanding in markets and limit missed opportunities as they arise. Leaders at all echelons should consider this when developing targets and determine a marketing strategy accordingly.

6-35. Remember that while the band of excellence (0.9 to 1.1) referenced in Chapter 3 serves as the overarching goal for representation, this does not need to be strictly adhered to at all echelons. To improve P2P for a given ethnicity, leaders are encouraged to focus on ethnicities in areas where population and market potential are high for a higher potential return on investment. In some areas, it may be possible to exceed this range to make up for shortfalls elsewhere.

6-36. Conversely, leaders should be mindful of the magnitude of a segment. For instance, in establishing priorities for focused recruiting operations, don’t assume the use of limited resources is worth the expenditure merely to balance a P2P metric that ultimately results in only a few enlistments.

**POTENTIAL USING P2P**

SFC Hardcore is the station commander of a seven-recruiter station. He is developing his plan for the coming recruiting year. His station is a geographically large area with one primary urban area (a mid-sized town with a population of about 30,000).

Upon assuming the duties of station commander, SFC Hardcore noticed that the station's P2P was well below 0.9 (the lower band of excellence) within the densely Hispanic neighborhoods of town. He quickly adjusted the ongoing plans. To start, he looked to an adjacent station, received guidance and help from his fellow station commanders, and began to duplicate elements of their successful recruiting operations. He began implementing a plan for his station to target and penetrate the Hispanic market.

It has paid dividends. He has customized messaging with Latino recruiting materials within designated neighborhoods. He has made it a priority to support League of United Latin American Citizens (LULAC) events and other Hispanic engagements. Since the Hispanic population in his station AO is primarily of Cuban descent, he presented his research and supporting data to his First Sergeant to get a recruiter of Cuban heritage assigned to his station. He knows this recruiter will be able to develop personal community relationships.

All these actions have now produced a Hispanic P2P above 1.1 in the target ZIP codes. However, SFC Hardcore is not satisfied. During planning for the next recruiting year, he notes that outside town, the P2P for Hispanics is below 0.9 in many ZIP codes. He references step 2 of his intelligence preparation of the operational environment (IPOE). In "Defining the Environmental Effects," he is reminded that Hispanic representation is sparse and spread out in a very rural setting outside of town. Given the low density, he decides that a focused recruiting effort outside of town will likely produce only a very few contracts. He uses this knowledge to assess the potential as very limited. SFC Hardcore continues to focus on targeting Hispanic recruiting within the town. Knowing he has limited resources, he continues planning and researching to identify higher potential segments outside of town.

**SUMMARY**

6-37. Assessing potential begins with the comparison of segment productivity. By grouping segments according to a common set of characteristics, the assumption is that a segment, all things being equal, should have a relatively equal productivity in one area compared to another. If not, consider the difference in productivity rate as potential that can be achieved. It is beneficial to target this potential during planning. By understanding the characteristics of that segment, a recruiter can customize the messages regarding the benefits of the Army and Army service so that outreach will more likely resonate with that segment.

## Chapter 7

# Market Intelligence Tools and Reports

7-1. When conducting Market Intelligence Preparation of the Operational Environment (M-IPOE), analysts should strive to collect the most accurate and current information on the OE. The USAREC G-2 builds, maintains, and improves several useful interactive tools and reports accessible to all in the Command. These tools are not only useful by themselves but also allow analysts to export the underlying data to build tailored intelligence reports for use by leaders and recruiters alike.

---

Note: This collection of reports is an interim application as part of the bridging strategy to provide limited report generation capability until the full capability of the Accessions Information Environment (AIE) is developed and deployed into an enterprise level dashboard.

---

---

Note: The USAREC G-2 routinely updates and revises current reports and builds new ones to meet the force's changing needs. Tools and reports described in this chapter are current as of the publishing date of this manual but are likely to change significantly over the next few years. All reports described in this chapter can be found via the USAREC G2 Report Zone, available through IKROme (see Figures 7-1 and 7-2) and at the following link: <https://armycitaas.sharepoint-mil.us/teams/TR-USAREC-G2-ReportZone/SitePages/G2-Market-Analysis-Reports-and-Tools.aspx>

---

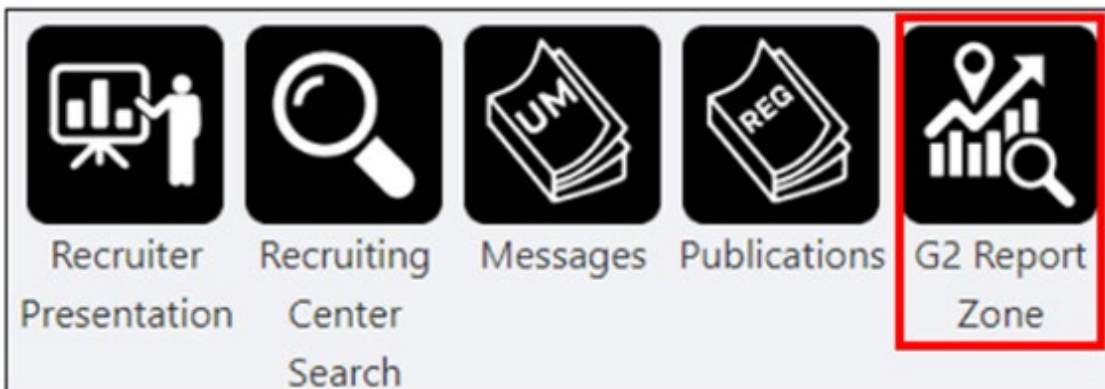


Figure 7-1. G2 Report Zone Button on IKROme



Figure 7-2. G2 Report Zone

## MARKET ANALYSIS REPORT ZONE

7-2. In general, the reports found in the Market Analysis Report Zone (see Figure 7-3) tie all contract production statistics to a market geography. Market geographies include ZIP Codes, CBSAs, and USAREC units ranging from station through BDE level. Market analysis reports are grouped into five general categories: SAMA Reports, CBSA Reports, Market Contract Reports, Tools, and Other Reports. Each category and its component reports or tools is discussed below.



Figure 7-3. Market Analysis Report Zone

## SAMA REPORTS

7-3. As discussed previously in Chapter 6, SAMA is an approach that uses historical production rates by lifestyle segment to provide intelligence for current-year recruiting market priorities. SAMA-related reports in the G2 Report Zone (see Figure 7-4) include the following:

- Market Assessment Report (MAR)
- Segmentation Market Report (SMR)
- Top Segments Potential Report
- ZIP Code by Category
- Segment Location Report
- ZIP Code Rollup
- ZIP Code Segment Detail
- Youth Ground Counts by Segment

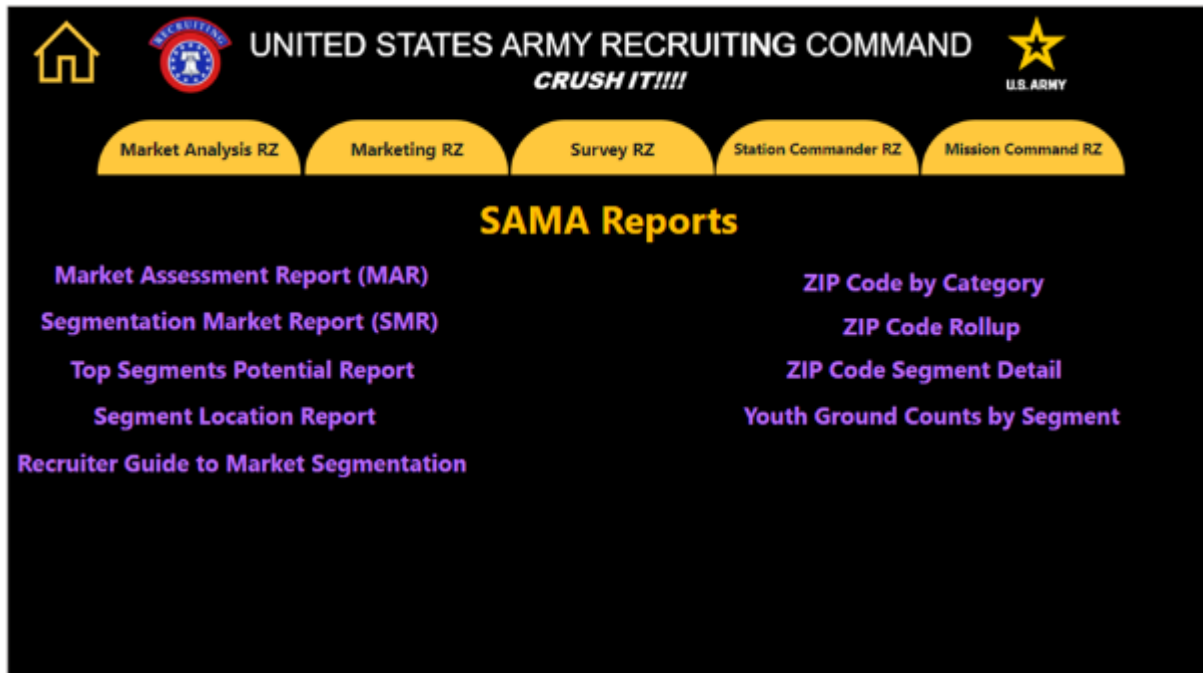


Figure 7-4. SAMA Reports

## SAMA ASSESSMENT REPORT

7-4. This report (see Figure 7-5) allows users to select USAREC and its subordinate units down to station level to provide ZIP Code-level active Army and USAR production data. It classifies each component ZIP Code by market category (Must Win (MW), Must Keep (MK), Market of Opportunity (MO), and Supplemental (SU)) while providing potential, potential remaining, and current contract production data by NBOX box category.

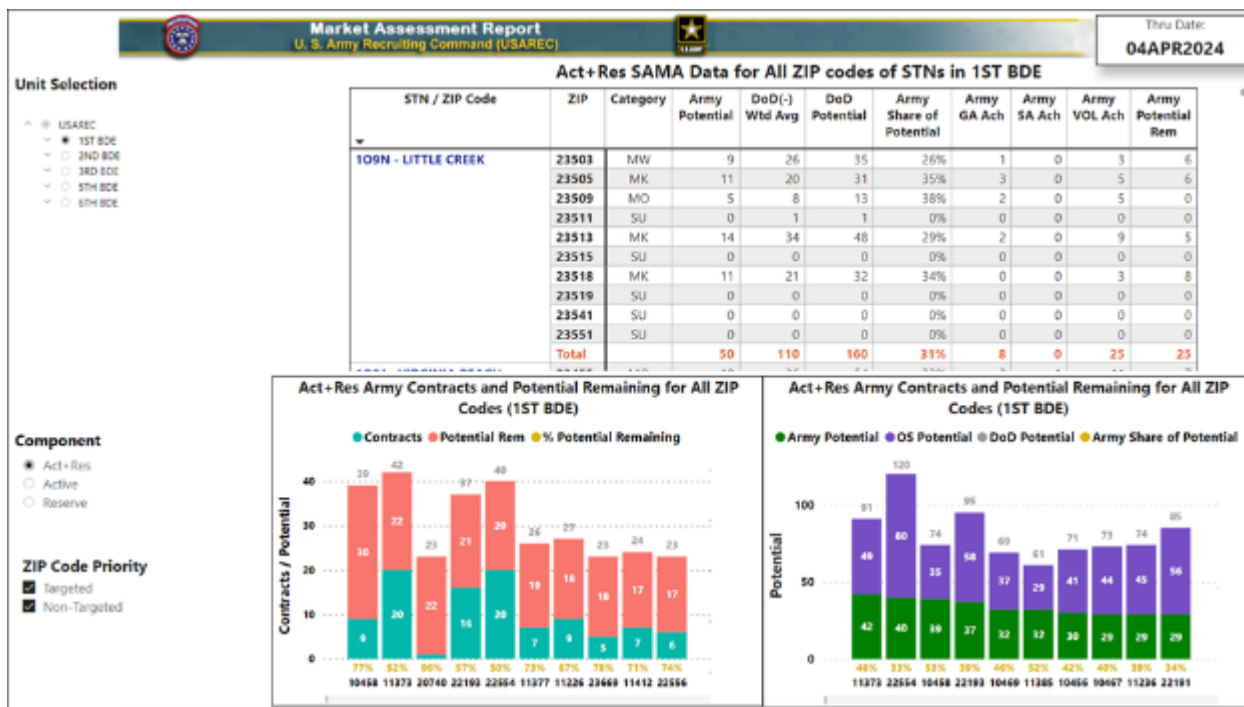


Figure 7-5. Market Assessment Report

## SEGMENTATION MARKET REPORT

7-5. This report (see Figure 7-6) allows users to select USAREC and its subordinate units down to station level to provide station-level active Army and USAR production data by PRIZM Premier segment. Users have the option to display Active, Reserve, or combined data by NBOX category. The report depicts this data in table form.

Segmentation Market Report U. S. Army Recruiting Command (USAREC)												Thru Date: 04-Apr-24	
Act+Res VOL Segmentation Market Report for USAREC													
Segment	Population	% Population	YTD Contracts	% YTD Contracts	Army Potential	% Army Potential	Army Potential Remaining	% Army Potential Remaining	4yr-std-avg Contracts	% 4yr-std-avg Contracts	Army Segment 4yr-std-avg Pen Rate	Army Segment 4yr-std-avg P2P	
01	255,296	0.6%	97	0.3%	365	0.6%	268	0.5%	232.1	0.6%	0.87	0.50	
02	337,460	1.0%	247	0.7%	621	0.7%	374	0.7%	394.3	0.8%	1.17	0.67	
03	416,570	1.3%	224	0.6%	662	0.7%	438	0.8%	437.8	0.7%	1.95	0.60	
04	491,573	1.3%	175	0.5%	468	0.5%	293	0.5%	310.3	0.5%	0.72	0.41	
05	728,061	2.2%	604	1.6%	1,655	1.6%	1,051	1.9%	1,182.8	1.9%	1.62	0.93	
06	434,623	1.3%	589	1.0%	917	1.0%	540	1.0%	607.6	1.0%	1.40	0.80	
07	397,553	1.2%	173	0.5%	447	0.5%	274	0.5%	300.0	0.5%	0.77	0.44	
08	334,789	1.0%	126	0.3%	374	0.4%	249	0.4%	236.9	0.3%	0.62	0.35	
09	334,506	1.2%	232	0.6%	684	0.9%	452	1.2%	516.4	0.8%	1.34	0.77	
10	390,058	1.2%	400	1.1%	1,066	1.1%	666	1.2%	683.2	1.1%	1.75	0.90	
11	587,152	1.8%	702	1.9%	1,962	2.1%	1,260	2.3%	1,270.2	2.0%	2.15	1.24	
12	642,216	1.9%	559	1.5%	1,542	1.7%	983	1.8%	1,028.1	1.6%	1.80	0.92	
13	377,274	1.1%	299	0.8%	770	0.8%	471	0.8%	454.6	0.7%	1.20	0.69	
14	365,332	1.1%	657	1.7%	1,680	1.8%	1,023	1.8%	1,172.9	1.9%	3.23	1.85	
15	354,211	1.2%	447	1.2%	1,275	1.4%	828	1.5%	802.1	1.3%	2.09	1.19	
16	289,561	0.9%	480	1.3%	1,304	1.4%	824	1.5%	855.8	1.4%	3.86	1.75	
17	214,591	0.6%	154	0.4%	342	0.4%	208	0.4%	217.5	0.3%	1.51	0.58	
18	389,141	1.1%	279	0.7%	922	1.0%	643	1.2%	530.2	0.8%	1.44	0.82	
19	355,033	1.1%	312	0.8%	739	0.8%	427	0.8%	526.8	0.8%	1.48	0.85	
20	326,558	1.0%	168	0.4%	521	0.6%	353	0.6%	295.6	0.5%	0.87	0.50	
21	359,896	0.9%	221	0.6%	586	0.6%	368	0.7%	394.2	0.6%	1.27	0.73	
22	892,568	2.7%	537	1.4%	1,583	1.7%	1,046	1.9%	1,024.6	1.6%	1.15	0.66	
23	318,834	1.0%	609	1.7%	1,661	1.8%	1,002	1.8%	1,157.2	1.8%	3.63	2.06	
24	302,463	0.9%	351	0.9%	990	1.1%	639	1.7%	597.6	0.9%	1.90	1.13	
25	438,716	1.3%	599	1.6%	1,590	1.7%	993	1.8%	1,042.5	1.6%	2.31	1.32	
26	354,922	1.1%	694	1.8%	1,604	1.7%	910	1.8%	1,074.6	1.7%	3.08	1.75	
27	817,748	2.5%	1,044	2.8%	3,250	3.5%	2,206	4.5%	2,007.6	3.2%	2.40	1.40	
28	459,969	1.4%	384	1.0%	1,319	1.4%	955	1.7%	716.7	1.1%	1.56	0.89	
29	482,989	1.5%	943	2.5%	2,490	2.7%	1,547	2.8%	1,686.7	2.7%	3.45	2.00	
30	524,586	1.6%	1,020	2.7%	2,236	2.4%	1,216	2.7%	1,439.8	2.6%	3.13	1.79	
31	542,897	1.6%	253	0.7%	515	0.6%	262	0.5%	343.4	0.5%	0.63	0.36	

Figure 7-6. Segmentation Market Report

## TOP SEGMENTS POTENTIAL REPORT

7-6. This report (see Figure 7-7), also called the Station Top Segment Report, allows users to select any station within the Command to display population, potential, potential remaining, P2P, and production data by PRIZM Premier segment down to ZIP Code level. It includes filters for Active, Reserve, and combined data and NBOX category. Report components include both graphical and tabular sections.



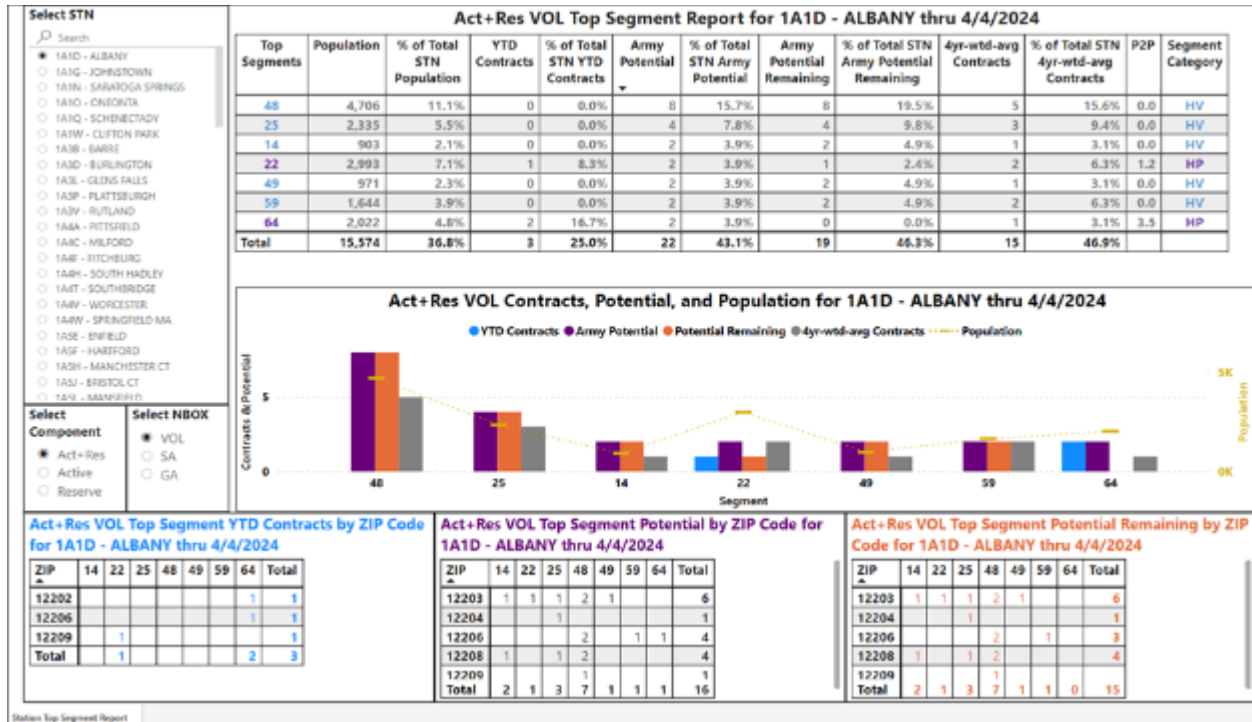


Figure 7-7. Top Segments Potential Report

## SEGMENT LOCATION REPORT

7-7. This report with multiple tabs provides PRIZM Premier segment population, potential, and potential remaining data down to ZIP Code level. This data is provided in graphical form plotted on maps corresponding to USAREC unit and/or CBSA boundaries.

Note: Potential and Potential Remaining values depicted in the Segment Location Report and its component tabs are estimates rounded to the nearest whole number value. As such these values may overestimate the true potential number of contracts available in each ZIP Code. Like other estimates of this type, actual market conditions must be confirmed by recruiters operating in the area. These estimates should never be used to assess recruiter performance.

7-8. Except for two heat map tabs, all Segment Location Report tabs have a similar look and functionality (see Figure 7-8). All tabs include a thematic map depicting the potential/potential remaining and population densities of selected PRIZM Premier segments by ZIP Code. Summary charts depicting potential, potential remaining, segment totals, and ZIP Code totals are also shown. Users can filter data by component, segment, unit, and plot parameter (population, potential, and potential remaining).

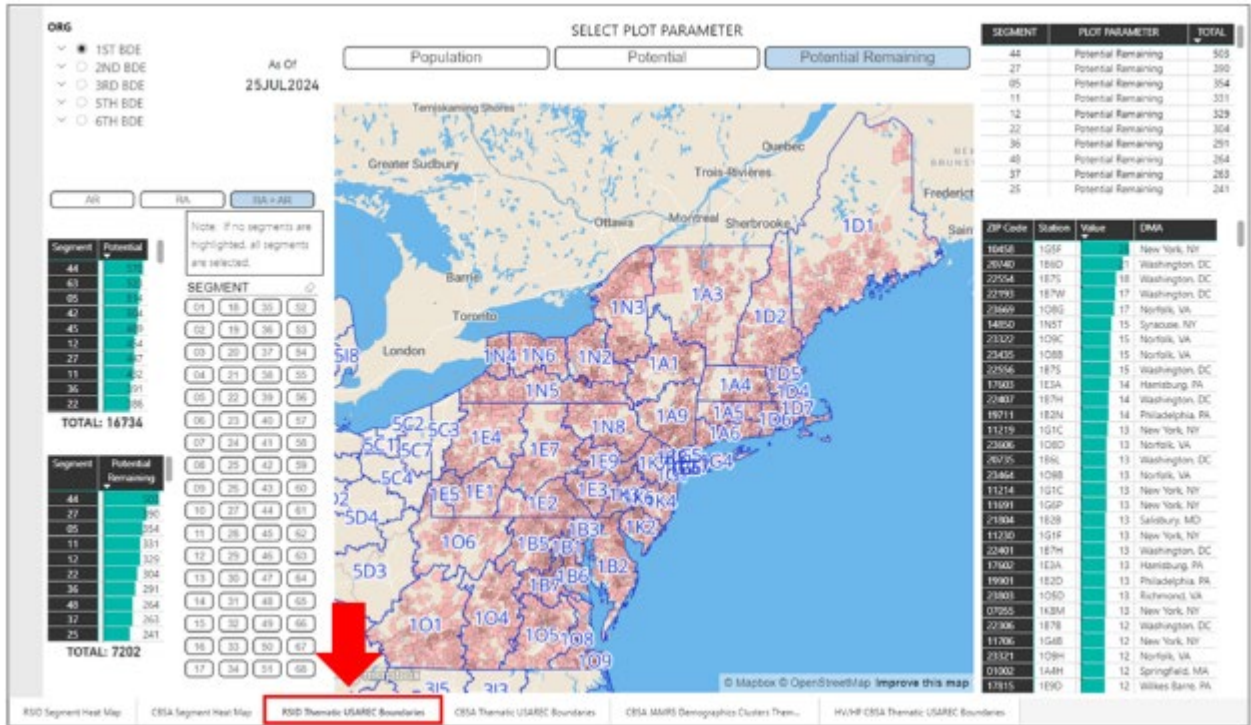


Figure 7-8. Segments Location Report Basic Layout

**RECRUITING STATION IDENTIFYING DESIGNATOR (RSID) SEGMENT HEAT MAP**

7-9. While the data displayed on this tab is the same as what is shown in Figure 7-8, the difference is the theme used for the map. This report uses a heat map to provide the user with a general idea of where population density by PRIZM Premier segment is the greatest, using a blue to red scale. Red represents the highest densities while blue represents the lowest densities. The maps shown on this report and the CBSA Segment Heat Map Report discussed below are best used for general audiences. Figure 7-9 is an example of a heat map. Users can select USAREC units from BDE down to station level. Population, potential, and potential remaining data is displayed by ZIP Code.

Figure 7-9. RSID Segment Heat Map

**CBSA SEGMENT HEAT MAP**

7-10. This report provides the same information as the RSID Segment Heat map report by CBSA rather than USAREC unit.

**RSID THEMATIC USAREC BOUNDARIES**

7-11. This report shades population densities by ZIP Code and is the one depicted in Figure 7-9. Users can select USAREC units from BDE down to station level and can filter data by component, segment, unit, and plot parameter (population, potential, and potential remaining).

**CBSA THEMATIC USAREC BOUNDARIES**

This report is the same as the RSID Thematic USAREC Boundaries tab except that users can select by CBSA rather than USAREC unit. This report and the next two reports described are useful for market targeting purposes.

**CBSA JAMRS DEMOGRAPHICS CLUSTERS THEMATIC USAREC BOUNDARIES**

7-12. This tab shares the same functionality and layout as the Segment Location Report basic layout. The distinguishing feature of this tab is the JAMRS Demographics Clusters filter (see Figure 7-10). This filter is

based on segment characteristics derived from Your Guide to More Effective Recruiting 2022 published by JAMRS. Users of this tab can select one of seven categories to display, each of which is classified based on income level, AFQT scores, and the average number of disqualifying flags. Segment clusters classified as “High” income have households with an average income greater than \$50,000. AFQT scores of 54 and higher are considered “High” for the quality category, and two or more disqualifying flags are considered “High” for that category. As an example, selecting the “L| H| L” category from the filter would be interpreted as follows: Segments in this category generally have household incomes less than \$50,000 per year, score at 54 or higher on the AFQT, and have no more than one disqualifier. Users of this tab can use it to further refine their marketing campaigns based on income levels and get a better sense for the administrative workload required for recruiters to achieve their mission in each market.

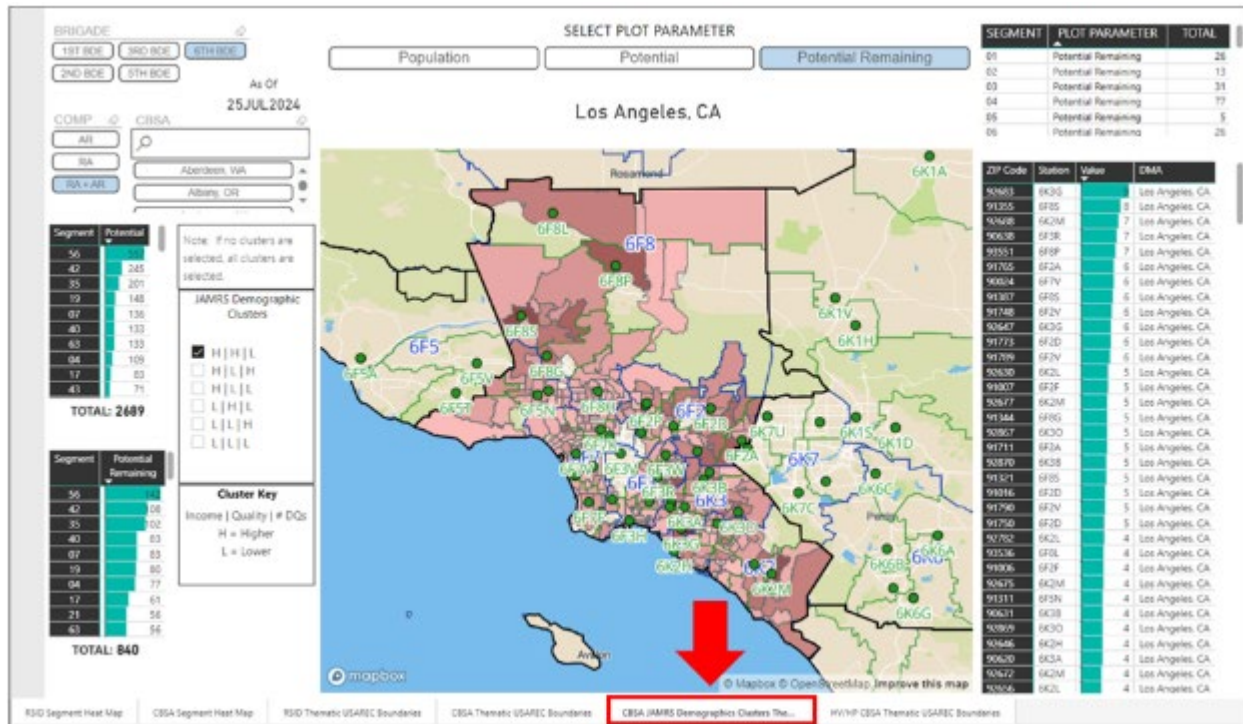


Figure 7-10. CBSA JAMRS Demographics Clusters Thematic

**HIGH VALUE/HIGH PAYOFF (HV/HP) CBSA THEMATIC USAREC BOUNDARIES**

7-13. This tab (see Figure 7-11) is another variation of the Segment Location Report. It provides users with the ability to plot their High Payoff (HP) and High Value (HV) segments within a CBSA. HP segments are shaded in purple; HV segments are shaded in blue. Users can toggle between these two categories and select single or multiple segments within each category.

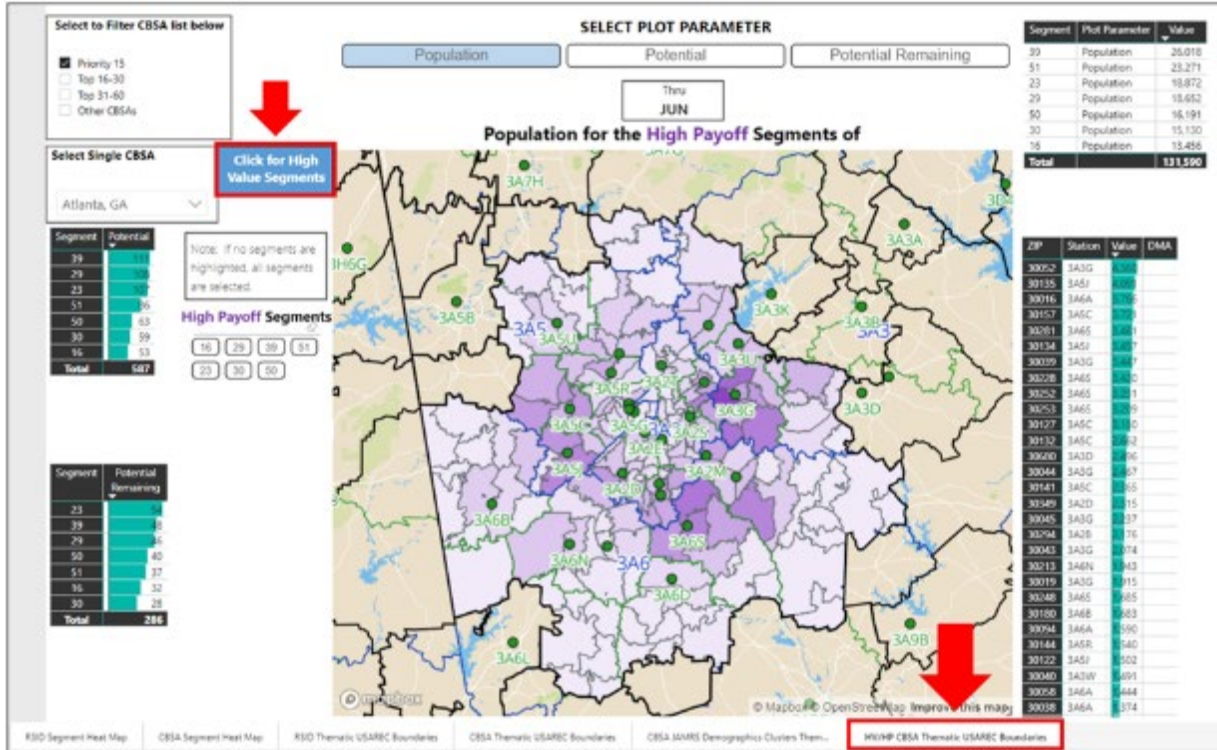


Figure 7-11. HV/HP CBSA Thematic USAREC Boundaries

## RECRUITER GUIDE TO MARKET SEGMENTATION

7-14. This guide (see Figure 7-12) is a quick-reference tool derived from Your Guide to More Effective Recruiting 2022 published by JAMRS and other sources. Selecting one of the segments on the right side of the tool will yield a table with the major marketing behavioral and other defining characteristics of that segment. Used in conjunction with the Segment Location Report, recruiters can tailor their themes and messages to improve their effectiveness to align with the markets they are working.

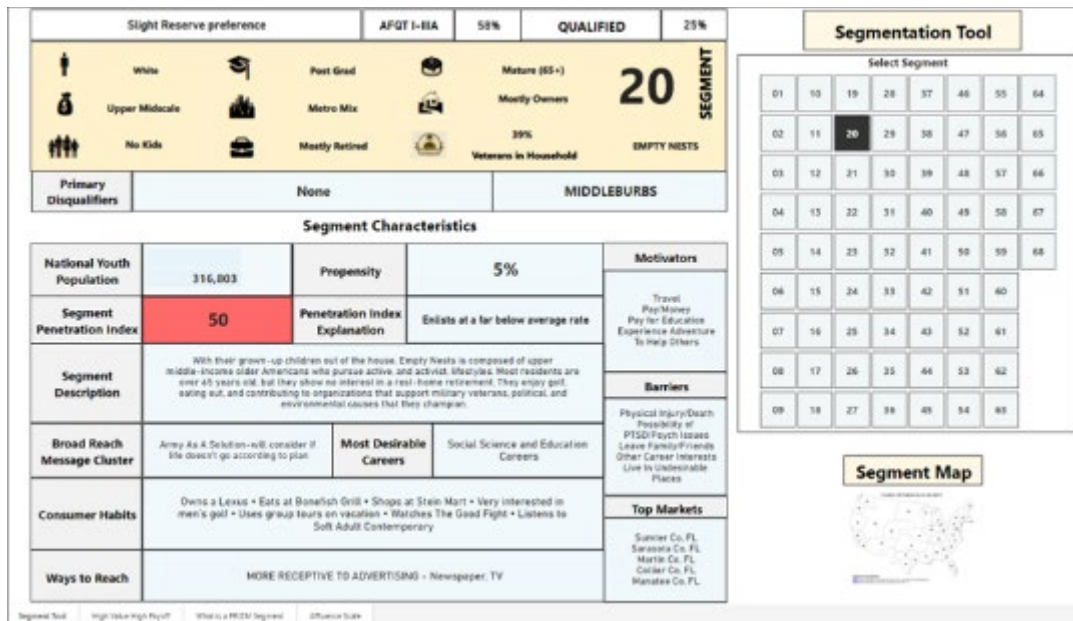


Figure 7-12. Recruiter Guide to Market Segmentation

### ZIP CODE BY CATEGORY

7-15. This report (see Figure 7-13) allows users to select USAREC and its subordinate units down to station level to provide ZIP Code-level active Army and USAR production data in table form. It groups ZIP Code data by market category (MK, MO, MW, and SU) and provides NBOX production, Army potential, DoD (-), DoD potential, and Army share of potential. Filters for Active, Reserve, and combined as targeted and non-targeted ZIP Codes are provided on the report.

Act+Res ZIP Code by Category Report for All ZIP codes of STNs in 1ST BDE thru 28MAR2024											
Unit Selection	Recruiting STN	Category	ZIP	Army Potential	DoD(-) Wtd Avg	DoD Potential	Army Share of Potential	Army Mkt Contracts (GA)	Army Mkt Contracts (SA)	Army Mkt Contracts (VOL)	
USAREC 1ST BDE 2ND BDE 3RD BDE 5TH BDE 6TH BDE  Component Active/Reserve  ZIP Code Priority Targeted/Non-Targeted	1A1D - ALBANY	MK	12054	2	4	6	33%	0	0	0	
			12143	2	2	4	50%	0	0	0	
			12202	2	4	6	33%	0	0	1	
			12203	10	8	18	56%	1	0	2	
			12204	2	3	5	40%	1	0	1	
			12206	5	5	10	50%	0	0	1	
			12208	6	5	11	55%	0	0	0	
			12210	3	3	6	50%	0	0	0	
			12211	2	3	5	40%	0	0	0	
			<b>Total</b>	<b>34</b>	<b>37</b>	<b>71</b>	<b>48%</b>	<b>2</b>	<b>0</b>	<b>5</b>	
			MO	12009	1	2	3	33%	0	1	1
				12023	1	1	2	50%	0	0	0
				12077	1	1	2	50%	0	0	0
				12083	1	2	3	33%	0	0	0
				12158	2	1	3	67%	0	0	1
	12159	1		2	3	33%	0	0	1		
	12186	1		1	2	50%	1	0	2		
	12192	1		1	2	50%	0	0	0		
	12222	2		1	3	67%	0	0	1		
	<b>Total</b>	<b>11</b>		<b>12</b>	<b>23</b>	<b>48%</b>	<b>1</b>	<b>1</b>	<b>6</b>		
	MW	12084	1	3	4	25%	0	0	0		
		12205	5	12	17	29%	0	0	0		
		12209	2	7	9	22%	0	0	1		
		<b>Total</b>	<b>8</b>	<b>22</b>	<b>30</b>	<b>27%</b>	<b>0</b>	<b>0</b>	<b>1</b>		
	SU	12007	0	0	0	0%	0	0	0		
		12041	0	0	0	0%	0	0	0		
		12045	0	0	0	0%	0	0	0		
		12046	0	0	0	0%	0	0	0		
		12055	0	0	0	0%	0	0	0		

Figure 7-13. ZIP Code by Category

### ZIP CODE ROLLUP

7-16. This report (see Figure 7-14) allows users to select USAREC and its subordinate units down to station level to provide production totals by market category (MK, MO, MW, and SU) in table form. The table provides NBOX production, Army potential, DoD (-), DoD potential and Army share of potential statistics. Filters for Active, Reserve, and combined as targeted and non-targeted ZIP Codes are provided on the report.

Act+Res ZIP Code Rollup Report for All ZIP codes of STNs in 1ST BDE thru 28MAR2024										
Unit Selection	Recruiting STN	Category	# of ZIPs	Army Potential	DoD(-) Wtd Avg	DoD Potential	Army Share of Potential	Army Mkt Contracts (GA)	Army Mkt Contracts (SA)	Army Mkt Contracts (VOL)
USAREC 1ST BDE 2ND BDE 3RD BDE 5TH BDE 6TH BDE  Component Active/Reserve  ZIP Code Priority Targeted/Non-Targeted	1A1D - ALBANY	MK	9	34	37	71	48%	2	0	5
		MO	9	11	12	23	48%	1	0	6
		MW	3	8	22	30	27%	0	0	1
		SU	54	1	3	4	25%	0	0	0
		<b>Total</b>	<b>75</b>	<b>54</b>	<b>74</b>	<b>128</b>	<b>42%</b>	<b>3</b>	<b>1</b>	<b>12</b>
	1A1G - JOHNSTOWN	MK	8	23	35	58	40%	1	0	5
		MO	10	3	12	15	20%	0	0	0
		MW	1	2	6	8	25%	0	0	1
		SU	13	0	0	0	0%	0	1	1
		<b>Total</b>	<b>32</b>	<b>28</b>	<b>53</b>	<b>81</b>	<b>35%</b>	<b>1</b>	<b>1</b>	<b>7</b>
	1A1N - SARATOGA SPRINGS	MK	1	7	14	21	33%	2	1	3
		MO	8	8	16	24	33%	1	0	3
		MW	3	9	35	44	20%	1	0	2
		SU	4	0	2	2	0%	0	0	0
		<b>Total</b>	<b>16</b>	<b>24</b>	<b>67</b>	<b>91</b>	<b>28%</b>	<b>4</b>	<b>1</b>	<b>8</b>
	1A1O - ONEONTA	MK	6	20	20	40	50%	2	2	6
		MO	25	14	20	34	41%	3	0	6
		SU	33	0	0	0	0%	0	1	1
		<b>Total</b>	<b>64</b>	<b>34</b>	<b>40</b>	<b>74</b>	<b>46%</b>	<b>5</b>	<b>3</b>	<b>13</b>
	1A1Q - SCHENECTADY	MK	5	23	42	65	35%	7	0	10
		MO	9	7	19	26	27%	0	0	1
		MW	1	4	12	16	25%	0	0	0
		SU	16	0	6	6	0%	0	0	0
		<b>Total</b>	<b>31</b>	<b>34</b>	<b>79</b>	<b>113</b>	<b>30%</b>	<b>7</b>	<b>0</b>	<b>11</b>
	1A1W - CLIFTON PARK	MK	9	43	72	115	37%	7	1	19
		MO	9	8	14	22	36%	0	1	2
		MW	2	2	8	10	20%	0	0	0
		SU	25	0	6	6	0%	1	1	2
		<b>Total</b>	<b>45</b>	<b>53</b>	<b>100</b>	<b>153</b>	<b>35%</b>	<b>8</b>	<b>3</b>	<b>23</b>

Figure 7-14. ZIP Code Rollup

### ZIP CODE SEGMENT DETAIL

7-17. This report (see Figure 7-15) allows users to select USAREC and its subordinate units down to station level to provide ZIP Code-level active Army and USAR production data by PRIZM Premier segment in table form. It includes filters for Active, Reserve, and combined data and NBOX category.

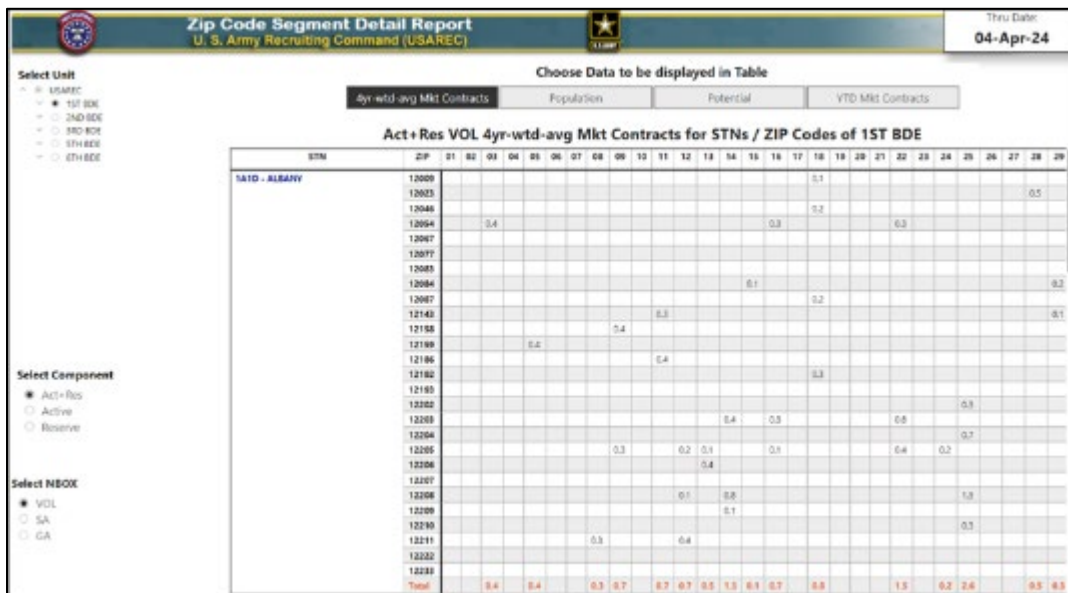


Figure 7-15. ZIP Code Segment Detail Report

### YOUTH GROUND COUNTS BY SEGMENT

7-18. This report (see Figure 7-16) displays youth population counts sorted by segment number from BDE to RSID level. Other tabs in the report show population count by social and life stage group (family life, mature years, and younger years) and geographic region (second city, suburban, town and rural, and urban) and youth population counts sorted by CBSA.

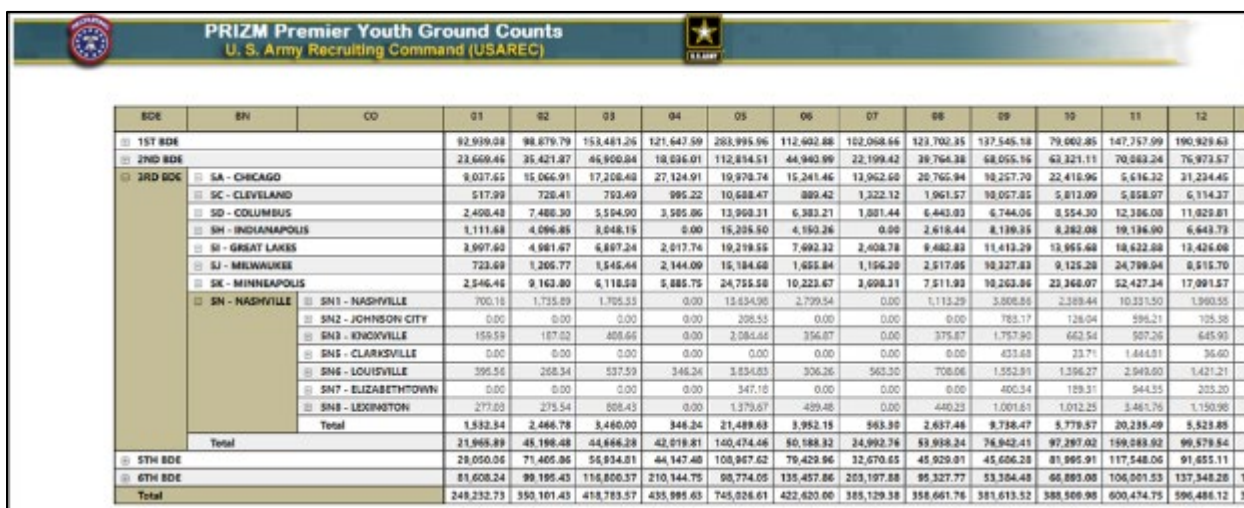


Figure 7-16. Youth Ground Counts by Segment

## CBSA REPORTS

7-19. These reports (see Figure 7-17) provide graphical representations of market performance data at the CBSA level. As such, they are mainly useful for BDE and higher-level analysis but can provide context and understanding for levels below BN as well. There are two main categories of CBSA Reports:

- FECC Priority 15 CBSA Analysis
- CBSA Production and Penetration Analysis



**Figure 7-17. CBSA Reports**

7-20. Like the Segment Location Report, both reports contain several different tabs that provide multiple ways to analyze markets. The tabs included on them in some cases may vary significantly in content from what users might expect from the name of the overall report.

### FECC PRIORITY 15 CBSA ANALYSIS

7-21. This report and all its component tabs provide contract-related production data by CBSA, Designated Market Area (DMA), and PRIZM Premier segment along with HV/HP segment characteristics. Active component and USAR production data tabs are included.

### FECC INTEL COP

7-22. This tab (see Figure 7-18) provides an overview of the monthly contract production performance of the Priority 15 CBSAs for a given year. The current Priority 15 CBSAs are New York City, Los Angeles, Houston, Philadelphia, Chicago, Atlanta, Dallas, San Antonio, Miami, Orlando, Tampa, Phoenix, Riverside, San Diego, and Washington, D.C. These CBSAs could change but will most likely remain the Command's priority 15 for the next few years.

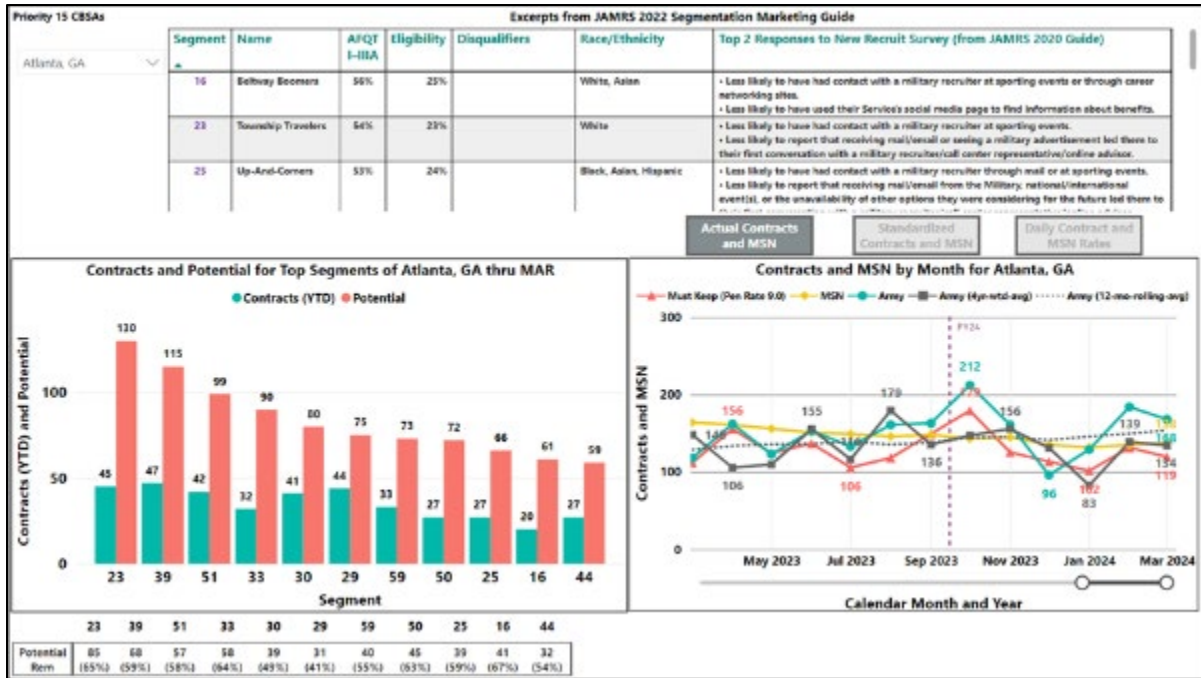


Figure 7-18. FECC Intel COP

7-23. Upon selection of a CBSA, the tab generates unique visualizations that depict HV/HP segment potential (four-year weighted average computed at the beginning of the fiscal year) and year-to-date contracts. The table provides HV/HP segment characteristics based on the 2020 edition of JAMRS' Your Guide to More Effective Recruiting. Blue segment numbers in this table are HV segments while purple segment numbers are HP segments. The line graph to the right of the column chart provides the estimated monthly contract mission for the selected CBSA, its four-year weighted average monthly contract production, the current monthly contract production, the 12-month rolling average of contract production, and the monthly contract production target to achieve a 9.0 contracts/1,000 QMA market penetration rate.

Note: The AFQT I-III A and eligibility percentages in the JAMRS 2022 Segmentation Marketing Guide table are provided for historical purposes.

**FECC INTEL COP (ALL PRIORITY 15)**

7-24. This tab provides the same visualizations as those provided in the FECC Intel COP for the Priority 15 CBSAs as a collective group.

**PRIORITY 15 FECC SLIDE**

7-25. This is a legacy tab that provides contract and penetration rate data for Priority 15 CBSAs.

**CBSA TOP SEGMENT TABLE**

7-26. This tab (see Figure 7-19) provides four broad categories of data for more than 900 CBSAs: Year-to-date (YTD) contracts by segment, potential by segment category (HV, HP, and Other), potential remaining by segment, and mission progress. Users can filter this data by AEMO Opportunity Quadrant, CBSA Must Win/Must Keep category, and whether the mission is within the potential remaining in the market.

Note: Only CBSAs that contain the physical location of a USAREC station (with an assigned mission) within its boundaries will be included in the table provided for this report. As a result, there may be instances when a CBSA is included in one year's report but not in others.





Figure 7-19. CBSA Top Segment Table

CBSA TOP SEGMENT ANALYSIS

7-27. This tab (see Figure 7-20) has two main sections that describe the contracts written from the selected CBSA or group of CBSAs:

7-28. A stacked bar chart consisting of the following data elements:

- Annual mission
- YTD mission (also known as glide path)
- YTD contracts written
- HV potential remaining
- HP potential remaining
- Other potential remaining
- Difference between contracts written YTD and the YTD mission (YTD Mission Delta)
- HV and HP segment tree maps depicting the member segments of each category for the CBSA or group of CBSAs selected

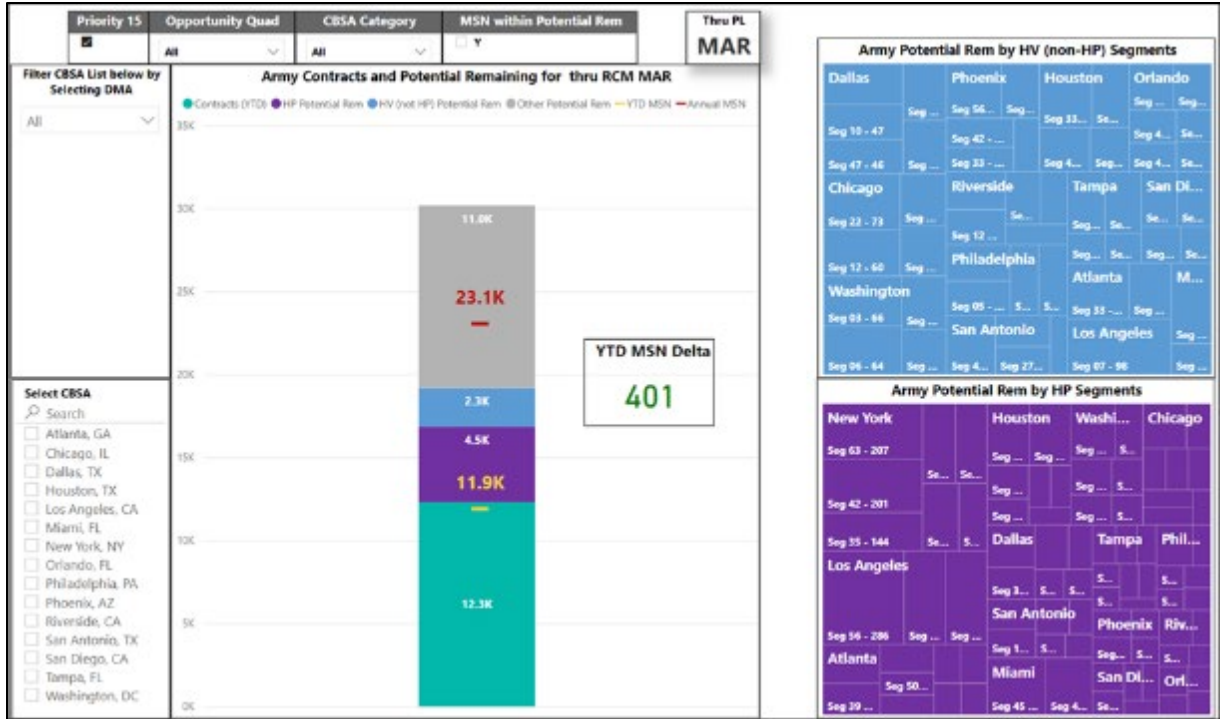


Figure 7-20. CBSA Top Segment Analysis

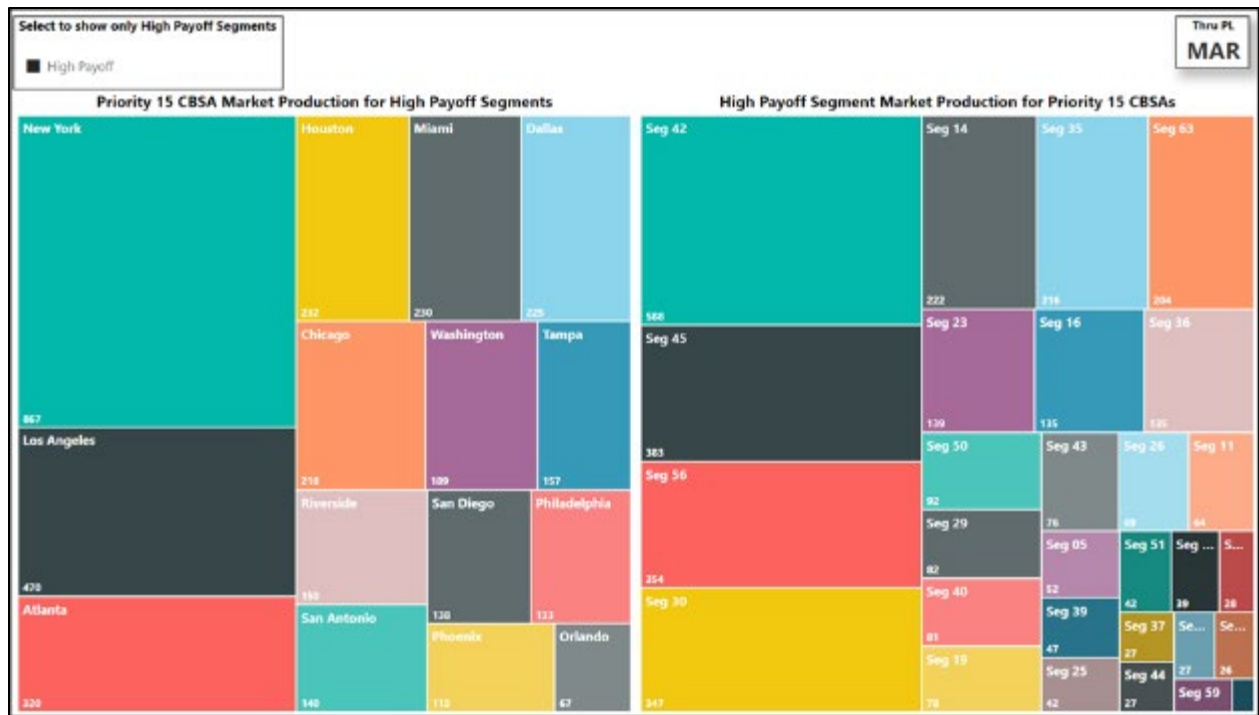
7-29. In addition to selecting a CBSA or group of CBSAs, users can also select a DMA or group of DMAs using the filter above the CBSA filter. Like the CBSA Top Segment Table tab, users can also filter by AEMO Opportunity Quadrant, CBSA category, or mission within potential remaining.

**CBSA TOP SEGMENT TABLE (ARMY RESERVE) AND CBSA TOP SEGMENT ANALYSIS (ARMY RESERVE)**

7-30. These tabs display the same data and contain the same functions as their similarly named active component tabs.

**PRIORITY 15 MARKET CONTRACTS BY HV/HP SEGMENT**

7-31. This tab (see Figure 7-21) provides two tree maps that describe HV/HP production in USAREC’s priority 15 CBSAs. The left tree map totals either the HV or HP production from the CBSAs and rank orders them accordingly. The largest number is placed in the top left corner while the smallest number is placed in the bottom right corner of the chart.



**Figure7-21. Priority 15 Market Contracts by HV/HP Segment**

7-32. The right tree map rank orders HV/HP segment production for the priority 15 CBSAs as a group. Clicking on an individual CBSA on the left chart will yield that CBSA’s share of production for each segment found in the right chart. Likewise, clicking on an individual segment in the right chart will yield that segment’s share of production for each CBSA found in the left chart.

**MARKET CONTRACTS (PRIORITY 15 BY HV SEGMENT)**

7-33. This tab consolidates the information found in the previous tab into a single visualization. HV/HP segment production totals are grouped by CBSA and rank ordered accordingly.

**CONTACT METHOD**

7-34. This tab (see Figure 7-22) uses recruit survey response data as published in the 2020 edition of JAMRS’ Your Guide to More Effective Recruiting. Later editions of this guide do not include the same survey responses, so the 2020 version is the latest, and most likely last available edition of this data type. This tab provides users with a list of outreach methods and their effectiveness scores based on the HV/HP composition of selected priority 15 CBSAs. This chart is also used in the CBSA Production and Penetration Analysis report discussed later in this chapter.

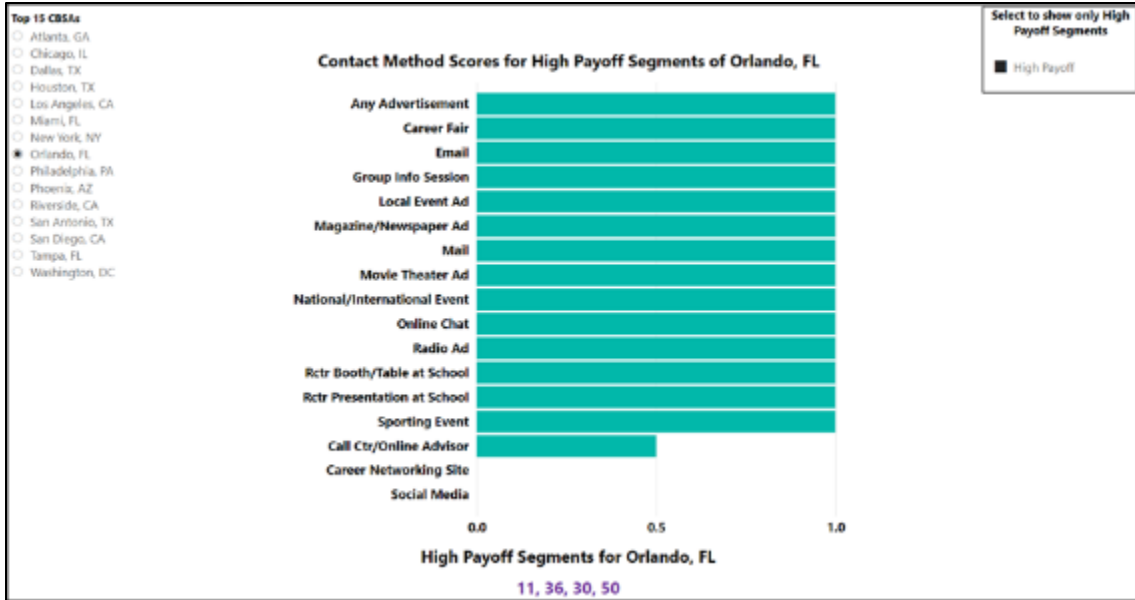


Figure 7-22. Contact Method

**MARKET CONTRACTS (HV SEGMENT BY PRIORITY 15)**

7-35. This tab consolidates the information found in the Priority 15 Market Contracts by HV/HP Segment tab into a single visualization. CBSA production totals are grouped by PRIZM Premier segment and rank ordered accordingly from top left corner to bottom right corner of the chart.

**DMA TOP SEGMENT TABLE**

7-36. This tab is like the CBSA Top Segment Table tab except that the data presented pertains to DMAs rather than CBSAs. The only other difference is that this tab does not contain a mission progress category. It is useful for marketing analysis purposes to compare CBSA production performance with related DMA production performance data.

**DMA TOP SEGMENT ANALYSIS**

7-37. This tab is like the CBSA Top Segment Analysis tab except that the data presented pertains to DMAs rather than CBSAs. The only other difference is that this tab does not contain mission progress data. It is useful for marketing analysis purposes to compare CBSA HV/HP segment production with related DMA segment production data.

**CBSA PRODUCTION AND PENETRATION ANALYSIS**

7-38. This report and its component tabs (displayed in a menu format, see Figure 7-23) provide market penetration data by CBSA. Eleven of its tabs provide market segment penetration data, useful in developing marketing plans. Additionally, two sections track market penetration for the Reserve and National Guard.

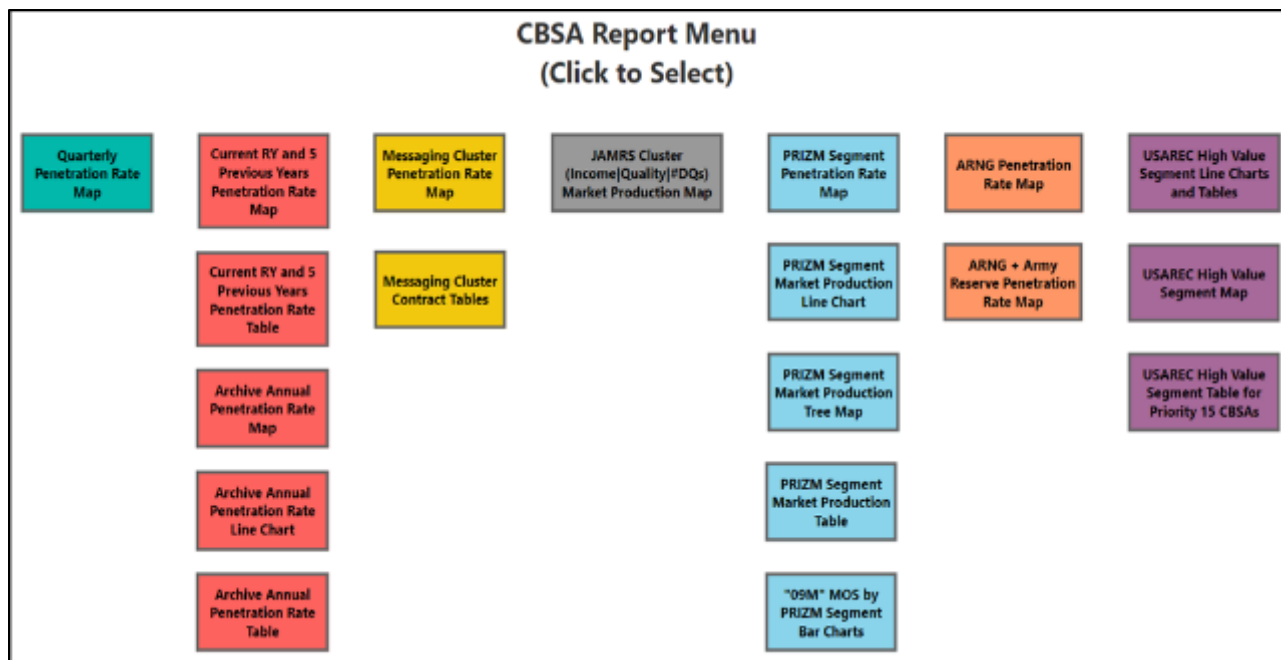


Figure 7-23. CBSA Production and Penetration Analysis

QUARTERLY PENETRATION RATE MAP

7-39. This tab (see Figure 7-24) is divided into two sections. The top half provides CBSA penetration rate data and charts while the bottom half provides a central location for four charts located in the FECC Priority 15 CBSA Analysis Report (previously described).

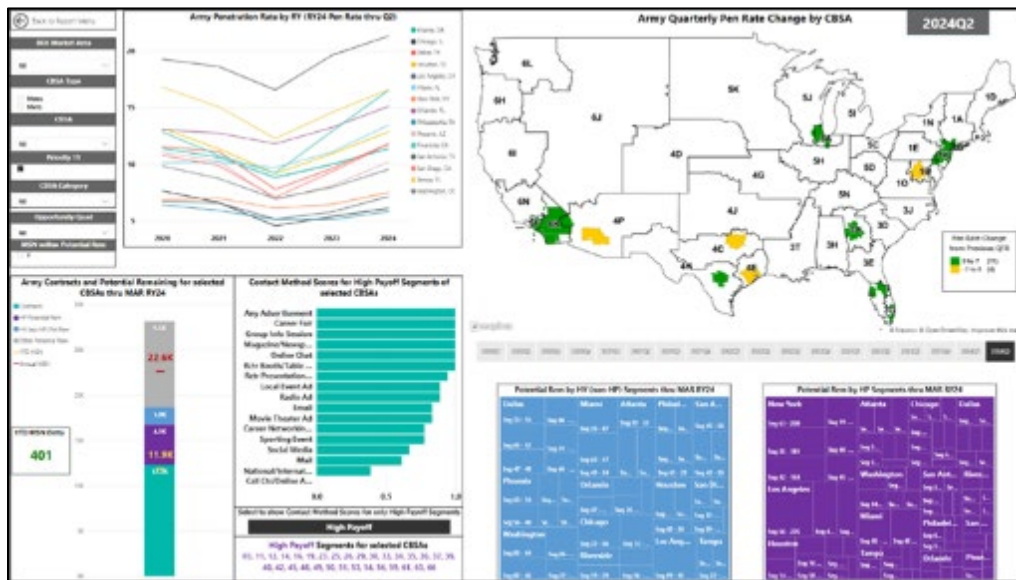


Figure 7-24. Quarterly Penetration Rate Map

7-40. The penetration rate section consists of two charts: an annual penetration rate line graph and a quarterly penetration rate change thematic map. The annual penetration rate line graph provides previous year penetration rates and an annualized penetration rate estimate for the current recruiting year (RY). The quarterly penetration rate change thematic map provides quarter to quarter penetration rate data for each CBSA selected. The default setting for this tab is the current priority 15 CBSAs. The filters on the left side of the tab give users the ability to select any number of CBSAs to display for analysis/briefing purposes.

## PENETRATION RATE LINE CHART TOOLTIP TAB

7-41. Hover the pointer over the penetration rate line graph to see a larger version of the line chart. Only CBSAs selected for display in that tab will display in this chart.

## MESSAGING CLUSTER PENETRATION RATE MAP

7-42. This tab (see Figure 7-25) displays CBSA-level penetration rates for each of the four segment clusters that loosely align Army custom segments with PRIZM Premier segments. Users can select individual CBSAs or groups of CBSAs and filter them by messaging cluster and RY.

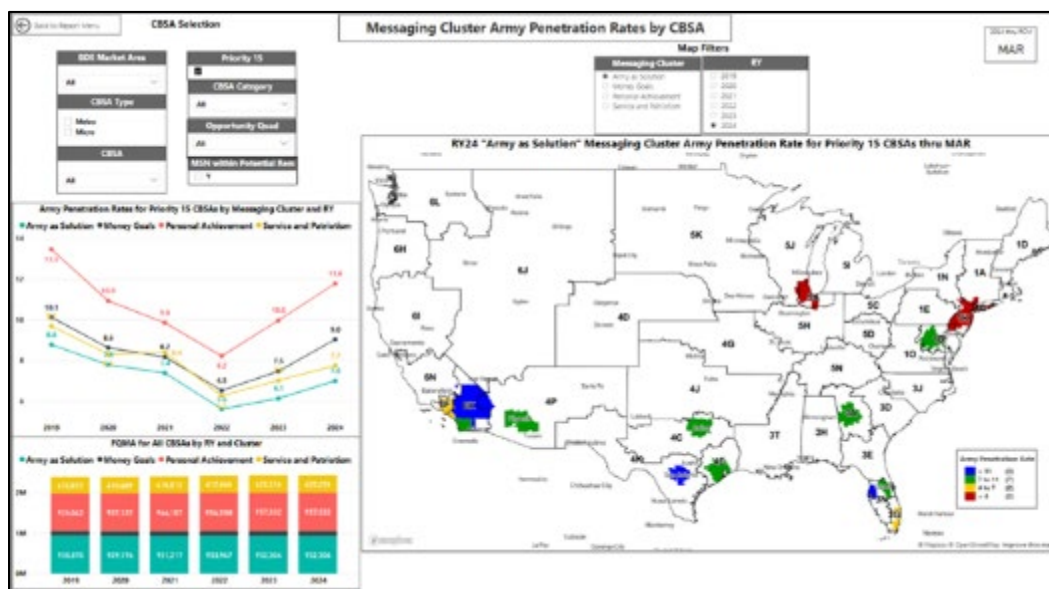


Figure 7-25. Messaging Cluster Penetration Rate Map

7-43. The tab consists of three display sections, written from the selected CBSA or group of CBSAs:

- An annual penetration rate line chart that displays the penetration rates of all four messaging clusters. Selecting an individual CBSA from the map will yield cluster penetration rates for the selected CBSA.
- A messaging cluster penetration map that displays the CBSA-level penetration rates for the selected messaging cluster.
- A stacked bar chart that displays the FQMA population by year, by cluster of either the group of CBSAs selected in the CBSA selection section of the tab or an individual CBSA selected by clicking on the map.

## MESSAGING CLUSTER CONTRACT TABLES

7-44. This tab provides USAREC-level messaging cluster contract production data including the demographic proportions for each cluster.

## PRIZM SEGMENT PENETRATION RATE MAP

7-45. This tab (see Figure 7-26) displays CBSA-level PRIZM segment penetration rates for individual CBSAs or groups of CBSAs depending on user selections. Unlike other tabs in this report, selecting an individual CBSA from the map will not change the line graph. Users can, however, determine the penetration rates for a given segment in an individual CBSA simply by selecting that CBSA in the CBSA selection filters above the line graph.

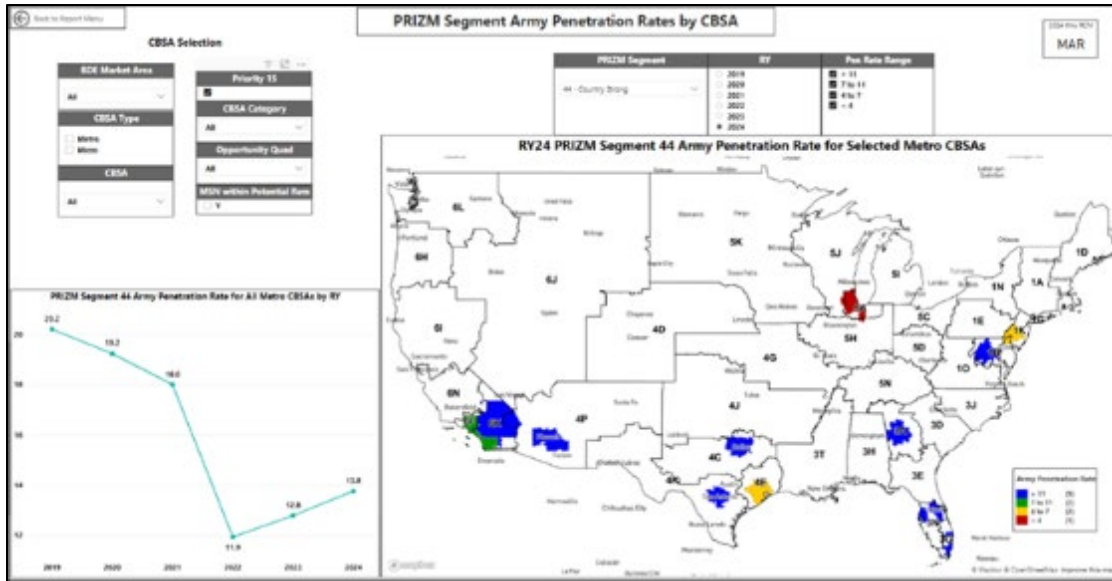


Figure 7-26. PRIZM Segment Penetration Rate Map

### JAMRS CLUSTER MARKET PRODUCTION MAP

7-46. This tab (see Figure 7-27) can be used in conjunction with the CBSA JAMRS Demographics Clusters Thematic tab (in the Segment Location Report under SAMA Reports). Like that tab, this tab includes a demographics cluster filter. This filter is based on segment characteristics derived from Your Guide to More Effective Recruiting 2022 published by JAMRS. Users of this tab can select one of six categories to display, each of which is classified based on income level, AFQT scores (quality), and the average number of disqualifying flags. Segment clusters classified as “High” income have households with an average income greater than \$50,000. AFQT scores of 54 and higher are considered “High” for the quality category, and two or more disqualifying flags are considered “High” for that category. As an example, selecting the “L | H | L” category from the filter would be interpreted as follows: Segments in this category generally have household income of less than \$50,000 per year, score at 54 or higher on the AFQT, and have no more than one disqualifier. Users can gain an understanding of the market penetration trends for the CBSAs in their markets.

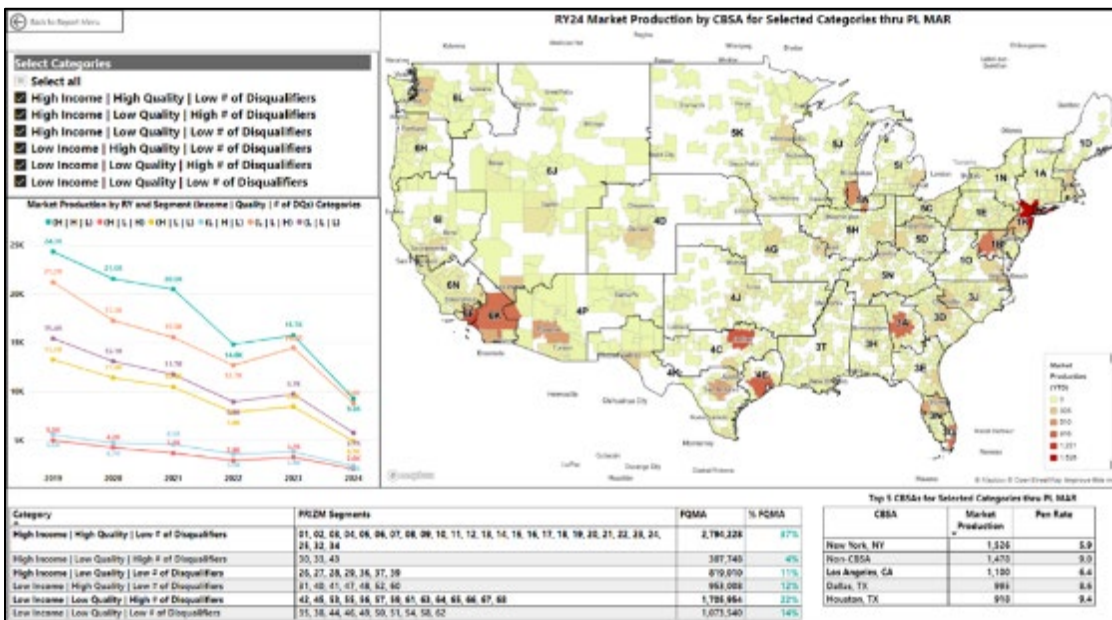


Figure 7-27. JAMRS Cluster Market Production Map

7-47. One useful feature of this tab is that it includes the individual segments that make up each of the six categories. Users can utilize that information to plot segment locations using the Segment Location Report (under SAMA Reports).

**ARNG PENETRATION RATE MAP AND ARNG + ARMY RESERVE PENETRATION RATE MAP**

7-48. Both tabs look like the example shown in Figure 7-28. The ARNG tab describes National Guard penetration rates only, while the ARNG + Army tab describes penetration rates for the ARNG and Army in total. Users can gain an understanding of current RY Reserve component penetration rates at the CBSA level. This data is updated monthly. In its present form, it does not provide historical penetration rate data.

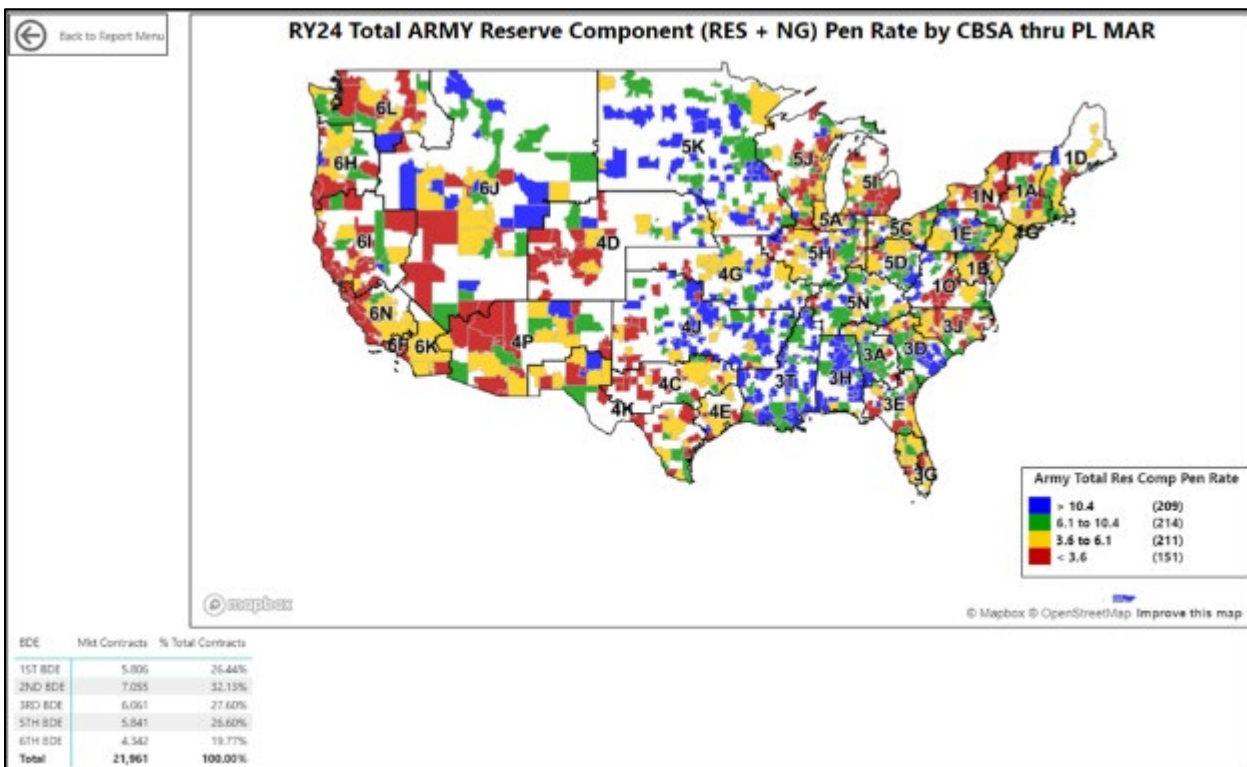
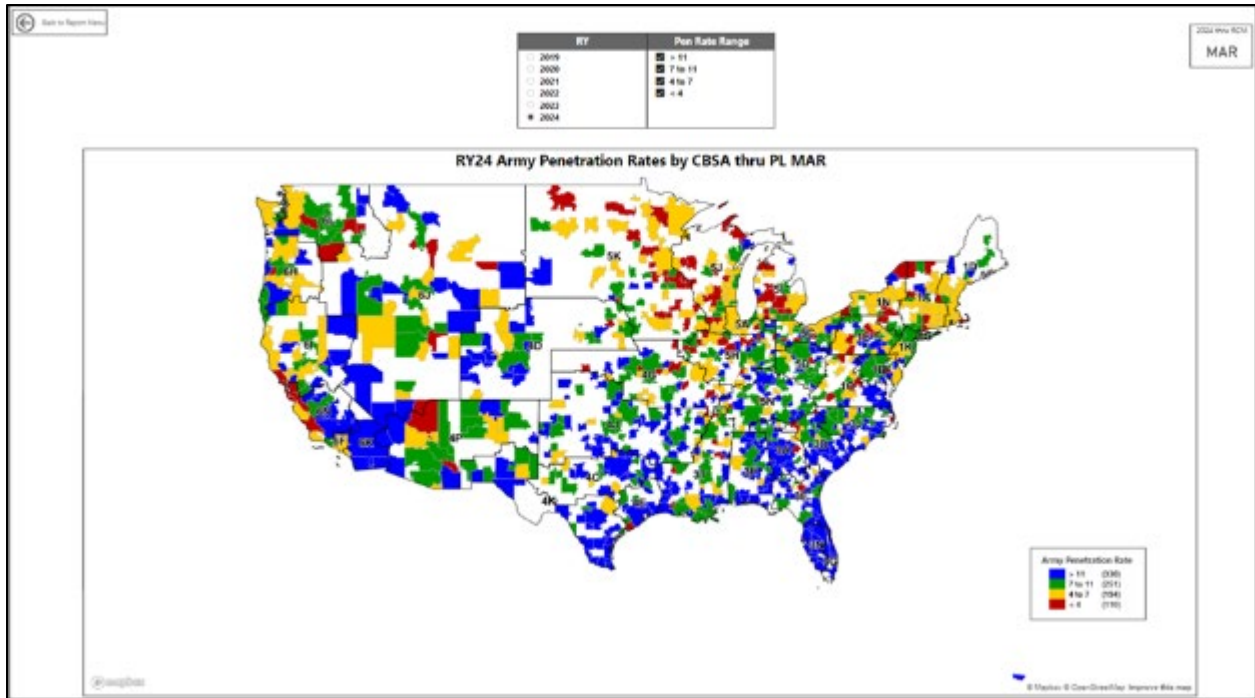


Figure 7-28. ARNG + Army Reserve Penetration Rate Map

**CURRENT RY AND 5 PREVIOUS YEARS PENETRATION RATE MAP**

7-49. This tab (see Figure 7-29) is a general purpose, within year, CBSA-level Army (Active and USAR) penetration rate map. It is updated monthly and includes completed year maps dating back to 2019.





**Figure 7-29. Current RY and 5 Previous Years Penetration Rate Map**

**CURRENT RY AND 5 PREVIOUS YEARS PENETRATION RATE TABLE**

7-50. This tab provides the source data used to populate the Current RY and 5 Previous Years Penetration Rate Map.

**ARCHIVE ANNUAL PENETRATION RATE MAP**

7-51. This tab provides historical Army penetration rate maps dating back to FY 2004.

**ARCHIVE ANNUAL PENETRATION RATE LINE CHART**

7-52. This tab (see Figure 7-30) provides CBSA-level annual penetration rates in the form of a line chart with data dating back to FY 2004. It can be used to track CBSA production trends.

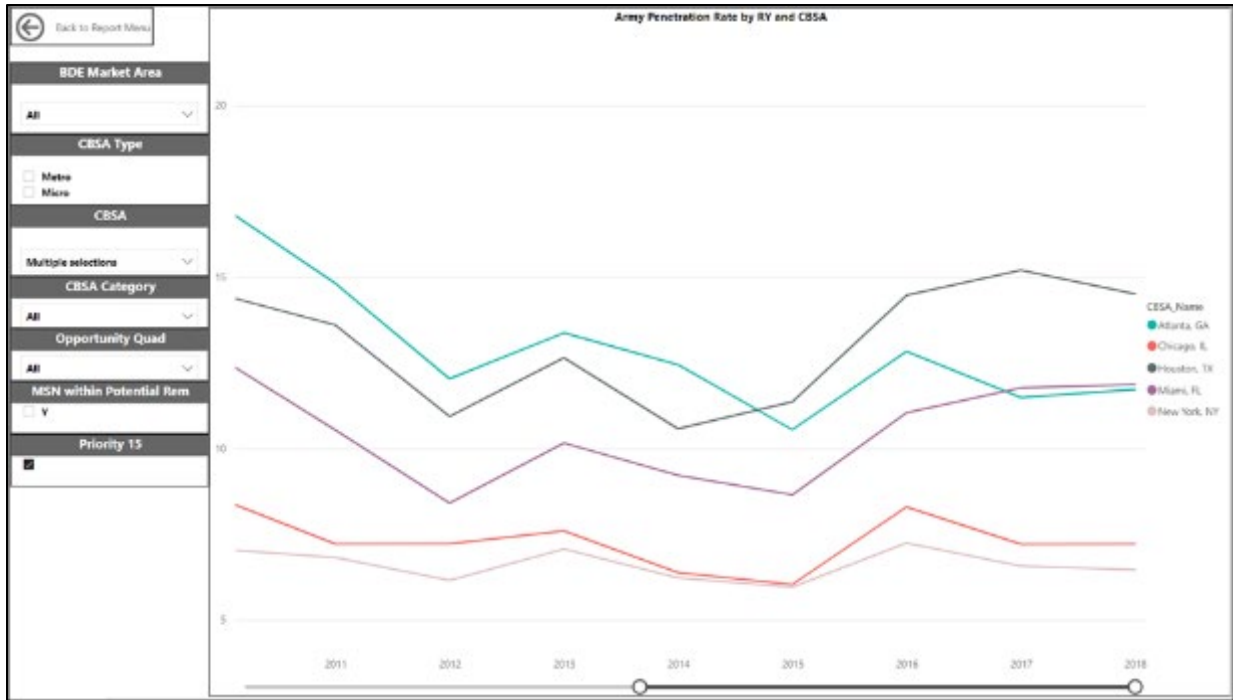


Figure 7-30. Archive Annual Penetration Rate Line Chart

**PRIZM SEGMENT PENETRATION RATE MAP**

7-53. This tab (see Figure 7-31) shows Army penetration rate for selected CBSAs by RY for any selected PRIZM Premier segment. It includes both a line chart with penetration rate by year and a graphical map of CBSAs colored to show penetration rate.

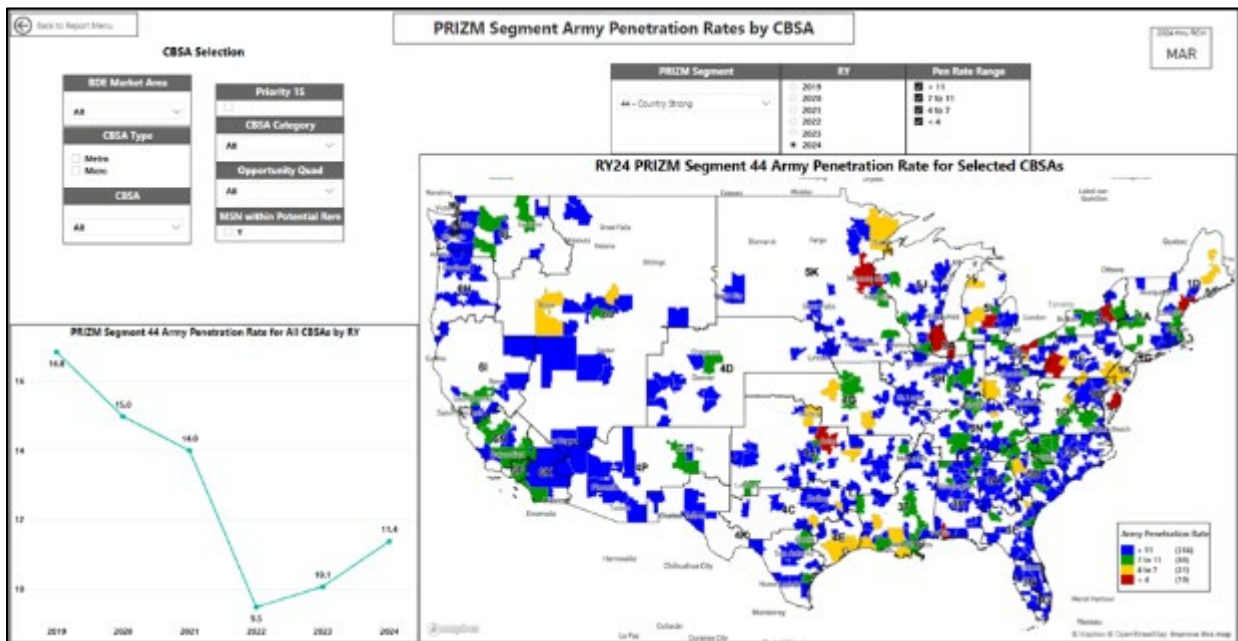


Figure 7-31. PRIZM Segment Penetration Rate Map

### PRIZM SEGMENT MARKET PRODUCTION LINE CHART

7-54. This tab (see Figure 7-32) provides annual market contract production by CBSA and by PRIZM Premier segment. It is useful for analyzing segment production trends dating back to FY 2019. The default segment selections are segments that experienced continued declines from FY22-23. Users may select any segments at their discretion and are not bound by these default settings in any way.

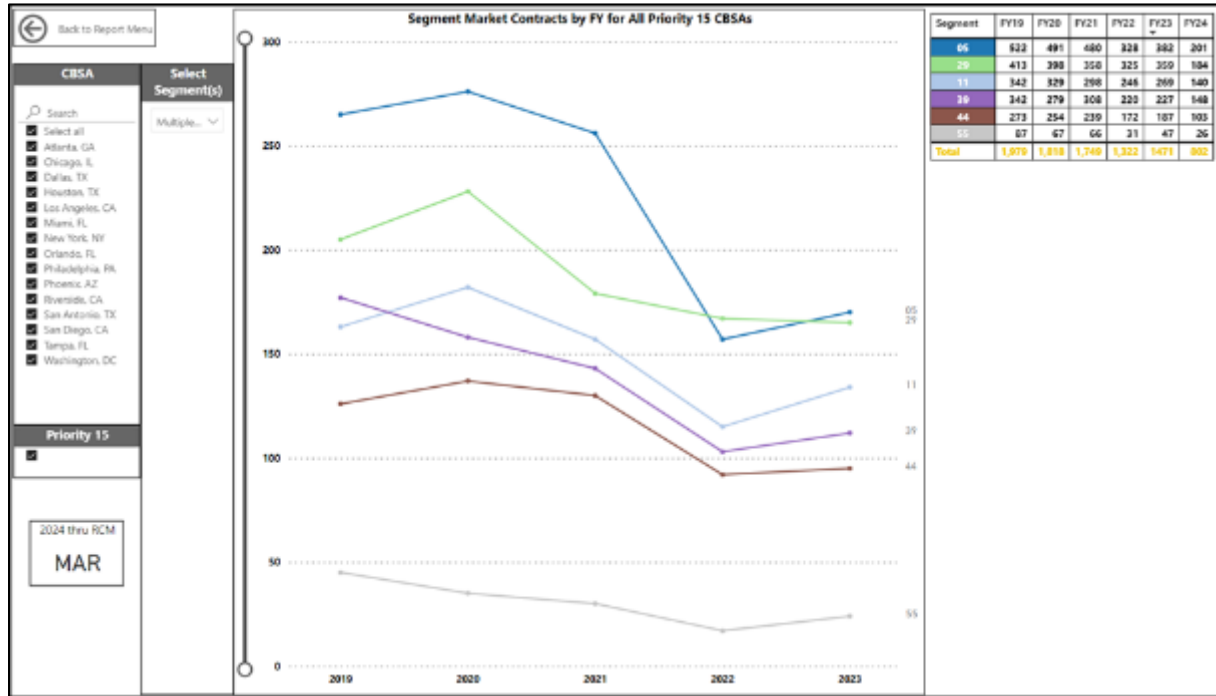


Figure 7-32. PRIZM Segment Market Production Line Chart

### MARKET CONTRACTS BY SEGMENT TREE MAP TAB

7-55. This tab (see Figure 7-33) provides a visualization of the relative production of each PRIZM Premier segment across the Command. Around ten percent of all contracts cannot be coded by segment, so these contracts are classified as “Not Coded.”

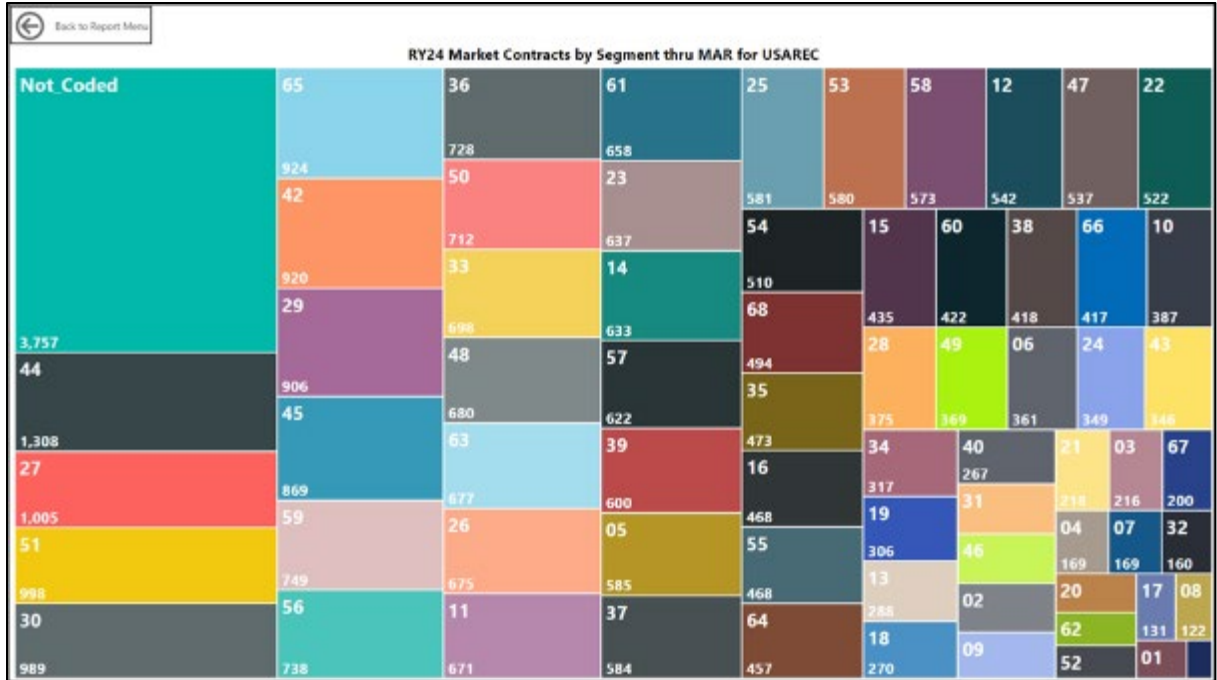



Figure 7-33. PRIZM Segment Market Production Tree Map

**PRIZM SEGMENT MARKET PRODUCTION TABLE**

7-56. This tab (see Figure 7-34) provides a data table of USAREC level, annual contract production by segment for the current year and dating back to 2019.

 Back to Report Menu						
2024 thru RCM  <b>MAR</b>						
SEGMENT	2019	2020	2021	2022	2023	2024
01	324	268	272	190	205	96
02	518	473	488	336	362	241
03	605	532	509	382	408	216
04	496	376	422	266	266	169
05	1,606	1,485	1,430	1,031	1,069	585
06	863	797	726	523	556	361
07	443	365	389	265	266	169
08	296	272	265	188	172	122
09	759	667	652	436	458	226
10	981	846	828	554	661	387
11	1,719	1,608	1,496	1,136	1,165	671
12	1,521	1,344	1,280	898	909	542
13	670	587	542	365	438	288
14	1,643	1,469	1,375	1,009	1,119	633
15	1,117	961	943	700	761	435
16	1,400	1,151	1,045	766	832	468
17	280	232	225	204	217	131
18	834	751	665	460	458	270
19	761	666	647	457	484	306
20	424	397	338	264	240	158
21	558	453	484	353	359	218
22	1,575	1,345	1,219	901	930	522
23	1,495	1,417	1,344	990	1,122	637
24	954	887	772	537	484	349
25	1,373	1,222	1,164	857	1,001	581
26	1,520	1,296	1,224	952	1,033	675
27	3,008	2,643	2,410	1,724	1,855	1,005
28	1,152	1,004	889	611	633	375
29	2,270	2,058	1,921	1,507	1,618	906
30	2,446	2,093	1,838	1,411	1,603	989
31	461	408	404	317	310	246
32	463	382	377	265	301	160
33	1,692	1,388	1,159	990	1,092	698
34	657	592	582	494	499	317
35	1,267	966	1,001	757	821	473
36	1,997	1,641	1,415	1,070	1,255	728
37	1,533	1,254	1,215	895	973	584
<b>Total</b>	<b>91,823</b>	<b>77,657</b>	<b>71,651</b>	<b>55,730</b>	<b>61,229</b>	<b>36,766</b>

**Figure 7-34. PRIZM Segment Market Production Table**

**“09M” MOS BY PRIZM SEGMENT BAR CHARTS**

7-57. This tab (see Figure 7-35) provides a rough estimate of the number of contracts written from each segment who attended the Future Soldier Preparatory Course (FSPC). This estimate is based on the number of contracts coded as 09M, which includes some but not all Soldiers who attended the FSPC.



Figure 7-35. "09M" MOS by PRIZM Segment Bar Charts

USAREC HIGH VALUE SEGMENT LINE CHARTS AND TABLES

7-58. This tab (see Figure 7-36) provides annual contract production and penetration data by PRIZM Premier segment for the 2023 segments identified as High Value for the Command. Users can filter the visualizations by CBSA and segment.

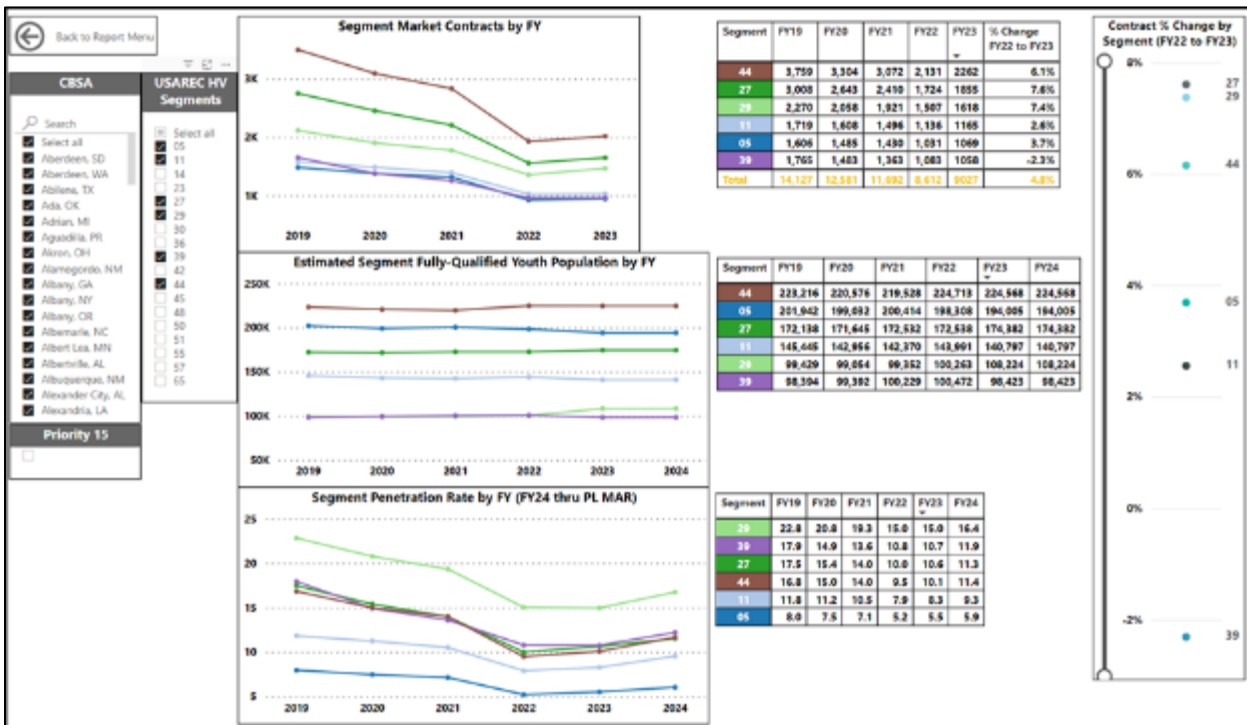


Figure 7-36. USAREC High Value Segment Line Charts and Tables

### USAREC HIGH VALUE SEGMENT MAP

7-59. This tab (see Figure 7-37) displays YTD annual contract production by segment and CBSA for USAREC’s 2023 HV segments. Users can filter by CBSA or group of CBSAs as well as individual or group HV segment. This tab is useful in determining which CBSAs produce the most contracts from a given segment. If all CBSAs are selected (default setting), this tab provides a rank-ordered CBSA list beside each map for both selected segment contract production and estimated FQMA population.

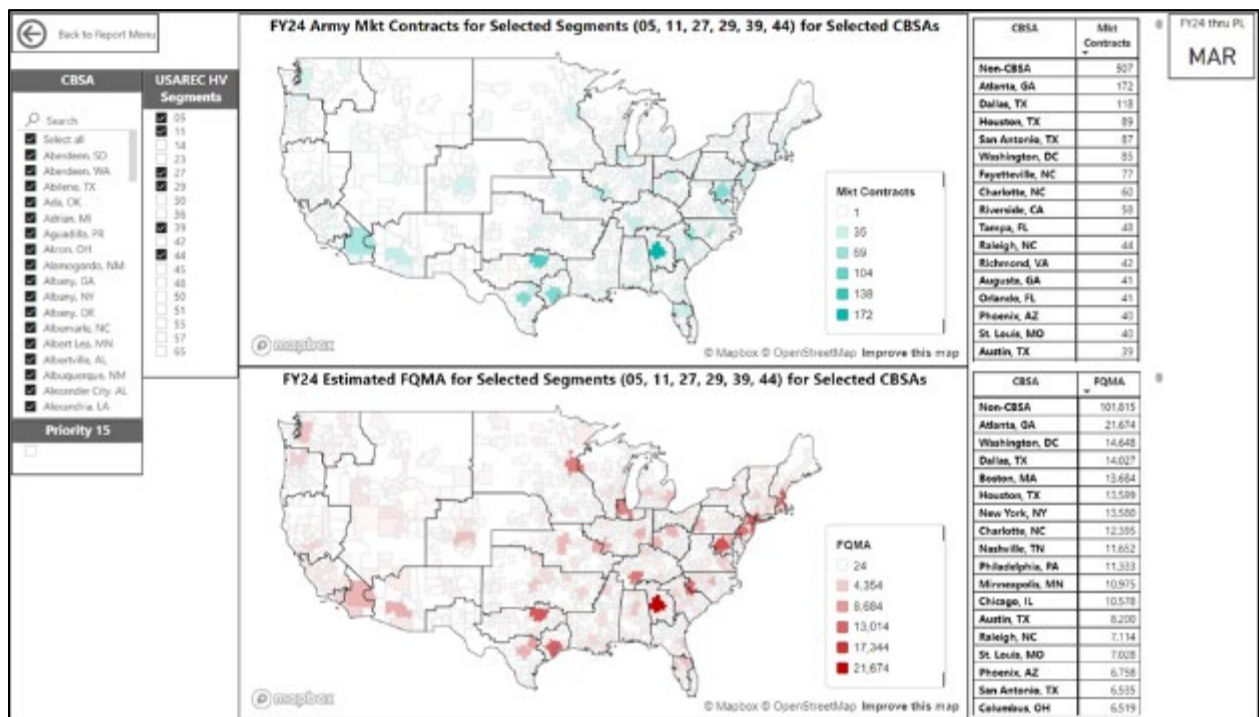


Figure 7-37. USAREC High Value Segment Map

### USAREC HIGH VALUE SEGMENT TABLE FOR PRIORITY 15 CBSAS

7-60. This tab provides Priority 15 CBSA YTD, HV segment production, and potential data as well as some of the key characteristics of each segment (AFQT I-III A percentage, eligibility percentage, number of disqualifiers, race/ethnicity, and income). The default setting is the sum of all priority 15 CBSAs, but users can also select individual CBSAs from the filter list.

### MARKET CONTRACT REPORTS

7-61. These reports (see Figure 7-38) provide contract production and market share data useful at all USAREC command levels. Report types include DoD production, Reserve component production, and “Some College” production. There are four main categories of Market Contract Reports:

- Weekly Update to Army Market Contracts
- DoD Market Contracts and Share
- USAR and ARNG Market Contracts and Share
- “Some College” Market Contracts



Figure 7-38. Market Contract Reports

#### WEEKLY UPDATE TO ARMY MARKET CONTRACTS

7-62. This report (see Figure 7-39) has only one tab. It provides BDE through station level NBOX contract production data and is updated weekly. The current RY can be compared to previous years using the radio buttons on the left side of the report. Users can filter by unit, time period, and NBOX category.



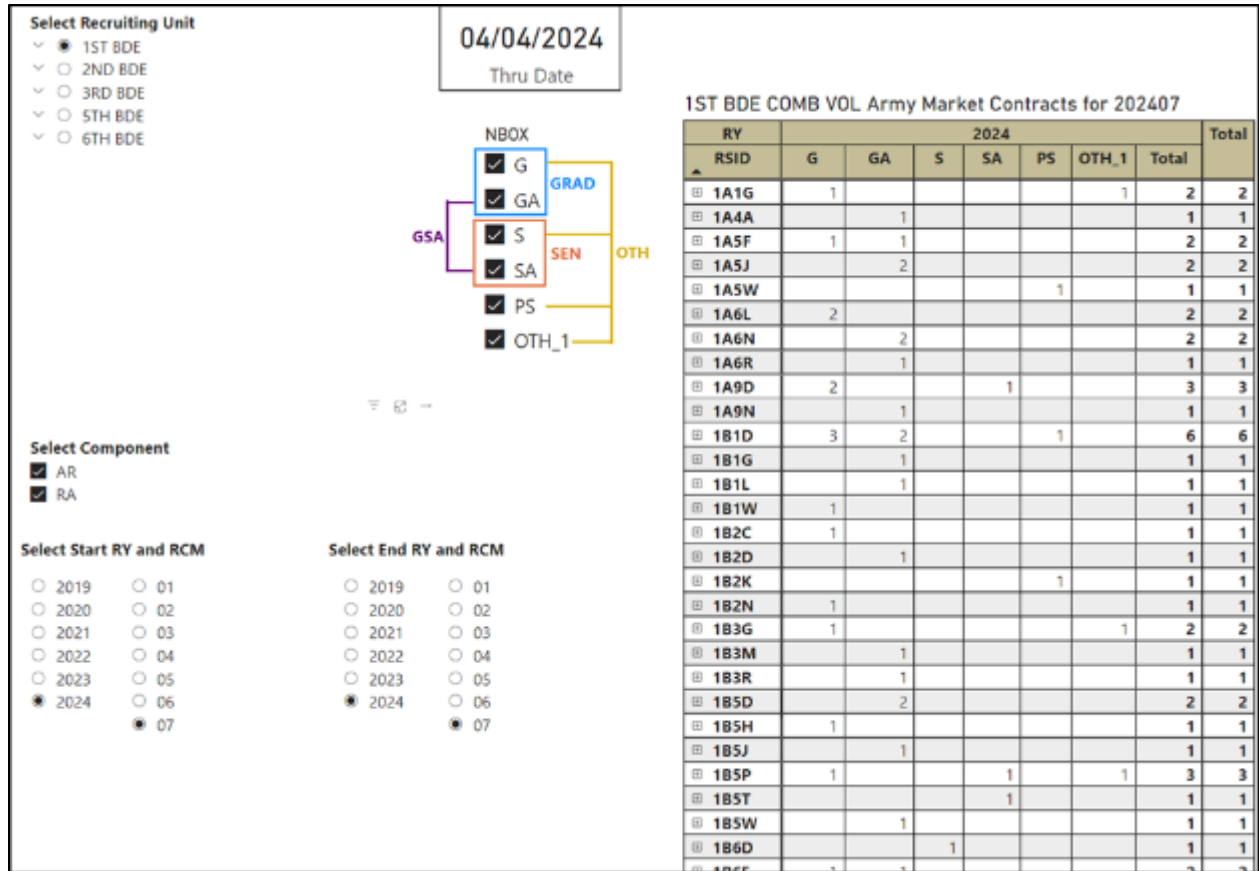


Figure 7-39. Weekly Update to Army Market Contracts

### DOD MARKET CONTRACTS AND SHARE

7-63. This report and its four component tabs provide active component, DoD (Army, ARNG, Navy, U.S. Air Force, U.S. Coast Guard, and U.S. Marine Corps) contract production and market share data for all USAREC Command echelons down to station level. Non-Army Reserve component production has been unavailable since February 2020. The information provided in this report is best used as a diagnostic tool along with other market indicators. It should never be used as a standalone measure of success.

### DOD Market Contracts And Share By Unit, Component, And NBOX

7-64. The first tab (see Figure 7-40) provides quarterly contract production and market share by service for the current RY and dating back to 2019. The top half of the report is the market contracts section while the bottom half is the market share section. Users can filter the data by unit using the radio buttons on the left of the report to select a recruiting unit, component, and NBOX category.

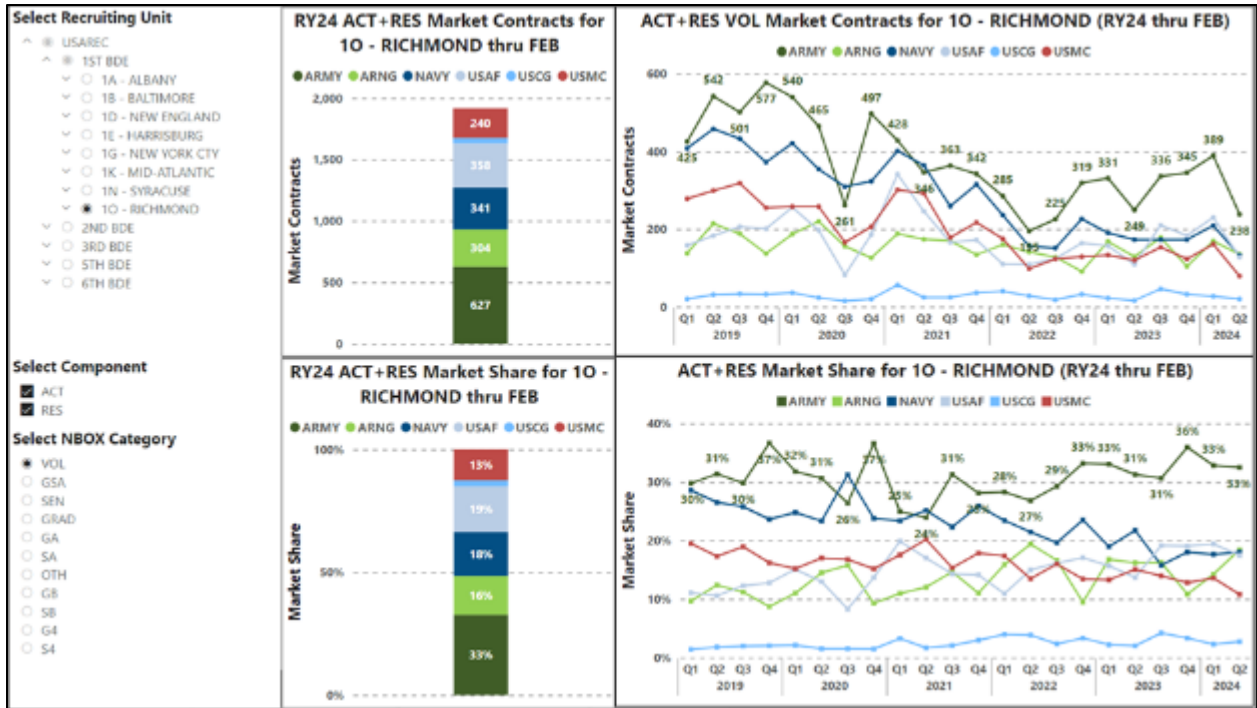


Figure 7-40. DOD Market Contracts and Share by Unit, Component, and NBOX

DOD Market Contracts And Share For Station And ZIP

7-65. This tab (see Figure 7-41) provides YTD contract production and share down to ZIP Code level. Included in this tab is an interactive data table and a bar chart.

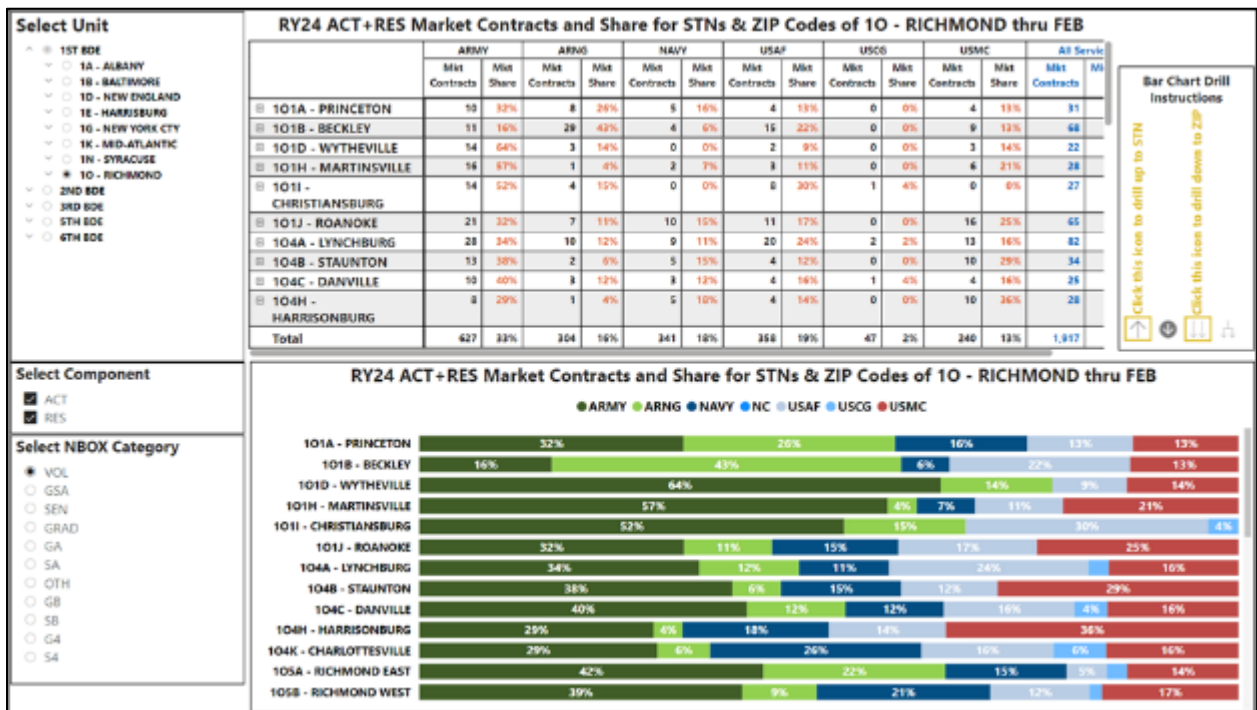


Figure 7-41. DOD Market Contracts and Share for Station and ZIP

### Data Table By BN Though ZIP and RY Through RCM

7-66. This tab (see 7-42) provides an interactive table with NBOX DoD contract production data from BDE through station level dating back to 2020. An option to refine the data by component is available. Data found in the tables provided is updated monthly.

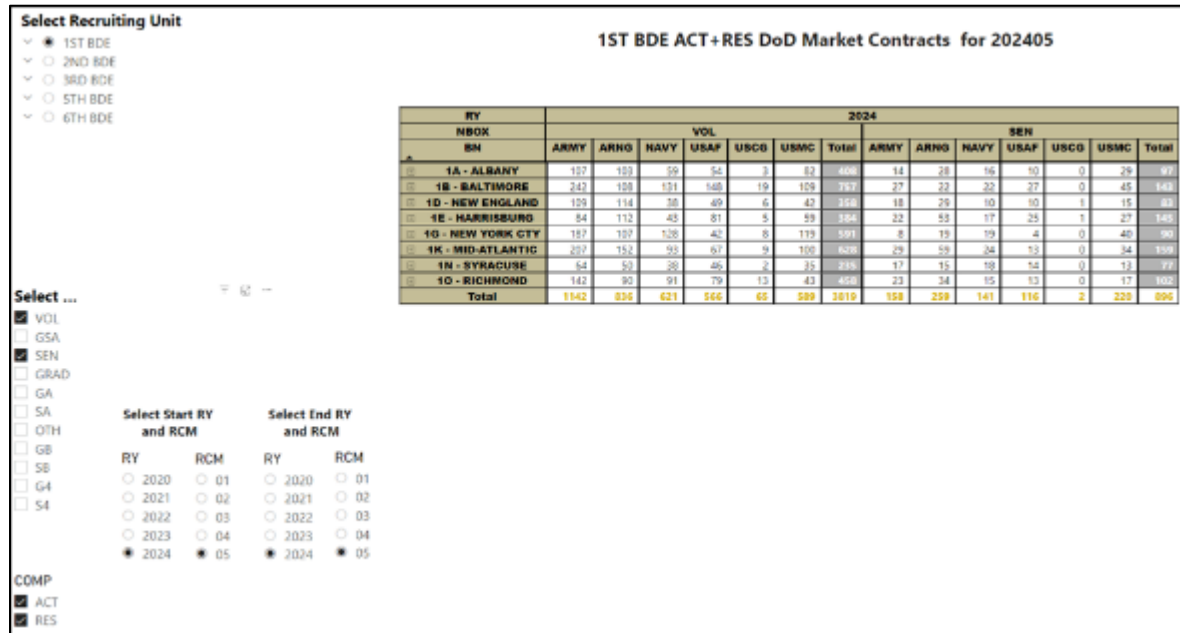


Figure 7-42. Data Table by BN through ZIP and RY through RCM

### OUA DOD Market Preference

7-67. This tab (see Figure 7-43) provides annual NBOX categories of DoD production trend data dating back to 2020. Users can select units from USAREC to station level using the radial buttons to the left of the charts.

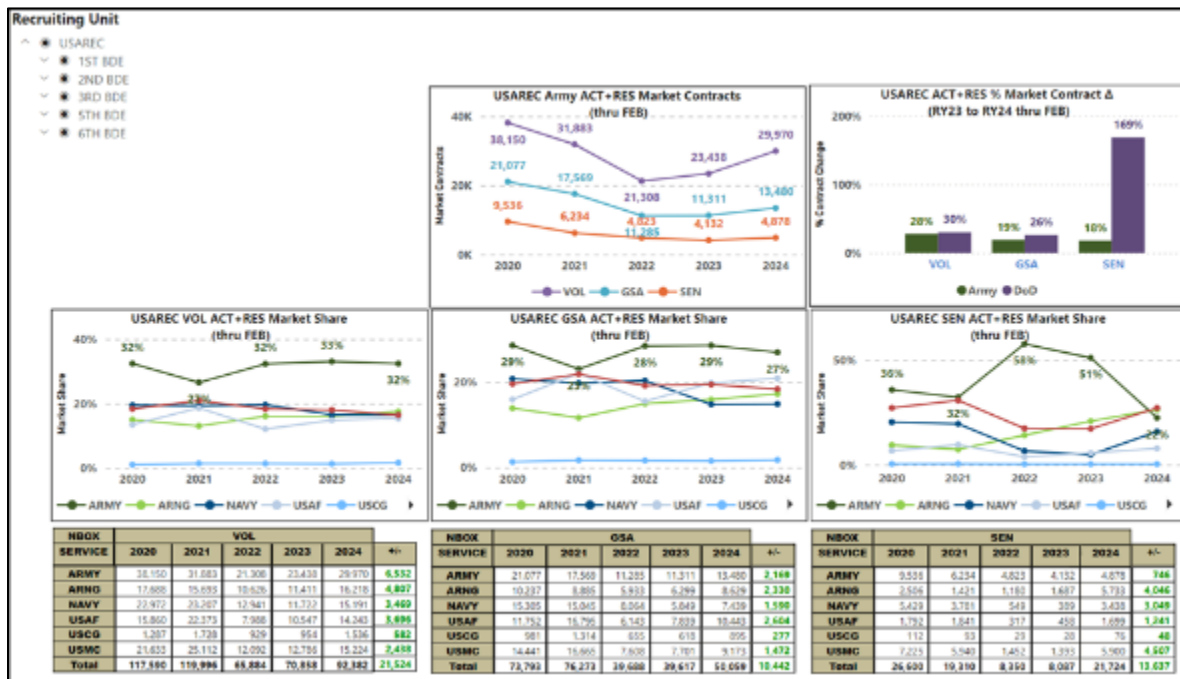


Figure 7-43. OUA DOD Market Performance

## USAR AND ARNG MARKET CONTRACTS AND SHARE

7-68. This report and its component tabs provide Army Reserve component contract production and market share data for all USAREC Command echelons down to station level. Like the DoD Market Contracts and Share report, the information provided in this report is best used as a diagnostic tool along with other market indicators. It should never be used as a standalone measure of success.

### Army Reserve And ARNG

7-69. This tab (see Figure 7-44) provides annual NBOX Reserve component contract production trend data dating back to 2019. Users can select units from USAREC to station level using the radio buttons to the left of the charts.

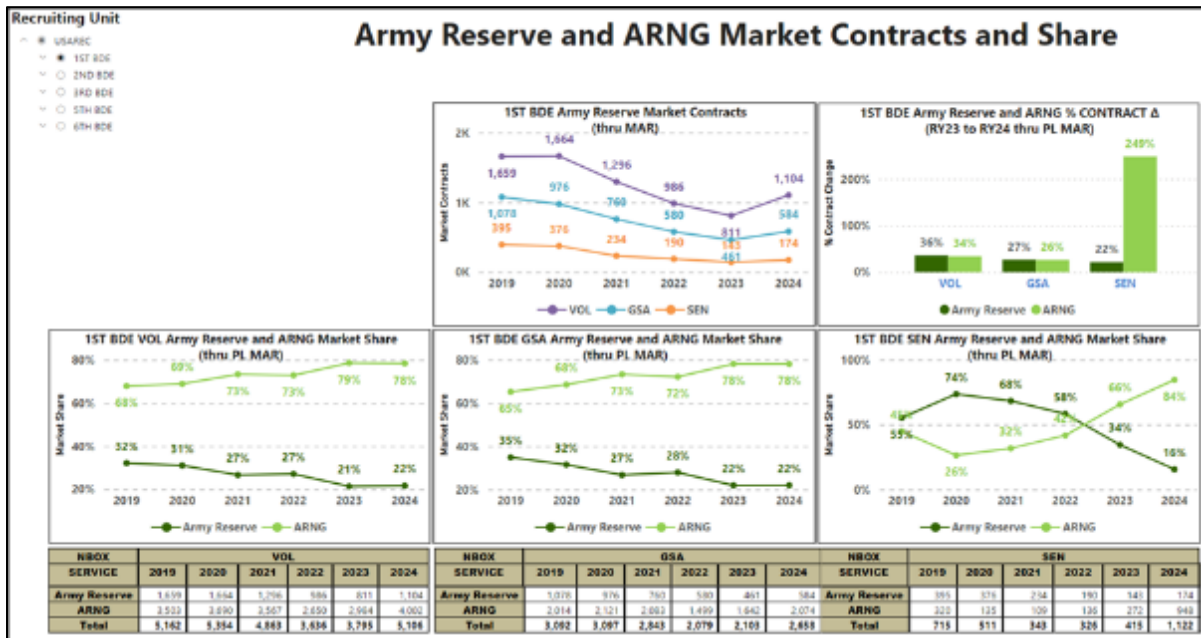


Figure 7-44. Army Reserve and ARNG

### Market Contract Table

7-70. This tab (see Figure 7-45) provides an interactive table with NBOX Reserve component contract production data from BDE through station level dating back to 2019. Data found in the tables provided is updated monthly

Select Recruiting Unit

- 1ST BDE
- 2ND BDE
- 3RD BDE
- 5TH BDE
- 6TH BDE

04/11/24  
Thru Date

**1ST BDE Army Reserve and ARNG Market Contracts from 202401 to 202407**

RY	NBOX	2024								
		VOL			GSA			SEN		
		Army Reserve	ARNG	Total	Army Reserve	ARNG	Total	Army Reserve	ARNG	Total
1A - ALBANY		111	508	699	64	205	369	17	115	132
1B - BALTIMORE		248	520	768	132	272	404	34	90	124
1D - NEW ENGLAND		105	557	662	60	296	356	13	123	139
1E - HARRISBURG		115	510	625	64	261	345	33	193	226
1G - NEW YORK CTY		196	563	759	98	243	341	17	58	75
1K - MID-ATLANTIC		217	855	1,072	111	444	555	36	224	279
1N - SYRACUSE		52	250	302	26	136	162	12	81	93
1O - RICHMOND		124	334	508	59	220	279	30	133	163
<b>Total</b>		<b>1,168</b>	<b>4,227</b>	<b>5,395</b>	<b>614</b>	<b>2,197</b>	<b>2,811</b>	<b>192</b>	<b>1,619</b>	<b>1,213</b>

Select NBOX

- VOL
- GSA
- SEN

Select Start RY and RCM      Select End RY and RCM

<input type="radio"/> 2019	<input checked="" type="radio"/> 01	<input type="radio"/> 2019	<input type="radio"/> 01
<input type="radio"/> 2020	<input type="radio"/> 02	<input type="radio"/> 2020	<input type="radio"/> 02
<input type="radio"/> 2021	<input type="radio"/> 03	<input type="radio"/> 2021	<input type="radio"/> 03
<input type="radio"/> 2022	<input type="radio"/> 04	<input type="radio"/> 2022	<input type="radio"/> 04
<input type="radio"/> 2023	<input type="radio"/> 05	<input type="radio"/> 2023	<input type="radio"/> 05
<input checked="" type="radio"/> 2024	<input type="radio"/> 06	<input checked="" type="radio"/> 2024	<input type="radio"/> 06
<input type="radio"/>	<input type="radio"/> 07	<input type="radio"/>	<input checked="" type="radio"/> 07

Figure 7-45. Market Contract Table

### “SOME COLLEGE” MARKET CONTRACTS

7-71. These reports provide both contract and population data for the “Some College” market. For the purpose of this report and its tabs, “Some College” is defined as prospects aged 17-24 who have participated in accredited college or vocational/technical courses but have not earned a two-year or four-year college degree or vocational/technical certificate. This group includes both those who are currently enrolled and those not currently enrolled. It does not include high school students participating in AP classes, but it does include those participating in dual-enrollment/dual-credit courses that count for both high school and college credit. The “Some College” Market Contracts report consists of the following seven tabs:

- BN Production (STN Breakout)
- “Some College” Potential & Population
- BN Production Analysis
- BN Population Analysis
- BN Production (CO and STN Breakout)
- CBSA Production
- CBSA “Some College” Segment Analysis Table

#### BN Production (STN Breakout)

7-72. This tab (see Figure 7-46) has three sections: a contracts by recruiting month section, a running total by recruiting month section, and a station-level data table that provides contract descriptive statistics. The charts on this tab compare the current year with the previous year only. Older versions of this report are not published. The data table section of the report contains an indicator for whether a given station has attained a 10 percent improvement over its four-year weighted average “some college” production. This is an informal benchmark only. Users can filter data displayed in the charts by USAREC battalion and by recruiting month. Like other Power BI-based reports, charts on this tab can be manipulated by clicking on displayed data in other sections of the report.

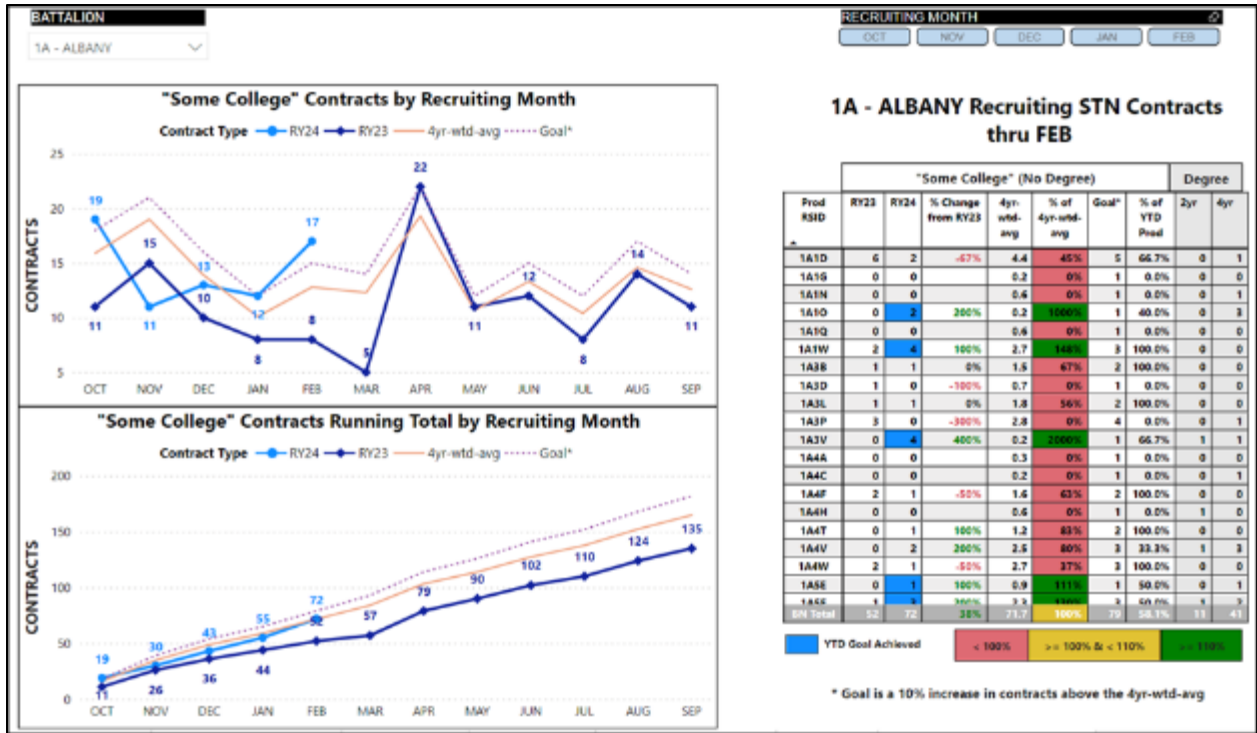


Figure 7-46. BN Production (STN Breakout)

“Some College” Potential & Population

7-73. This tab (see Figure 7-47) provides density maps by ZIP Code for selected USAREC units from battalion down to station level. Users can choose one of three possible plot parameter displays of “Some College” data:

- Army Potential. Yields a four-year weighted average for contract production for the ZIP Codes within selected unit boundaries.
- DoD Potential. Yields a four-year weighted average for DoD contract production for the ZIP Codes within selected unit boundaries.
- Population. Yields a “Some College” population estimate for the ZIP Codes within selected unit boundaries.

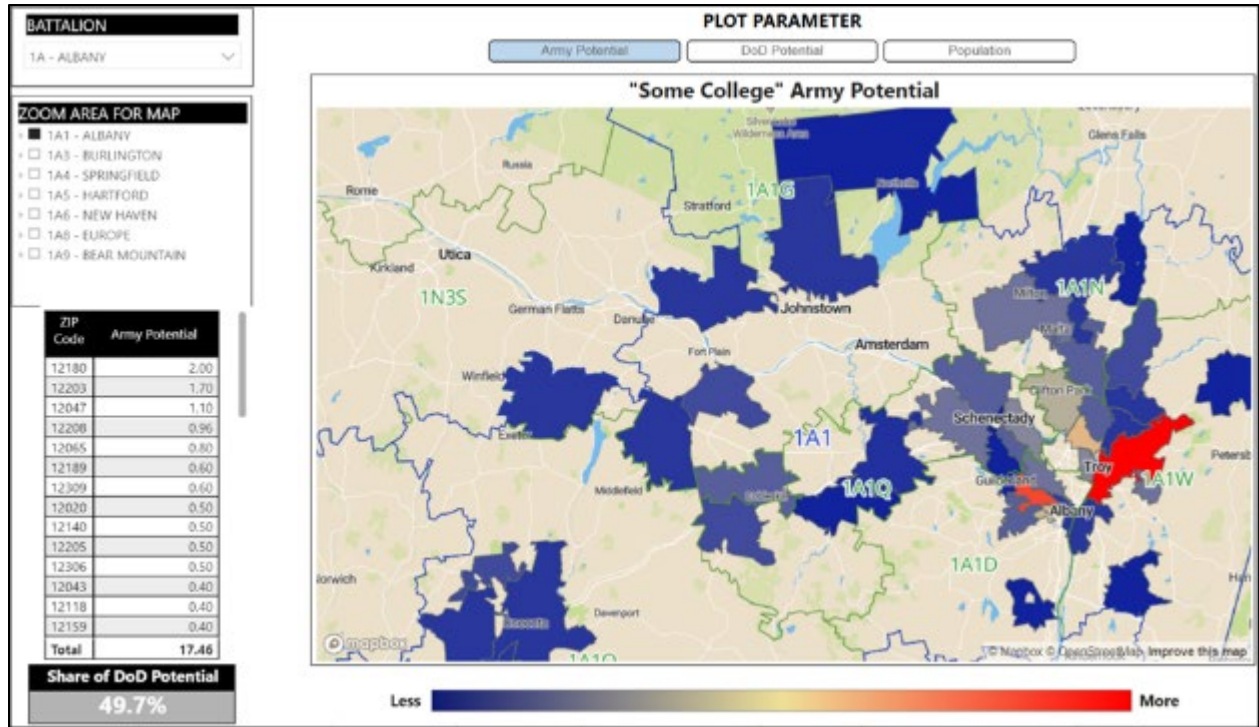


Figure 7-47. "Some College" Potential & Population

### BN Production Analysis

7-74. This tab (see Figure 7-48) provides YTD "Some College" contract production and four-year weighted average "Some College" contract production line graphs for USAREC's 38 enlisted recruiting battalions.

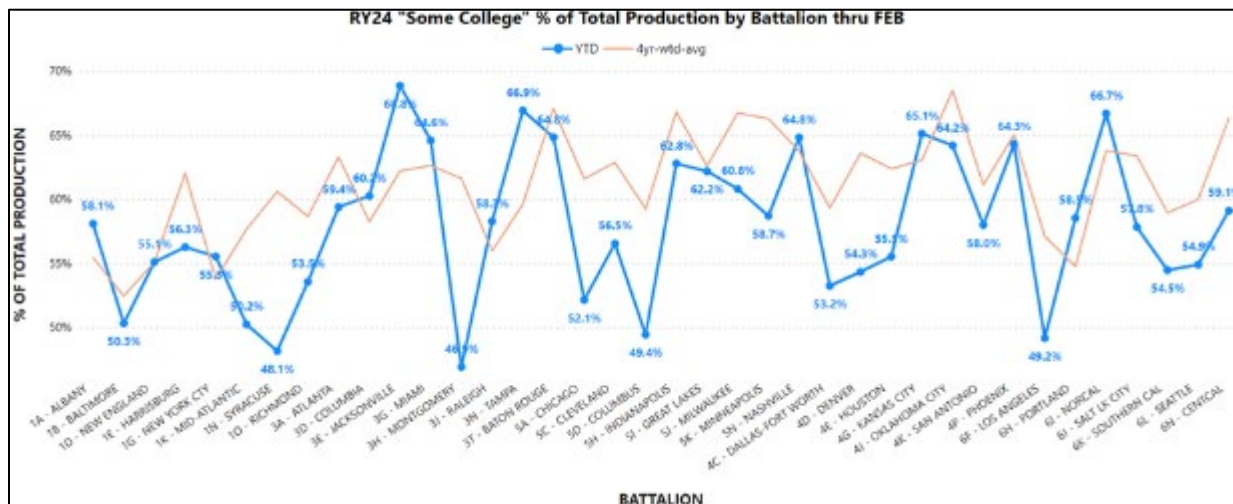


Figure 7-48. BN Production Analysis

### BN Population Analysis

7-75. This tab (see Figure 7-49) provides the "Some College" proportion of the total youth population for USAREC's 38 enlisted recruiting battalions. It provides both a stacked bar chart of the "Some College" population compared with the total youth population and a line graph depicting the percentage of the population with "Some College" experience.

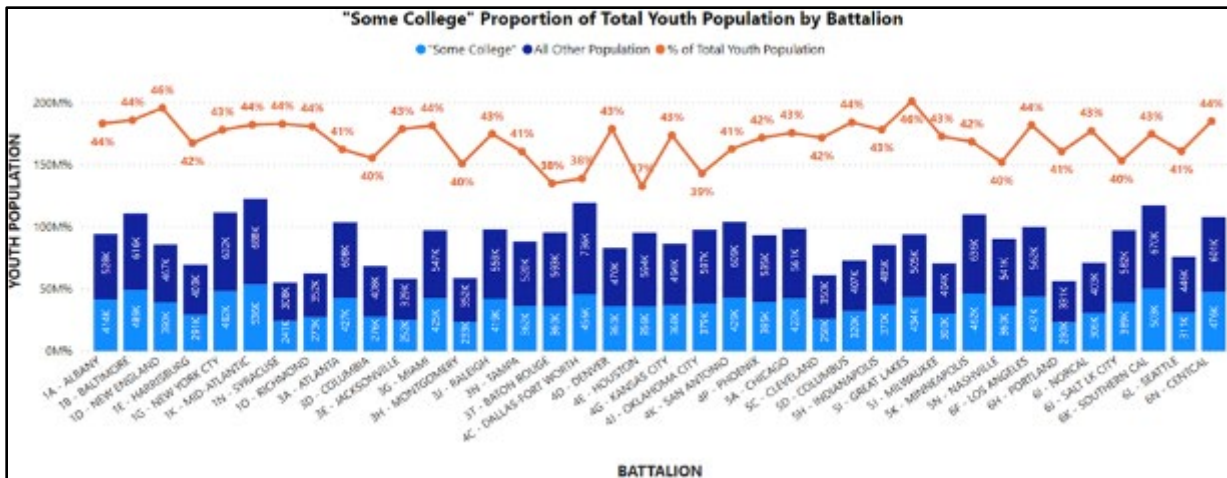


Figure 7-49. BN Population Analysis

**BN Production (CO & STN Breakout)**

7-76. This tab is similar to the BN Production (STN Breakout) tab shown in Figure 7-48. The main difference is that rather than simply showing the constituent stations of the selected battalion, this tab also displays aggregate company-level contract production statistics. All other functionality is the same for this tab.

**CBSA Production**

7-77. This tab (see Figure 7-50) displays ZIP Code-level "Some College" contract production statistics by CBSA. Only CBSAs that contained station locations with an assigned mission for the RY are available for this tab. As such, most of the Command's CBSAs are available for FY 2023.

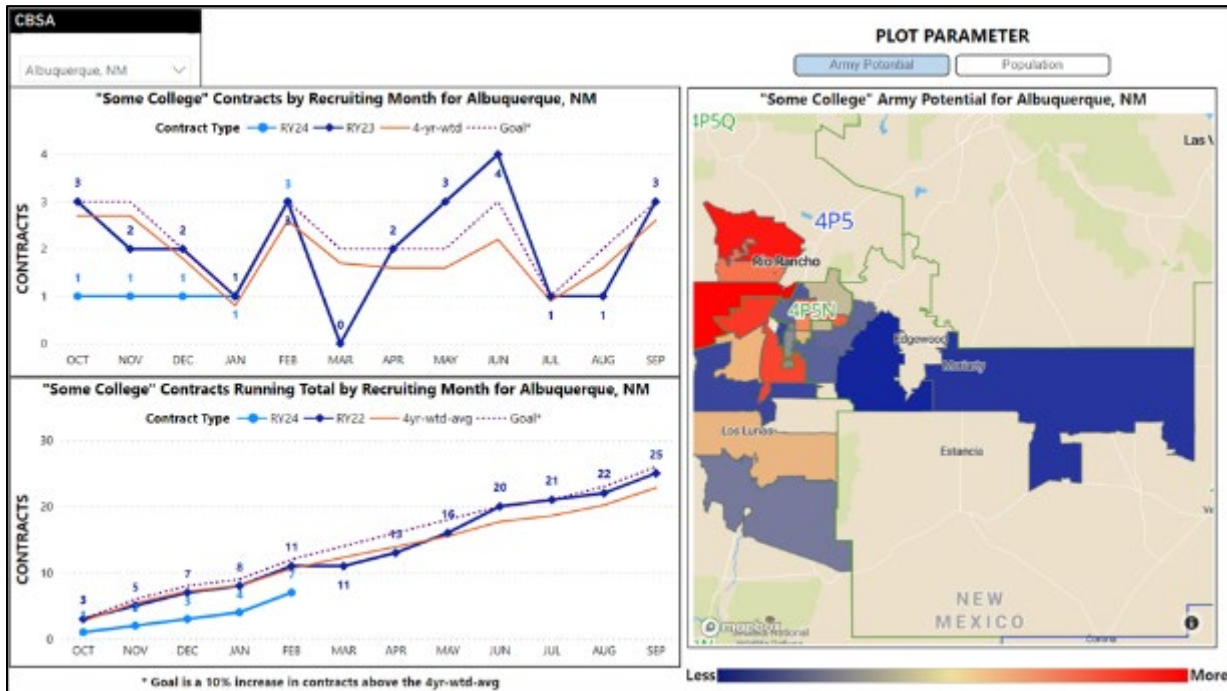


Figure 7-50. CBSA Production



### CBSA “Some College” Segment Analysis Table

7-78. This tab (see Figure 7-51) categorizes “Some College” contracts by segment and by CBSA to determine YTD contracts, potential, and potential remaining based on the PRIZM Premier segment proportions found in those CBSAs. Users can determine the proportions of HV, HP, and Other segments that comprise the “Some College” market in selected CBSAs.

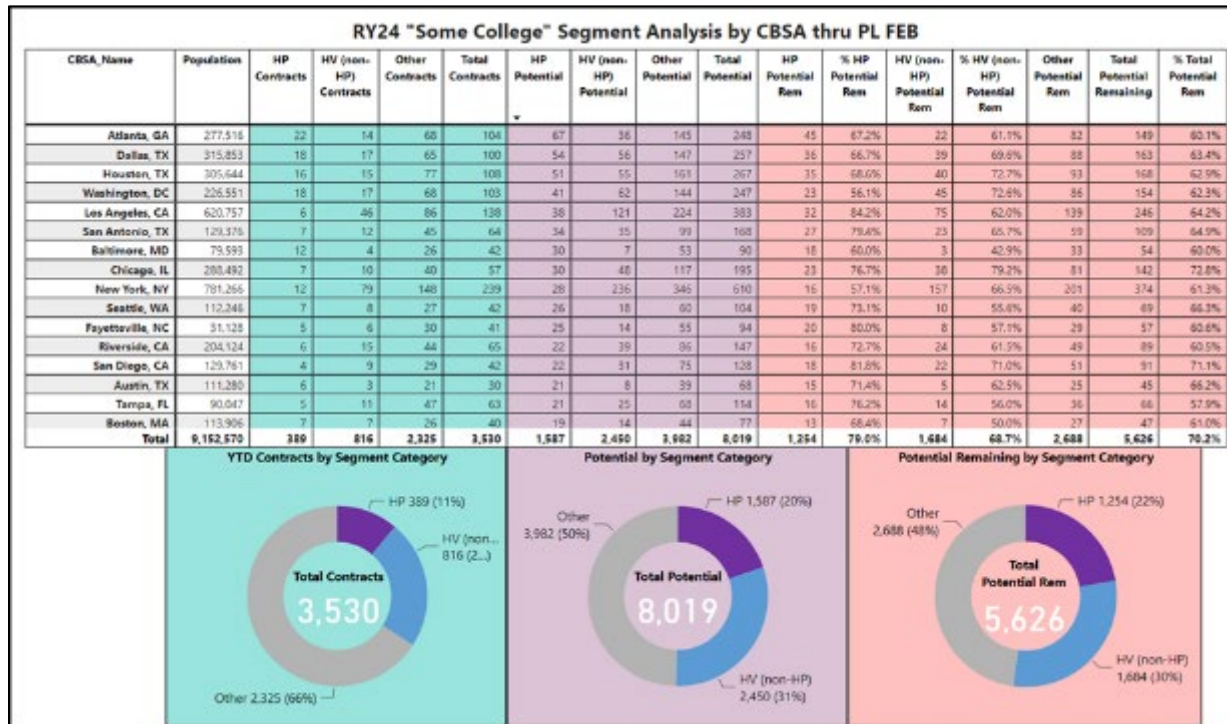


Figure 7-51. CBSA “Some College” Segment Analysis Table

### TOOLS

7-79. This section of the G2 Report Zone (see Figure 7-52) provides tools for use by station level leaders. They include:

- Recruiting Market Zone Tool
- G2 Maps (USAR Vacancies)



Figure 7-52. Tools

RECRUITING MARKET ZONE TOOL

7-80. This tool (see Figure 7-53) is meant for use by station commanders to divide their station areas into individual recruiter zones. Station commanders using this tool can build up to 20 different recruiter zones using the tabs at the bottom of the page. The left side of the tool can be used for analysis purposes to understand the station’s market, while the right side is used to build recruiting zones. Any changes made to the map on this side of the tool are not permanent and only apply to the current tab users are working with. For record-keeping purposes, users need to screen shot the maps built or use a snipping tool to capture the changes made. Changes made to the maps will be lost upon closing the browser window.

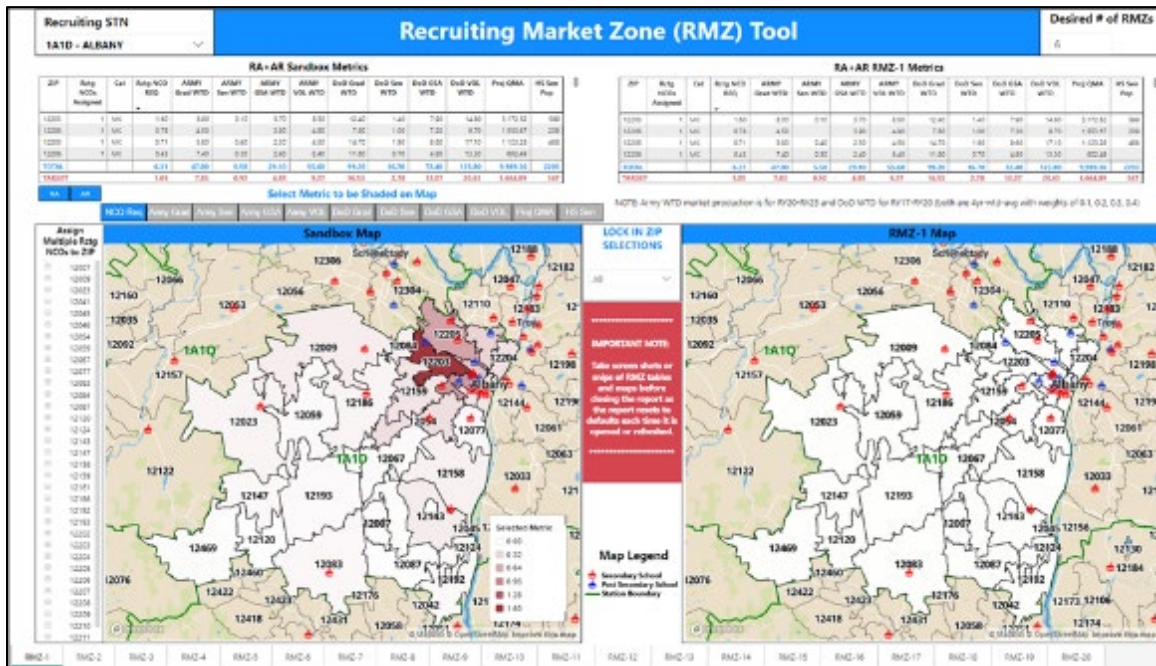


Figure 7-53. Recruiting Market Zone Tool

## G2 MAPS (USAR VACANCIES)

7-81. This tool (see Figure 7-54) is used to determine the USAR vacancies by unit and MOS based on the USAREC recruiting station selected. Users can select stations by entering station level RSIDs into the search bar and selecting the appropriate radio buttons. They can also select any combination of NPS and PS vacancies to view.

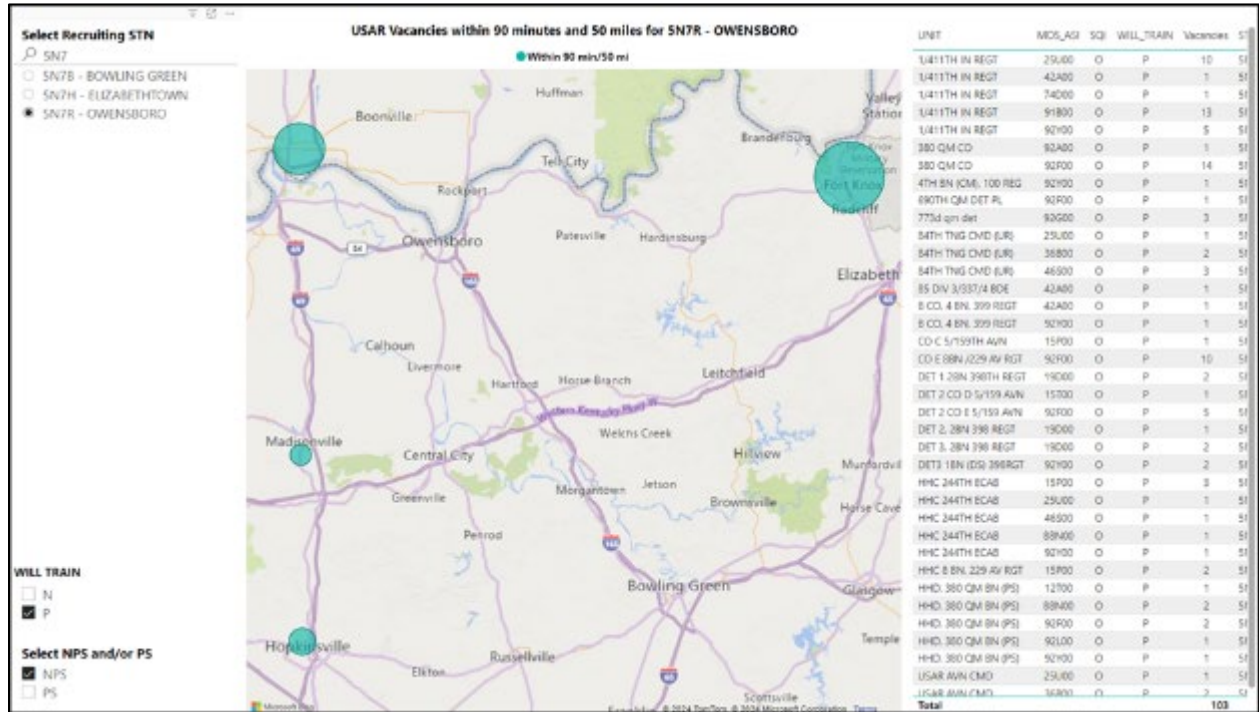


Figure 7-54. G2 Maps (USAR Vacancies)

## OTHER REPORTS

7-82. This section (see Figures 7-55) consists of three reports that provide employment analysis, population data, and unit level penetration rates

- Employment Analysis
- FQMA Penetration and P2P
- Youth Population Estimates



Figure 7-55. Other Reports

EMPLOYMENT ANALYSIS

7-83. This report (see Figure 7-56) uses data from the Bureau of Labor Statistics to display the top industries by county for CONUS. It also displays descriptive statistics such as current national and local unemployment rates by industry, youth unemployment rates, and estimates of the number of youths who are unemployed by age and industry category. It is updated at least twice per year, but there is a time lag of around six to eight months before current months are updated.

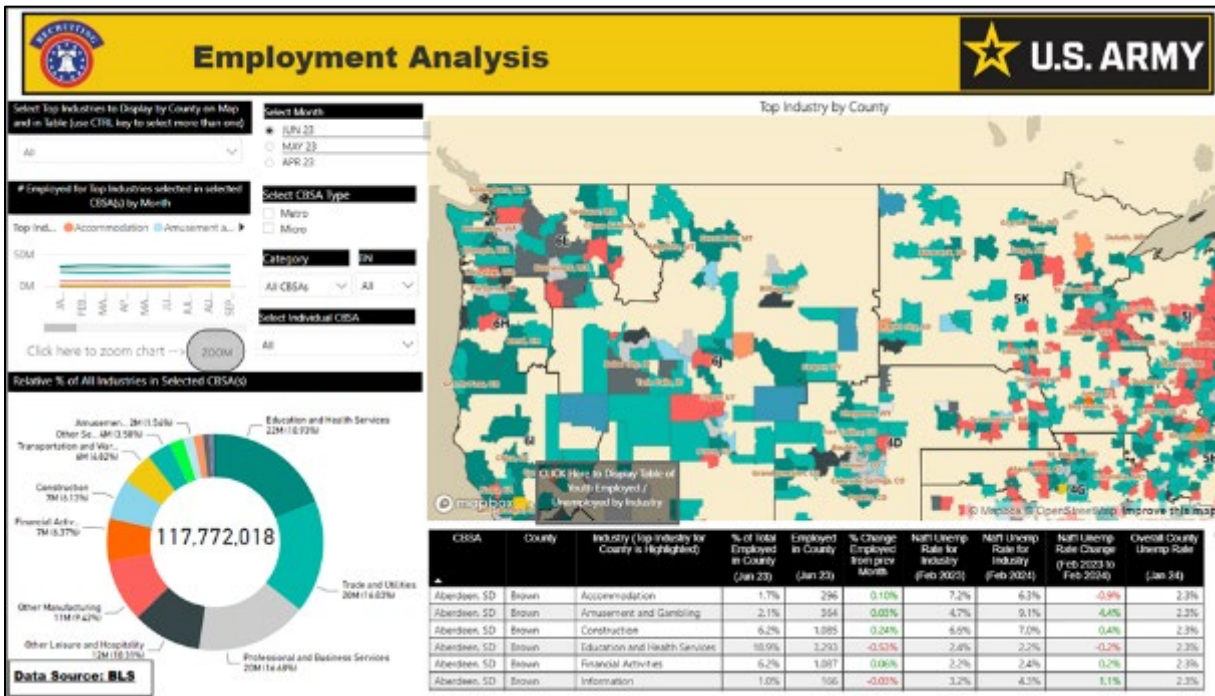


Figure 7-56. Employment Analysis

### FQMA PENETRATIONS AND P2P

7-84. This report (see Figure 7-57) provides QMA, contract production, P2P, and penetration data from USAREC down to station level. Users can select units and filter by race/ethnic/gender categories, RY, and component (Active and Reserve only). It is updated monthly and provides cumulative totals only.

Select Race/Ethnic Group		Like Periods OCT thru MAR														
<input checked="" type="checkbox"/> African American* <input type="checkbox"/> Asian Pacific Islander* <input type="checkbox"/> Hispanic <input type="checkbox"/> Native American* <input type="checkbox"/> White* <input type="checkbox"/> Other <input type="checkbox"/> Non-Hispanic		RA-USAR Penetration and P2P Details for African American*														
RY	BDE	2023							2024							
		Contracts	Contracts (like period)	FQMA	Pen Rate	Pen Rate (like period)	% Contracts	% FQMA	P2P	Contracts	Contracts (like period)	FQMA	Pen Rate	Pen Rate (like period)	% Contracts	% FQMA
1ST BDE	3,418	1,557	231,772	14.75	14.27	32.35%	13.50%	2.40	2,080		232,268	17.43		33.47%	13.53%	2.47
2ND BDE	6,806	2,991	348,503	19.48	18.18	39.94%	23.61%	1.09	4,009		353,595	22.43		40.02%	23.76%	1.68
3RD BDE	1,899	802	162,097	11.67	10.47	20.61%	10.31%	1.98	1,167		164,198	13.83		21.35%	10.39%	2.05
5TH BDE	2,540	1,082	136,719	10.58	10.81	10.30%	9.31%	1.97	1,509		130,165	22.47		19.01%	9.31%	2.04
6TH BDE	855	393	70,879	12.10	11.81	8.20%	4.68%	1.75	603		70,626	16.60		9.19%	4.64%	1.98
<b>Total</b>	<b>15,520</b>	<b>6,825</b>	<b>951,370</b>	<b>16.31</b>	<b>15.24</b>	<b>25.35%</b>	<b>12.28%</b>	<b>2.06</b>	<b>9,508</b>		<b>958,054</b>	<b>19.37</b>		<b>25.86%</b>	<b>12.30%</b>	<b>2.10</b>

Figure 7-57. FQMA Penetrations and P2P

### YOUTH POPULATION ESTIMATES

Select Population Type		Fully-Qualified Military Available Youth Population by Race/Ethnicity and Calendar Year											
<input checked="" type="radio"/> FQMA <input type="radio"/> Total Youth Population		USAREC	BDE	BN	CO	STN	A	B	H	N	W	T	
Select Calendar Year	<input type="checkbox"/> 2030	USAREC	1ST BDE				215,431.89	232,267.68	247,283.24	2,985.06	1,019,036.87	1,717	
	<input type="checkbox"/> 2029		2ND BDE				76,100.94	353,593.72	275,399.22	4,749.53	778,139.65	1,487	
	<input type="checkbox"/> 2028		3RD BDE	5A - CHICAGO				25,359.46	30,835.97	62,722.85	266.43	113,843.61	233
	<input type="checkbox"/> 2027			5C - CLEVELAND				4,797.48	16,124.07	7,590.99	189.51	109,357.66	138
	<input type="checkbox"/> 2026			5D - COLUMBUS				10,773.32	21,431.37	6,294.20	207.80	132,657.20	171
	<input type="checkbox"/> 2025			5H - INDIANAPOLIS				13,600.38	19,235.06	9,808.56	226.94	154,845.12	197
	<input type="checkbox"/> 2024			5I - GREAT LAKES				17,550.17	28,646.06	15,347.84	820.27	159,364.52	221
	<input type="checkbox"/> 2023			5J - MILWAUKEE				8,524.72	10,668.12	13,721.64	1,349.37	127,880.44	161
	<input type="checkbox"/> 2022			5K - MINNEAPOLIS				17,618.46	17,009.02	14,728.12	3,649.92	206,188.54	259
	<input type="checkbox"/> 2021			5N - NASHVILLE	5N1 - NASHVILLE				3,241.10	8,228.84	3,880.94	52.70	33,741.51
	<input type="checkbox"/> 2020		5N2 - JOHNSON CITY					259.61	541.59	509.98	25.03	19,231.48	20
	<input type="checkbox"/> 2019		5N3 - KNOXVILLE					706.10	1,511.90	775.85	46.24	25,507.11	28
	<input type="checkbox"/> 2018		5N5 - CLARKSVILLE					343.04	2,126.19	949.94	20.98	14,739.77	18
	<input type="checkbox"/> 2017		5N6 - LOUISVILLE					1,320.62	4,121.88	1,631.88	31.25	21,139.15	28
	<input type="checkbox"/> 2016		5N7 - ELIZABETHTOWN		5N7B - BOWLING GREEN				205.91	562.04	264.29	8.03	6,860.35
<input type="checkbox"/> 2015	5N7H - ELIZABETHTOWN						113.75	465.71	244.93	7.34	5,708.42	6	
<input type="checkbox"/> 2014	5N7R - OWENSBORO					62.11	307.17	112.38	2.45	3,731.33	4		
<input type="checkbox"/> 2013	5N8 - LEXINGTON				821.40	2,602.69	760.45	46.34	29,106.53	33			
<input type="checkbox"/> 2012	5TH BDE					106,236.27	138,165.29	440,068.55	19,152.83	780,924.00	1,484		
<input type="checkbox"/> 2011	6TH BDE					303,930.38	70,628.31	492,046.57	10,575.43	646,580.23	1,523		
<input type="checkbox"/> 2010													

Figure 7-58. Youth Population Estimates

## DEMOGRAPHIC REPORT ZONE



**Figure 7-59. Demographic Report Zone**

### MARKET PRODUCTION AND FQMA DEMOGRAPHIC ANALYSIS

7-85. The purpose of this report is to provide an understanding of the race/ethnic and gender distribution of Army contract production. The different tabs address market penetration, P2P, and production trends at both unit and CBSA levels. The following tabs are included in this report:

- Complete RY and YTD Organization Race/Ethnic and Gender Representation
- YTD Like Periods Recruiting Organization Race/Ethnic and Gender Representation
- Thru Last Complete RY Recruiting Organization Race/Ethnic and Gender Representation
- 12-Month Rolling Recruiting Organization Race/Ethnic and Gender Representation
- Recruiting Organization FQMA by Race/Ethnicity and Gender
- Map of CBSA Contract Difference from Weighted Average by Race and Gender
- Recruiting Organization Race/Ethnic, MOS and Gender Representation
- Race/Ethnic, Career Division, and Gender Representation
- Map of DMA/CBSA Contract Difference from Weighted Average (Race/Gender/MOS)
- CBSA Representation
- Complete RY and YTD State Race/Ethnic and Gender Representation

7-86. The first three tabs as all look like the example in Figure 7-60. The primary difference between these three tabs is the time period used for the visualizations. They consist of a P2P section showing percent of USAREC production and population for selected race/ethnic groups and a donut chart section that displays the race/ethnic and gender distribution of the population and the number of enlistments by race/ethnic and gender category. Users can filter displays by recruiting unit, race/ethnic and gender category. Each tab has the same basic functionality except for the Complete RY and YTD Recruiting Organization Race/Ethnic and Gender Representation tab, which has two additional functions providing penetration analysis and an underlying data table for tailored analysis purposes. It also includes radio buttons to select either FQMA or total youth population for analysis.

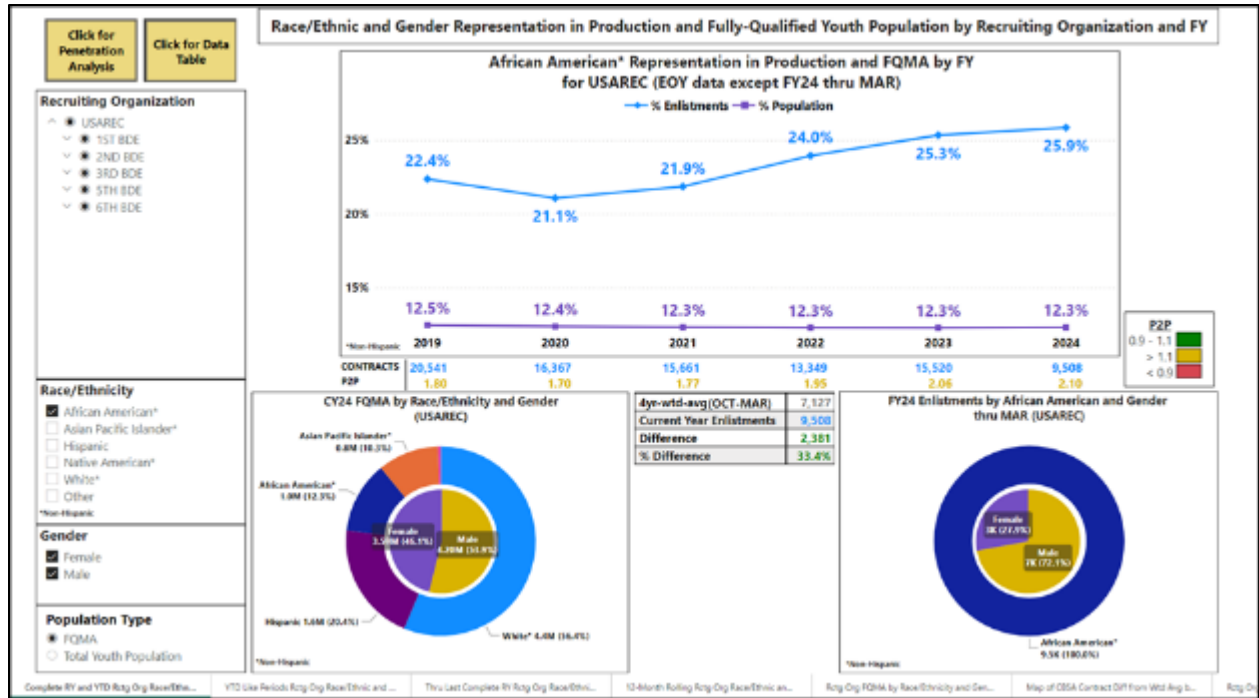


Figure 7-60. Market Production and FQMA Demographic Analysis

**Complete RY and YTD Recruiting Organization Race/Ethnic and Gender Representation**

7-87. The visualizations in this tab display previous complete year and current YTD contract production data. Additional functions are:

- Click for Penetration Analysis. This button (see Figure 7-61) provides USAREC-level penetration analysis by BDE that uses the same time period as the main report tab.
- Click for Data Table. This button (see Figure 7-62) provides a tailorable data table for the underlying data used in the main report tab. Users can select multiple RYs to display.

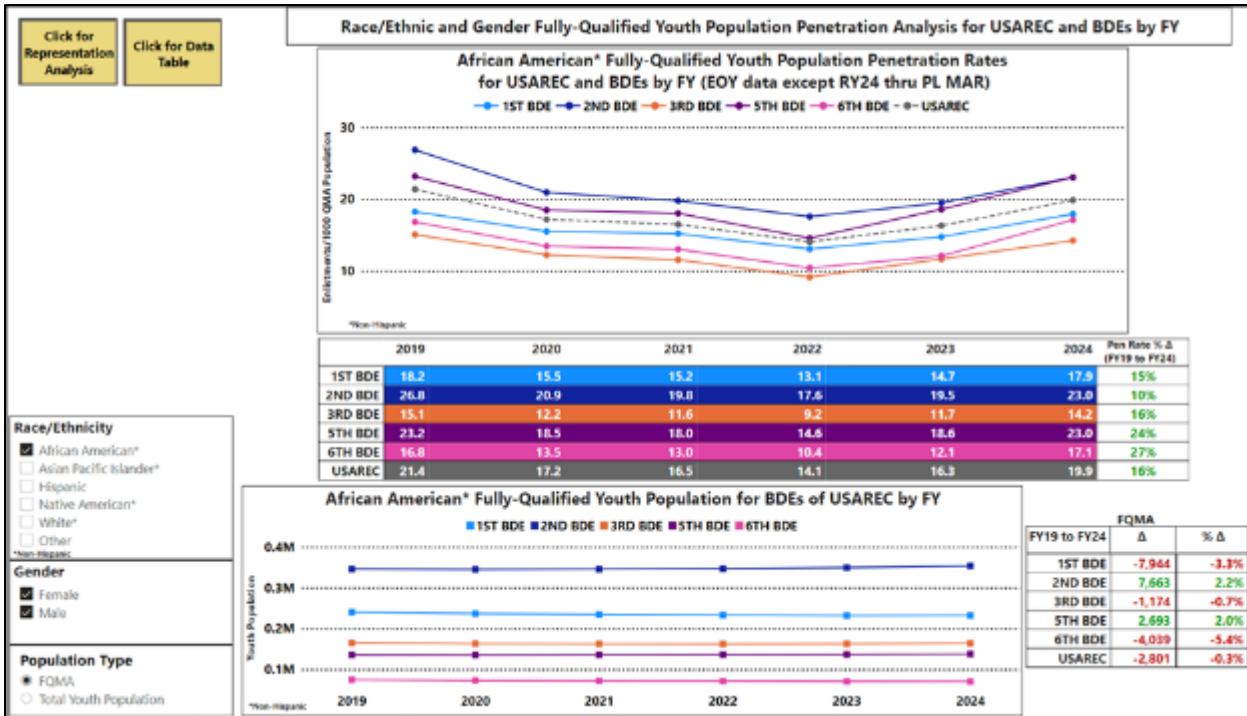


Figure 7-61. Click for Penetration Analysis

### African American\* Penetration and Production to Population (P2P) Detailed Data (EOY data except RY24 thru PL MAR)

BDE	RY	EN	2019				2024						
			Enrollments	% Enr	Youth Population	% Pop	Pen Rate	P2P	Enrollments	% Enr	Youth Population	% Pop	Pen Rate
1ST BDE	IA - ALBANY	271	16.1%	17,065.66	7.6%	15.17	2.14	116	18.9%	17,137.13	7.6%	15.51	2.55
	IB - BALTIMORE	1,235	47.9%	65,254.25	24.3%	15.36	1.71	835	48.0%	60,217.45	23.9%	15.76	2.07
	ID - NEW ENGLAND	286	13.6%	13,465.73	3.9%	15.71	2.31	111	22.5%	13,519.80	6.4%	16.42	3.14
	IE - HARSBURG	164	13.2%	10,549.26	6.3%	15.53	1.58	87	14.6%	10,279.78	6.6%	15.56	2.33
	IG - NEW YORK CITY	953	37.4%	40,323.20	10.7%	21.23	2.24	411	39.9%	42,038.85	10.7%	19.58	2.54
	IK - MID-ATLANTIC	343	36.1%	44,987.47	14.3%	12.76	1.83	368	34.9%	41,883.23	13.8%	17.67	2.53
	IL - SPRINGUE	158	13.1%	10,472.62	7.9%	14.61	1.66	81	14.3%	10,377.94	8.0%	12.12	1.62
IO - RICHMOND	812	43.1%	25,946.64	25.0%	27.11	1.54	307	45.4%	29,378.65	20.5%	23.93	1.97	
Subtotal		4,338	33.9%	278,986.41	11.4%	16.94	2.01	3,480	31.5%	212,041.28	11.5%	13.93	2.48
2ND BDE	IA - ATLANTA	1,892	48.8%	7,940.79	30.9%	26.87	1.88	758	54.4%	14,888.44	30.9%	21.34	5.73
	IC - COLUMBIA	1,173	44.2%	35,142.80	23.6%	33.38	1.87	543	48.5%	35,144.63	23.5%	33.63	2.13
	IE - JACKSONVILLE	1,097	45.0%	52,294.00	25.7%	32.11	1.67	443	45.4%	52,812.55	25.4%	26.82	1.77
	IG - MIAMI	911	25.9%	31,294.27	14.4%	26.12	1.34	439	28.8%	32,231.17	19.0%	29.18	1.98
	IO - BENTONVILLE	1,030	38.6%	30,718.31	24.4%	35.47	1.60	541	35.8%	30,838.33	24.0%	32.71	1.48
	IJ - BALDWIN	1,921	40.8%	55,682.17	24.8%	35.25	1.65	549	35.4%	54,741.01	23.7%	23.08	1.62
	IK - TAMPA	915	23.6%	24,671.67	13.2%	35.16	1.80	449	27.1%	25,967.04	13.9%	34.52	2.04
IT - BAYON ROUGE	1,391	44.9%	47,534.85	34.8%	17.84	1.35	484	51.2%	47,629.45	34.3%	14.37	1.55	
Subtotal		9,836	38.4%	545,747.88	24.6%	26.83	1.88	4,698	36.8%	353,499.82	23.4%	25.85	1.68
3RD BDE	IA - CHICAGO	311	25.7%	34,125.82	14.5%	14.97	1.70	191	26.5%	30,823.41	13.2%	12.20	2.00
	IC - CLEVELAND	280	18.0%	16,818.65	11.4%	16.95	1.40	106	23.1%	16,102.01	11.7%	15.41	1.73
	IO - COLUMBUS	382	18.8%	18,725.80	11.8%	17.84	1.60	194	25.4%	21,409.19	12.9%	18.12	2.08
	IS - INDIANAPOLIS	212	13.5%	16,647.67	9.4%	16.73	1.44	148	15.0%	16,207.07	9.7%	15.41	2.00
	IT - GREAT LAKES	322	16.8%	30,588.85	13.1%	9.87	1.44	130	24.1%	28,818.39	12.8%	9.09	1.87
	IJ - MILWAUKEE	144	8.7%	10,454.31	6.3%	13.77	1.36	35	12.3%	10,414.62	6.4%	13.96	1.91
	IK - MINNEAPOLIS	180	10.1%	15,267.76	5.9%	12.48	1.73	120	18.4%	15,865.89	6.4%	14.15	2.01
IN - NASHVILLE	481	15.0%	19,807.70	10.2%	23.45	1.47	221	20.7%	20,425.29	10.4%	21.64	1.98	
Subtotal		2,490	15.9%	165,137.96	10.9%	15.98	1.54	1,161	21.4%	163,264.79	10.4%	14.20	2.46
5TH BDE	AC - DALLAS-FORT WORTH	852	21.1%	34,885.99	14.6%	26.43	1.55	484	25.8%	36,493.67	14.1%	25.15	2.04
	AD - DENVER	188	8.4%	6,840.99	6.9%	22.88	2.05	104	12.8%	6,847.80	4.9%	23.48	2.41
	AE - HOUSTON	765	25.6%	21,457.43	16.7%	24.35	1.59	403	32.1%	21,603.85	15.4%	25.15	2.05
	AF - KANSAS CITY	312	14.8%	18,954.12	10.9%	15.55	1.47	114	17.1%	18,641.05	10.9%	11.65	1.72
	AG - OKLAHOMA CITY	412	15.4%	21,940.47	10.7%	19.11	1.45	176	16.2%	21,818.28	10.4%	18.27	1.94
	AH - SAN ANTONIO	383	35.0%	9,775.71	4.6%	36.18	2.27	204	15.9%	9,773.07	4.4%	41.75	3.72
	AI - PHOENIX	215	7.7%	8,563.26	4.3%	22.75	1.58	87	9.1%	8,913.75	4.9%	17.93	3.67
Subtotal		3,107	18.9%	130,296.92	13.0%	22.93	1.73	1,648	18.4%	133,073.62	11.5%	21.88	2.98
6TH BDE	GF - LOS ANGELES	275	11.0%	16,716.41	6.9%	14.88	1.63	103	11.9%	15,343.43	6.1%	13.52	1.63
	GH - PORTLAND	76	3.5%	3,816.17	2.7%	19.82	1.31	44	5.4%	3,836.61	2.7%	22.41	1.93
	GI - NORCAL	156	8.2%	6,267.78	5.9%	16.83	1.49	62	9.1%	6,883.99	5.3%	13.98	1.72

**Filters:** Recruiting Organization: USAREC (checked), 1ST BDE, 2ND BDE, 3RD BDE, 5TH BDE, 6TH BDE. Race/Ethnicity: African American\* (checked), Asian Pacific Islander\*, Hispanic, Native American\*, White\*, Other. Gender: Female (checked), Male. Population Type: FQMA (checked), Total Youth Population.

Figure 7-62. Click for Data Table



### YTD Like Periods Recruiting Organization Race/Ethnic and Gender Representation

7-88. The visualizations in this tab display like period visualizations depending on the current month of the current RY. For example, if the current month of the current RY is December, visualizations on this tab will display October through December data for all years displayed in the report. A month of data will be added to the like period comparison for each completed month of the current RY.

### Thru Last Complete RY Recruiting Organization Race/Ethnic and Gender Representation

7-89. The visualizations in this tab display only completed RYs. It does not include any data from the current RY.

### 12-Month Rolling Recruiting Organization Race/Ethnic and Gender Representation

7-90. Unlike the previous three tabs, this tab (see Figure 7-63) does not include a donut chart section. The time period used in this tab is simply the 12-month period ending in the current recruiting month. For example, if the current recruiting month is January, the visualization will depict the twelve-month period defined as December of the previous year through January of the current year. Visualizations in this tab display only completed RYs. It does not include any data from the current RY.

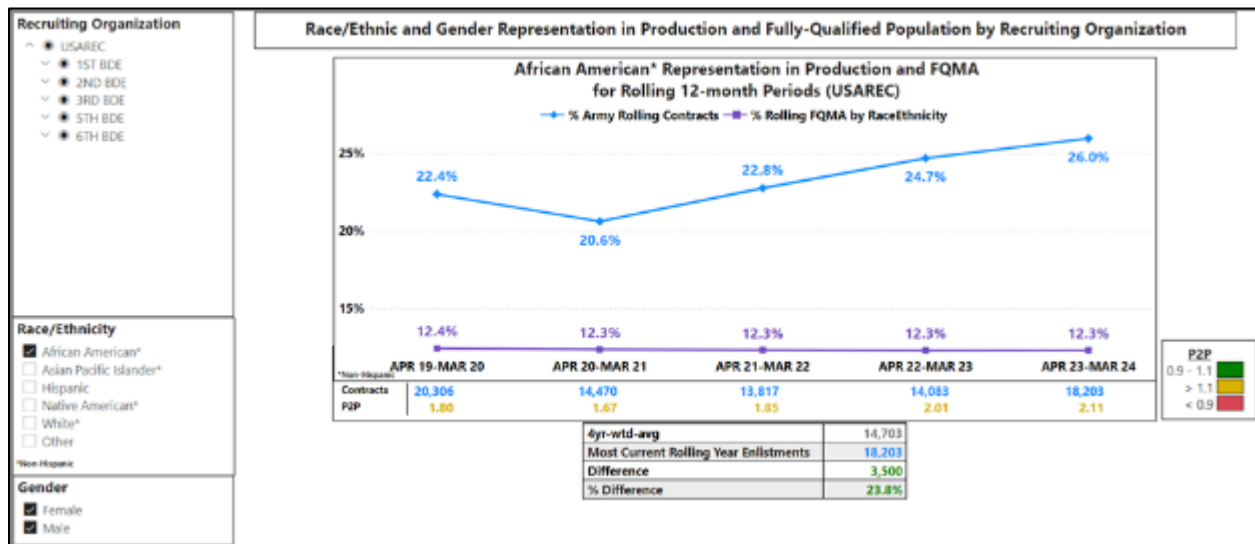


Figure 7-63. 12-Month Rolling Recruiting Organization Race/Ethnic and Gender Representation

### Recruiting Organization FQMA by Race/Ethnicity and Gender

7-91. This tab (see Figure 7-64) displays the FQMA donut chart from the first tab (Complete RY and YTD Recruiting Organization Race/Ethnic and Gender Representation) by recruiting organization down to station level. It is useful in understanding the demographic composition of select organizations.

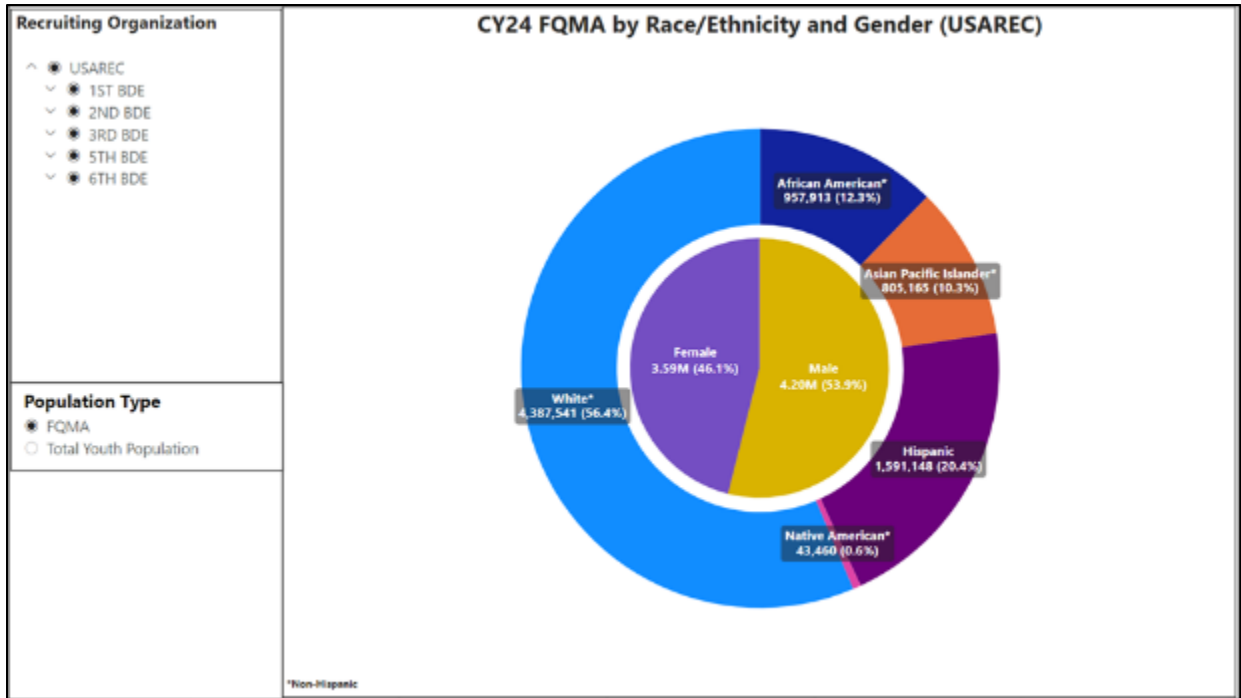


Figure 7-64. Recruiting Organization FQMA by Race/Ethnicity and Gender

Map of CBSA Contract Difference from Weighted Average by Race and Gender

7-92. This tab (see Figure 7-65) is also a YTD like period analysis visualization that depicts the degree to which CBSA contract production has differed from the four-year weighted average by race, ethnic, and gender category. As monthly contract production data becomes available in the current year, users can select months or groups of months for analysis.

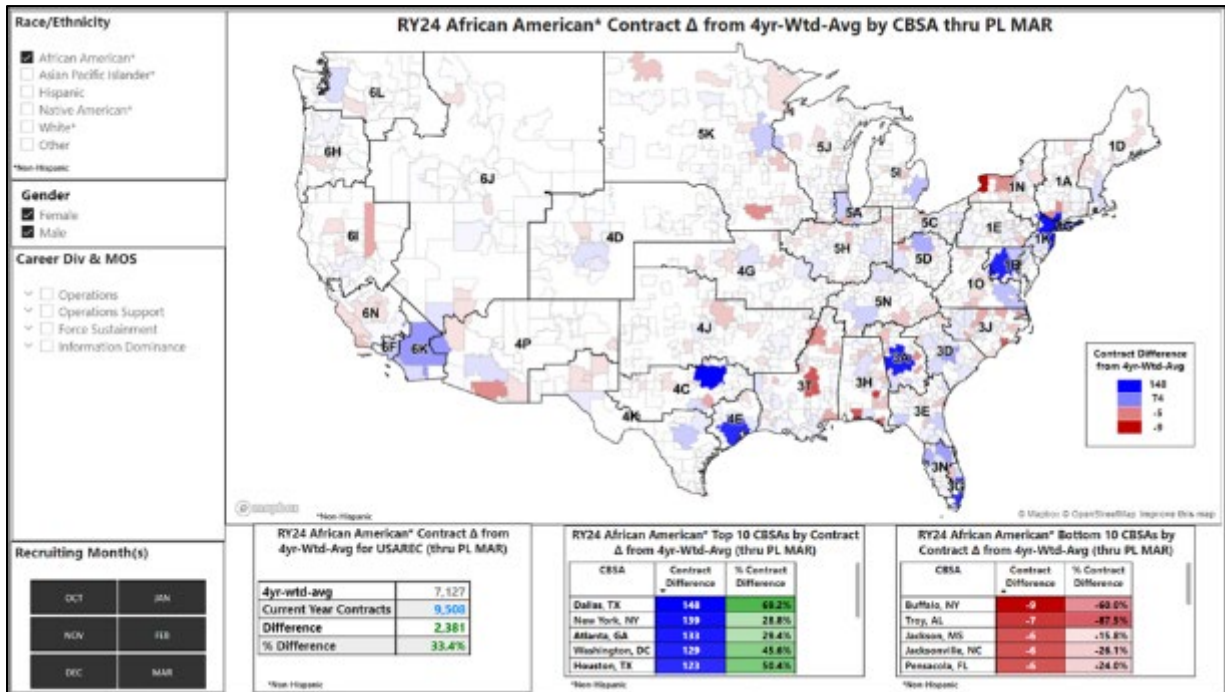


Figure 7-65. Map of CBSA Contract Difference from Weighted Average by Race and Gender

### Recruiting Organization Race/Ethnic, MOS, and Gender Representation

7-93. This tab (see Figure 7-66) is a YTD like period analysis visualization that allows users to select an MOS from the drop-down list on the left side of the chart for analysis. The time period is fixed depending on the most current monthly production data.

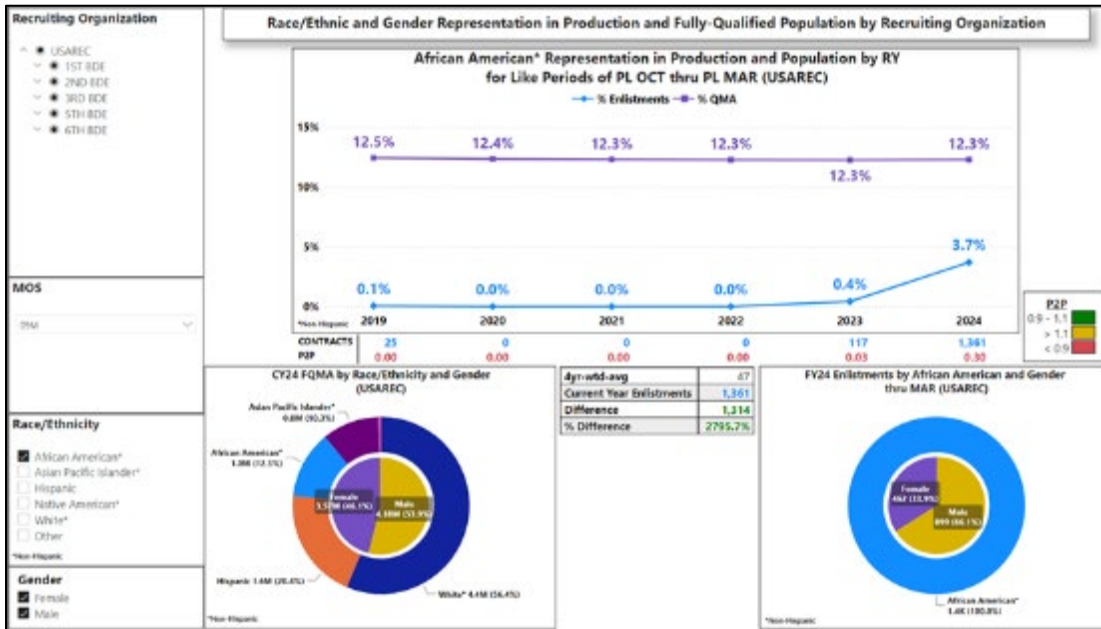


Figure 7-66. Recruiting Organization Race/Ethnic, MOS, and Gender Representation

### Race/Ethnic, Career Division, and Gender Representation

7-94. This tab (see Figure 7-67) is similar to the preceding tab (Recruiting Organization Race/Ethnic, MOS, and Gender Representation), and is also a YTD like period analysis visualization that allows users to select one of four career divisions from the drop-down list on the left side of the chart for analysis. The time period is fixed depending on the most current monthly production data.

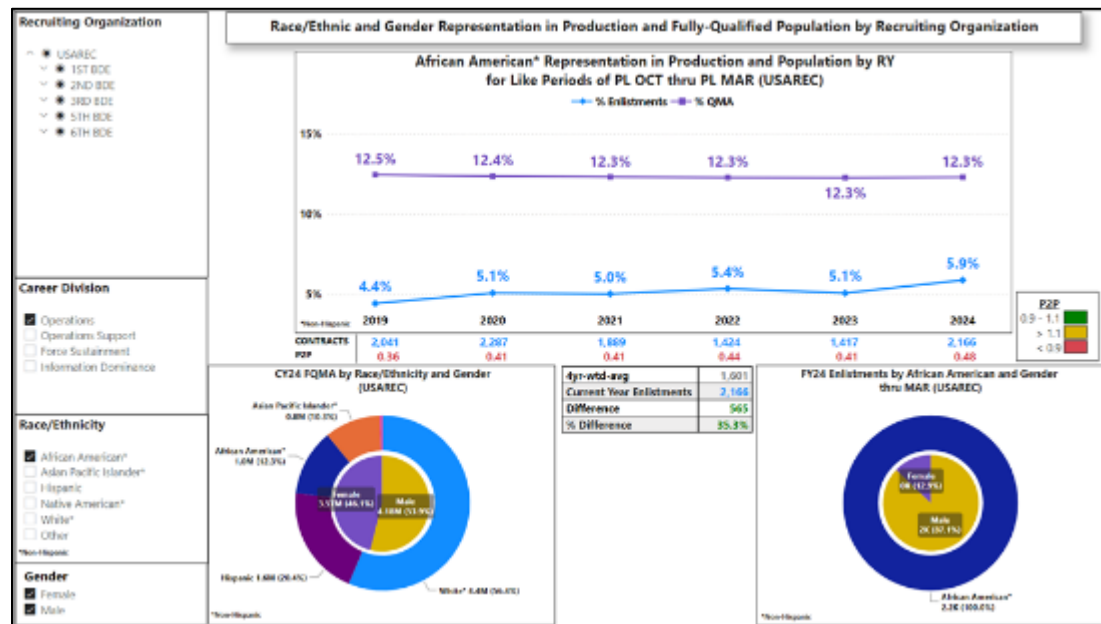


Figure 7-67. Race/Ethnic, Career Division, and Gender Representation

### Map of DMA/CBSA Contract Difference from Weighted Average (Race/Gender/MOS)

7-95. This tab (see Figure 7-68) is the same as the Map of CBSA Contract Difference from Weighted Average by Race and Gender except it sorts by Designated Market Areas (DMA), which are colored to reflect the amount of contract difference from a four-year weighted average. It includes filtering options for RY/recruiting month (dating back to 2019), race/ethnicity, gender, and career division.

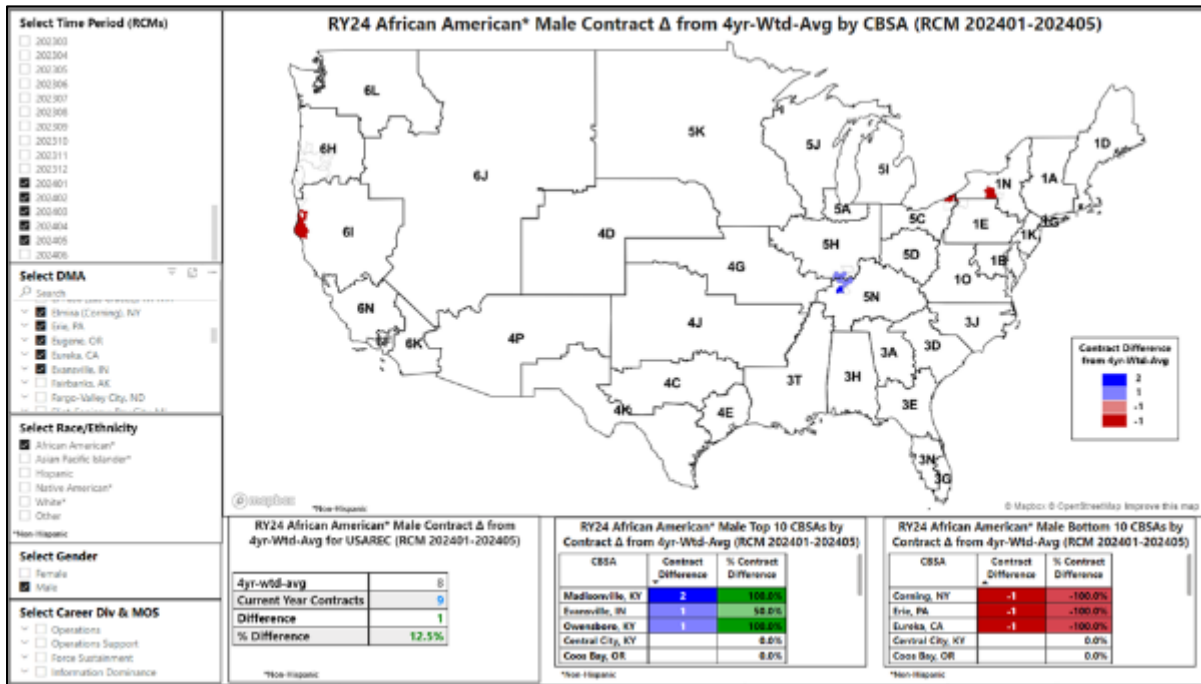


Figure 7-68. Map of DMA/CBSA Contract Difference from Weighted Average (Race/Gender/MOS)

### CBSA Representation

7-96. This tab (see Figure 7-69) allows users to select individual CBSAs for demographic analysis, filtering by CBSA, race/ethnicity, gender, career division, and/or MOS. Data is available for either FQMA or Total Youth Population. It is a YTD like period analysis visualization that allows users to compare contract and P2P data by year for the filtered data.

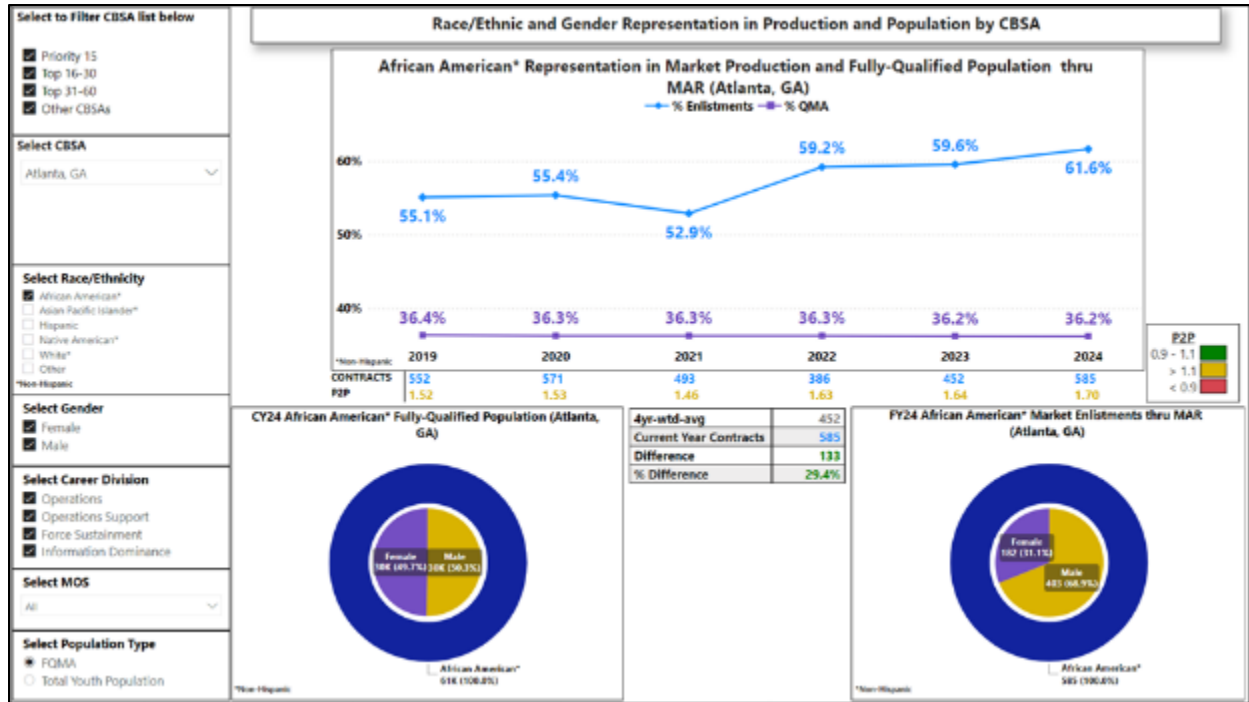


Figure 7-69. CBSA Representation

Complete RY and YTD State Race/Ethnic and Gender Representation

7-97. This tab (see Figure 7-70) allows users to display demographics percentages of population as represented in production data by state. Data is available for either FQMA or Total Youth Population. It is a YTD like period analysis visualization that allows users to compare contract and P2P data by year for the filtered data.

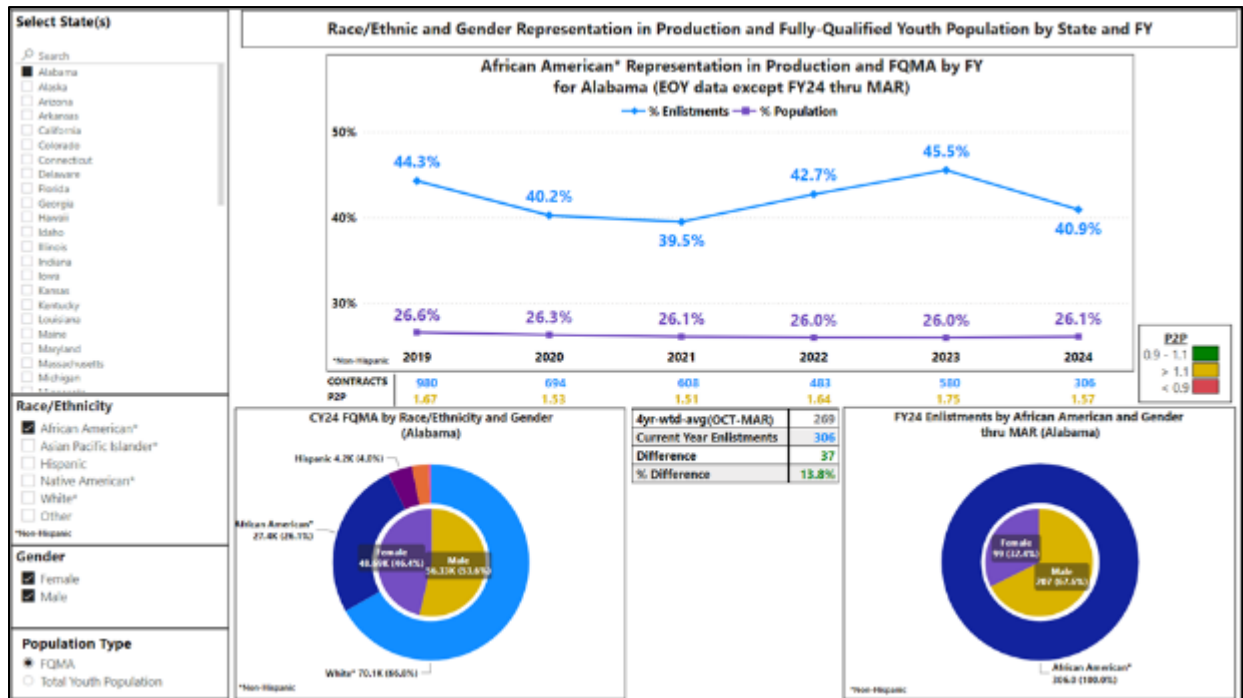


Figure 7-70. Complete RY and YTD State Race/Ethnic and Gender Representation

## DEMOGRAPHIC PROFILE DASHBOARD

7-98. The dashboard (see Figure 7-71) summarizes the major metrics associated with enlisted recruiting production for both active and Reserve components. The report can be viewed by RY from 2016 through current YTD. All the numbers can be viewed by organization or state and filtered by clicking on any parts of the displayed charts. The key metrics reported for enlistments include test score category, gender, and race/ethnicity, as well as averages for AFQT score, education years, GT score, age at enlistment, and several more. Additional tabs report the urbanicity and economic class of enlistments based on the JAMRS urbanicity rating scheme.

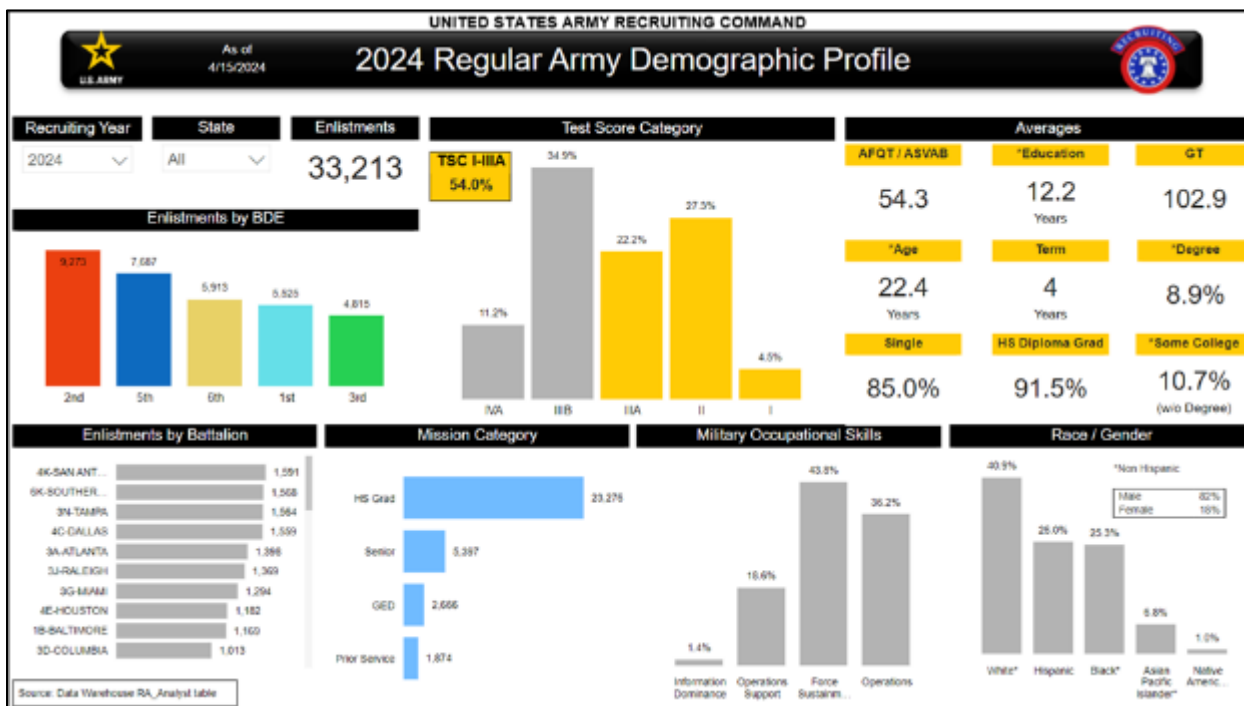


Figure 7-71. Demographic Profile Dashboard

## MARKETING REPORT ZONE

7-99. Reports found in the Marketing Report Zone (see Figure 7-72) are produced by G-2's Programs Analysis Division (PAD). They provide data and analysis on topics such as school access and results from various marketing events. As such, these reports are dynamic and are produced as new events and marketing initiatives are executed. The current list of marketing reports are as follows:

- Soldier Referral Program (SRP)
- Marketing Surge Tracker (by FY)
- College Evaluation Tracker
- School Access
- Major Marketing Activity Reports (e.g. Direct Mail Spring 2023 Summary, Miami Air & Sea Show Analysis)



Figure 7-72. Marketing Report Zone

**SOLDIER REFERRAL PROGRAM (SRP)**

7-100. This dashboard (see Figure 7-73) summarizes the throughput of SRP leads through the recruiting funnel and tracks the contribution of referred leads by Army organization and installation. Enlisted recruiting BDEs can track their own funnel throughput and lead contract rates down to the RSID level. There are maps that show individual lead locations as well as the concentration of leads by BN boundary.

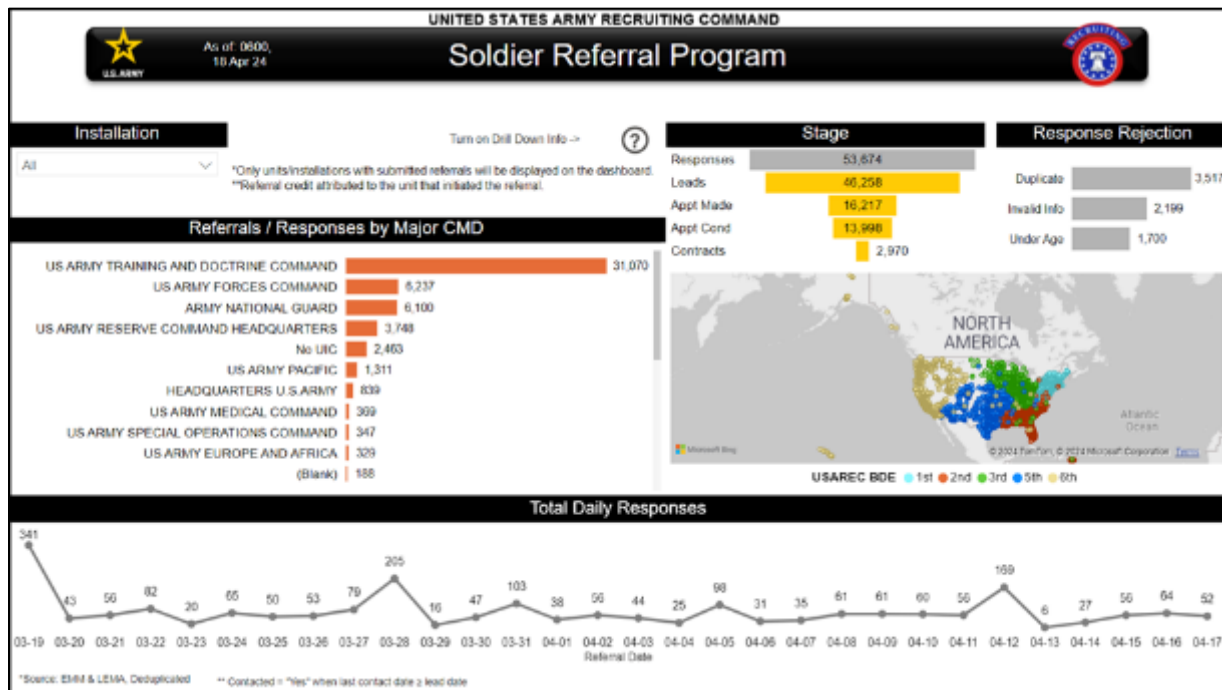


Figure 7-73. Soldier Referral Program

### MARKETING SURGE TRACKER

7-101. This dashboard (see Figure 7-74) reports all metrics related to a USAREC Marketing Surge effort. Arranged by fiscal quarter, BDEs can monitor surge performance based on the Marketing Activity Code (MAC) created as well as by the CBSA geographies targeted by a particular surge period. Detailed analysis is available for each CBSA, which outlines marketing goals and performance by funnel stage along with historical marketing performance in the same market and like time period from the previous year to serve as a basis for comparison.

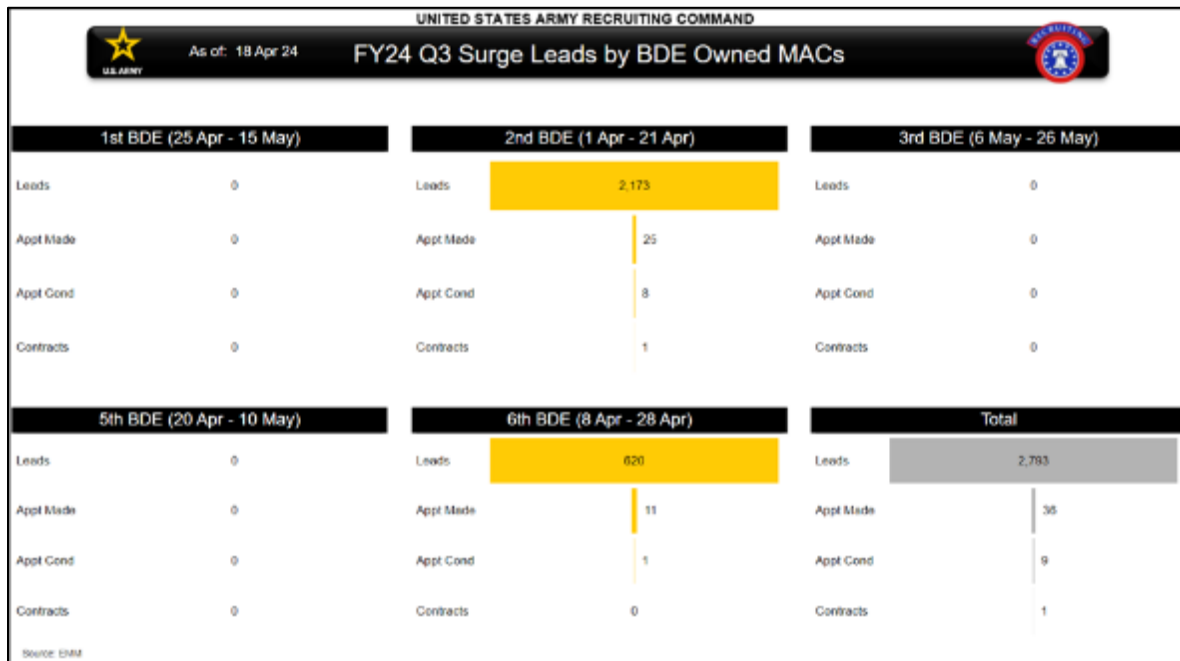


Figure 7-74. Marketing Surge Tracker

### COLLEGE EVALUATION TRACKER

7-102. This dashboard (see Figure 7-75) reports, in aggregate, the college evaluation status reflected in School Zone. The user can see the current evaluation for type of institution, concurrent admissions program participation, student recruiting information, and recruiter access at any level from Commandwide down to RSID. The information is viewable on a map or in a list that can be exported for further analysis and tracking.



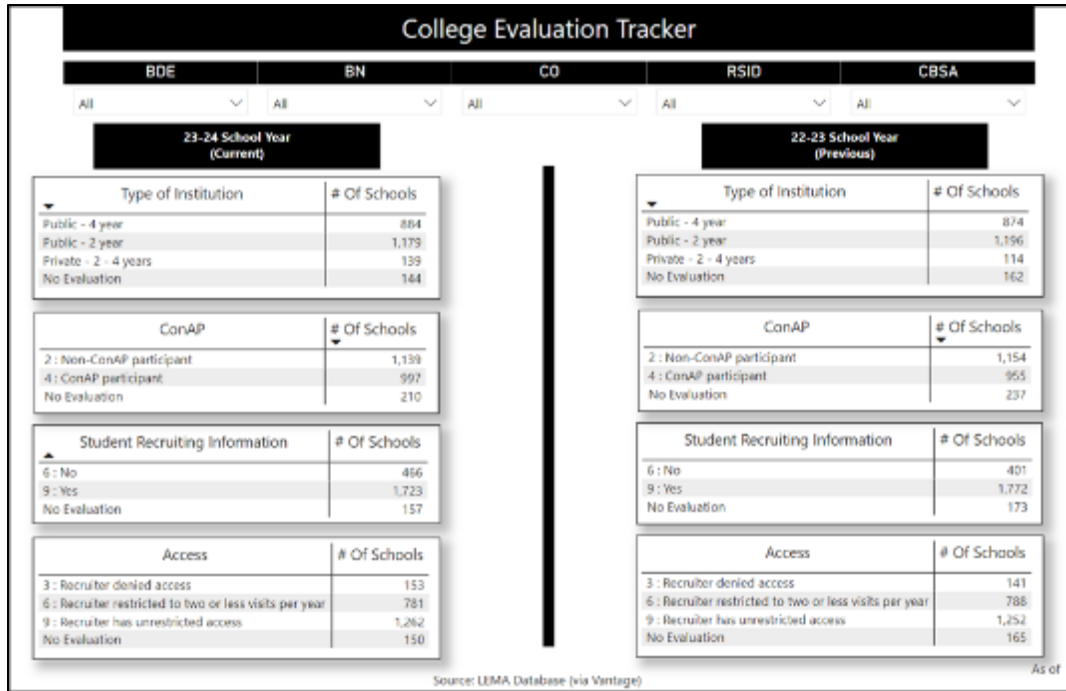


Figure 7-75. College Evaluation Tracker

SCHOOL ACCESS

7-103. This dashboard (see Figure 7-76) reports, in aggregate, the high school evaluation status reflected in School Zone. The user can see the current evaluation for recruiter access, ASVAB administration, and JR/Sr list provision at any level from Commandwide down to RSID. The information is viewable on a map or in a list that can be exported for further analysis and tracking.

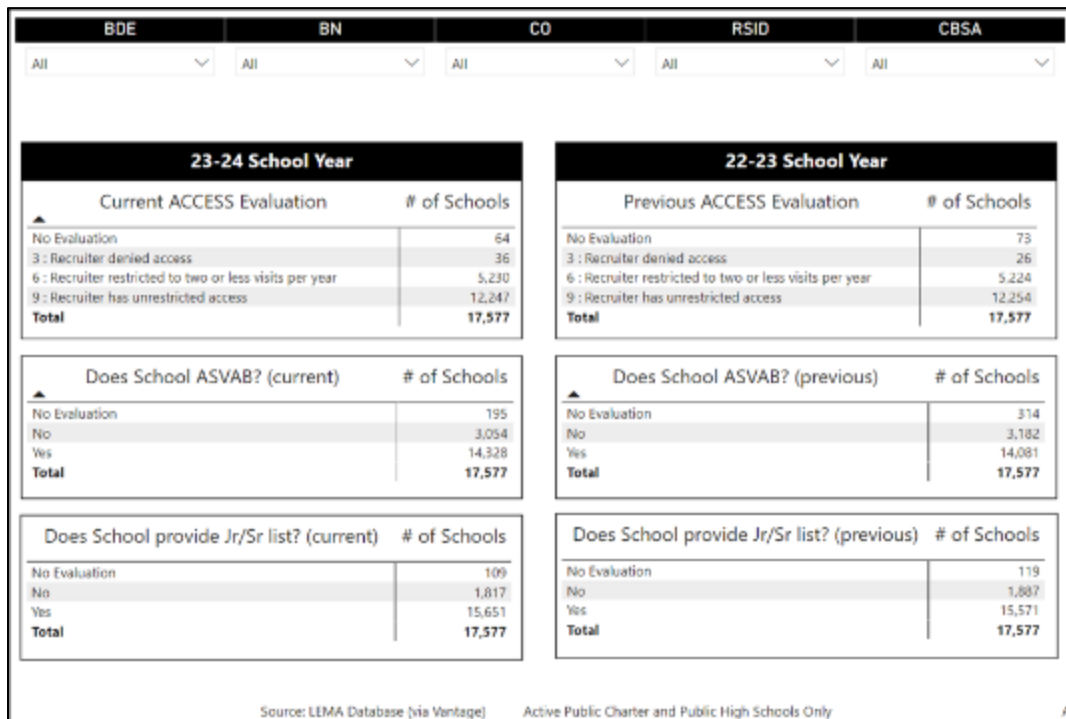


Figure 7-76. School Access

## MAJOR MARKETING ACTIVITY REPORTS

7-104. The G2 creates and maintains a variety of Power BI marketing reports. This includes direct mail campaigns, Future Farmers of America (FFA), Miami Air & Sea Show, and many others depending on the priorities of the Command. These reports typically include a leads funnel to show ROI as well as filters to examine results by level of command, time period, and specific geographies. Figure 7-77 is an example of a direct mail summary report.

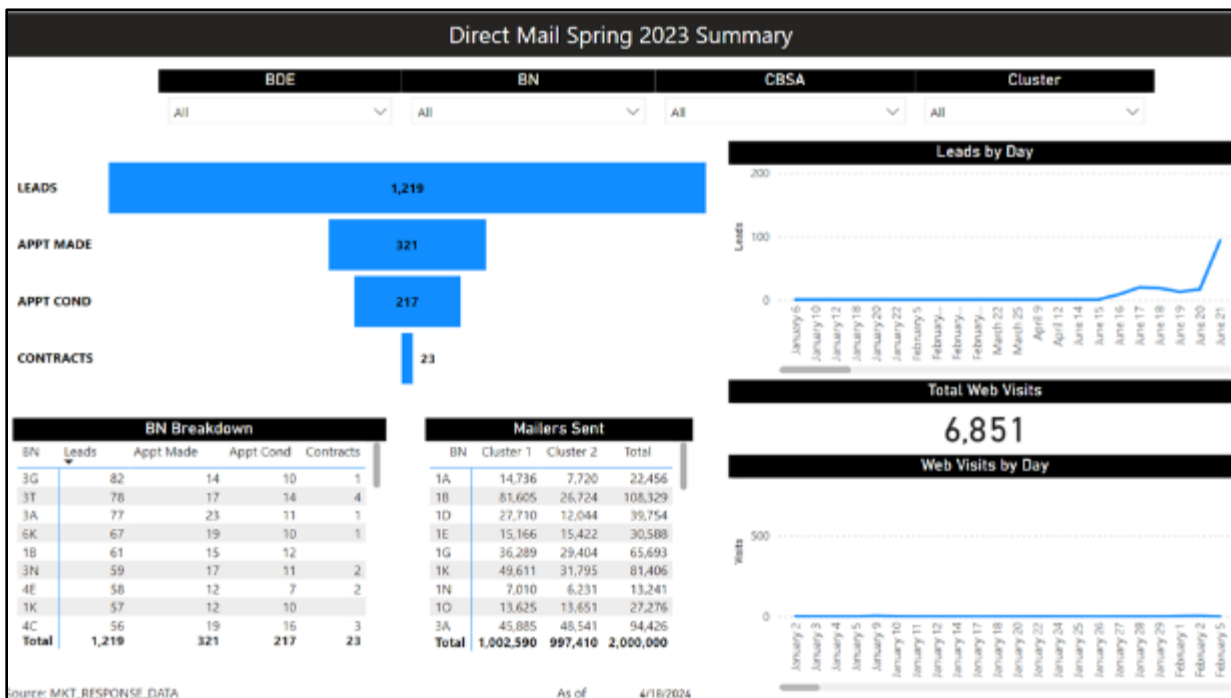


Figure 7-77. Major Marketing Activity Report Example

## STATION COMMANDER REPORT ZONE

7-105. All reports found in the Station Commander Report Zone section of the G2 Report Zone (see Figure 7-78) have already been introduced in this publication. The purpose of this zone is to collect all station commander-relevant reports in one place for ease of use. The reports grouped in this zone are:

- Recruiting Market Zone Tool (Market Analysis Report Zone > Tools)
- G2 Maps (USAR Vacancies) (Market Analysis Report Zone > Tools)
- Top Segments Potential Report (Market Analysis Report Zone > SAMA Reports)
- Segment Location Report (Market Analysis Report Zone > SAMA Reports)
- Recruiter Guide to Market Segmentation (Market Analysis Report Zone > SAMA Reports)
- Weekly Update to Army Market Contracts (Market Analysis Report Zone > Market Contract Reports)
- DoD Market Contracts and Share (Market Analysis Report Zone > Market Contract Reports)
- USAR and ARNG Market Contracts and Share (Market Analysis Report Zone > Market Contract Reports)
- “Some College” Market Contracts (Market Analysis Report Zone > Market Contract Reports)



Figure 7-78. Station Commander Report Zone

## MISSION COMMAND REPORT ZONE

### MISSION ACCEPTANCE REPORT

7-106. This dashboard (see Figure 7-79) displays recruiter mission acceptance percentiles, sortable down to station level by time period and component.



Figure 7-79. Mission Acceptance Report

## SURVEY REPORT ZONE

7-107. Reports in this zone (see Figure 7-80) are constantly updated and change depending on Command requirements for surveys. Two routine surveys published in this zone are the Army Special Operations Forces Survey and the New Recruit Survey.



Figure 7-80. Survey Report Zone

## 2023 ARMY SPECIAL OPERATIONS FORCES SURVEY DASHBOARD

7-108. The purpose of the biennial ARSOF in-service survey (see Figure 7-81) is to determine how much Army Soldiers in non-Special Forces–related career fields know about the opportunities offered by Army Special Operations units and MOSs, and to gauge their sentiment toward serving in these units. This dashboard provides the individual question results by demographic and SORB unit.

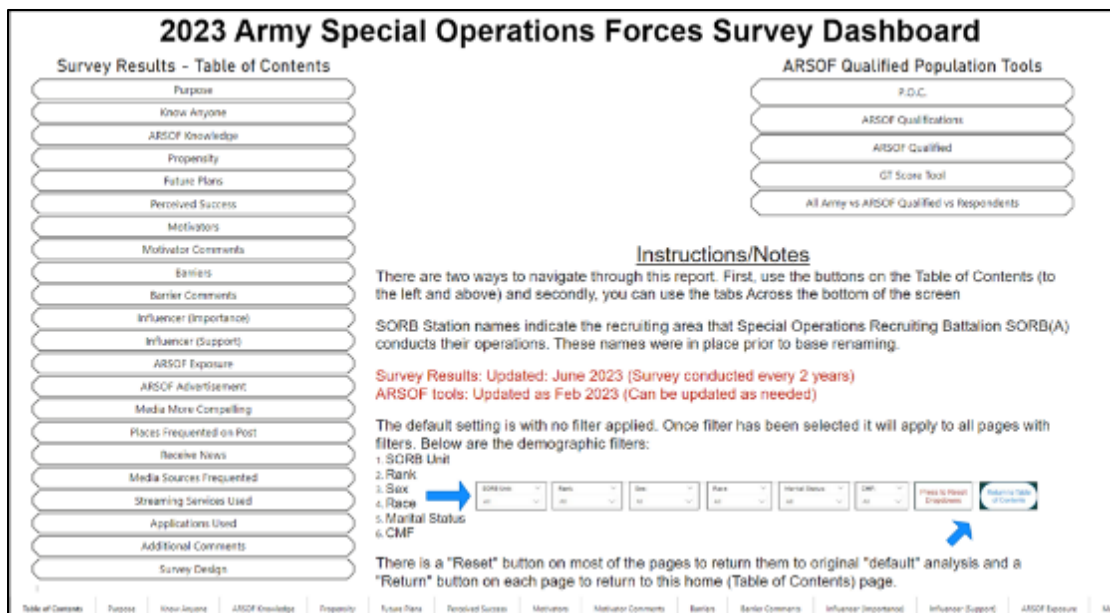
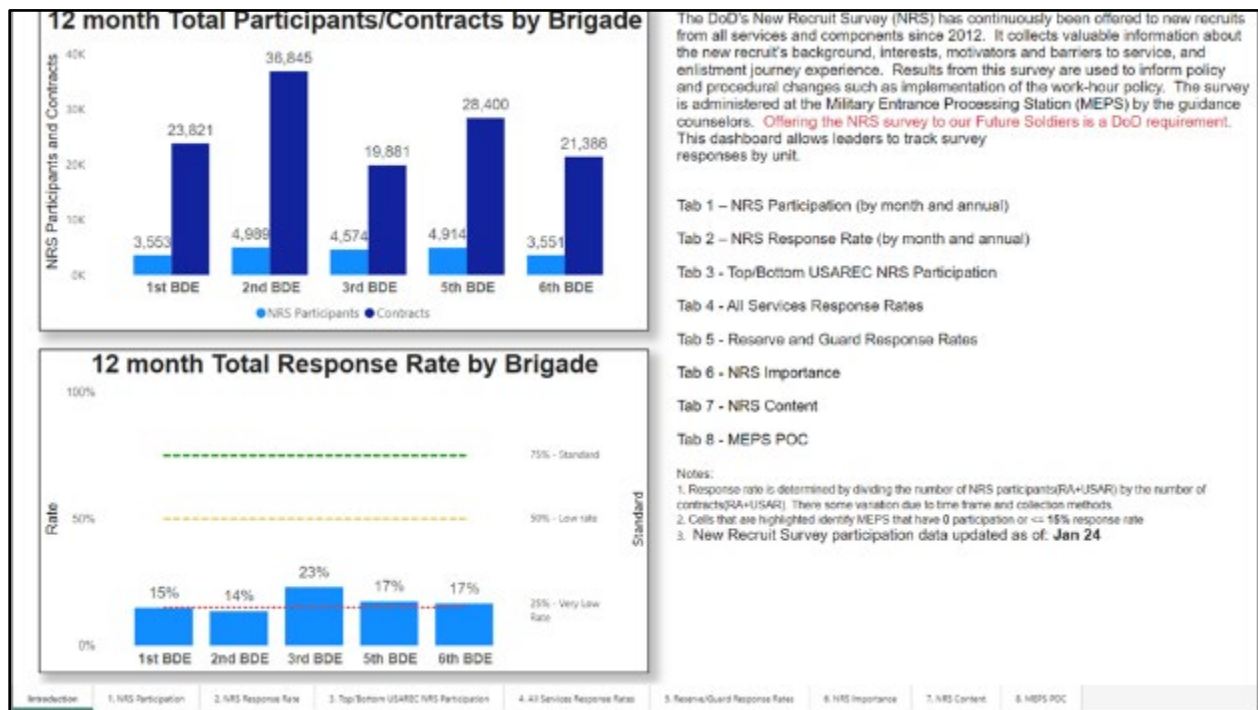


Figure 7-81. 2023 Army Special Operations Forces Survey Dashboard

7-109. USAREC has conducted this survey every two years since 2015. The information collected provides valuable insights into how Soldiers in conventional units perceive Special Operations. In 2023, the Command surveyed approximately 120,00 SOF-eligible Soldiers, five percent of whom responded. Questions focused on propensity, knowledge, motivators and barriers, influencer perceptions, media exposure, social media habits, and short- and long-term career plans. Dashboard instructions are in the report’s table of contents page.

**NEW RECRUIT SURVEY**

7-110. The DoD New Recruit Survey (NRS) (see Figure 7-82) has been offered to new recruits from all services and components since 2012. It collects valuable information about new recruit background, interests, motivators and barriers to service, and enlistment journey experience. Results from this survey are used to inform policy and procedural changes such as implementation of the work-hour policy. Guidance counselors at the Military Entry Processing Stations (MEPS) administer this survey. The dashboard provides an interactive report for analyzing the most recent survey data by USAREC BDE and MEPS location.



**Figure 7-82. New Recruit Survey**

**SUMMARY**

7-111. The Market Intelligence Tools and Reports chapter presents a variety of interactive tools developed by USAREC G-2. These tools provide leaders critical insights into their operational environment. Available through the G-2 Report Zone, these tools offer detailed ZIP Code demographics and contract production data, empowering leaders to make informed decisions.

7-112. Key resources include the Market Assessment Report and Segmentation Market Report, which break down Army potential and market share by ZIP Code for an area. These reports help leaders identify where to focus efforts and track contract production. By using these tools, leaders can refine their strategies, allocate resources effectively, and stay agile as the recruiting landscape evolves.

7-113. These reports enable leaders to monitor long-term trends, assess the success of ongoing strategies, and make necessary adjustments based on current, relevant data. The true value of these tools lies in their ability to provide detailed, actionable insights that enhance recruiting efforts at every level. Whether identifying new opportunities or redistributing resources to more productive areas, the reports help leaders respond to market demands and changes.

## Chapter 8

# Intelligence Reports for Company and Station Level Planning

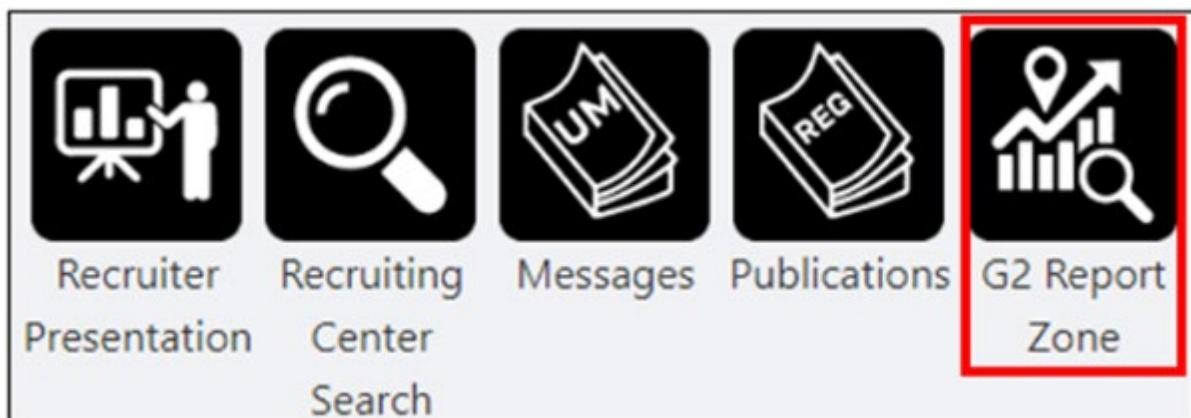
8-1. There is a myriad of tools and reports which serve various purposes to support and achieve the recruiting mission. The primary purpose of this chapter is to provide an overview on how to utilize certain reports and tools supplied by the G2 to create greater success. Understanding how to read and decipher the reports assists recruiting leaders in understanding and adapting to the operating environment. Intelligence is the foundational building block that informs and directs recruiting efforts.

8-2. This is not intended to be a step-by-step guide, merely an overview on how to navigate through the reports and locate the tools needed to access the data. The data provided for the United States Army within G2 Report Zone is updated approximately every 45 days from end of the Recruit Ship Month (RSM). Data from sister-services will be updated quarterly due to their reporting requirements.

8-3. To assist leaders, staff, and recruiters with market analysis, JAMRS updates and publishes the Segmentation Marketing Guide annually on 68 market segmentations. This guide provides information on the attitudes and interests of youth and influencers for each segment. (The four-year weighted averages are tallied by the most current year accounting for 40%, the year prior accounting for 30%, the third-year accounting for 20% and the fourth-year accounting for 10%.)

### ACCESS TO G2 REPORT ZONE

8-4. From the USAREC IKROme homepage (<https://ikrome.usaac.army.mil/web/usarec>). Select “G2 Report Zone” (located near the bottom of the page).



**Figure 8-1. Screenshot of Location on G2 Report Zone in IKROme**

8-5. After selection, it will require you to login with your mil@army.mil account. You can then, navigate to whichever reports are desired to fulfill your interest.



**Figure 8-2. Screenshot of G2 Report Zone**

8-6. There are refinement filters and various options on the top right of each graphic. In most instances you can do the following: validate the RSM thru date, copy graphic as an image, confirm refinement search criteria, export data, show in focus mode (shows on new page), and create a spotlight (only highlights specific graphic selected).

## SEGMENTATION MARKET REPORTS

8-7. The Segmentation Market Report provides the ability to tailor any inquiry from Brigade level down to the Station level. On the bottom of the SMR there are six separate tabs: Market Assessment Report (MAR), Segmentation Market Report (SMR), STN Top Segment Report, ZIP Code by Category Report, ZIP Code Rollup Report, and ZIP Code Segment Detail Report. Ensure to click the tab which serves the purposes for your data inquiry.

### Market Assessment Report (MAR)

8-8. The MAR tab displays the SAMA category for each ZIP Code (MK, MW, MO, and SU). It can be filtered to display data by component, NBOX (VOL, GA, or SA), and ZIP Code category (Targeted or All). The MAR displays the Army Potential. This is the core metric for this report because it designates a standard measure to compare market areas to enable the recruiting force to make decisions about priorities and resource allocation when planning recruiting operations. The MAR also displays the DoD weighted average, the DoD Potential, and the Army's share of potential. The MAR then lists the YTD contracts for the Army by category through the last completed RSM. The next grouping of columns lists the Army achieved mission as of the report date for the categories of GA, SA, and Volume. The final column lists the Army potential remaining which will assist in where to direct and focus attention by ZIP Codes. The biggest benefit from this report provides leaders the ability to see the market share within your ZIP Codes.

**Figure 8-3. Screenshot of Segmentation Market Report**

8-9. Located at the bottom of the screen are two bar graphs; the graph on the left annotates Army Contracts and Potential Remaining. The graph on the right is total potential broken down by Army Potential and other services (OS) Potential. Refining the search to the desired criteria allows leaders to see the wanted data.

8-10. **LEFT GRAPH:** Shows current Army contracts (by volume), Army remaining potential (by volume), and potential remaining (by volume) – this is by ZIP Code within the selected search criteria. The gray

numbers atop of each graph are the total number of potential contracts per ZIP Code. The orange numbers located underneath the bar graph is the Army's current percentage of the total Army potential.

8-11. **RIGHT GRAPH:** Shows current Army potential (by volume), other services (OS) potential (by volume), and total DoD Potential (by volume) – this is by ZIP Codes within the specified search criteria. The gray numbers atop of each graph are the total number of potential contracts (Army Potential + OS Potential). The orange numbers located underneath the bar graph is the percentage of Army potential to the total potential.

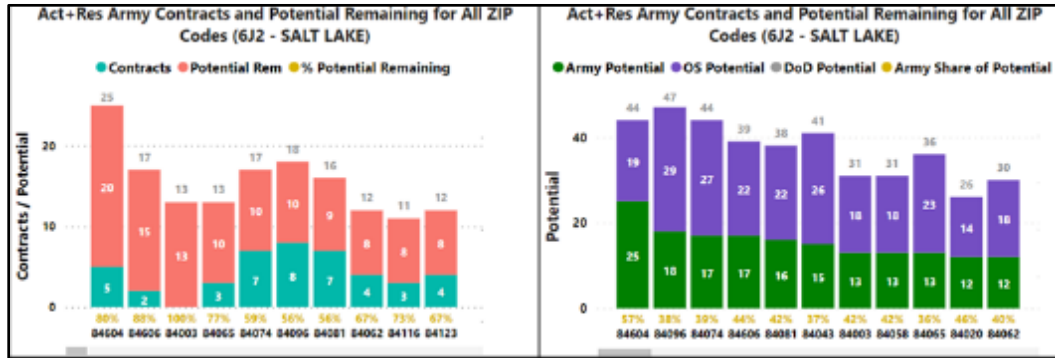


Figure 8-4. Screenshot of Refined Potential Bar Graph

### Segmentation Market Report

8-12. This report allows filtering from Brigade down to station level. In addition to the station level, it can be filtered to display data by component and NBOX (VOL, GA, or SA). SMR provides all 68 segmentation codes (segmentation codes cover ages 17-24 years of age) broken down to provide individual data points for each segment code. This intelligence is important to help leaders understand the operational environment. By understanding the Segmentation Market Report, leaders direct assets to target specific segments to generate greater success by curtailing the message to meet the target audience. The bottom of this chart provides a summary of all the statistical data.

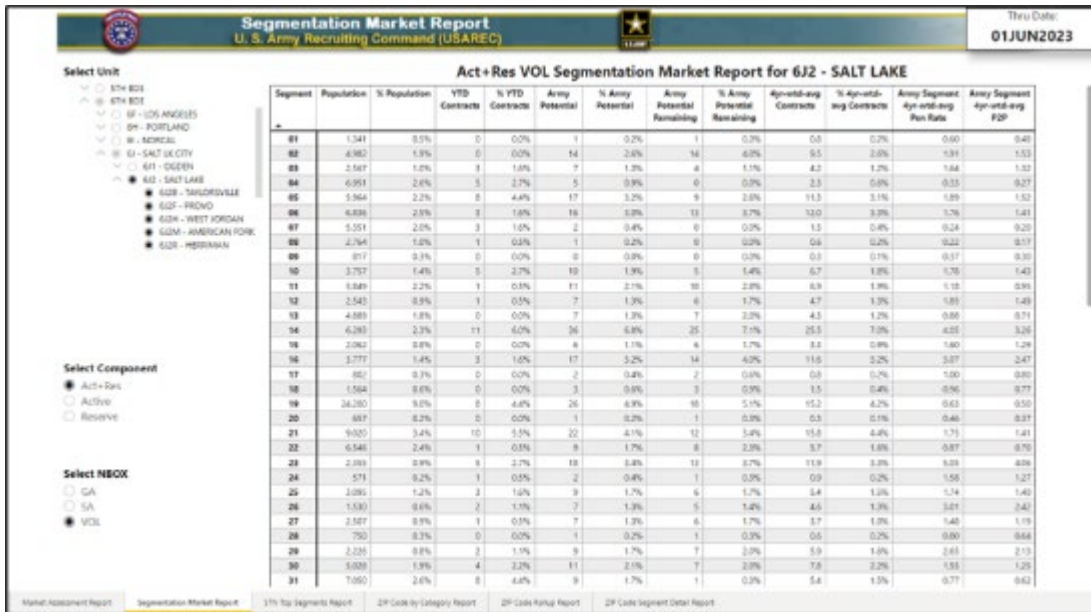


Figure 8-5. Screenshot of Segmentation Market Report



### STN Top Segments Report

8-13. The Station Top Segments Report only allows for filtering at the station level. Use the “select STN” search function to locate the desired station to begin the query. Then adapt the search criteria for component (RA, AR, or RA+AR) and NBOX (GA, SA, or Volume). This report provides the top segmentation codes with a breakdown of the population within the operational environment, it’s potential, and the potential remaining. It outlines which segment code is either a “HV” (high value) or a “HP” (high payoff). HV categories produce 40% of the concentrated market and HP categories produce anything 41% or higher.

8-14. Leader can select specific segments to produce more detailed results. The three sections on the bottom of the page provide top segmentation contracts by ZIP Code, top segmentation potential by ZIP Code, and top segment potential remaining by ZIP Code, respectively. Clicking on a ‘Top Segments’ code in the top section of the report will produce refined data for the specific segment in the bottom three sections, showing only the data for the ZIP Codes of the selected segment. Additionally, clicking on a segment bar graph in the center of the page, allows leaders to reduce the data points in the top section and bottom three sections for the selected segment.

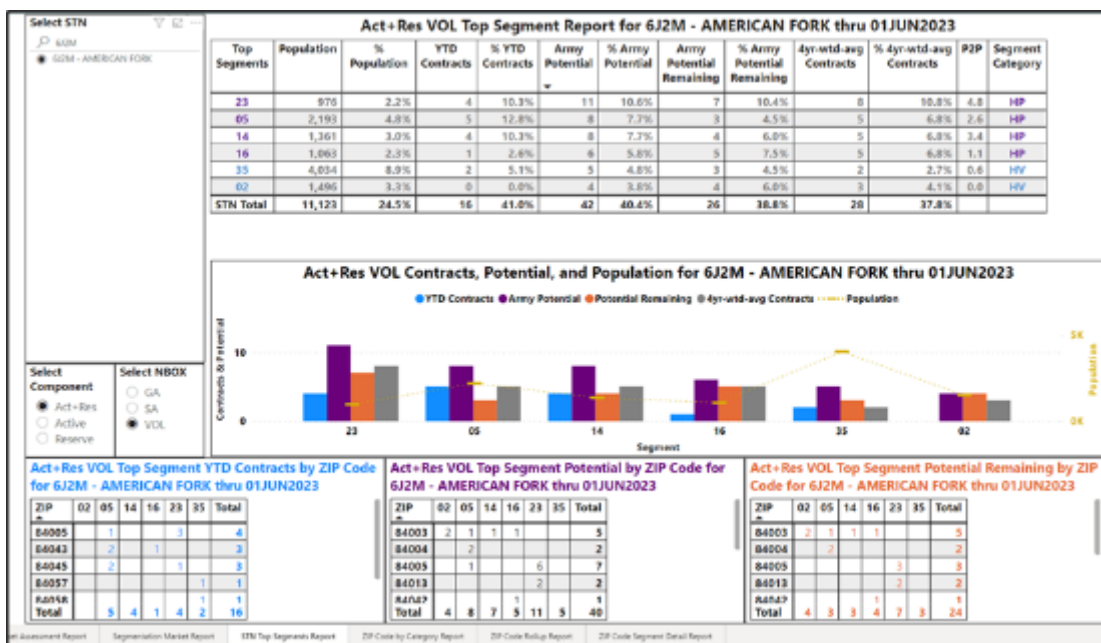


Figure 8-6. Screenshot of STN Top Segments Report

### ZIP Code by Category Report

8-15. The primary function of this tool is to show whether ZIP Codes are Must Keep (MK), Market of Opportunity (MO), Must Win (MW), or Sustain (SU). Much like other tabs within this tool, leaders can refine the search from USAREC down to station level. To do this, select the desired organization on the upper left side of the screen from the drop-down arrows. Below, there is a component tab which allows leaders to select component.

8-16. This tool also provides leaders with information for targeting ZIP Codes. All data is refined by individual ZIP Codes and identifies the Army’s potential, DoD potential, the Army’s potential market share, as well as current Army contracts for GA, SA, and Volume. The ability to understand propensity within assigned ZIP Codes allows leaders to direct recruiting efforts for daily operations and assists leaders in understanding where to place assets to maximize effect.

**Act+Res ZIP Code by Category Report for All ZIP codes of STNs in 6J2 - SALT LAKE thru 01JUN2023**

Recruiting STN	Category	ZIP	Army Potential	DoD(-) Wtd Avg	DoD Potential	Army Share of Potential	Army Mkt Contracts (GA)	Army Mkt Contracts (SA)	Army Mkt Contracts (VOL)
6J2B - TAYLORSVILLE	MK	84044	10	9	19	53%	1	0	5
		84074	17	27	44	39%	5	0	7
		84118	11	12	23	48%	2	0	6
		84119	12	18	30	48%	0	2	5
		84123	12	12	24	50%	0	0	4
	84129	10	11	21	48%	1	1	3	
	<b>Total</b>	<b>72</b>	<b>89</b>	<b>161</b>	<b>45%</b>	<b>9</b>	<b>3</b>	<b>30</b>	
	MO	84029	3	7	10	30%	1	0	1
		84128	5	9	14	36%	0	0	1
	<b>Total</b>	<b>8</b>	<b>16</b>	<b>24</b>	<b>33%</b>	<b>1</b>	<b>0</b>	<b>2</b>	
	MW	84120	9	18	27	33%	5	1	9
		<b>Total</b>	<b>9</b>	<b>18</b>	<b>27</b>	<b>33%</b>	<b>5</b>	<b>1</b>	<b>9</b>
	SU	84022	0	1	1	0%	0	0	0
		84069	0	0	0	0%	0	0	0
		84071	1	0	1	100%	0	0	0
84170		0	0	0	0%	0	0	0	
84184		0	0	0	0%	0	0	0	
<b>Total</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>50%</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>Total</b>		<b>98</b>	<b>126</b>	<b>214</b>	<b>42%</b>	<b>15</b>	<b>4</b>	<b>42</b>	
6J2F - PROVO	MK	84591	5	5	10	50%	0	1	1
		84901	12	13	25	48%	2	1	6
		84904	25	19	44	57%	3	0	5
		84906	17	22	39	44%	1	0	2
		84951	7	8	15	47%	1	1	3
	84955	5	5	10	50%	0	0	1	
	84960	11	18	29	38%	2	0	3	
	84963	8	10	18	44%	0	1	1	
	<b>Total</b>	<b>98</b>	<b>100</b>	<b>190</b>	<b>47%</b>	<b>9</b>	<b>4</b>	<b>22</b>	
	MO	84511	1	2	3	33%	0	0	0

Figure 8-7. Screenshot of ZIP Code by Category Report

**ZIP Code Rollup Report**

8-17. This tool is identical to the ZIP Code by Category report in the way it's utilized and the data that's provided however, this is an accumulative summary of all the ZIP Codes outlined within their designated codes (MK, MO, MW, and SU).

**Act+Res ZIP Code Rollup Report for All ZIP codes of STNs in 6J2 - SALT LAKE thru 01JUN2023**

Recruiting STN	Category	# of ZIPs	Army Potential	DoD(-) Wtd Avg	DoD Potential	Army Share of Potential	Army Mkt Contracts (GA)	Army Mkt Contracts (SA)	Army Mkt Contracts (VOL)
6J2B - TAYLORSVILLE	MK	6	72	89	161	45%	9	3	30
	MO	2	8	16	24	33%	1	0	2
	MW	1	9	18	27	33%	5	1	9
	SU	5	1	1	2	50%	0	0	1
	<b>Total</b>	<b>14</b>	<b>90</b>	<b>124</b>	<b>214</b>	<b>42%</b>	<b>15</b>	<b>4</b>	<b>42</b>
6J2F - PROVO	MK	8	90	100	190	47%	9	4	22
	MO	15	23	42	65	35%	2	1	5
	MW	1	2	3	5	22%	0	0	0
	SU	5	6	11	21	32%	3	0	4
<b>Total</b>	<b>21</b>	<b>121</b>	<b>170</b>	<b>291</b>	<b>42%</b>	<b>14</b>	<b>5</b>	<b>31</b>	
6J2H - WEST JORDAN	MK	9	79	115	194	41%	14	5	32
	MO	2	8	12	21	38%	0	1	1
	SU	4	1	1	2	50%	0	0	0
<b>Total</b>	<b>15</b>	<b>88</b>	<b>129</b>	<b>217</b>	<b>41%</b>	<b>14</b>	<b>6</b>	<b>33</b>	
6J2M - AMERICAN FORK	MK	7	79	121	200	40%	16	2	33
	MO	4	18	16	34	53%	2	0	5
	MW	1	8	17	25	32%	2	0	4
	SU	7	5	4	9	56%	1	0	2
<b>Total</b>	<b>19</b>	<b>110</b>	<b>158</b>	<b>268</b>	<b>41%</b>	<b>21</b>	<b>2</b>	<b>44</b>	
6J2R - HERRIMAN	MK	2	31	52	83	37%	4	3	11
	MO	1	12	14	26	46%	2	0	7
	<b>Total</b>	<b>3</b>	<b>43</b>	<b>66</b>	<b>109</b>	<b>39%</b>	<b>6</b>	<b>3</b>	<b>18</b>
6J2W - MURRAY	MK	6	43	43	86	50%	9	3	17
	MO	9	26	29	55	47%	4	0	10
	MW	1	2	7	9	22%	2	0	3
	SU	36	3	5	8	58%	1	0	2
<b>Total</b>	<b>52</b>	<b>74</b>	<b>84</b>	<b>158</b>	<b>47%</b>	<b>16</b>	<b>3</b>	<b>32</b>	

Figure 8-8. Screenshot of ZIP Code Rollup Report

**ZIP Code Segment Detail Report**

8-18. . Much like other tabs within this tool, you can refine your search from USAREC all the way down to Station level reports. To do this, select your desired organization on the upper left side of the screen from the drop-down arrows. Below, there is a component tab which allows you to select Combined, Active, or

Reserve. Additionally, you need to select your desired NBOX (GA, SA, or Volume) before you begin your inquiry.

8-19. You will see four tabs on top: 4yr-wtd-avg Mkt Contracts, Population, Potential, YTD Mkt Contracts. Each tab outlines specific information that will help you create a clear picture of your ZIP Codes segmentation data, either individually or added together. Each ZIP Code shows all 68 Segment codes with data points in each cell depending on the chosen displayed table.

8-20. *4yr-wtd-avg Mkt Contracts*: tool helps you understand the propensity of segmentation codes within specific ZIP Codes. It takes the four-year weighted average and outlines which segment codes the FS enlisted from. This tool is unique in its ability to help understand your demographic changes within ZIP Codes. Additionally, it will provide you intelligence on how to focus your message throughout specific ZIP Codes based purely off segmentation data. Again, the four-year weighted average is calculated by taking a set percentage from each of the following four-years; respectively, 40% - 30% - 20% - 10%.

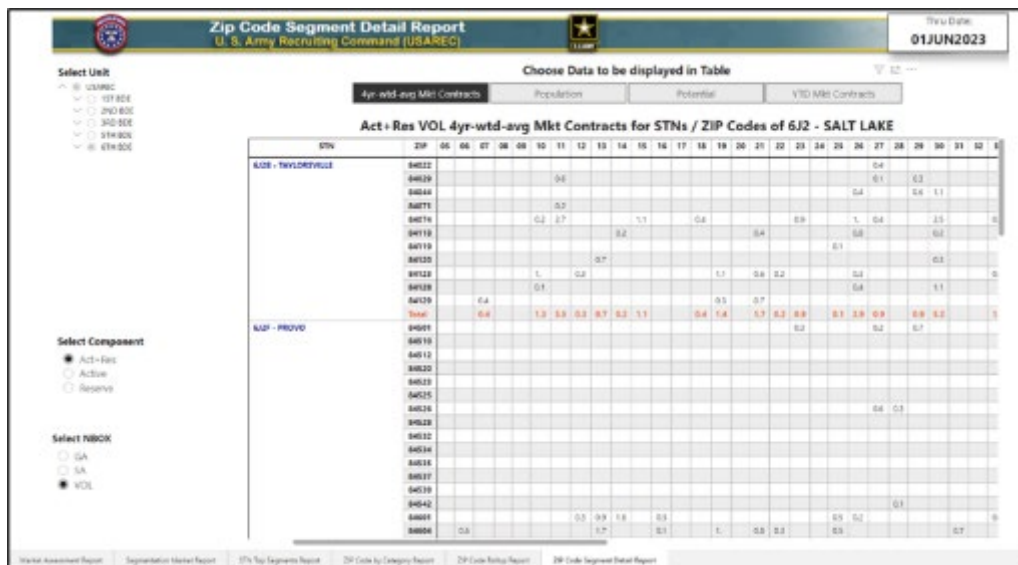


Figure 8-9. Screenshot of 4yr Weighted Average Market Contracts

8-21. *Population*: This allows you to break down your population within your ZIP Codes by the segmentation codes. Accumulative totals for segments are located on the very bottom of the chart highlighted in orange.

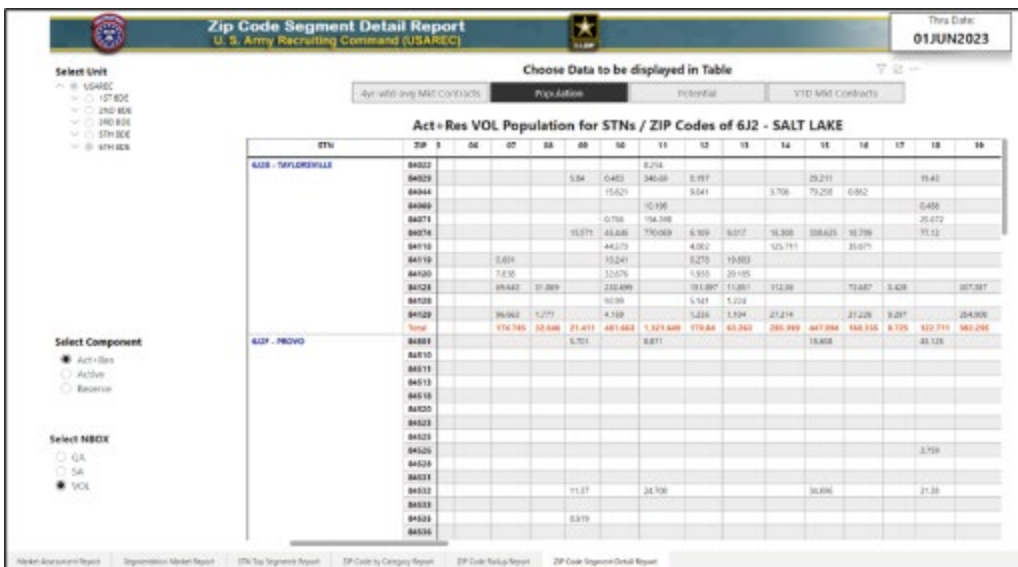


Figure 8-10. Screenshot of Population

8-22. *Potential*: This allows you to break down your potential within your ZIP Codes by the segmentation codes. Accumulative totals for segments are located on the very bottom of the chart highlighted in orange.

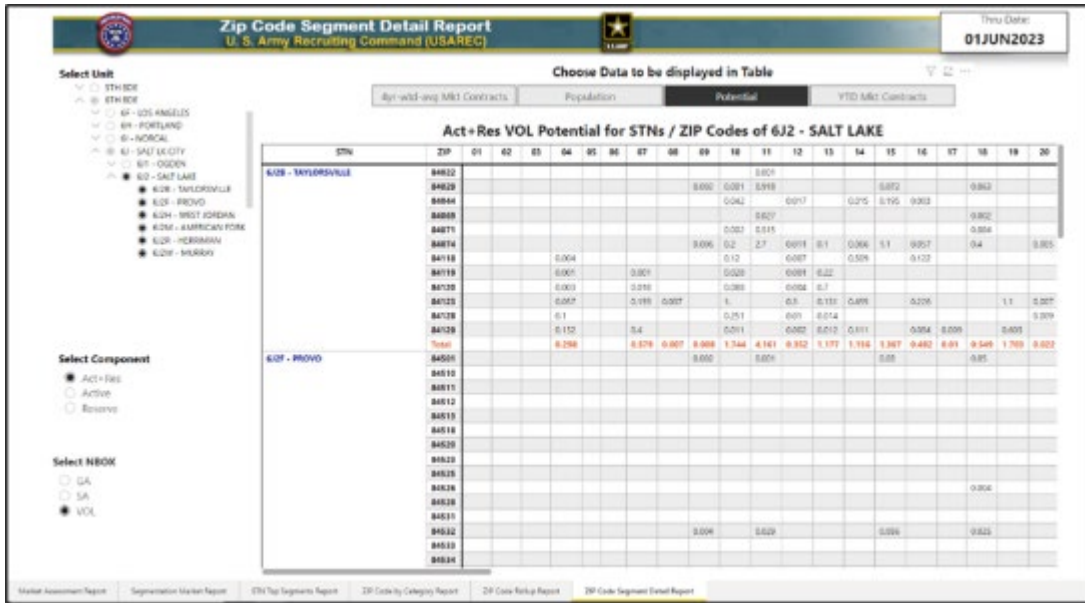


Figure 8-11. Screenshot of Potential

8-23. *YTD Mkt Contracts*: This allows you to break down your enlistments within your ZIP Codes by the segmentation codes. Accumulative totals for segments are located on the very bottom of the chart highlighted in orange.

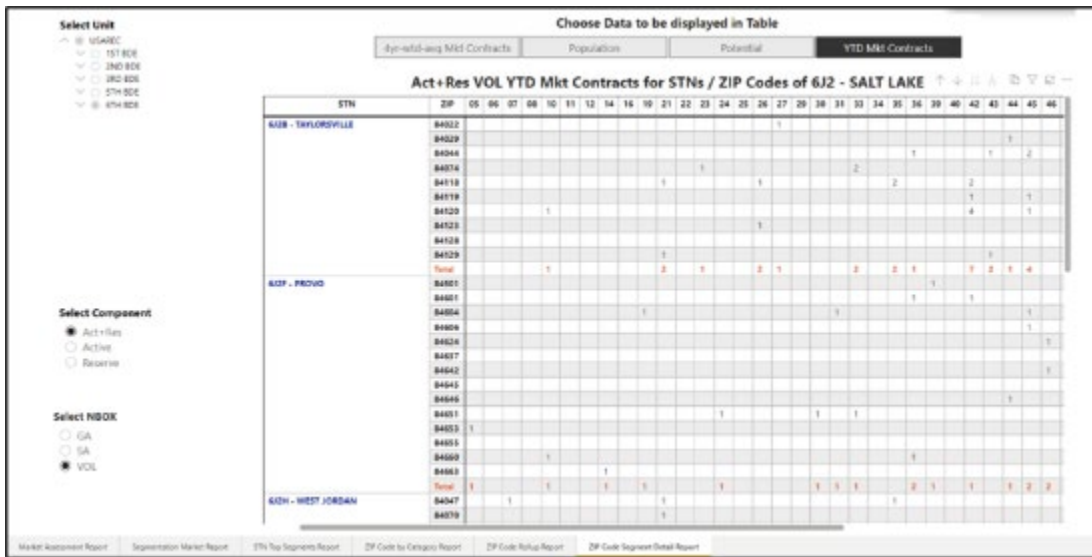


Figure 8-12. Screenshot of YTD Market Contracts

SEGMENTATION LOCATION REPORTS (SLR)

8-24. All the tabs Segmentation Location Report (SLR) have some basic layout functions (see figure 8-13). (1) The top left for ORG can be as broad as brigade level or drilled down to station level. (2) Below the ORG choose Army Reserve, Regular Army, or both combined. (3) This is where you see the top segments potential for the ORG selected. (4) This is where you will see the top potential remaining for the ORG selected. (5) To the right of the top segments is where to select either individual or multiple segments. (6) The top of the screen in the middle you can select either Population, Potential, or Potential Remaining. (7) Top right section

is where you will see the selected segments. (8) Based on the segments selected this is where you will see where the contracts are located by ZIP and Location.

8-25. The SLR is a useful tool when it comes to targeting a specific market. When utilizing Segmentation from JAMRS, the information provided about that segment includes but is not limited to the populations likes, dislikes, motivators, and barriers. Knowing this information will assist in creating a marketing plan to find the remaining contracts within the specified ZIP Codes. If you look at the figure below the hot spots for remaining contacts has 115 potential, all from segment 1 (refer to JAMRS to analyze the type of messaging, campaigning and marketing that would be beneficial).

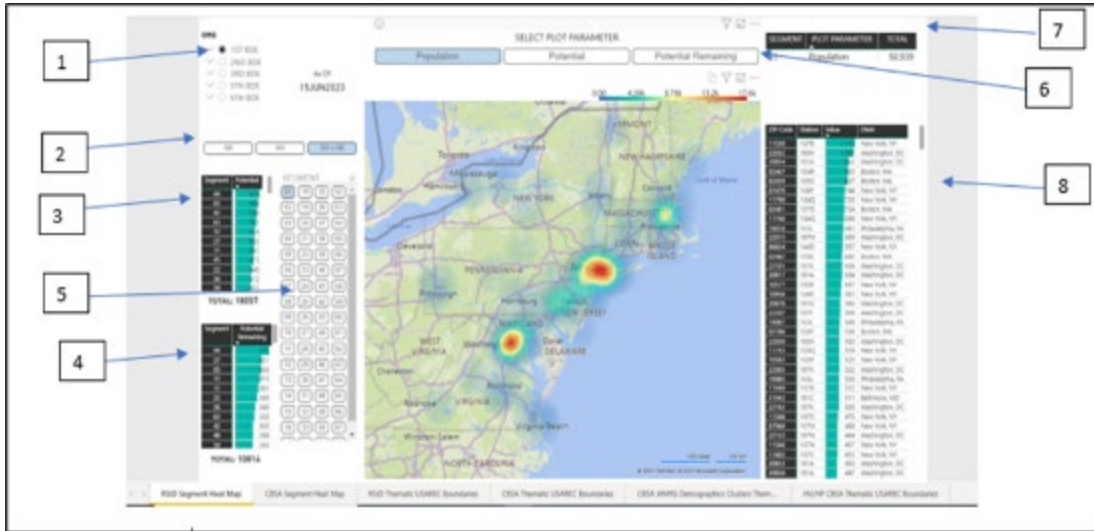


Figure 8-13. Screenshot of SLR

### RSID Segment Heat Map

8-26. This can be useful when validating hotspots for specific segmentation codes. We can see the breakdown of population, the number of contracts, and the potential remaining within a certain ZIP Code (also shows the RSID owning ZIP Code). To view multiple segments at one time, hold CNTRL while clicking the segments preferred. The value equals the QMA from specific segmentation selected within ZIP Codes. In this tab it defaults to a single segment.

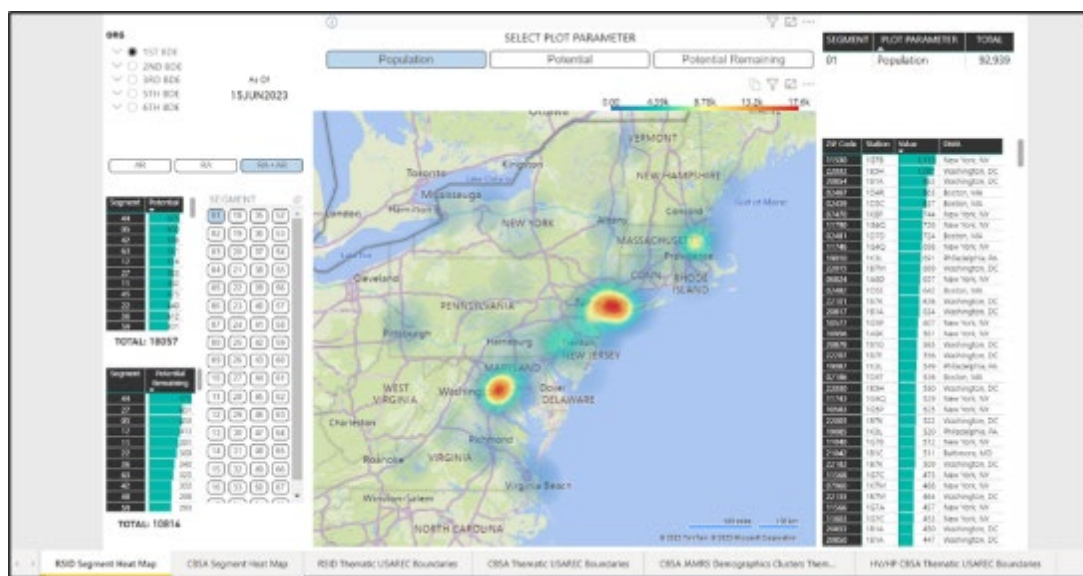


Figure 8-14. Screenshot of RSID Segment Heat Map

### RSID Thematic USAREC Boundaries

8-27. This can be useful when validating ZIP Code boundaries within the RSID footprint for specific segmentation codes. We can see the breakdown of population, the number of contracts, and the potential remaining within a certain ZIP Code (also shows the RSID owning ZIP Code). To view multiple segments at one time, hold CTRL while clicking the segments preferred. Not only do you see the information in the bar graphs to the left and right of the map, but you can also hover over a boundary to see the data for that specific ZIP and by clicking on the ZIP it will break down the data by segment. The value equals the QMA from specific segmentation selected within ZIP Codes. In this tab it defaults to all segments.

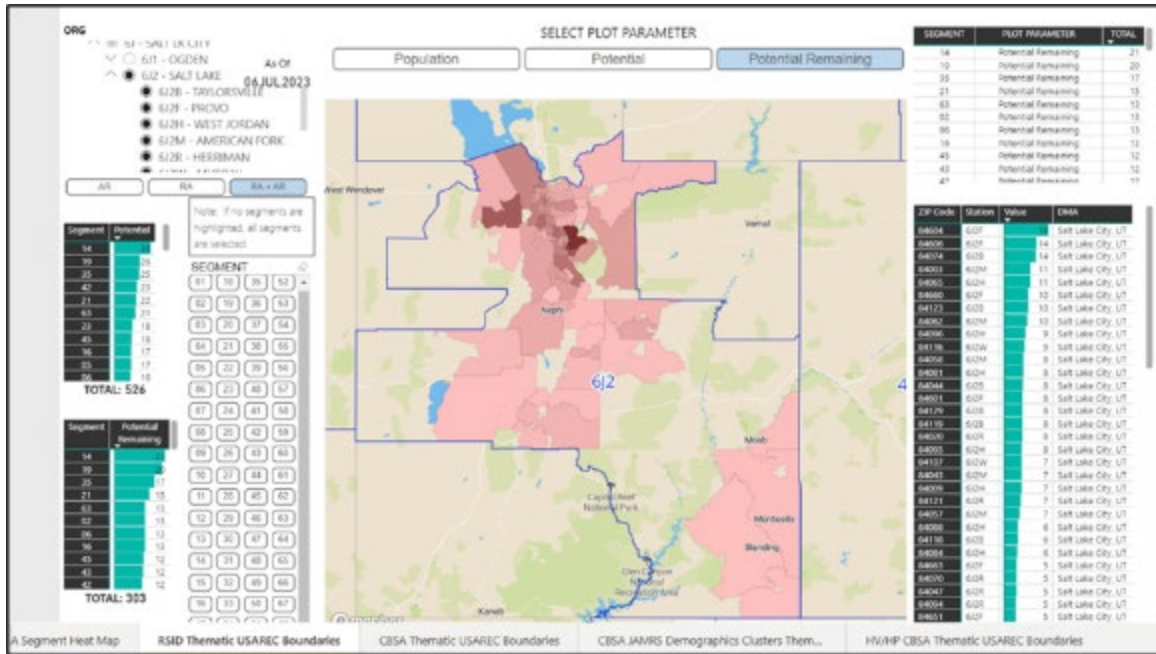


Figure 8-15 Screenshot of RSID Thematic USAREC Boundaries

### CBSA JAMRS Demographics Clusters Thematic USAREC Boundaries

8-28. In this tab we have added a couple of features, (1) ORG has been replaced with brigade and to the right of COMP (2) we have added CBSA. CBSA's are larger more well-known locations that can also encompass surrounding areas. (3) JAMRS Demographic Clusters have also been added. These cluster are broken down in a series of three INCOME/QUALITY/#DQ's and they are valued as High (H) or Low (L). For example, H/L/H would be High Income/ Low Quality/ High number of Disqualifiers. Hovering over the map, clicking the sections on the map and the graphs are all the same as the *RSID Thematic USAREC Boundaries*.

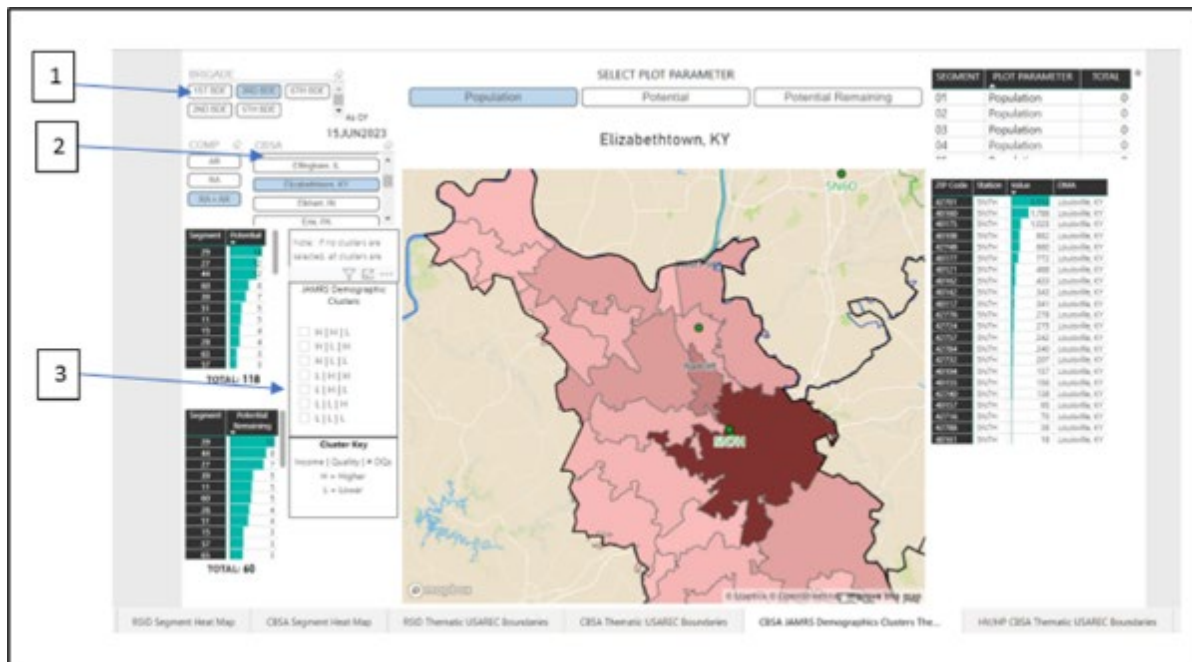


Figure 8-16. Screenshot of CBSA JAMRS Demographic Clusters

### JAMRS ACTIVE DUTY NPS MARKET CONTRACTS

#### BDE thru STN

8-29. This is a graphical representation of a 3-yr contrast of contracts versus market share. This does not include component two or component three. This data can be viewed from USAREC level down to Station level. This is a useful tool to see trends on the market whether its service or area. Sister Service data is delayed approximately 45 days from updates due to their reporting timelines.



Figure 8-17. Screenshot of JAMRS Active Duty NPS Market for BDE thru STN

STN and ZIP by Patent Unit

8-30. In this section you can see the market share and the raw contracts for current FY YTD. This can be refined from as low as the ZIP Code all the way as high as Brigade level OE. The allows us to see the other services as well. For example, if the USMC has five contracts and the other services have none; this generate the question, in this scenario, “What is the USMC doing that the rest of us are not?”

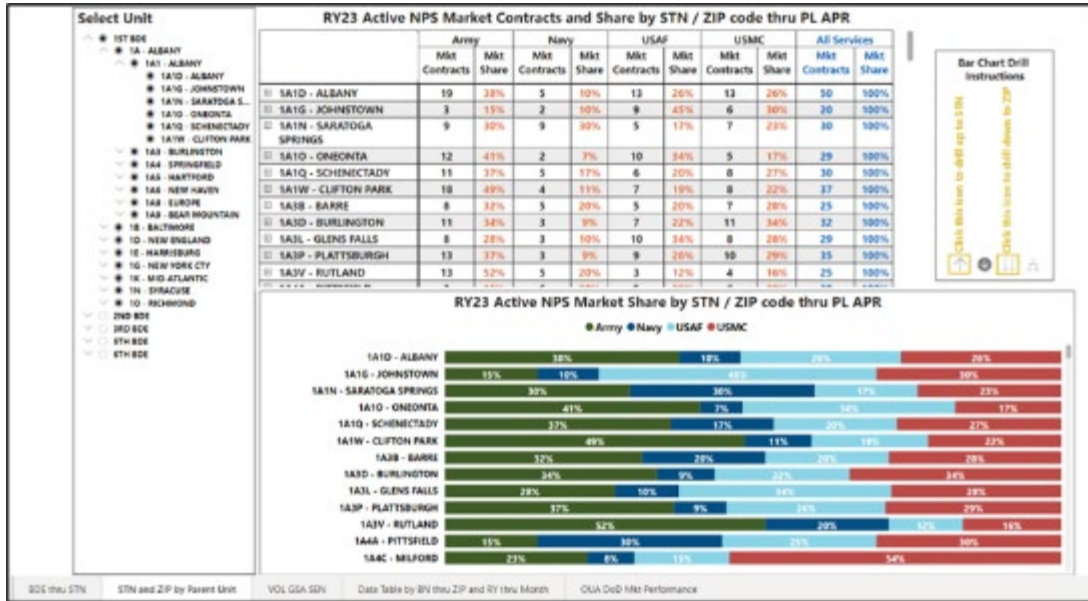


Figure 8-18. Screenshot of Station and ZIP by Parent Unit

VOL GSA SEN

8-31. This is a graphical representation of a 3-yr contrast of contracts versus market share on overall volume, Grad and Senior Alpha’s (GSA), and Seniors. This does not include component two or three. This data can be refined from USAREC down to Station level. This is a powerful tool to see trends within the market whether for services or locality, just like BDE thru STN tab (above). In addition to those refinement levels, you’re able to also see the current year versus last year (YTD) in the top right graph. This is a visual representation to validate your standing from current year and last year to analyze production trends.

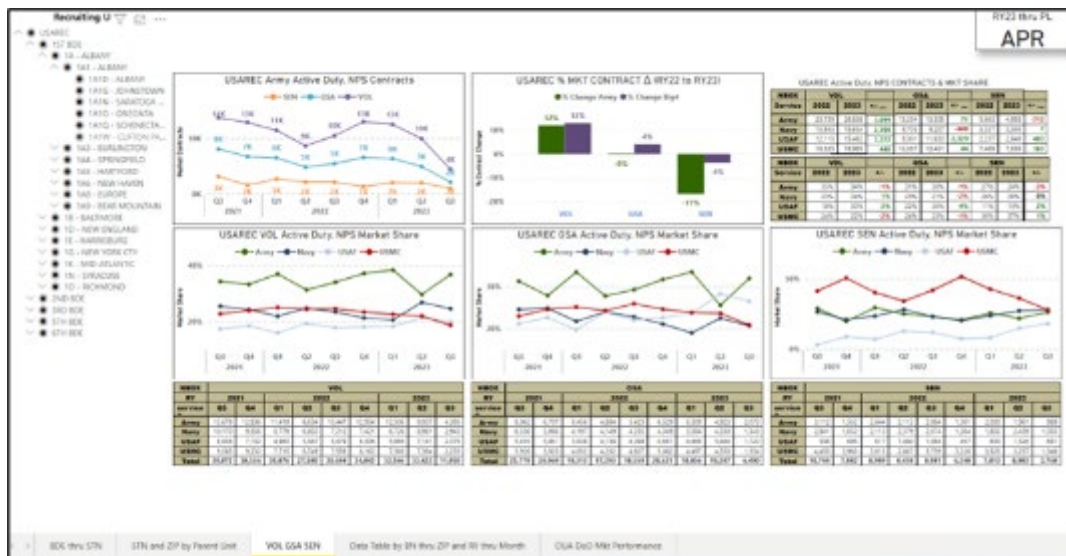


Figure 8-19. Screenshot VOL GSA SEN



Data Table by STN/ZIP by Month

8-32. Information can be viewed from Brigade level down to ZIP Code and time constraints can be refined from three years to a month. You're able to refine all categories for searching whatever specific criteria desired. There are numerous combinations that can be applied here to see what has happened, is happening, and potentially could happen as history could repeat itself.

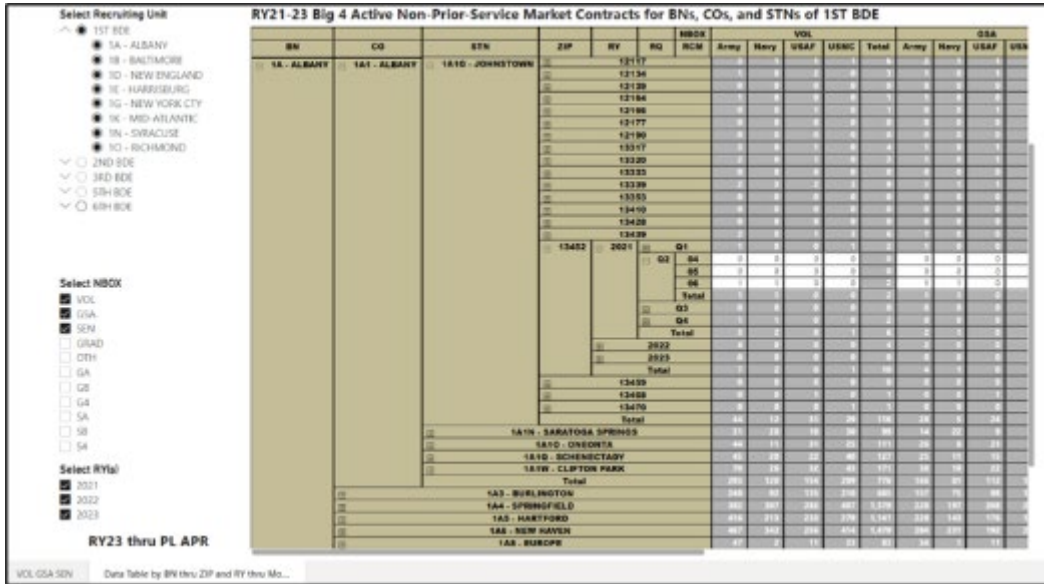


Figure 8-20. Screenshot of Data Table by STN/ZIP by Month

OUA DoD Mkt Performance

8-33. This section looks at the market performance over the last five years (YTD). This data can be viewed from USAREC level down to Company level. It does not look at ZIP Codes, however, you can see the trends of Volume, Grad and Senior Alphas, and Seniors either through market share percentage or overall contracts.

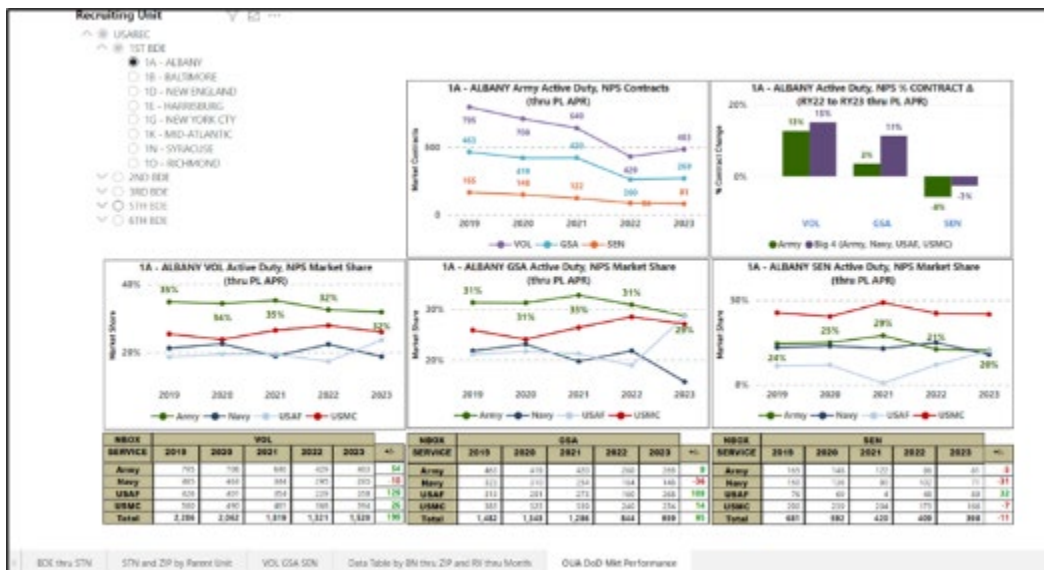


Figure 8-21. Screenshot of OUA DoD Market Performance

## **SUMMARY**

8-34. The Intelligence Reports for Company and Station Level Planning chapter highlights how G-2 intelligence reports support recruitment efforts at the local level. These reports deliver information that allow leaders to direct their efforts using current market data. The Segmentation Market Report (SMR) provides in-depth demographic data across different levels of command, enabling leaders to adjust their approach based on conditions in their target markets.

8-35. Tools like the Market Assessment Report (MAR) and Station Top Segments Report allow leaders to explore ZIP Code-level data, revealing key areas where Army potential is highest. These reports go beyond identifying potential markets; they offer insights into the motivations of various demographic groups, helping leaders improve their messaging and outreach strategies. The comparison of Army performance with other services helps leaders gain a competitive advantage by identifying both strengths and weaknesses.

8-36. By combining demographic, geographic, and competitive analysis, the G-2 reports enable leaders to adjust strategies, ensuring recruitment efforts are focused in the right market and resources are used wisely. This intelligence boosts the effectiveness of localized recruitment efforts and aligns them with broader Army objectives. In a fluid recruiting environment, these reports offer the clarity and precision necessary to target high-propensity areas and maximize success.

## Appendix A

# Market Production Categories

### NBOX

A-1. We base market share categories on the “Nbox.” The syntax, or format, for the Nbox code is Education-Gender-Test Score Category (TSC). For example, “GFA” is a Graduate (or Grad), Female, Alpha. The table below defines these codes.

**Table A-1. NBOX Codes**

<i>Nbox</i>	<i>Description</i>	<i>Test Score Category</i>	<i>Component</i>
GF4	Other Female	4	Both
GFA	Graduate Female Alpha	A	Both
GFB	Graduate Female Bravo	B	Both
GM4	Other Male	4	Both
GMA	Graduate Male Alpha	A	Both
GMB	Graduate Male Bravo	B	Both
HF4	High School Eqvt. Other Female	4	Both
HFA	High School Eqvt. Other Female	A	Both
HFB	High School Eqvt. Other Female	B	Both
HM4	High School Eqvt. Other Male	4	Both
HMA	High School Eqvt. Other Male	A	Both
HMB	High School Eqvt. Other Male	B	Both
NF4	Non-HSDG Other Female	4	Both
NFA	Non-HSDG Other Female	A	Both
NFB	Non-HSDG Other Female	B	Both
NM4	Non-HSDG Other Male	4	Both
NMA	Non-HSDG Other Male	A	Both
NMB	Non-HSDG Other Male	B	Both
PS4	Prior Service	4	RA
PSA	Prior Service	A	RA
PSB	Prior Service	B	RA
SF4	Other Female	4	Both
SFA	Senior Female Alpha	A	Both
SFB	Senior Female Bravo	B	Both
SM4	Other Male	4	Both
SMA	Senior Male Alpha	A	Both
SMB	Senior Male Bravo	B	Both
CF4	Currently In Hs Female	4	AR
CFA	Currently In Hs Female	A	AR
CFB	Currently In Hs Female	B	AR
CM4	Currently In Hs Male	4	AR
CMA	Currently In Hs Male	A	AR
CMB	Currently In Hs Male	B	AR
PSF	Prior Service Female	4	AR
PSF	Prior Service Female	A	AR

PSF	Prior Service Female	B	AR
PSM	Prior Service Male	4	AR
PSM	Prior Service Male	A	AR
PSM	Prior Service Male	B	AR

## MARKET SHARE CATEGORIES

A-2. These NBOX codes combine, as the table below shows, to form market share categories.

**Table A-2. NBOX Codes in Market Share Categories**

NBOX	Category							
	Volume	GSA	Senior	GA	SA	Other	Grad	Prior Service
CF4	X		X			X		
CFA	X	X	X		X			
CFB	X		X			X		
CM4	X		X			X		
CMA	X	X	X		X			
CMB	X		X			X		
GF4	X					X	X	
GFA	X	X		X			X	
GFB	X					X	X	
GM4	X					X	X	
GMA	X	X		X			X	
GMB	X					X	X	
HF4	X					X		
HFA	X					X		
HFB	X					X		
HM4	X					X		
HMA	X					X		
HMB	X					X		
NF4	X					X		
NFA	X					X		
NFB	X					X		
NM4	X					X		
NMA	X					X		
NMB	X					X		
PS4 (RA)	X					X		X
PSA (RA)	X					X		X
PSB (RA)	X					X		X
PSF (AR)	X					X		X
PSM(AR)	X					X		X
SF4	X		X			X		
SFA	X	X	X		X			
SFB	X		X			X		
SM4	X		X			X		

SMA	X	X	X		X			
SMB	X		X			X		

### MARKET SHARE EQUATIONS

A-3. This section contains additional key equations to help further your understanding of the categories.

- Volume = any contract, regardless of Nbox
  - Volume = GSA + Other
  - Other = Volume – GSA
- GSA = GFA + GMA + SFA + SMA + CFA + CMA
  - GA = GFA + GMA
  - SA = SFA + SMA + CFA + CMA
- Senior = SFA + SFB + SF4 + SMA + SMB + SM4 + CFA + CFB + CF4 + CMA + CMB + CM4
- Grad = GFA + GMA + GFB + GMB + GF4 + GM4
- RA Prior Service = PSA + PSB + PS4
- AR Prior Service = PSF + PSM + PS (some of other services use only two characters)
- PS as a special case - PS are included in Other for RA, but separate for AR
  - Volume = GSA + Other + PS (AR)
  - PS are separated out for Army Reserve because they are a separate mission category

### PRIOR SERVICE

A-4. The Prior Service calculation is based on the Active + Reserve Component market share option in G2 Report Zone. The Prior Service Nbox classification differs for the Active and Reserve Component. The Active Component consists of PSA, PSB, and PS4 while the Reserve Component consists of PSF and PSM. Some of the other services' data indicates prior service as PS, without a third character. This is why PS is included in the prior service calculation.

# Glossary

## SECTION I – ACRONYMS AND ABBREVIATIONS

<b>ACT</b>	Active (Dut Army)
<b>ADP</b>	Army Doctrine Publication
<b>AEMO</b>	Army Enterprise Marketing Office
<b>AFQT</b>	Armed Forces Qualification Test
<b>AO</b>	Area of Operation
<b>AOI</b>	Area of Interest
<b>API</b>	Asian Pacific Islander
<b>AR</b>	Army Reserve
<b>ARISS</b>	Army Recruiting Inofrmation Support System
<b>ARSOF</b>	Army Special Operations Forces
<b>ASCOPE</b>	Areas Structures Capabilities Organizations People Events
<b>ASVAB</b>	Armed Servives Vocational Aptitude Battery
<b>ATP</b>	Army Techniques Publication
<b>A&amp;PA</b>	Advertising and Public Affairs
<b>BI Zone</b>	Business Intelligence Zone
<b>BLS</b>	Bureau of Labor Statistics
<b>BN</b>	Battalion
<b>C2</b>	Command and Control
<b>CBSA</b>	Cores Based Statistical Areas
<b>COA</b>	Course of Action
<b>CP</b>	Community Partner
<b>CUI</b>	Controlled Unclassified Information
<b>DIME</b>	Demographic Income Military Education
<b>DMA</b>	Designated Market Areas
<b>DOD</b>	Depratment of Defense
<b>FQMA</b>	Fully Qualified Military Available
<b>FSPC</b>	Future Soldier Preparatory Course
<b>FY</b>	Fiscal Year
<b>GA</b>	Grad Alpha
<b>GED</b>	General Education Diploma
<b>HP</b>	High Payoff
<b>HRAP</b>	Hometown Recruiter Assistance Program
<b>HS</b>	High School
<b>HV</b>	High Value
<b>IKROme</b>	Integrated Knowledge Resources Online for Me
<b>INTSUM</b>	Intelligence Summary
<b>IPOE</b>	Intelligence Preparation of Operational Environment
<b>JAMRS</b>	Joint Advertising Marketing Research & Studies
<b>LHSA</b>	Last High School Attended
<b>MAC</b>	Marketing Activity Code

<b>MAR</b>	Market Assessment Report
<b>MEPSOM</b>	Military Entrance Processing Command
<b>MEPS</b>	Military Entrance Processing Station
<b>M-IPOE</b>	Market Intelligence Preparation of Operational Environment
<b>MK</b>	Must Keep
<b>MID</b>	Market Intelligence Dashboard
<b>MO</b>	Markets of Opportunity
<b>MOS</b>	Military Occupational Specialty
<b>MW</b>	Must Win
<b>NA</b>	Native American
<b>NG</b>	National Guard
<b>NPS</b>	Non-Prior Service
<b>NRS</b>	New Recruiter Survey
<b>OAC</b>	Out of Area Contract
<b>OE</b>	Operational Environment
<b>OS</b>	Other Services
<b>OUA</b>	Operations Update Assessment
<b>PAD</b>	Programs Analysis Division
<b>PAE</b>	Position Analysis and Evaluation
<b>MESII=PT</b>	Political Military Economic Social Information Infrastructure Physical Environment Time
<b>Power BI</b>	Power Business Intelligence
<b>PRIZM</b>	Potential Rating Index for ZIP Markets
<b>PS</b>	Prior Service
<b>P2P</b>	Production to Population
<b>QMA</b>	Qualified Military Available
<b>RA</b>	Regular Army
<b>RES</b>	Reserve
<b>ROI</b>	Return on Investment
<b>RMP</b>	Relative Market Potential
<b>RRF</b>	Required
<b>RSID</b>	Recruiting Station Identification Designator
<b>RSM</b>	Recruit Ship Month
<b>RY</b>	Recruiting Year
<b>SA</b>	Senior Alpha
<b>SAMA</b>	Segmentation Analysis and Market Assessment
<b>SMR</b>	Segmentation Market Report
<b>STN</b>	Station
<b>SU</b>	Supplemental (Market)
<b>TC</b>	Training Circular
<b>TMA</b>	Total Military Available
<b>TPU</b>	Troop Program Unit
<b>TSC</b>	Test Score Category
<b>UM</b>	USAREC Message or USAREC Manual
<b>USAF</b>	United State Air Force
<b>USAR</b>	United States Army Reserve
<b>USCG</b>	United States Coast Guard
<b>USMC</b>	United States Marine Corp

<b>USN</b>	United States Navy
<b>VOL</b>	Volume
<b>Wtd</b>	Weighted
<b>YTD</b>	Year to Date
<b>ZIP</b>	Zone Improvement Plan

## SECTION II – TERMS

### **Armed Forces Qualification Test (AFQT)**

Armed Services Vocational Aptitude Batteries 18 through 22. The test is calculated by the formula: (Two times the sum of word knowledge + paragraph comprehension) + arithmetic reasoning + mathematics knowledge.

### **Army Enterprise Marketing Office (AEMO)**

The Army agency responsible for developing national level campaign marketing and communication strategies that connects with the American public to make the Army accessible and understood, increase awareness of both the benefits and value of Army service, and motivate the most qualified candidates to choose the Army.

### **Army Recruiting Information Support System (ARISS)**

An administrative automation system that supports recruiting operations in USAREC.

### **Claritas PRIZM Segmentation**

Rating system that categorizes U.S. consumers into 68 demographically and behaviorally distinct types.

### **Community Partner (CP)**

A person other than Active Army or Army Reserve members who, by their relationship with and access to enlistment age youths, are capable and willing to directly or indirectly influencing today's youth to seek more information about Army enlistment opportunities.

### **Data**

Numerical information used for analysis; measurements in numbers format used to create statistics and conversion analysis

### **Fully Qualified Military Available (FQMA)**

FQMA uses the TMA Population as a starting point and further refines it by removing the projected disqualified for military service due to medical, conduct-related, academic/aptitude, dependency, or other reasons.

### **Intelligence**

Intelligence is 1. the product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. 2. The activities that result in the product. 3. The organizations conducting such activities (JP 2-0).

### **Intelligence Preparation of the Operational Environment**

IPOE is the systematic process of analyzing the mission variables of enemy, terrain, weather, and civil considerations in an area of interest to determine their effect on operations.

### **Intelligence Summary (INTSUM)**

INTSUM provides USAREC leaders with situational understanding of the enlisted recruiting market through analysis of environmental effects and key performance indicators at the command, brigade, and battalion echelons.

### **Market**

The population in a geographic region who physically and mentally qualify for service.



### **Market Demographics**

Market demographics are a set of statistical data relating to the population and particular groups within it.

### **Market Intelligence**

Market intelligence is the product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information relevant to the Army's recruitment environment.

### **Market Intelligence of the Operational Environment**

Market Intelligence of the Operational Environment is the systematic, continuous process of analyzing a recruiting unit's market and recruiting environment.

### **Market of Opportunity**

A market classification that indicates there is a population of sufficient size and potential to merit consideration for allocating limited resources to expand recruiting success.

### **Market Segmentation**

A detailed sub-grouping of the population within an area providing insight into the motivators and barriers to Army recruiting based on general demographics, lifestyle, affluence, householder age, children living at home and urbanization.

### **Market Share**

The proportion of USAREC enlistments from total DOD enlistments for a specific geographic region and period.

### **NBOX**

NBOX is a category designation for each contract that provides by acronym the following information: high school status (underclassman, senior, graduate), sex, quality (based on AFQT score, "A", "B", "4"), and prior service identification if applicable.

### **Operational Environment (OE)**

The operational environment is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (ADP 3-0).

### **Pacing Battalion**

A Pacing Battalion is a battalion among the top ten battalions for FQMA population of a race-ethnic group.

### **Partnership for Your Success (PaYS)**

A program in which employers partner with the Army to provide quality jobs to qualified youth after they have served their country.

### **Population Report**

The population report provides information on the ages 17-24, 25-29 and 17-29 year-old youth population with detailed data including current year population, five-year projected population, household growth rates, percent of population by ethnicity, and percent of population by gender.

### **Propensity**

Propensity is a measure of an individual's likelihood of joining the military.

### **Recruiting Station Identification Designator (RSID)**

A set of alphanumeric characters (up to four) that denotes each recruiting station, company, battalion, and brigade.

### **Relative Market Potential (RMP)**

Relative Market Potential is the implementation of benchmark indexing and represents the hypothetical estimate of the number of enlistments that could be written in a market area with unconstrained resources.

### **Total Military Available (TMA)**

TMA is the subset of the Woods and Poole data set limited to the age range of 17-24 from among the documented, non-military and non-institutional population.

## References

### REQUIRED PUBLICATIONS

- ADP 5.0 “The Operations Process”, (31 Jul 19)
- FM 2-0 “Intelligence Operations”, (1 Oct 23)
- USAREC Manual 3-0 "Recruiting Operations" (revised 16 Aug 24)
- USAREC Manual 3-29 “Recruiting Brigade and Battalion Operations (9 Mar 22)
- USAREC Manual 3-30 "Recruiting Company Operations" (revised 2 Jul 24)
- USAREC Manual 3-31 "Recruiting Station Operations" (7 Mar 22, revised 20 Feb 24)

### CITED PUBLICATIONS

- ADP 3-0, Operations (31 Jul 2019)
- ATP 2-01.3, Intelligence Preparation of the Battlefield (1 Mar 19)
- ATP 2-33.4, Intelligence Analysis (10 Jan 20)
- JP 2-0, Joint Intelligence (26 May 22)

### RELATED PUBLICATIONS

- USAREC Training Circular 5-01 “Mission Command” (10 Jun 24)
- USAREC Training Circular 5-3.3 “Partnerships” (26 Jun 24)Joint Publications

### PRESCRIBED FORMS

None

### REFERENCED FORMS

- DA Form 2028 (Recommended Changes to this Publication)

**UTP 5-02  
16 Sep 2021**

**FOR THE COMMANDER:**

**MARK DANNER**  
Colonel, GS  
Chief of Staff

Official:

**Ronnie L. Creech**  
*Assistant Chief of Staff,*  
*CIO/G6*

**DISTRIBUTION:**

*United States Army Recruiting Command.* To be distributed only in electronic media. Distribution Restriction: Approved for public release; distribution is unlimited.

This page intentionally left blank.

