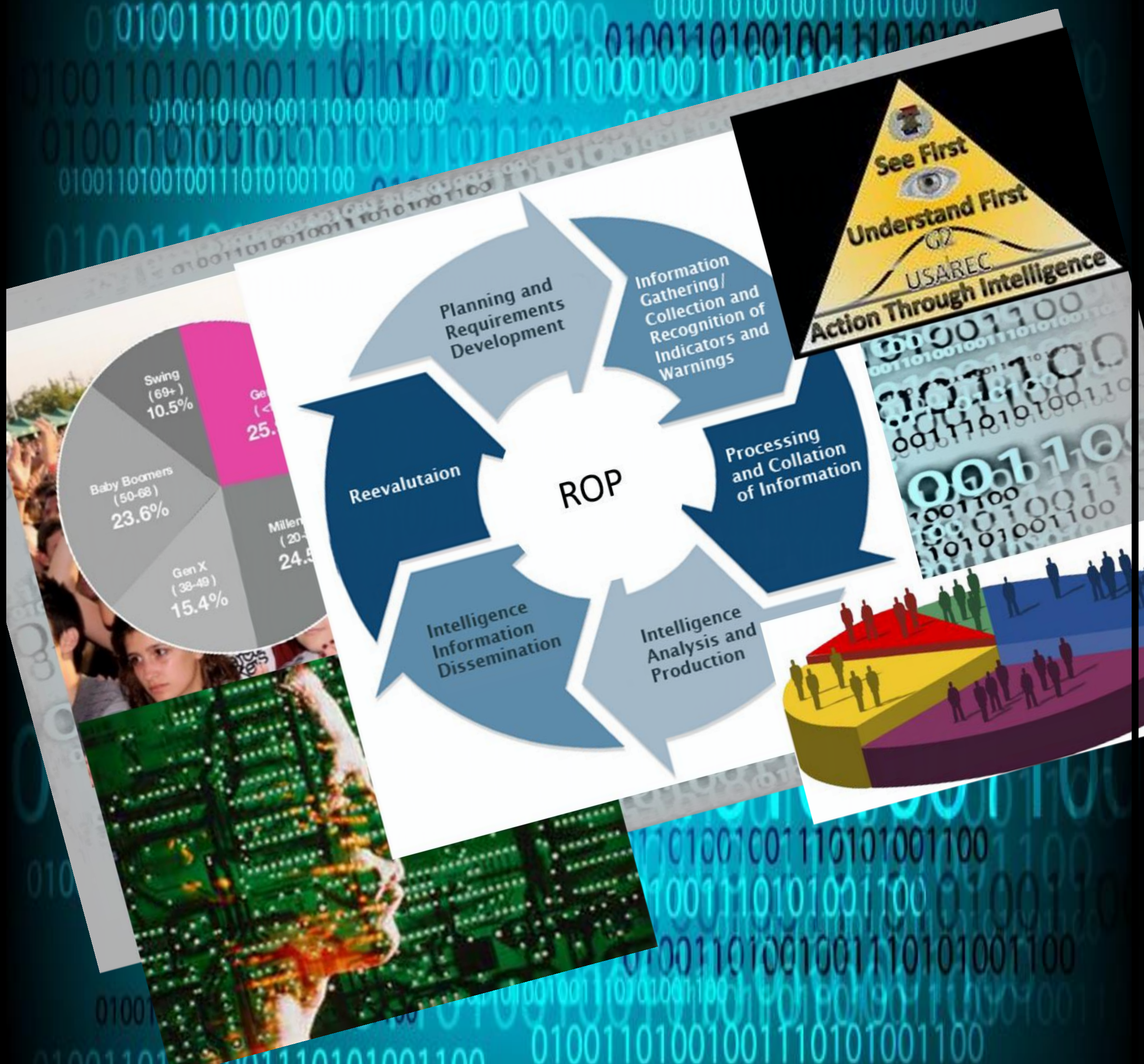
INTELLIGENCE



INTELLIGENCE

Intelligence in Recruiting Operations

Recruiting Intelligence Preparation of the Battlefield

USAREC Training Circular
No. 5-02

Headquarters
United States Army Recruiting Command
Fort Knox, KY, 27 February 2017

Intelligence

Contents

Page

Figures

Page

PREFACE

USAREC TC 5.02 - The United States Army Recruiting Command (USAREC) publication, USAREC Training Circular (UTC) 5-02, Intelligence, expands on the fundamental concepts and requirements in USAREC Manuals 3-0, 3-30 and 3-31. The USAREC TC 5.02 augments fundamental principles discussed in Army Field Manual in FM 2-0, Intelligence Operations. Concepts, tactics, and techniques in this UTC apply to all members of USAREC. It places the Company Commander firmly at the center of intelligence preparation of the battlefield and market analysis within their units. It provides station commanders and Recruiters with a common framework for intelligence and market analysis processes and techniques for recruiting operations.

PURPOSE

This USAREC TC provides leaders, Recruiters, and civilians with the common concepts and techniques to execute or support the task execution of intelligence and market analysis. THe United States Army Recruiting Command (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 recruiting function of intelligence.

SCOPE

This USAREC TC is a primary user manual for intelligence and market analysis TTPs and processes. The USAREC TC supports the concepts of operations in FM 2-0, Intelligence Operations, USAREC Manuals 3-0, 3-30, 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

This manual applies to all members of USAREC, regardless of recruiting mission type (Enlisted, AMEDD, Chaplain, and in-service). This USAREC TC supports ALL the critical individual recruiting tasks relating to the content of this manual, and they are accessible through the CAR located at web link https://rdl.train.army.mil/catalog#/dashboard.

ADMINISTRATIVE INFORMATION

The proponent for this manual is the Recruiting and Retention College, Doctrine Division. Send comments and recommendation on DA Form 2028 (Recommended Changes to this publication) directly to HQ, RRS, ATTN: RCRS-DD, 1929 Old Ironsides Ave, Building 2389, Fort Knox, KY 40121 or by e-mail to usarmy.knox,usarec,list.hq-rrs-doc-trine@mail,mil

PART I.
Intelligence in Recruiting Operations

Part I introduces the role intelligence plays in U.S. Army Recruiting Command's (USAREC) mission. It highlights the distinction between information, intelligence and market intelligence. It also discusses the market analysis process.

Chapter 1 describes the intelligence process and deriving market intelligence.

Chapter 2 describes the process of market analysis and recruiting Intelligence Preparation of the Battlefield (IPB).

-Back to Top-

Chapter 1

Intelligence Driven Operations

Simply explained, intelligence is raw information that once analyzed and refined results in a useful product for decision-makers to make decisions.

INTRODUCTION

1-1. The purpose of intelligence is to support commanders, staffs, and Recruiters in gaining a situational understanding of the market (USAREC Manual 3-30). Situational understanding is the product of applying analysis and judgment to relevant information to determine the revision of plans and to facilitate decision-making (Army Doctrine Reference Publication (ADRP) 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. We have all heard the Army phrase that intelligence drives maneuvers and operations. It is no different in recruiting. According to ADRP 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. What is intelligence as defined by the Army? In Army Techniques Publication (ATP) 2-01.3 (Intelligence Preparation of the Battlefield/Battlespace) 'Intelligence' is defined as the product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information.

1-5. The information provides some of the answers to the 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.

1-6. 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 and collaborate and share information and best practices up, down and laterally throughout the command.

1-7. Intelligence reduces operational uncertainty but does not eliminate it. Commanders and leaders must assess risks and prioritize resources and capabilities based on intelligence.

-Back to Top-

1-8. As a worldwide command, our geographic dispersion presents its challenges. Intelligence, as defined above, is essential to driving our day-to-day operations such as prospecting, advertising and our 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. In recruiting, we have the requirement to not only look at intelligence, synthesize it, and apply it during mission analysis, but we also have the requirement to garner market intelligence.

MARKET INTELLIGENCE

1-10. So 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 we operate.

1-11. Market Intelligence encompasses four major needs: competitor intelligence, product intelligence, market analysis, and market research. Market Intelligence is not just data; it is the combination of data and analysis to generate intelligence that is relevant to decision makers. The Army Marketing Research Group (AMRG), the G7/9 or S7/9, and Recruiters use this 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. The commander's focus for collection must be known and revised as often as necessary to keep organizations 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, which either supports the production of intelligence or is disseminated as critical operational information.

-Back to Top-

1-15. “Top down” market intelligence and data help leaders and Recruiters understand markets and synchronize limited resources to conduct recruiting operations and developlong-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 environment. 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 remember that data is inherently flawed and incomplete. Consider, as an example, youth population data. Vendors like Woods & Poole provide estimates of youth population derived from the Census Bureau’s survey estimates and mathematical modeling and projections which have some margin of error. Across the over 40,000 ZIP (Zone Improvement Plan) 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 what we think we know 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 at the unit discretion and has no prescribed format. It is information collected from sensors in the environment used to refine market intelligence and understanding of the operational environment. 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 analysts and Station Commanders.

CONCLUSION

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.

-Back to Top-

Chapter 2

Market Analysis

INTRODUCTION

2-1. Information is processed data of every description which you may use when conducting the analysis. The analysis is the detailed examination of information to understand and evaluate it better 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 targeted markets to maximize recruiting effectiveness.

EFFECTIVE MARKET ANALYSIS

2-3. USAREC personnel must accept and embrace ambiguity in conducting market analysis. Training, knowledge, and our experiences are all critical parts of the effective market analysis. We never have all the information we would like 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 in detail in Part Two of this manual using the recruiting Intelligence Preparation of the Battlefield (IPB) process.

STEPS OF THE RECRUITING IPB PROCESS

2-6. The recruiting IPB process is comparable to Intelligence Preparation of the Battlefield/*Battlespace* described in ATP 2-01.3, which is a dual-designed manual for Army and Marine Corps use across the spectrum of conflict.

2-7. IPB in recruiting 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 comprised of four steps:

-Back to Top-

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

STEP 1 – DEFINE THE OPERATIONAL ENVIRONMENT

2-8. We define the operational environment 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. This step also includes identifying all characteristics that influence Army and competitor operations which may then help to identify gaps in intelligence.

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 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.

2-12. Describing the environment effects requires analyzing the factors identified in Chapter 4 over time. The outputs of this step are key to establishing a baseline to identify opportunities the environment presents in Step 4.

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 THREAT

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

-Back to Top-

2-15. The competition to Army service primarily includes other Department of Defense (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 youth.

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 threats 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 like ATP 2-01.3 (IPB). 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 recruiting IPB Step 4 is not on preventing successful operations by the competition, such as the other services or higher education and is, in fact, quite the opposite. Army Recruiters offer opportunities to qualified men and women to further education and support decisions to join another service, for example, as this benefits DOD and so the nation. The goal is to identify the markets with the best potential for recruiting success and focus limited resources to accomplish the recruiting mission.

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 to be recruited while considering the environments' competitive influences. Determining market potential identifies markets to reinforce or exploit success, create success, expand, and where to assume the risk.

CONCLUSION

2-19. This completes the market analysis or IPB process which commanders can now use to develop an actionable, market-based approach to recruiting operations: creating awareness and providing the right opportunities to 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.

-Back to Top-

PART II.
Recruiting Intelligence Preparation of the Battlefield

Part II discusses the four steps of recruiting IPB. It informs the force on the types and sources of data available to complete this process and how to perform an effective market analysis. The information, market metrics and reports in this section are not all inclusive or applicable to every market and recruiting operation across USAREC. As an example, youth population is a critical element for the five enlisted recruiting brigades but not for the Medical Recruiting Brigade (MRB) which focuses on medical professionals or the Special Operations Recruiting Battalion (SORB) which has an in-service recruiting mission. Part Two presents leaders and Recruiters with the fundamentals and concepts for conducting a holistic market analysis and applying the results when developing plans.

Chapter 3 describes how to define the operational environment. It examines the environment regarding organizational boundaries as well as a market-based evaluation independent of organizational structure.

Chapter 4 describes the effects of the environment on recruiting operations. It introduces the force to data metrics used to evaluate environmental effects and how they are derived.

Chapter 5 describes evaluating the threats to recruiting operation success. It defines and describes market share, the primary metric used to evaluate competition in the market. It examines industry and higher education as other competition for high-quality youth in the market.

Chapter 6 describes how to assess potential in the market. Identifying the best potential to focus recruiting operations yields a higher potential return on investment for resources expended.

-Back to Top-

Chapter 3

Define the Operational Environment

INTRODUCTION

3-1. ADRP 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 operational environment consists of many interrelated variables and sub-variables, as well as the relationships and interactions among them.

3-2. No two operational environments are the same, and they continually evolve. This evolution is particularly true in the United States, USAREC's operational environment. This evolution results from humans interacting within an operational environment as well as from their ability to learn and adapt. As people, including Recruiters, take action in an operational environment, 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.

DESCRIBING THE OPERATIONAL ENVIRONMENT

3-3. Leaders must continually assess and reassess the OE. Leaders seek a greater understanding of how the changing nature of threats and other variables affect their forces and, in USAREC, our recruiting efforts. The markets can change, especially at recruiting station level, and we must remain ready to shift operations when necessary.

3-4. Defining the market environment involves an evaluation of the Army and competitor structure in the area of operation. It also includes an assessment of the population/demographic mix within the AO. This includes identifying all characteristics that influence Army and competitor operations which may then help identify gaps in intelligence.

3-5. We analyze 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, we can understand our environment and visualize the market.

PMESII-PT

3-6. Recruiting leaders must analyze both operational variables and civil considerations to understand the local recruiting operational environment. Like the operational Army, recruiting leaders and staff analyze the OE regarding eight interrelated operational

-Back to Top-

variables: political, military, economic, social, information, infrastructure, physical environment, and time.

3-7. **Political** describes the distribution of responsibility and power at all levels of governance or cooperation. Political is also the source of law and policy changes which directly impact recruiting operations from the local school district to national level.

3-8. **Military** explores the military capabilities and infrastructure in the operational environment. For example, markets with military installations and larger veteran populations tend to have a higher general military propensity.

3-9. **Economic** 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 impact recruiting operations.

3-10. **Social** describes the cultural, religious, and ethnic makeup within an operational environment. Every market is unique across these factors, and understanding this dynamic is critical to successful recruiting operations.

3-11. **Information** describes the nature, scope, characteristics, and effects of individuals, organizations, and systems that collect, process, disseminate, or act on information. Another important consideration here is how the market accesses the information.

3-12. **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.

3-13. **Physical Environment** defines the physical circumstances and conditions that influence the execution of operations. The physical environment directly impacts 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. Harsh winters and extreme snowfall in the North and Northeast significantly limit access to the market for portions of the year.

3-14. **Time** influences military operations within an operational environment regarding the decision cycles, tempo, and planning horizons. Analyzing the markets' decision cycle and planning horizons is critical to planning effective recruiting operations focused as decisive points in time and space.

ASCOPE

3-15. Civil considerations include the influence of human-made infrastructure, civilian institutions, and activities of the civilian leaders, populations, and organizations on the

-Back to Top-

conduct of military operations. Recruiting leaders assess civil considerations by analyzing ASCOPE variables:

3-16. Areas

- Social, political, or religious and ethnic cultures
- Streets, highways, bridges and lines of communication
- Commercial zones
- County and city boundaries

3-17. Structures

- Government centers and schools
- Television and radio stations
- Military facilities
- Trade centers

3-18. Capabilities

- Health clinics and hospitals
- Technology
- Transportation
- Communication

3-19. Organizations

- Religious organizations (churches, mosques, and the like)
- Fraternal organizations
- Patriotic or service organizations
- Labor unions

3-20. People

- Demographics
- Perceptions and attitudes
- Religious beliefs
- Community Partners (CP) and very important people (VIPs)
- Lifestyles and income levels

3-21. Events

- Agricultural
- National and religious holidays

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

3-22. The figure below provides an example matrix for considerations across PMESII and ASCOPE. Note that Physical Environment and Time are considerations across the entire matrix and not stand-alone variables.

	Political	Military	Economic	Social	Information	Infrastructure
Area	* Political Areas * City/County seats * City Halls * School Districts * Party affiliation areas * Policy decisions	* Army Installations * Other service AOs and territory alignment * Historically high recruitment for DOD	* Markets * General and Youth Unemployment Rates * Employment types in the area	* Public gathering spots for youth * High School sports events * Outdoor event sites hosting fairs, etc * Social Media	* Radio * Television * Newspaper or other print outlets * Other services' use in the area * Word-of-mouth impact in the area	* Urbanicity * Density * Travel times and concerns within the market or impacting the market
Structures	* Town Halls * Government Offices * Meeting Halls * District HQs * Locations where policy decisions are made	* ROTC & JROTC offices * DOD Post Facilities * Reserve Facilities * National Guard Armories	* Markets * Industrial complex and large businesses * Average Housing costs * Homes owned or rented primarily	* Religious buildings of all faiths * Meeting places, such as malls or clubs * Popular restaurants for youth	* Cell, radio or television locations * Print shops * Billboards to utilize for recruiting efforts * Social Media Ads	* Road networks * Accessibility to the market
Capabilities	* Dispute resolution for policy decisions * Local leadership	* Strength of other service recruiting programs * Number of recruiting options and distance to reach them * Distance to MEPS	* Economic development (shrinking or growing) * Employment rates and types the market can support * Average wages	* Strength of community leaders as influencers for youth * Traditional values of ethnic enclaves if present in the market	* Literacy and graduation rates * Availability of electronic media * High school facebook pages * Digital links to Recruiters	* Ability to maintain the infrastructure * General reliability and predictability * Public transportation and use by youth
Organizations	* School policies such as no Recruiters * Student organizations * Parent and influencer organizations	* VFW * American Legion * Veterans Affairs	* Employers of youth, large and small * Student organizations focused on the economy or future employment	* Student organizations * Community sports teams outside schools * Community councils * School councils * Boy/Girl Scouts of America * Social Media Forums	* Local news and media groups; print or digital * Influential religious, cultural or social groups	* Local through national level government * Recent decisions which could potentially impact youth
People	* Influential Local Leaders (Local Mayor, principals) * Community leaders and influencers	* Senior Military Leaders * Veteran Population * Other Service Recruiters	* Income levels * Employment rates * Number of youth unemployed * Number of youth still living at home	* Community leaders * Youth influencers * Influential families in the community * Council members * Heads of families which differs culturally * Protesters	* Media owners * Influencers of youth * Future Soldiers * Veterans or influential military personnel * Referring people	* Councils * Employers looking to hire young people * Population density and its impact on the market
Events	* Political Rallies * Speeches * Council meetings * Rallies surrounding events impactful to the community	* Mil/Police Recognition or Organizational days * Military Themed Holidays * Air Shows and similar events	* Job Fairs * School Career Days * College enrollment suspenses and acceptance dates * Historic seasonal 1st term drop windows in colleges	* Festivals/celebrations * Hobby related gatherings (race tracks, sporting events) * Religious observance days of importance in the community	* Religious, ethnic or cultural observances * Publishing dates and suspenses for submissions * Media cycle within the market	* Construction that impacts movement through the environment * School opening, closing and relocation * School expansions

Figure 3-1 PMESII and ASCOPE Matrix Example

ORGANIZATIONAL AND MARKET-BASED APPROACHES

3-23. ZIP codes form the most basic building block of the market and organizational structure of recruiting stations. Most, but not all, data metrics discussed in the next chapter are available down to this geographic region.

3-24. In many instances, we define and analyze the environment and the market within the context of our organizational structure: stations, companies, battalions, brigades and the whole of USAREC. This is useful as some information like mission data and Required Recruiting Force (RRF) can only be analyzed within these. That is, these data metrics are not distributed to ZIP code level.

3-25. A market-based approach is necessary to analyze the operational environment independent of our 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. Think of CBSAs as population centers. CBSAs are census-based urban centers with a total population age five and older greater than 10,000. There are two types: Micro CBSAs have a population greater than 10,000, and Metro CBSAs have a population greater than 50,000. These are essentially geographic areas tied socioeconomically or by the commute to an urban center of at least 10,000 people.

3-26. Nation-wide, 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 2015, for example, CBSA-defined market areas accounted for about 93% of combined enlistments. Leaders should employ a market-based approach to recruiting when possible.

CONCLUSION

3-27. Successful recruiting operations require a thorough understanding of the recruiting market. To achieve recruiting success at all levels requires a deep awareness and assessment of the recruiting OE before planning and executing operations.

3-28. Understanding a recruiting OE requires gathering and analyzing detailed information and data which includes, but is not limited to, market potential, local economy, schools, demographics, past production, and military competition. Chapters 4-6 discuss these data elements in more detail.

-Back to Top-

Chapter 4

Describe the Environment Effects

INTRODUCTION

4-1. This section discusses the metrics used to describe the environmental effects on recruiting operations. This chapter is not an all-inclusive list of factors that impact recruiting operations. It provides a base of considerations for an effective market analysis using metrics common to recruiting.

4-2. This chapter begins by explaining the population, or the key terrain in the market. There are different data sources used to understand and analyze market population. Following this explanation, Chapter 4 defines several metrics commonly used to describe the environment effects.

GENERAL POPULATION DATA

4-3. USAREC, along with the DOD accessions community, uses population projections from Woods & Poole Economics for reporting and analytic purposes. The population estimates by age, race, sex, education, and status for the U.S., 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 two population categories: the Total Youth Base Population and the Qualified Military Available (QMA) Population.

4-4. The Total Youth Base Population 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. The non-institutional population excludes those residing in correctional institutions, nursing homes, mental (psychiatric) hospitals, juvenile institutions, and other institutions in the United States.

4-5. The QMA Population uses the Total Youth Base Population as a starting point and further refines it by removing those projected to be disqualified for military service due to medical, conduct-related, academic/aptitude, dependency, or other reasons. The QMA Population is 29% of the Total Youth Population and represents the number of youth who are intellectually, medically and behaviorally qualified to join each service without a waiver. The 2013 DOD Lewin Group QMA Study is the basis for the disqualification rates of 17-24-year-olds by gender, race-ethnicity, and education. Unfortunately, there are no QMA estimates for Puerto Rico, Virgin Islands, parts of the Pacific Rim, Germany, and Korea.

LOCATING POPULATION DATA

4-6. Total Youth Base Population and QMA Population data are available at the ZIP code level by request. Currently, the only population data available to the field is a variant of the Total Youth Base Population that excludes only high school dropouts.

-Back to Top-

This data can be found on the G2 Market Intelligence Dashboard (MID) under the "Population" tab and is the basis for all market metrics reported in MID. One sees references to "W&P QMA" on this tab but be mindful that this is not the true QMA population, only a rough proxy for QMA.

4-7. The MID breaks out the population by education type, age, race, and gender. Race is divided into five different categories: Asian Pacific Islander (API), Black (B) or African American (AA) depending on the data source, Hispanic (H), Native American (NA) and White (W) or Caucasian depending on the data source.

4-8. Population by Education is divided into eight categories ranging from high school dropout to college graduate. These categories are population enrolled in high school years 1-3 (HE), enrolled in high school as a senior (HS), enrolled in college (CE), population that is a high school graduate only no General Education Diploma (GED) and not enrolled (HG), not enrolled in school but has a GED certificate (GG), attended junior college and received associates degree only currently not enrolled (AA), college graduate not enrolled (CG), and the population that did not complete high school and are not enrolled (HD).

4-9. Population age categories are 17-24 (the age range of the target market), 17-29 (the age range for the population joining either the active or reserve components), and "All" which includes all the population ages 12-65.

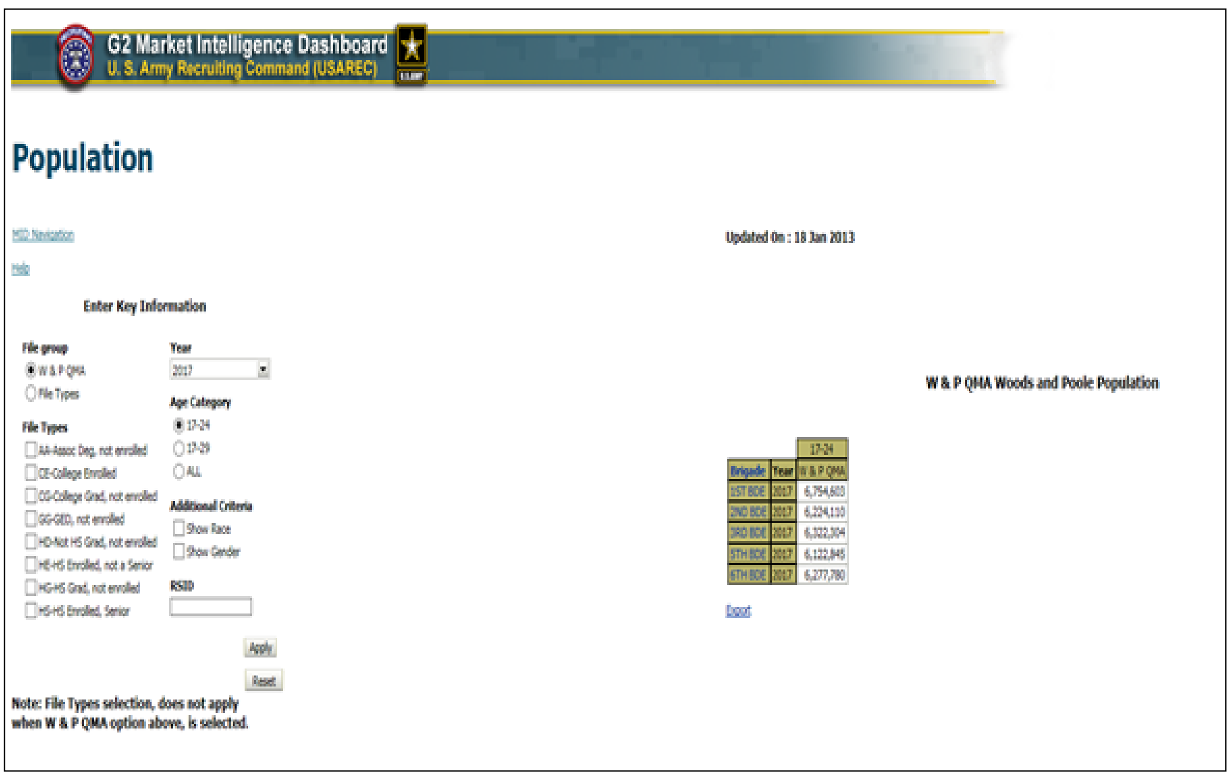


Figure 4-1 Population Report in MID

WOODS & POOLE YOUTH POPULATION

4-10. Woods & Poole Youth Base Population, also called the W&P QMA in MID, is calculated using the population data provided by the Woods & Poole Economics firm. The Woods & Poole youth population uses the 17-24 age range among the documented, civilian, and non-institutional population. To create a standardized population similar to DOD-defined “QMA,” high school drop outs were removed from the population counts. The youth population created through this method is used in the calculation of the market metrics discussed in this chapter.

LEWIN QMA

4-11. The 2013 DOD Lewin Group QMA study of the Woods & Poole youth population determines the Lewin QMA. The results of the study provided a ZIP code level projection of the number of 17-24-year-olds that are qualified to serve in any branch of the United States military without a waiver.

4-12. The 2013 QMA estimates that only 17 percent of the youth population is available (i.e., not enrolled in college) and qualified to enlist without a waiver. Additionally, the services typically deny enlistment to youth who score in the bottom 30th percentile (i.e., category IV and V) on the Armed Forces Qualification Test (AFQT). After incorporating this criterion, only 13 percent of youth qualify without a waiver and are available.

4-13. The Lewin QMA takes into consideration the disqualification rates for medical/physical, overweight, mental health, drugs, conduct, dependents, and aptitude.

W&P YOUTH POPULATION VERSUS LEWIN QMA

4-14. Lewin QMA uses disqualification rates of key categories to produce a ZIP code level projection of 17-24-year-olds who are intellectually, medically and behaviorally qualified to join each branch of service without a waiver. Conversely Woods & Poole youth population removes the high school dropout counts to produce a proxy for QMA.

4-15. The methodology and calculation differences generate an approximately 70 percent decrease in population count numbers for the Lewin QMA when compared to the Woods & Poole youth base population. The decrease in population counts for Lewin QMA changes the population metrics discussed later in this chapter when used in place of the youth population.

4-16. Along with a change in the population counts, there are some areas that have population counts under Woods & Poole but do not have population counts in the Lewin QMA. These areas are Puerto Rico, Virgin Islands, and parts of the Pacific Rim. Additionally, Outside the Continental United States (OCONUS) recruiting locations such as in Germany and Korea do not have youth population estimates. This is simply a limitation of the data as mentioned in Chapter 1.

-Back to Top-

4-17. The following figures highlight some of the differences in the population data on some of the market metrics discussed later in this chapter as examples.

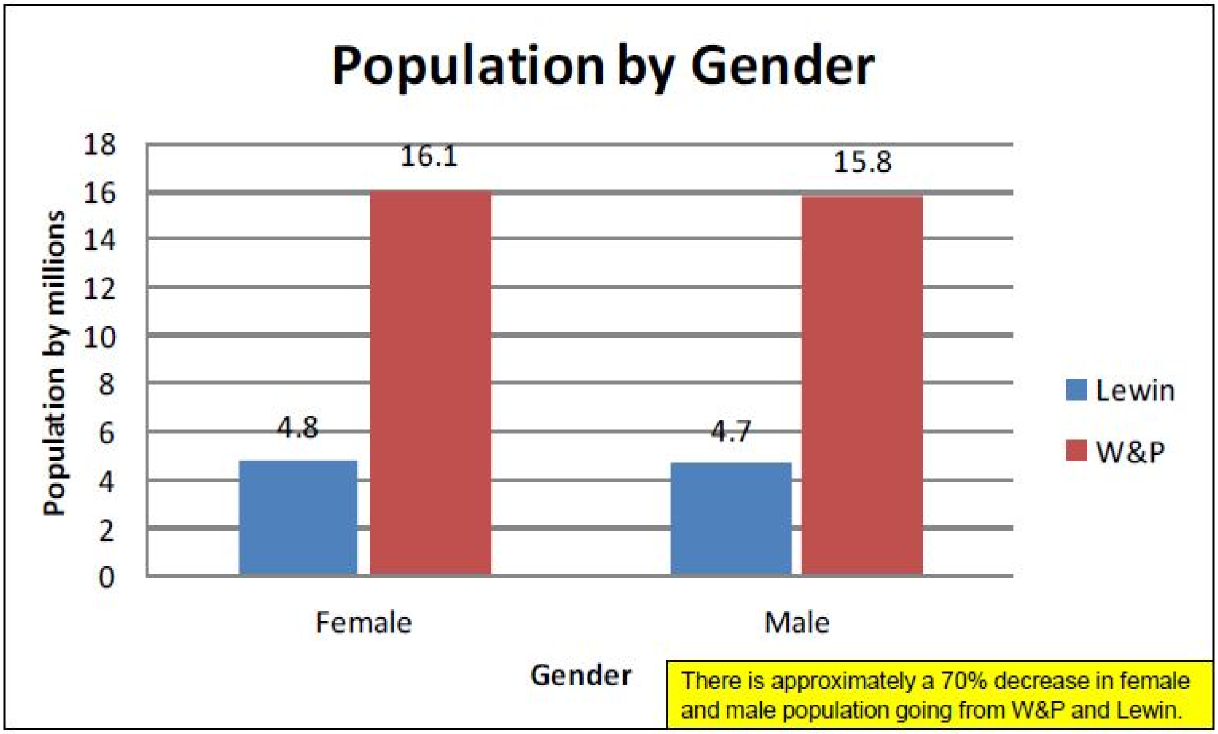


Figure 4-2 Woods & Poole Youth Population Gender Comparison to Lewin QMA

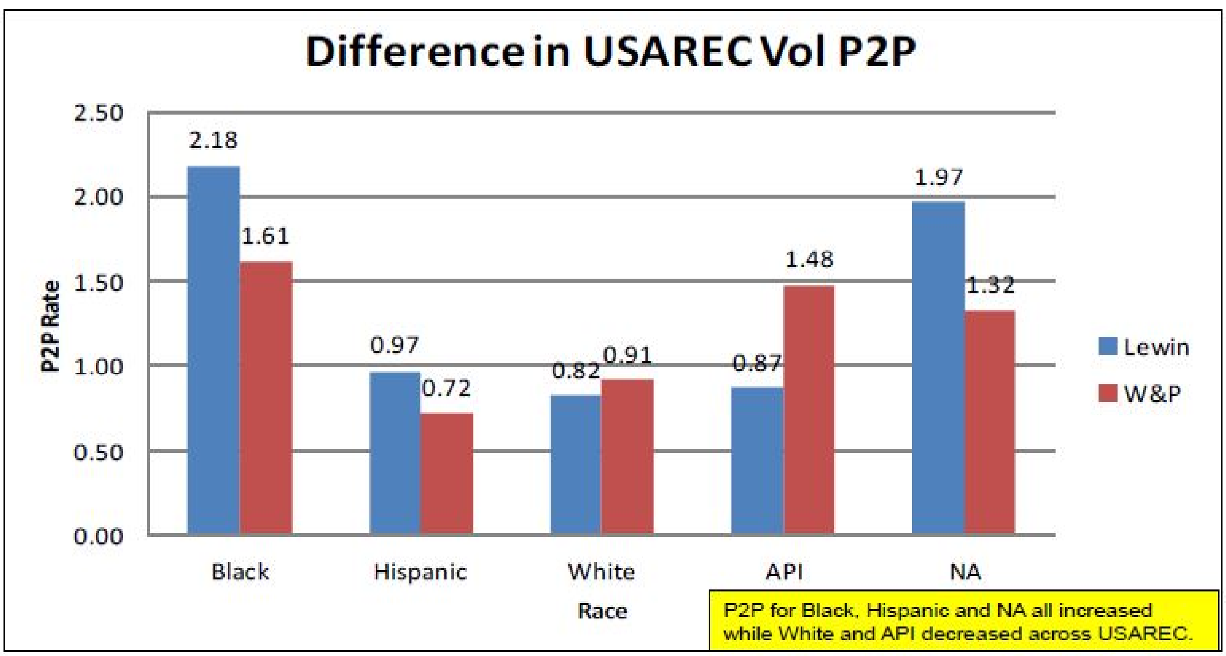


Figure 4-3 Woods & Poole Youth Population P2P Comparison to Lewin QMA

Top Ten Pacing BN Under Lewin for AA Vol		
BN	W&P Rank	Lewin Rank
1B- Baltimore	2	1
3A-Atlanta	3	2
3T- Baton Rouge	1	3
3J-Raleigh	5	4
1G- New York City	4	5
1K-Mid-Atlantic	6	6
5A-Chicago	7	7
3D-Columbia	9	8
4C-Dallas	Not on List	9
5I- Great Lakes	8	10

Top Ten Pacing BN Under Lewin for Hispanic Vol		
BN	W&P Rank	Lewin Rank
6K- So Cal	2	1
4K- San Antonio	4	2
6F-Los Angeles	3	3
6N- Fresno	5	4
4P- Phoenix	7	5
1G-NewYork City	6	6
4C- Dallas	8	7
4E- Houston	9	8
3G- Miami	1	9
5A-Chicago	10	10

Top Ten Pacing BN Under Lewin for API Vol		
BN	W&P Rank	Lewin Rank
6N- Fresno	1	1
6K- So Cal	3	2
1G- New York City	2	3
6F- Los Angeles	4	4
1K-Mid-Atlantic	6	5
6H-Portland	5	6
1B- Baltimore	9	7
6I- Sacramento	7	8
6L- Seattle	8	9
5A- Chicago	10	10

Top Ten Pacing BN Under Lewin for NA Vol		
BN	W&P Rank	Lewin Rank
4P- Phoenix	1	1
4J- Oklahoma City	2	2
6L- Seattle	3	3
5K- Minneapolis	4	4
6J- Salt Lake City	5	5
3J- Raleigh	6	6
6I-Sacramento	7	7
5J- Milwaukee	8	8
4G-Kansas City	9	9
6H- Portland	Not on List	10

The Top Ten Pacing BNs for Hispanic and API only changed in the ranking of the pacing BNs (Miami BN went from #1 with W&P to #9 with Lewin). The Top Ten Pacing BNs for African American had Dallas BN replace Miami BN and Native American had Portland BN replace So Cal BN on their respective list.

Figure 4-4 Woods & Poole Youth Population Pacing Battalion Comparison to Lewin QMA

MARKET DEMOGRAPHICS

4-18. Market demographics are a set of statistical data relating to the population and particular groups within it. Within MID, users can gain an understanding of demographic data relating to the people in their market by selecting "Standard Reports" from the home screen, and then "Demographics."

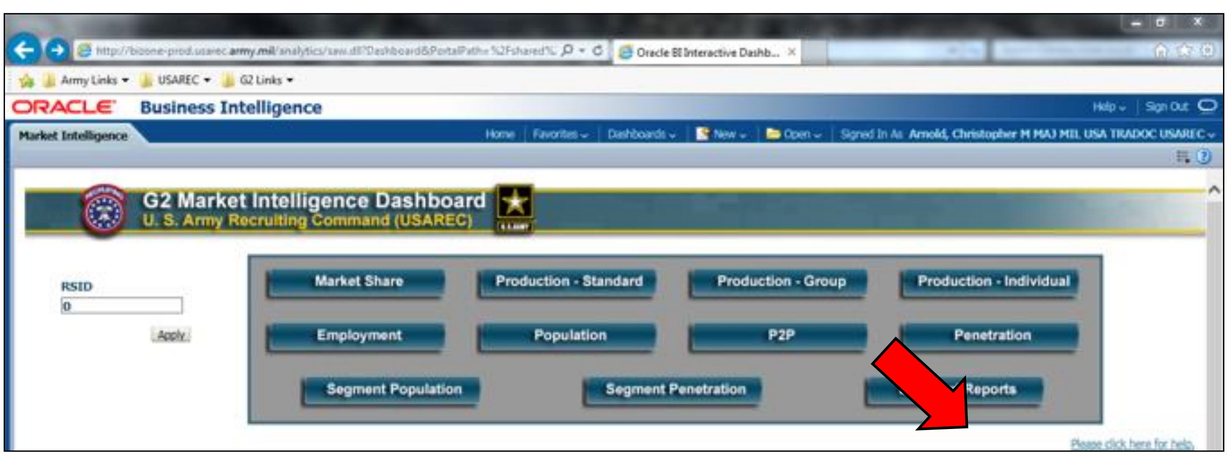


Figure 4-5 MID Demographics Page

-Back to Top-

4-19. From within this report, you can make the following four selections which include the subsets below.

POPULATION REPORT

4-20. 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
- Percent of population by gender

17-24 QMA

	1A - ALBANY	1B - BALTIMORE	1D - NEW ENGLAND	1E - HARRISBURG	1G - NEW YORK CTY	1K - MID-ATLANTIC	1N - SYRACUSE	1O - RICHMOND	Brigade Total
Current Year - 2016	915,075	1,054,314	831,786	663,873	1,205,222	1,262,751	549,329	530,070	7,012,420
5 Year Projection - 2021	872,109	1,084,509	776,903	617,171	1,138,755	1,222,702	492,135	512,364	6,716,648
Household Growth Rate (%)	-4.7%	2.9%	-6.6%	-7.0%	-5.5%	-3.2%	-10.4%	-3.3%	-4.2%
% API	3.4%	6.2%	5.2%	1.6%	11.8%	7.2%	2.5%	2.4%	5.8%
% Black	9.1%	30.0%	7.1%	7.4%	21.8%	19.5%	9.9%	26.1%	17.2%
% Hispanic	16.2%	13.0%	12.1%	8.7%	31.5%	19.9%	7.1%	5.1%	16.3%
% Native American	0.2%	0.2%	0.3%	0.1%	0.2%	0.1%	0.4%	0.2%	0.2%
% White	71.0%	50.5%	75.4%	82.2%	34.7%	53.4%	80.0%	66.3%	60.4%
% Male	50.2%	49.5%	50.3%	50.6%	49.3%	50.0%	50.5%	48.4%	49.8%
% Female	49.8%	50.5%	49.7%	49.4%	50.7%	50.0%	49.5%	51.6%	50.2%

25-29 QMA

	1A - ALBANY	1B - BALTIMORE	1D - NEW ENGLAND	1E - HARRISBURG	1G - NEW YORK CTY	1K - MID-ATLANTIC	1N - SYRACUSE	1O - RICHMOND	Brigade Total
Current Year - 2016	516,660	687,036	548,694	409,957	838,718	785,975	325,444	343,486	4,455,970
5 Year Projection - 2021	562,100	741,968	583,940	429,208	843,630	817,638	325,817	351,653	4,655,954
Household Growth Rate (%)	8.8%	8.0%	6.4%	4.7%	0.6%	4.0%	0.1%	2.4%	4.5%
% API	4.0%	7.8%	6.0%	2.2%	12.3%	8.7%	3.4%	2.5%	6.9%
% Black	8.7%	26.9%	6.1%	6.2%	20.2%	18.0%	8.3%	23.5%	15.9%
% Hispanic	15.3%	12.1%	9.9%	6.9%	28.8%	19.4%	5.7%	5.6%	15.2%
% Native American	0.2%	0.2%	0.2%	0.1%	0.1%	0.1%	0.4%	0.2%	0.2%
% White	71.9%	53.1%	77.7%	84.5%	38.6%	53.9%	82.2%	68.2%	61.9%
% Male	49.7%	47.9%	48.9%	50.1%	48.1%	49.1%	50.1%	47.9%	48.8%
% Female	50.3%	52.1%	51.1%	49.9%	51.9%	50.9%	49.9%	52.1%	51.2%

17-29 QMA

	1A - ALBANY	1B - BALTIMORE	1D - NEW ENGLAND	1E - HARRISBURG	1G - NEW YORK CTY	1K - MID-ATLANTIC	1N - SYRACUSE	1O - RICHMOND	Brigade Total
Current Year - 2016	1,431,735	1,741,350	1,380,480	1,073,830	2,043,940	2,048,726	874,773	873,556	11,468,390
5 Year Projection - 2021	1,434,209	1,826,477	1,360,843	1,046,379	1,982,385	2,040,340	817,952	864,017	11,372,602
Household Growth Rate (%)	0.2%	4.9%	-1.4%	-2.6%	-3.0%	-0.4%	-6.5%	-1.1%	-0.8%
% API	3.6%	6.8%	5.5%	1.8%	12.0%	7.7%	2.9%	2.4%	6.3%
% Black	9.0%	28.8%	6.7%	7.0%	21.1%	18.9%	9.3%	25.1%	16.7%
% Hispanic	15.9%	12.7%	11.2%	8.0%	30.4%	19.7%	6.6%	5.3%	15.9%
% Native American	0.2%	0.2%	0.2%	0.1%	0.2%	0.1%	0.4%	0.2%	0.2%
% White	71.3%	51.5%	76.3%	83.1%	36.3%	53.6%	80.8%	67.0%	61.0%
% Male	50.1%	48.9%	49.7%	50.4%	48.8%	49.6%	50.3%	48.2%	49.5%
% Female	49.9%	51.1%	50.3%	49.6%	51.2%	50.4%	49.7%	51.8%	50.5%

Figure 4-6 Youth Demographic Report

DIME REPORT

4-21. The Demographics/Income, Military, & Education (DIME) report provides the Recruiter and analyst with detailed information.

4-22. Demographics and Income

- Current year number of households
- Five-year projected number of households
- Household growth rate

-Back to Top-

- Average household income
- Median household income

4-23. Military

- Active military population
- Active military percent of total population

4-24. 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

	1A1 - ALBANY	1A3 - BURLINGTON	1A4 - SPRINGFIELD	1A5 - HARTFORD	1A6 - NEW HAVEN	1A9 - BEAR MOUNTAIN	Battalion Total
DEMOGRAPHICS / INCOME							
Current Year Households - 2016	447,747	388,325	661,034	575,147	817,512	615,760	3,505,525
5 Year Projection - Households - 2021	447,747	388,325	661,034	575,147	817,512	615,760	3,505,525
Household Growth Rate (%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Average Household Income	79,064	76,266	88,505	97,674	123,637	100,682	90,945
Median Household Income	63,900	60,268	70,853	77,983	95,874	78,226	71,823
% Households >= Poverty	91.4%	91.7%	89.7%	91.2%	93.1%	92.4%	91.7%
% Households < Poverty	8.6%	8.3%	10.3%	8.8%	6.9%	7.6%	8.3%
Military							
Active Military	2,041	534	1,130	692	7,722	5,402	17,521
Active Military %	0.8%	0.3%	0.3%	0.2%	1.7%	1.5%	0.9%
Education (Age 17-24)							
HS Enrolled/HS Senior	17,465	14,324	26,624	28,812	40,464	32,563	160,252
	15.0%	17.1%	14.5%	18.6%	19.5%	19.7%	0.0%
HS Dropout	4,419	4,245	5,744	2,811	1,905	1,330	20,454
							0.0%
	3.8%	5.1%	3.1%	1.8%	0.9%	0.8%	
GED	2,112	1,937	3,356	3,166	4,362	3,460	18,393
							0.0%
	1.8%	2.3%	1.8%	2.0%	2.1%	2.1%	
HS Graduate	43,194	35,955	64,002	51,577	69,927	57,246	321,901
							0.0%
	37.1%	43.0%	34.8%	33.3%	33.7%	34.6%	
College Enrolled/AA/College Graduate	49,119	27,099	83,937	68,721	90,930	70,876	390,682
							0.0%
	42.2%	32.4%	45.7%	44.3%	43.8%	42.8%	

Figure 4-7 DIME Report

LABOR REPORT

4-25. 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

-Back to Top-

4-26. Labor category identifies what employment opportunities 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

4-27. Labor types provide additional detail on the type of employment.

- White collar
- Blue collar
- Service and farm

	1A1D	1A1G	1A1N	1A1O	1A1Q	1A1W	Company Total
Labor							
Jun 2016 Employed							
Jun 2016 Unemployed							
Jun 2016 Work Force							
Jun 2016 Unemployment Rate							
2016 - Projected Annual Unemp Rate	7.2%	9.5%	7.7%	9.0%	8.5%	7.3%	7.9%
2021 - Projected Annual Unemp Rate	7	9	8	9	9	7	8
Avg Travel Time to Work (min)	27	27	29	26	29	28	27
Labor Category	118,378	51,523	72,511	43,968	101,826	150,349	538,555
Architect/Engineer	1.7%	1.4%	4.4%	1.2%	2.6%	2.9%	2.5%
Arts/Entertain/Sports	2.0%	0.8%	1.7%	1.7%	1.5%	1.4%	1.6%
Building Grounds Maint	2.8%	3.5%	3.0%	5.0%	3.7%	3.4%	3.4%
Business/Financial Ops	5.6%	3.5%	6.1%	2.6%	5.4%	5.2%	5.1%
Community/Soc Svcs	2.3%	2.0%	1.5%	2.2%	2.8%	1.9%	2.1%
Computer/Mathematical	3.4%	1.0%	2.5%	1.3%	2.6%	3.5%	2.8%
Construction/Extraction	3.3%	5.8%	4.8%	6.2%	3.7%	4.7%	4.5%
Edu/Training/Library	7.1%	6.1%	7.6%	7.4%	6.8%	6.8%	7.0%
Farm/Fish/Forestry	0.2%	0.7%	0.3%	1.1%	0.4%	0.2%	0.4%
Food Prep/Serving	6.3%	5.8%	5.0%	6.6%	5.9%	4.8%	5.6%
Health Practitioner/Tech	7.2%	5.9%	5.9%	6.1%	6.2%	6.0%	6.3%
Healthcare Support	2.3%	3.4%	2.4%	2.7%	2.2%	1.7%	2.3%
Maintenance Repair	2.1%	3.4%	3.0%	3.4%	3.4%	3.1%	3.0%
Legal	2.0%	0.8%	1.4%	0.6%	1.1%	1.5%	1.4%
Life/Phys/Soc Science	1.8%	0.4%	1.1%	0.7%	1.1%	1.3%	1.2%
Management	9.7%	7.9%	10.2%	9.3%	8.8%	11.1%	9.8%
Office/Admin Support	16.1%	15.2%	13.0%	12.3%	15.2%	16.3%	15.2%
Production	2.7%	8.0%	4.3%	6.8%	4.4%	3.6%	4.3%
Protective Svcs	2.7%	1.9%	1.9%	2.4%	2.6%	2.4%	2.4%
Sales/Related	10.7%	9.1%	11.9%	9.1%	9.0%	9.6%	10.0%
Personal Care/Svcs	3.7%	4.5%	3.4%	4.6%	4.0%	3.5%	3.8%
Transportation/Moving	4.4%	9.1%	4.7%	6.6%	6.5%	5.1%	5.6%
White Collar	69.5%	53.9%	67.2%	54.6%	63.2%	67.6%	64.7%
Blue Collar	12.5%	26.3%	16.8%	23.0%	17.9%	16.4%	17.4%
Service and Farm	18.1%	19.8%	16.0%	22.4%	18.9%	16.0%	17.9%

Figure 4-8 Labor Report

ETHNICITY REPORT

4-28. 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

-Back to Top-

	1ST BDE	2ND BDE	3RD BDE	5TH BDE	6TH BDE	HQ
Ancestry Population	74,450,101	63,292,307	68,236,165	63,505,953	64,857,452	334,341,978
Arab	0.6%	0.3%	0.6%	0.3%	0.5%	0.5%
Czech	0.1%	0.1%	0.4%	0.5%	0.2%	0.3%
Danish	0.1%	0.1%	0.3%	0.2%	0.5%	0.2%
Dutch	0.6%	0.5%	1.3%	0.7%	0.8%	0.8%
English	5.0%	5.9%	5.2%	5.4%	5.5%	5.4%
French (exc Basque)	1.9%	1.8%	1.4%	1.3%	1.1%	1.5%
French Canadian	0.9%	0.5%	0.4%	0.2%	0.3%	0.5%
German	8.3%	6.0%	18.2%	10.9%	7.4%	10.2%
Greek	0.5%	0.2%	0.3%	0.2%	0.3%	0.3%
Hungarian	0.4%	0.2%	0.4%	0.1%	0.2%	0.3%
Irish	9.4%	5.9%	7.0%	5.6%	4.7%	6.6%
Italian	9.1%	2.9%	3.2%	2.0%	2.8%	4.2%
Lithuanian	0.2%	0.1%	0.2%	0.1%	0.1%	0.1%
Norwegian	0.3%	0.3%	2.1%	0.6%	1.4%	0.9%
Polish	3.1%	1.0%	3.4%	1.0%	0.9%	1.9%
Portuguese	0.7%	0.1%	0.0%	0.1%	0.5%	0.3%
Russian	1.1%	0.4%	0.4%	0.3%	0.8%	0.6%
Scotch-Irish	0.5%	1.2%	0.7%	0.8%	0.6%	0.7%
Scottish	1.0%	1.2%	1.0%	1.1%	1.1%	1.1%
Slovak	0.3%	0.1%	0.2%	0.0%	0.0%	0.1%
Subsaharan African	1.4%	0.9%	0.8%	0.7%	0.6%	0.9%
Swedish	0.5%	0.3%	1.1%	0.7%	1.0%	0.7%
Swiss	0.2%	0.1%	0.2%	0.1%	0.2%	0.2%
Ukrainian	0.4%	0.1%	0.2%	0.1%	0.3%	0.2%
United States or American	5.0%	10.4%	7.7%	6.0%	3.5%	6.5%
Welsh	0.3%	0.2%	0.3%	0.3%	0.3%	0.3%
West Indian (exc Hisp groups)	1.8%	1.6%	0.1%	0.2%	0.1%	0.8%
Other Ancestry	34.0%	41.6%	26.4%	46.2%	53.4%	40.0%
Ancestry Unclassified	12.1%	15.9%	16.3%	14.3%	10.9%	13.9%
Detailed Asian Population	5,184,222	1,776,782	2,276,537	2,386,691	7,972,459	19,596,691
Asian Indian	27.1%	26.2%	27.2%	23.1%	10.2%	19.7%
Cambodian	1.8%	1.5%	1.3%	1.3%	2.0%	1.7%
Chinese, Not Taiwan	27.9%	15.9%	17.9%	16.8%	23.0%	22.3%
Filipino	10.1%	12.6%	11.7%	11.4%	25.2%	16.8%
Hmong	0.1%	1.6%	7.0%	0.6%	1.5%	1.7%
Japanese	2.3%	2.8%	3.6%	3.1%	7.9%	4.9%
Korean	11.0%	10.0%	9.3%	8.3%	9.2%	9.7%
Laotian	0.6%	1.8%	2.5%	1.8%	1.3%	1.4%
Thai	0.9%	1.9%	1.4%	1.6%	1.1%	1.2%
Vietnamese	6.4%	16.0%	7.2%	20.2%	11.5%	11.1%
Other or 2+ Asian Categories	11.8%	9.6%	11.0%	11.8%	7.1%	9.6%
Hispanic Population	9,337,159	8,187,028	6,702,032	21,005,719	25,684,020	70,915,958
Cuban	3.3%	19.4%	1.4%	0.5%	0.6%	3.2%
Mexican	17.0%	33.7%	58.9%	70.7%	63.2%	55.5%
Puerto Rican	35.9%	18.4%	8.4%	1.6%	1.6%	8.7%
Other Hispanic	43.8%	28.5%	31.4%	27.3%	34.6%	32.6%
Language Spoken at Home	74,450,101	63,292,307	68,236,165	63,505,953	64,857,452	334,341,978
English	78.9%	84.4%	89.4%	75.6%	65.6%	78.9%
Spanish	9.9%	10.7%	5.1%	19.6%	21.7%	13.2%
Asian/PI	3.5%	1.4%	1.7%	2.1%	7.9%	3.3%
Indo/European	6.4%	2.9%	2.8%	1.8%	3.8%	3.6%
Other	1.2%	0.5%	1.0%	1.0%	1.0%	0.9%

Figure 4-9 Ethnicity Report

SEGMENTATION DATA

4-29. Another way to look at the population is through segmentation. Segmentation is the grouping of individuals by like characteristics to more effectively 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 us to more efficiently promote military service through various promotional strategies (USAREC Manual 3-0).

-Back to Top-

4-30. When attempting to communicate to individuals, there are two opposite ends of the spectrum: you can assume a homogeneous market where the same message appeals to all or you can assume that each individual is so completely different that each message must be customized to them. For example, the "Army Strong" message is used for mass media and brand awareness but does not necessarily derive the same response from everyone. On the other hand, the Army could not effectively communicate to the approximately 31 million 17-24-year-old youth population in the United States with individual messages.

4-31. Segmentation takes the middle ground and groups individuals with similar attributes. Once segmented, we can more efficiently advertise to the specific segment with the same message. The degree of specificity is only limited so as to achieve an economy of scale. That is, marketing to too many segments would not be cost-effective.

4-32. Segments occur within categories, like how 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 more specific categories and to assess segments.

4-33. Demographic, or who you are

- Race/ethnicity
- Employment status
- Income
- Urbanicity
- Age

4-34. Lifestyle, or what you do

- Spending trends
- Television viewing
- Radio listening
- Leisure activities
- Hobbies
- Magazine subscriptions
- Social media usage

4-35. Psychographic, or why you do it

- Attitudes
- Wants and needs
- Desires

NIELSEN PRIZM SEGMENTATION

4-36. Segmentation helps USAREC analyze local recruiting markets and determine recruiting and market strategies. It is a way of defining every household in the U.S. by distinct lifestyle type to provide a comprehensive picture of who lives where, and what they are like. These segments help marketers discern those consumers' likes, dislikes, lifestyles, and purchase behaviors. USAREC uses the segments defined by Nielsen's PRIZM system that categorizes U.S. consumers into 14 social groups, 11 life-stage groups, and 66 demographically and behaviorally distinct types. PRIZM stands for Potential Rating Index for ZIP Markets. Nielsen, the same company that provides television ratings information and market analysis to help corporations advertise to customers, provides data on PRIZM market segments based on the purchasing preferences of their households. PRIZM 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?

4-37. Joint Advertising Market Research Studies (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. Nielsen and JAMRS provide updated segmentation data annually on the 66 segments. To assist staff and recruiters with market analysis, G2's Market Research Division publishes the "Tactical Marketing Guide Supplement." This document is available on the G2 SharePoint site and lists the top motivators and barriers to enlistment by segment based on survey responses from the most current JAMRS Youth Poll. The following link directs users to the data: https://span.usarec.army.mil/sites/HQ/G2/G2MRD/Market Segmentation/

LOCATING SEGMENTATION DATA

4-38. MID provides the raw JAMRS segment population and penetration data by Recruiting Station Identification Designator (RSID). This information underlies analysis done by analysts at every echelon. The population and penetration rates of segments in your area located in MID.

4-39. From the MID home page, select "Segment Population" or "Segment Penetration" links. Then, for population input the period, RSID, and "Population 17-24" for the youth population, or "Households" for the total population per segment including everyone in the household.

4-40. Selection inputs for segment penetration include the component (Regular Army (RA), Army Reserve (AR), or combined), time period (recruiting years (RY) and months), Category (Volume or Grad Senior Alpha (GSA)), and the RSID of the data you would like to review. Penetration rates are given in the number of contracts achieved for every 1,000 people in a given segment. Analysts at battalion and brigade can assist with analysis and understanding of this data in more detail as needed.

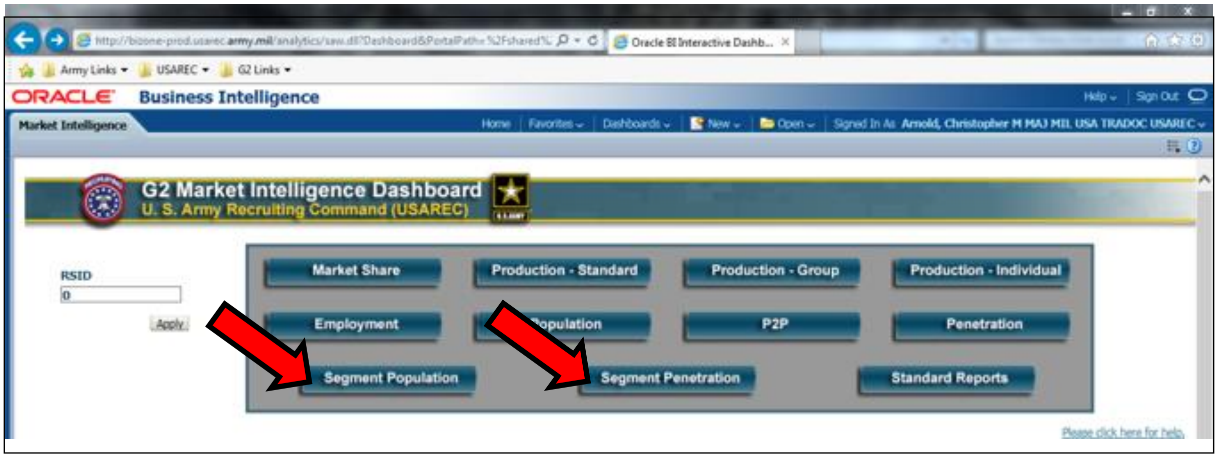
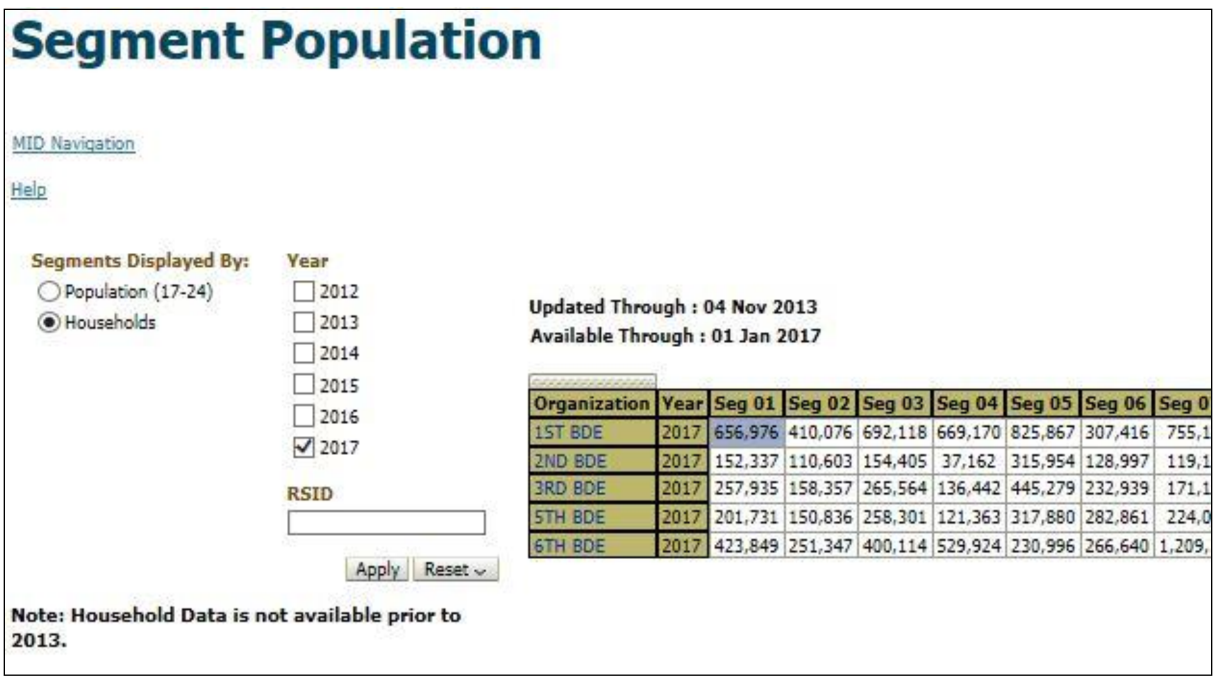


Figure 4-10 MID Segmentation Data Navigation



Organization	Year	Seg 01	Seg 02	Seg 03	Seg 04	Seg 05	Seg 06	Seg 0
1ST BDE	2017	656,976	410,076	692,118	669,170	825,867	307,416	755,1
2ND BDE	2017	152,337	110,603	154,405	37,162	315,954	128,997	119,1
3RD BDE	2017	257,935	158,357	265,564	136,442	445,279	232,939	171,1
5TH BDE	2017	201,731	150,836	258,301	121,363	317,880	282,861	224,0
6TH BDE	2017	423,849	251,347	400,114	529,924	230,996	266,640	1,209,

Figure 4-11 MID Segment Population Selections

Click Headers to expand

Headquarters	Brigade	Battalion	Company	RY	Seg 01	Seg 02	Seg 03	Seg 04	Seg 05	Seg 06	Seg 07	Seg 0
Headquarters	1ST BDE	1A - AL	1A1 - ALBANY	2017	12.45							
			1A3 - BURLINGTON	2017								
			1A4 - SPRINGFIELD	2017					4.40	11.57		
			1A5 - HARTFORD	2017	5.03				4.56			
			1A6 - NEW HAVEN	2017			1.83		2.16			
			1A8 - EUROPE	2017								
			1A9 - BEAR MOUNTAIN	2017					2.07			
		1B - BALTIMORE	1B1 - COLUMBIA MD	2017	1.03		4.89		4.31	1.65		9.38
			1B2 - DELMARVA-SEAFORD	2017					3.72			
			1B3 - BALTIMORE	2017	2.41			7.30	3.28			4.71
			1B5 - FREDERICK	2017		3.24	2.88		1.17	1.13		4.30
			1B6 - LANDOVER	2017	4.31	4.94	3.61	0.91	7.10		1.09	
			1B7 - POTOMAC	2017		2.22	1.92	2.54	5.56		1.65	2.91
		1D - NEW ENGLAND	1D1 - MAINE	2017								
			1D2 - NEW HAMPSHIRE	2017		10.69	6.88		3.43			
			1D4 - BOSTON METRO	2017							0.93	
			1D5 - NORTH SHORE	2017	1.15		2.31		3.46			
			1D6 - RHODE ISLAND	2017	5.75	11.30						

Figure 4-12 MID Segment Penetration Report

4-41. Later sections discuss additional uses of segmentation data, such as determining market potential and examples of leveraging segment data in marketing efforts.

PRODUCTION TO POPULATION (P2P)

4-42. P2P is the ratio of percent production to percent population. It measures representation from a specified group of enlistments and compares them against the group's representation in the population. P2P is best used as a metric to assess the representation of several groups or when groups are expected to produce proportionally according to their percentage of the population in a market.

CALCULATING P2P

4-43. The two components of P2P are production and population. Production refers to the number of enlistments by a unit in a given recruiting year. The percent of production is calculated by dividing the number of contracts for a specified group by the total number of contracts for all groups. P2P could be used to compare any group within any larger population, but it is most commonly associated with a specific demographic, such as an ethnicity, or with a specific market segment. The percent of the population is calculated by dividing the specified group's population by the total population. Thus, P2P as expressed in the formula:

$$\mathrm{P2P} = \frac{\left(\frac{\text{group enlistments}}{\text{total enlistments}}\right)}{\left(\frac{\text{group population}}{\text{total population}}\right)}$$

4-44. For example: As of September 2016, for all of USAREC in RY16, there were 707 Native American enlistments out of 80,557 total USAREC enlistments for the year.

-Back to Top-

There were 225,245 Native Americans in the 17-24 youth population out of a total population of 31,744,077 ages 17-24. This yields a USAREC Native American P2P of:

$$\text{RY16 NA P2P} = \frac{\left(\frac{707}{80{,}557}\right)}{\left(\frac{225{,}245}{31{,}744{,}077}\right)} = 1.24$$

This means Native Americans were over-represented slightly during this period.

ETHNIC P2P

4-45. Ethnic diversity and representation reflective of the nation are important to the Army in a democracy. As an organization, we strive to be representative of the diversity of the nation we support and defend. Thus, one of the most utilized P2P metrics evaluates ethnic groups against the youth population in a region.

4-46. The five major ethnic groups used in P2P include African Americans, Hispanics, Caucasians, Asian/Pacific Islander, and Native Americans. An ideal P2P is 1.0 which indicates the percentage of production for a given ethnicity is equal to its percentage of the population. To assess performance across markets, USAREC uses a “band of excellence” P2P of 0.9 to 1.1. Anything outside of this range is considered under or over representative of the ethnicity.

4-47. Under-representation signifies a potential challenge to overcome in the market, but understand that P2P is a zero-sum game. Since all groups come from the same population, an over-representation of one ethnicity inevitably creates an under-representation in one or more of the others. Thus, a P2P of greater than 1.1 is not necessarily good or bad. It is a way to compare and assess operations within your market.

-Back to Top-

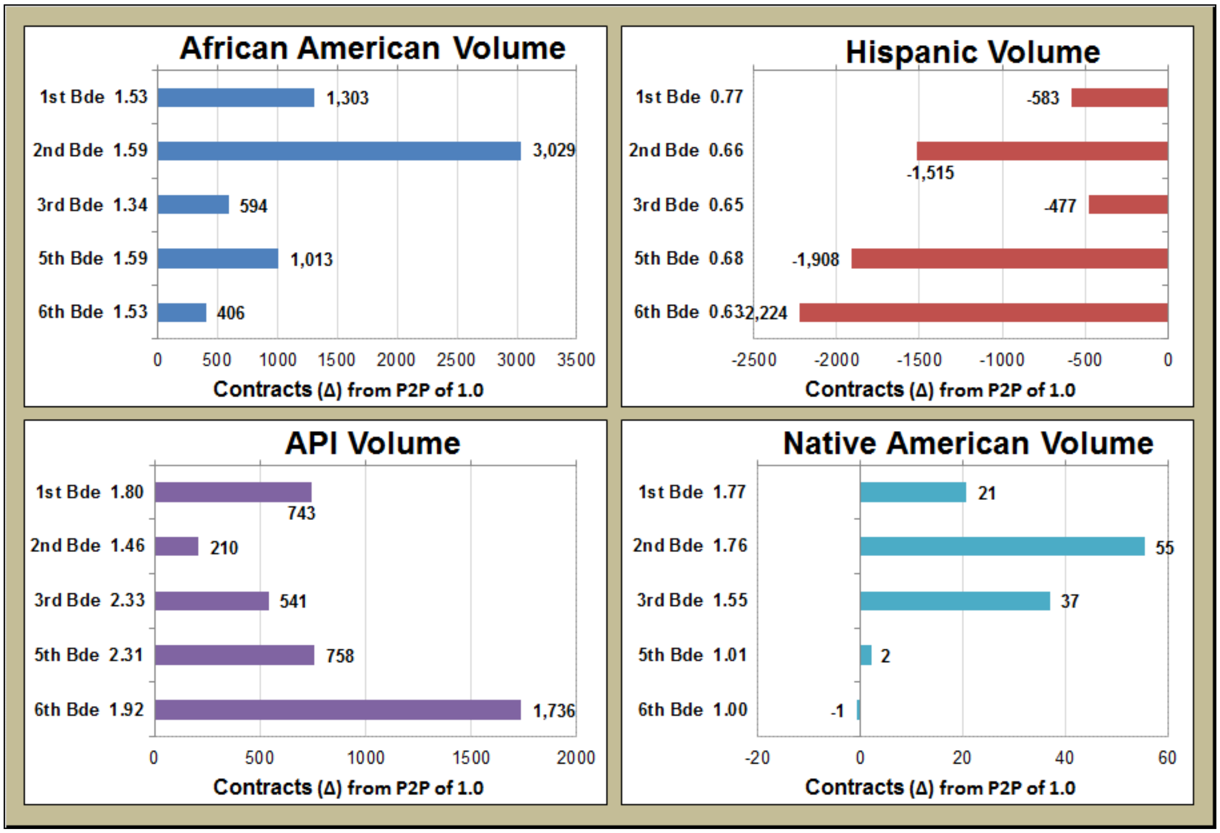


Figure 4-13 P2P Example

P2P LIMITATIONS

4-48. It is extremely important to note that P2P is not a measure of how well a market is penetrated. P2P can only give a measure of how a region's enlistments align with the region's population. A penetration metric of some type should be used as a complement to P2P to assess performance in the group analyzed.

4-49. Use caution when comparing P2P values across distant regions or within small areas as the indications can be misleading. The P2P metric is prone to swing to extreme values in areas with small ethnic populations or with few total enlistments. This results in P2P values that look extreme but, due to the small sample sizes, have almost no effect on P2P values at higher echelons and should be disregarded.

PACING BATTALIONS

4-50. There are several critical markets that have the largest impact for an ethnicity throughout USAREC as a whole. Pacing battalions are the 10 battalions holding the largest youth population age 17-24 for each ethnicity. These battalions are given special emphasis in the quarterly operational update briefs to the commander.

4-51. Pacing Battalions tailor their marketing plan and recruiting strategies to maximize the recruitment of these ethnicities as these battalions impact all of USAREC.

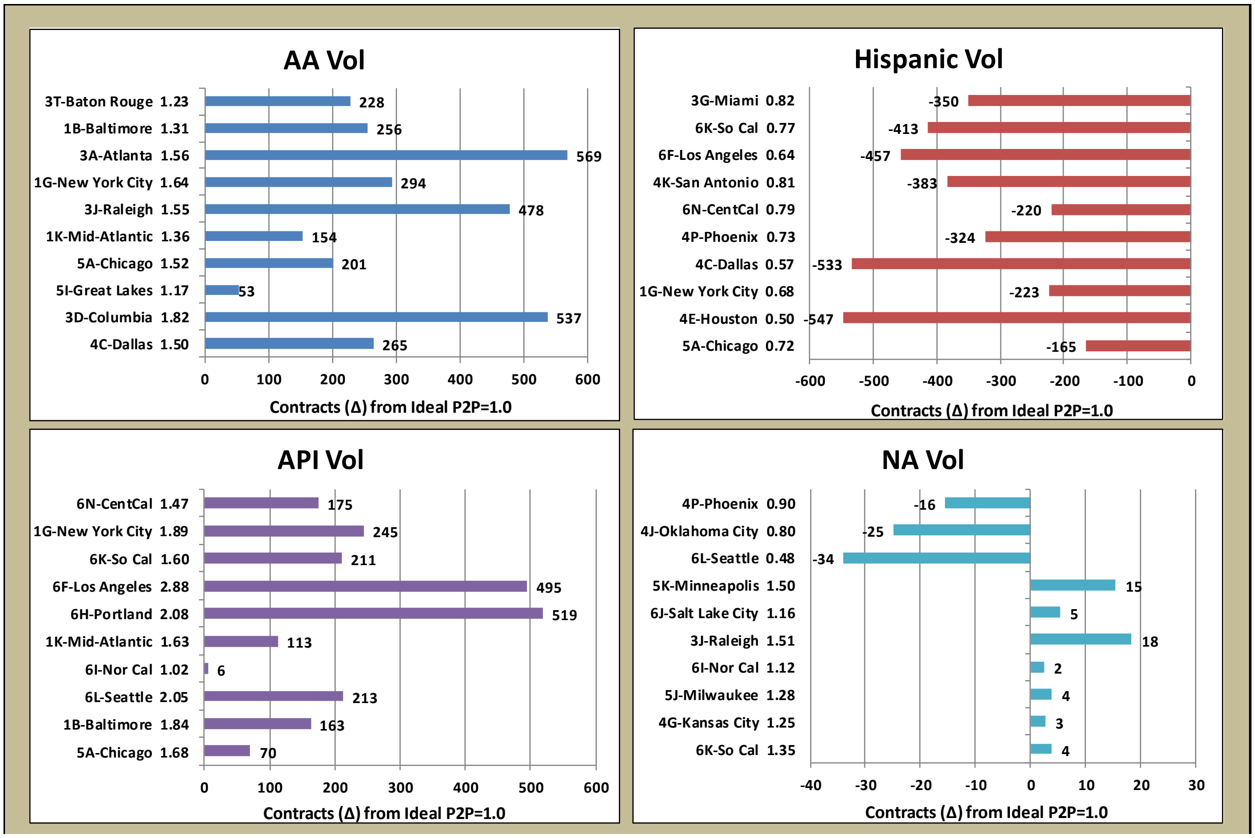


Figure 4-14 Example Pacing Battalion P2P for all Ethnicities

LOCATING P2P DATA

4-52. P2P is updated monthly on the Recruiting Calendar Month (RCM) and found in MID by clicking on “MID Navigation” and selecting “P2P.” Identify the component, select “P2P” for the ratio or “Details” for all of the factors used to calculate P2P. Select the category (typically volume) and the recruiting year and months you want to see.

4-53. Be sure to select all months-to-date during the recruiting year if you want to see cumulative totals. Remember that RCM 01 is mid-September through mid-October. Enter the RSID and click apply. Additionally, within the table, click the unit or time period headers to expand underlying details.

-Back to Top-

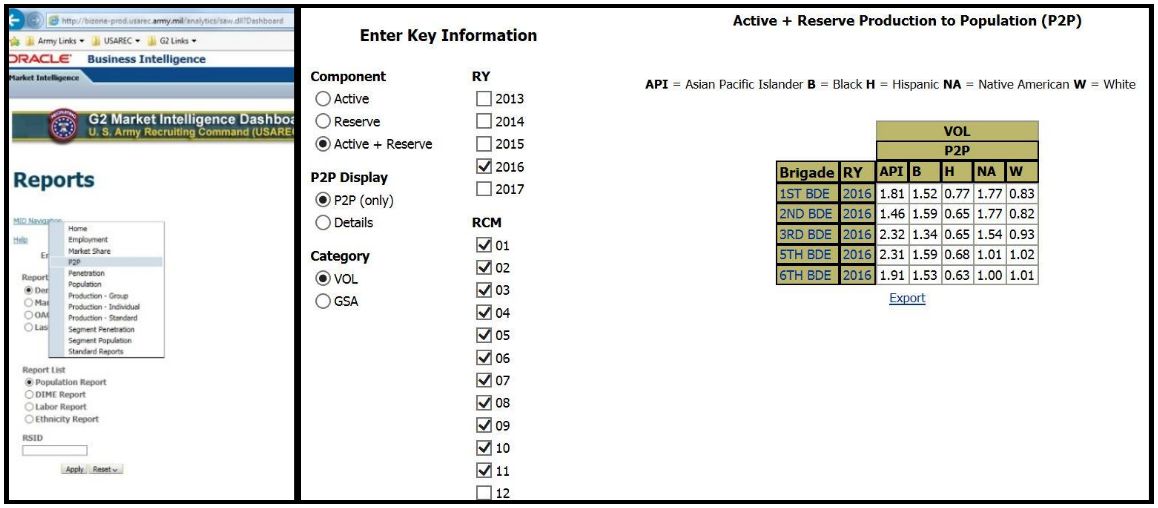


Figure 4-15 Example MID P2P Report

PENETRATION

4-54. Penetration is a metric used to compare the rate of enlistments to a group's population. Penetration rates level the population size and measure successful recruiting operations. It is measured in contracts per 1,000 people in a group's population. While penetration is a measure of recruiting success in a given population, there are many factors that can affect it. Penetration is calculated as:

$$\text{Penetration Rate (PenRate)} = \frac{\text{group enlistments}}{\text{group population}} \times 1{,}000$$

4-55. Example. The African American youth population age 17-24 in USAREC is 4,493,093. Through RCM11 in RY16, USAREC African American Volume enlistments reached 18,182. That yields a penetration rate of:

$$\text{RY16 AA PenRate} = \frac{18{,}182}{4{,}493{,}093} \times 1{,}000 = 4.05$$

In other words, USAREC enlisted approximately 4 African Americans for every 1,000 African American youth age 17-24 years old.

FACTORS THAT INFLUENCE PENETRATION

4-56. Many factors can affect the penetration rate for a given population. The propensity to join, recruiting operations, targeting efforts, group income levels, proximity to concentrated military populations, and urbanicity are just some factors that can influence market penetration.

4-57. The size of the mission itself directly affects penetration year over year. As an example, consider if the Army mission dramatically dropped because it needed fewer people in a given year. Penetration rates would also drop because this would create fewer enlistments per 1,000 youth, not because of some change in the market. The same consideration applies when comparing penetration rates across the services as some like the Air Force have very small missions compared to the Army. It is not the best metric for comparison by itself.

P2P VERSUS PENETRATION

4-58. P2P allows you to compare groups proportionally and determine how a particular group is represented in comparison to the others. The P2P value of 1 means that enlistment representation equals population proportion. P2P tells you if you are achieving the right distribution, but does not give an indication of how well you are penetrating. Consider if an area could produce 100 new recruits, but the mission only calls for 20. The penetration rate would only be 1/5 of what it could be, and P2P could still be evenly distributed near 1.0 per ethnicity if the enlistments matched the ethnic population in that area proportionally.

LOCATING PENETRATION DATA

4-59. For Volume, GSA, and race/ethnic penetration rates select "Penetration" from the MID home page or from the MID-navigation drop down on any page. Select the RY, service, service component, contract category (Volume/GSA), and "Show Race" button if interested in penetration by ethnicity. Input the RSID and select apply. Click the unit to drill down and expand subordinate echelons.

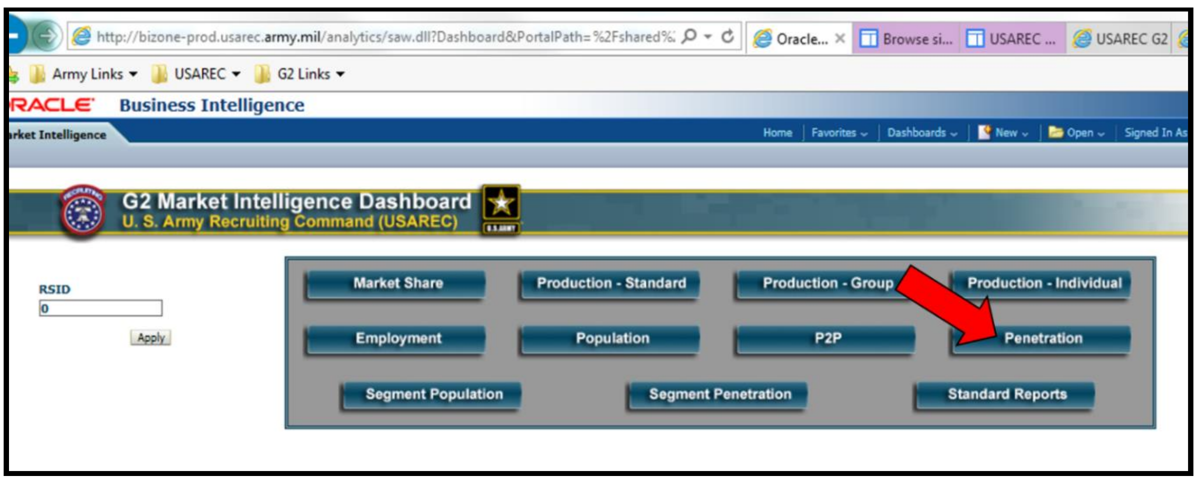
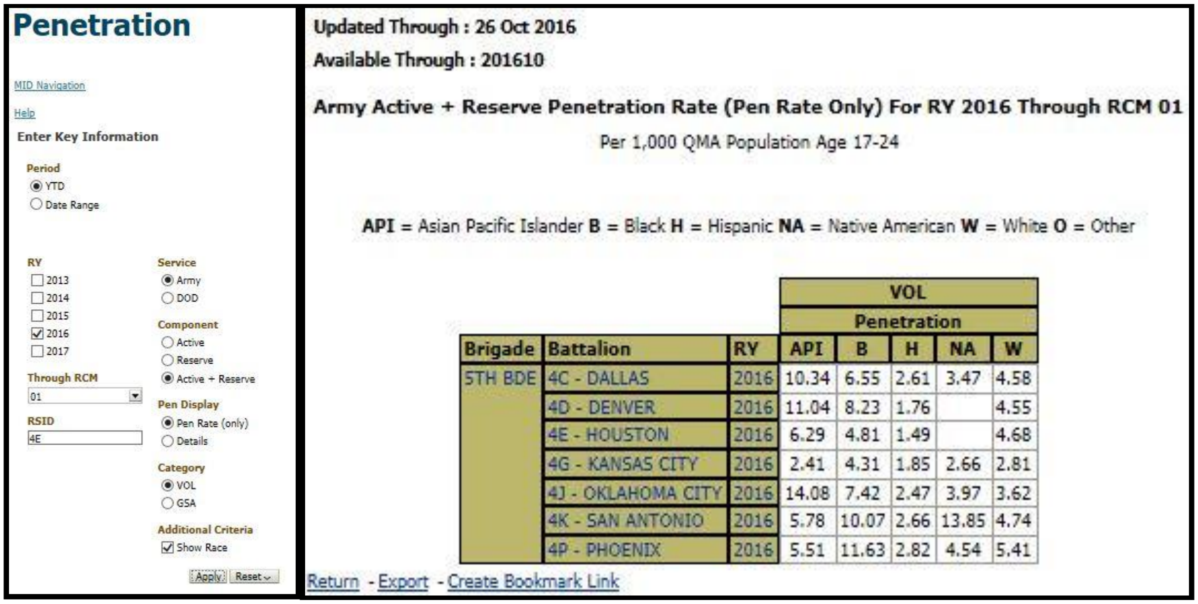


Figure 4-16 Penetration Page Navigation

-Back to Top-



Penetration

MID Navigation

Help

Enter Key Information

Period

YTD

Date Range

RY

2013

2014

2015

2016

2017

Service

Army

DOD

Component

Active

Reserve

Active + Reserve

Through RCM

01

RSID

4E

Pen Display

Pen Rate (only)

Details

Category

VOL

GSA

Additional Criteria

Show Race

Apply

Reset

Updated Through : 26 Oct 2016

Available Through : 201610

Army Active + Reserve Penetration Rate (Pen Rate Only) For RY 2016 Through RCM 01

Per 1,000 QMA Population Age 17-24

API = Asian Pacific Islander B = Black H = Hispanic NA = Native American W = White O = Other

			VOL				
			Penetration				
Brigade	Battalion	RY	API	B	H	NA	W
5TH BDE	4C - DALLAS	2016	10.34	6.55	2.61	3.47	4.58
	4D - DENVER	2016	11.04	8.23	1.76		4.55
	4E - HOUSTON	2016	6.29	4.81	1.49		4.68
	4G - KANSAS CITY	2016	2.41	4.31	1.85	2.66	2.81
	4J - OKLAHOMA CITY	2016	14.08	7.42	2.47	3.97	3.62
	4K - SAN ANTONIO	2016	5.78	10.07	2.66	13.85	4.74
	4P - PHOENIX	2016	5.51	11.63	2.82	4.54	5.41

Return - Export - Create Bookmark Link

Figure 4-17 Penetration Report

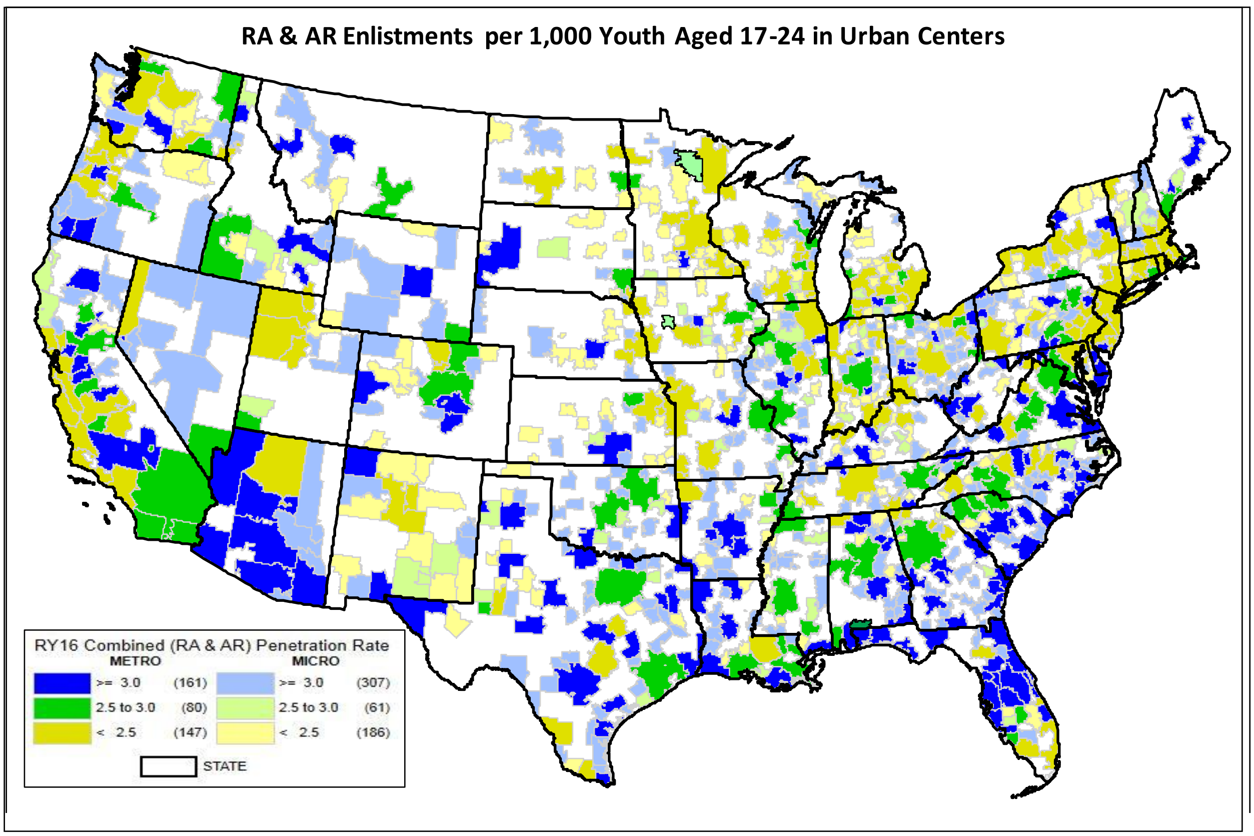


Figure 4-18 Example National Penetration Map by CBSA

SEGMENTATION ANALYSIS AND MARKET ASSESSMENT (SAMA)

4-60. SAMA is an approach to market analysis that uses historical production rates by population segment to provide intelligence for current-year recruiting market priorities, primarily tailored for the five enlisted recruiting brigades due to the underlying data used in the calculation. The key metric utilized in SAMA is relative market potential.

4-61. The relative market potential is a hypothetical estimate of the number of enlistments that could be written within a particular market area based upon historical segment penetration rates and current segment population. The adjective “relative” highlights an important aspect of market potential.

4-62. The relative market potential is not an exact measure of the attainable enlistments in a market area, which is not knowable with 100% certainty. It should not be used to pace performance. Instead, it provides a standardized measure that allows like geographic market areas (company, station, ZIP code) to be directly compared with one another. A comparison of the relative potential of a market allows leaders and Recruiters to make informed decisions about recruiting priorities and resource allocation when planning recruiting operations.

4-63. The relative market potential is computed at the beginning of each recruiting year and establishes a static benchmark until the next annual computation. As new contracts are written throughout the 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 Recruiters’ time.

4-64. 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 effort when developing recruiting plans and are defined as follows:

- Must Keep market. A market classification indicating there are significant population and potential for large return on investment for recruiting efforts where the Army outperforms the rest of DOD recruiting.
- Must Win market. A market classification indicating there are 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. 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.
- Supplemental market. A market classification indicating a lack of potential and population to warrant a resource priority and recruiting efforts are an economy of force operation that maintains a market presence.

LOCATING SAMA DATA

4-65. The primary source for SAMA information is the Google goarmy.com domain USAREC G2 website. Navigate to the website via the “Intel” link on the Google goarmy.com USAREC Hub.

-Back to Top-

4-66. Once on the G2 website, access the SAMA folder within the G2 Library. Among the documents in the SAMA 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 66 segments identified by the Nielsen Company.

4-67. A companion technical report to the marketing guide is located in this folder for those interested in the process/methodology JAMRS uses to generate the insights in the guide. Also, a collection of short, concise descriptions of each segment is located in a third document.

4-68. Some downloadable Excel files are available within the SAMA folder as well. One file is designated “Current” and contains the year-to-date (YTD), SAMA-related data by ZIP code for all of USAREC for the current RY. The other files are identical in format to the “Current” file and contain historical end-of-year SAMA-related data for the RY indicated in the file name.

4-69. Links to customizable SAMA reports are at the bottom of the “G2 Library” page. The Market Assessment Report (MAR) and Segmentation Market report (SMR) can be tailored for any organization level of a brigade or below, while the Top 10 Segment Report is tailored to be a recruiting station level planning and assessment tool for station commanders and Recruiters.

4-70. This collection of reports is an interim application to provide a limited report generation capability until the full capability is developed and deployed into the Business Intelligence (BI) Zone MID dashboard. Descriptions of the contents of these three key reports are presented in the following visualizations.

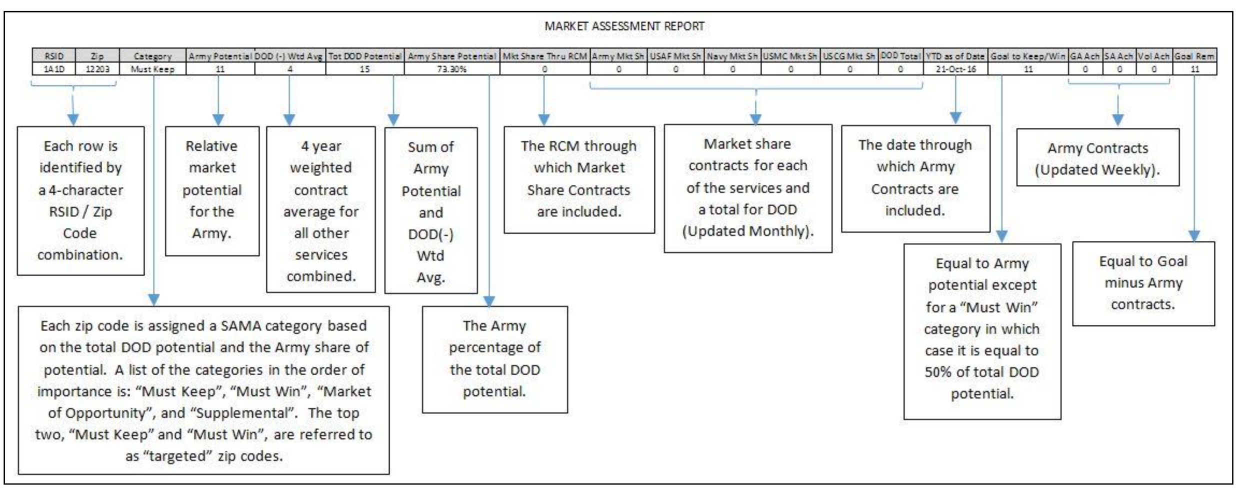


Figure 4-19 Description of Market Assessment Report Columns

SEGMENTATION MARKET REPORT

Segment	Population	% Population	YTD Contracts	% YTD Contracts	Army Potential	% Army Potential	YTD Remaining Potential	% YTD Remaining Potential	Average Contracts 4 Yr	% Average Contracts 4 Yr	Average Contracts 4 Yr Index
1	952	2.7%	0	0	2	4.4%	2	6.7%	2	8.3%	3.04

Each row is identified by a population segment number with the last data row labeled “Not Coded” to identify the number of contracts without a valid segment association.

The number of youth in each segment and the percentage with respect to the total youth population within the AO of the organization selected.

The Army contracts for each segment and the percentage with respect to all contracts written by the organization selected.

The Army relative market potential for each segment and the percentage with respect to the total Army potential in the AO of the organization selected.

“YTD Contracts” minus “Army Potential” for each segment and the percentage with respect to the total remaining potential in the AO of the organization selected.

The 4 year weighted average for each segment and the percentage with respect to the 4 year weighted average for the AO of the organization selected.

“% Average Contracts 4 Yr” divided by “% Population”. An index > 1 indicates that the number of contracts are more than representative of the size of the AO segment population.

Figure 4-20 Description of Segmentation Market Report Columns

TOP 10 SEGMENT POTENTIAL REPORT

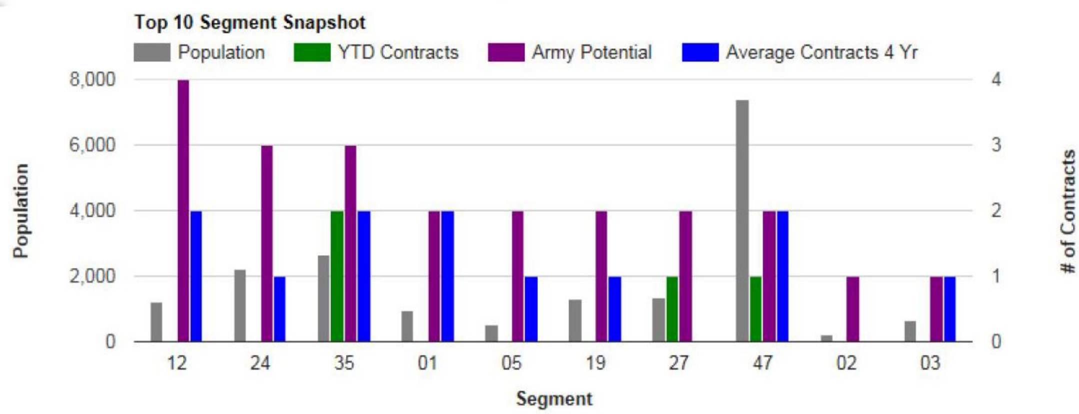
The first section is identical to the SMR except it is limited to the Recruiting Stations's top 10 segments according to Army potential. All percentages are in reference to the entire AO.

TOP 10 SEGMENTATION MARKET REPORT

Segment	Population	% Population	YTD Contracts	% YTD Contracts	Army Potential	% Army Potential	YTD Remaining Potential	% YTD Remaining Potential	Average Contracts 4 Yr	% Average Contracts 4 Yr	Average Contracts 4 Yr Index
12	1,200	3.5%	0	0.0%	4	8.9%	4	13.3%	2	8.3%	2.412
24	2,207	6.4%	0	0.0%	3	6.7%	3	10.0%	1	4.2%	0.656
35	2,641	7.6%	2	9.5%	3	6.7%	1	3.3%	2	8.3%	1.096
1	952	2.7%	0	0.0%	2	4.4%	2	6.7%	2	8.3%	3.04
5	512	1.5%	0	0.0%	2	4.4%	2	6.7%	1	4.2%	2.827
19	1,320	3.8%	0	0.0%	2	4.4%	2	6.7%	1	4.2%	1.096
27	1,356	3.9%	1	4.8%	2	4.4%	1	3.3%	0	0.0%	0
47	7,389	21.3%	1	4.8%	2	4.4%	1	3.3%	2	8.3%	0.392
2	213	0.6%	0	0.0%	1	2.2%	1	3.3%	0	0.0%	0
3	660	1.9%	0	0.0%	1	2.2%	1	3.3%	1	4.2%	2.193
TOTAL	18,450	53.1%	4	19.0%	22	48.9%	18	60.0%	12	50.0%	

The second section provides a bar chart visualization of the key parameters of the Top 10 SMR above with illuminating text annotations to highlight significant observations.

-These 10 segments account for 22 potential enlistments, or 49% of the total potential for the station.
-These are 18 potential enlistments remaining in theses segments based on YTD production.



Gray bar = "Segment Size"
Green bar = "YTD Performance"
Purple bar = "Segment Potential"
Blue bar = "Historic Benchmark"

NOTE: Large gap between Green bar and Purple/Blue bar = more potential for enlistments in that segment.

The final section tabulates how the top 10 segment potentials are distributed among the recruiting station zip code areas.

TOP 10 SEGMENT POTENTIAL BY ZIP

ZIP	seg12	seg24	seg35	seg1	seg5	seg19	seg27	seg47	seg2	seg3	TOTAL
12203	1	1	1	1		1	1	1			7
12208	1	1	1								3
12077					1						1
12205						1					1
12206								1			1
12209	1										1
12210			1								1

Figure 4-21 Description of Top 10 Segment Report

4-71. Quick snapshots of SAMA data for individual ZIP codes and the “targeted” ZIP codes of recruiting stations are available through the “G2 Maps” link on the G2 website. This provides a Google Maps environment in which icons and associated information relevant to recruiting positioned geographically. Among the recruiting information available is SAMA data. The following screenshot depicts the structure of the SAMA menus in G2 Maps.

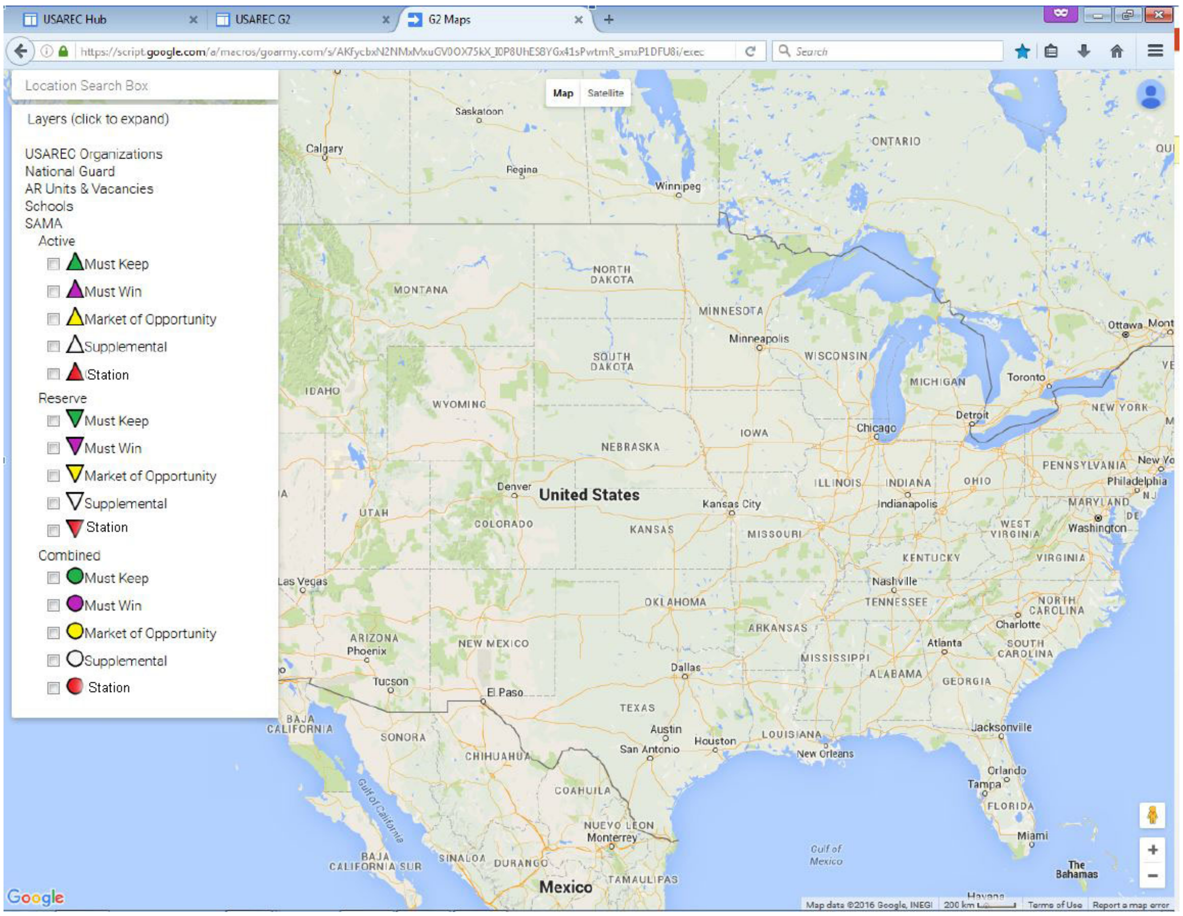


Figure 4-22 G2 Maps SAMA Layer Selection Menu

4-72. When one or more of the SAMA map layers are selected, the icons of matching shape and color appear on the map. When an individual icon is selected, a pop-up window containing SAMA information displays. If a “Station” icon is selected, the pop-up window contains the SAMA information for each of the “targeted” ZIP codes within the recruiting station AO.

4-73. The G2 Maps SAMA data is similar to the data of the MAR report and arranged in a more compact form.   The screen shot that follows describes the SAMA data elements provided. The G2 Maps environment may be particularly useful if a Recruiter is away from the office with a mobile device and requires quick access to SAMA data to guide real-time prioritization decisions and leverage opportunities during recruiting operations.

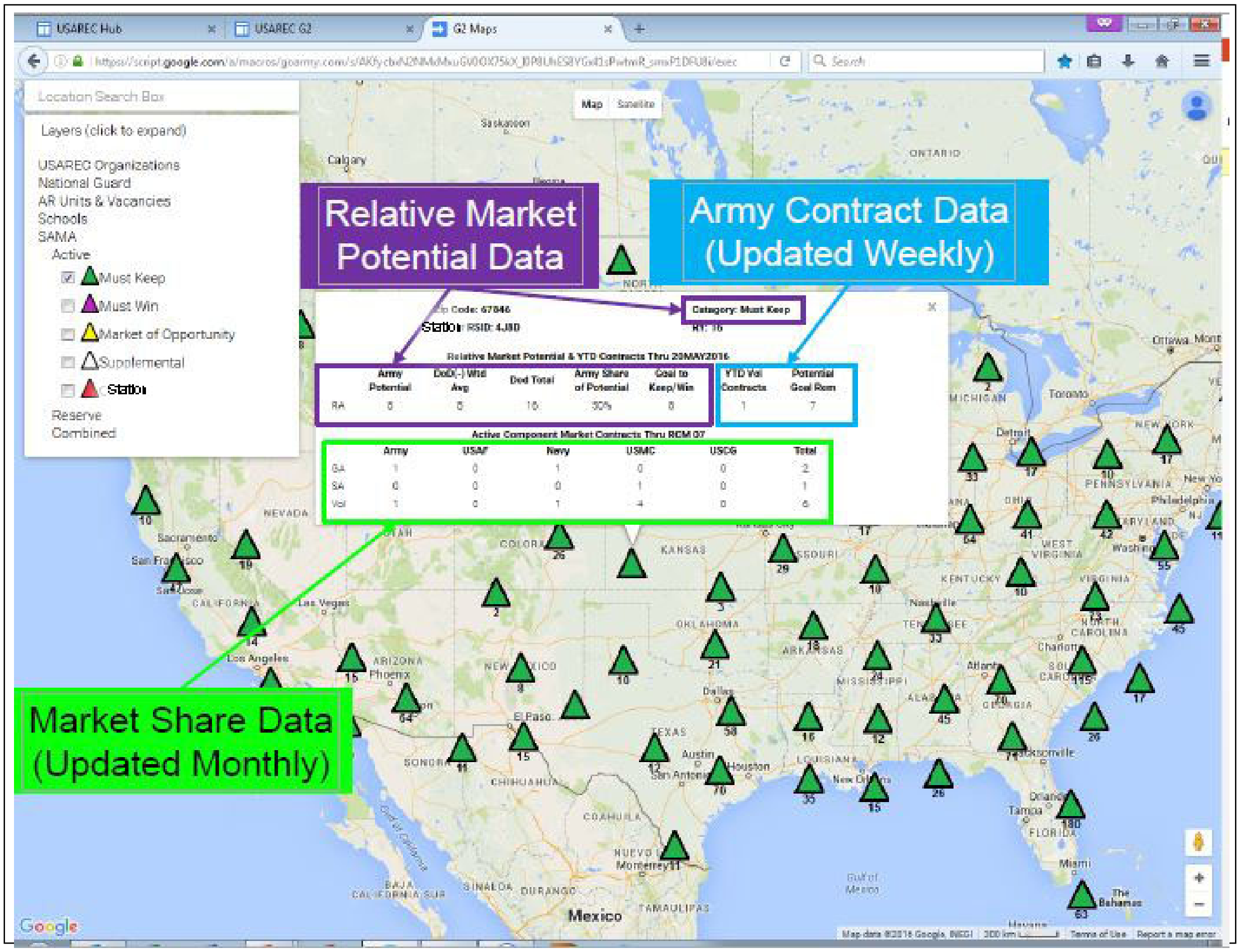


Figure 4-23 Example Market Assessment Report layout in G2 Maps

4-74. 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 the table 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.

Category	DoD Potential Threshold	Market Share Threshold
Must Keep	$Potential_{DoD} \geq TZT_{ZIP}{}^1$	$Potential\ Share_{Army} \geq KWT_{ZIP}{}^2$
Must Win	$Potential_{DoD} \geq TZT_{ZIP}$	$Potential\ Share_{Army} < KWT_{ZIP}$
Market of Opportunity	$\frac{1}{3} * TZT_{ZIP} \leq Potential_{DoD} < TZT_{ZIP}$	NA
Supplemental	$Potential_{DoD} < \frac{1}{3} * TZT_{ZIP}$	NA
Note: The relative potential goal for all ZIP code categories is equal to the Army potential		

[1]TZT_{ZIP} is the ‘Targeted ZIP code Threshold’ and is equal to the higher of the DoD 4yr-wtd-avg/ZIP code for the recruiting station or recruiting company. In other words the higher of the following is selected:

$$\frac{4YrWtdAvg_{Company}}{number\ of\ ZIPs\ in\ Company} \text{ OR } \frac{4YrWtdAvg_{Station}}{number\ of\ ZIPs\ in\ Station}$$

[2]KWT_{ZIP} is the ‘Keep Win Threshold’ and is equal to the higher of the Army 4yr-wtd-avg market share percentage for the recruiting station or recruiting company.

Figure 4-24. SAMA Market Categories Table for Enlisted Recruiting Brigades

UNEMPLOYMENT

4-75. Unemployment data provided by the Bureau of Labor Statistics (BLS) is calculated down to the county level through the use of monthly survey data. The unemployment rate is the number of unemployed people as a percentage of the labor force (workforce).

4-76. The workforce is made up of the employed and the 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 4 weeks, and were available for work (unless temporarily ill). The unemployed also includes all those who were not working and were waiting to be called back to a job from which they had been laid off. They need not be looking for work to be classified as unemployed.

4-77. BLS provides unemployment data down to the county level, which USAREC further designates by brigade, battalion, and company. Unemployment data is found in MID. There is roughly a three month lag in the data provided in MID versus when the national level data is released publicly.

4-78. Unemployment is the predominant economic indicator for recruiting. Historically, unemployment below 6% 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 6% and 7%.

National Unemployment (Unadjusted and Adjusted)

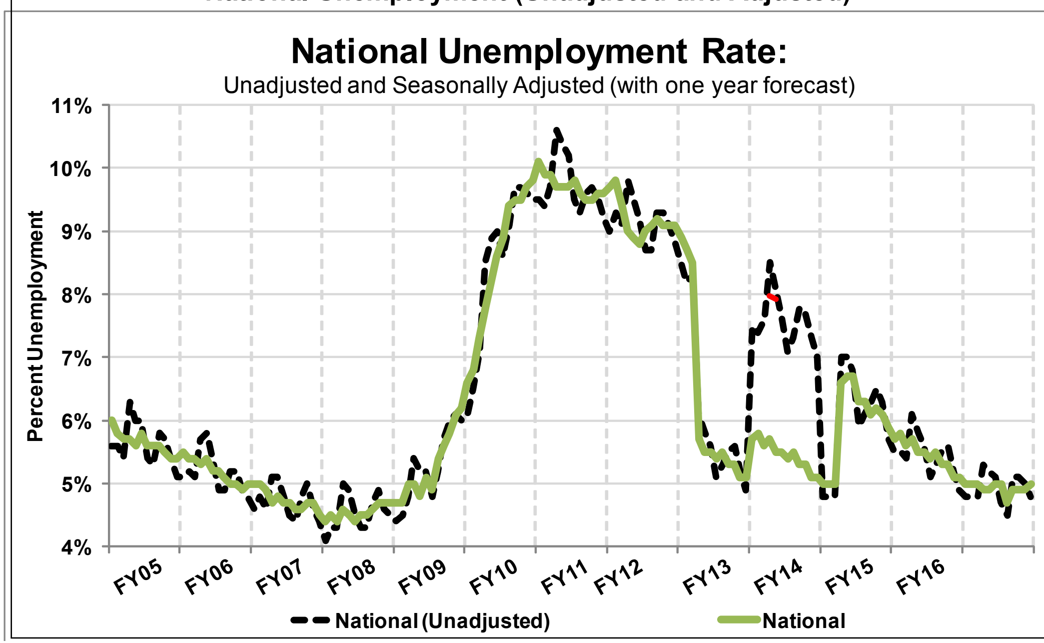


Figure 4-25 Example of Unemployment Over Time

-Back to Top-

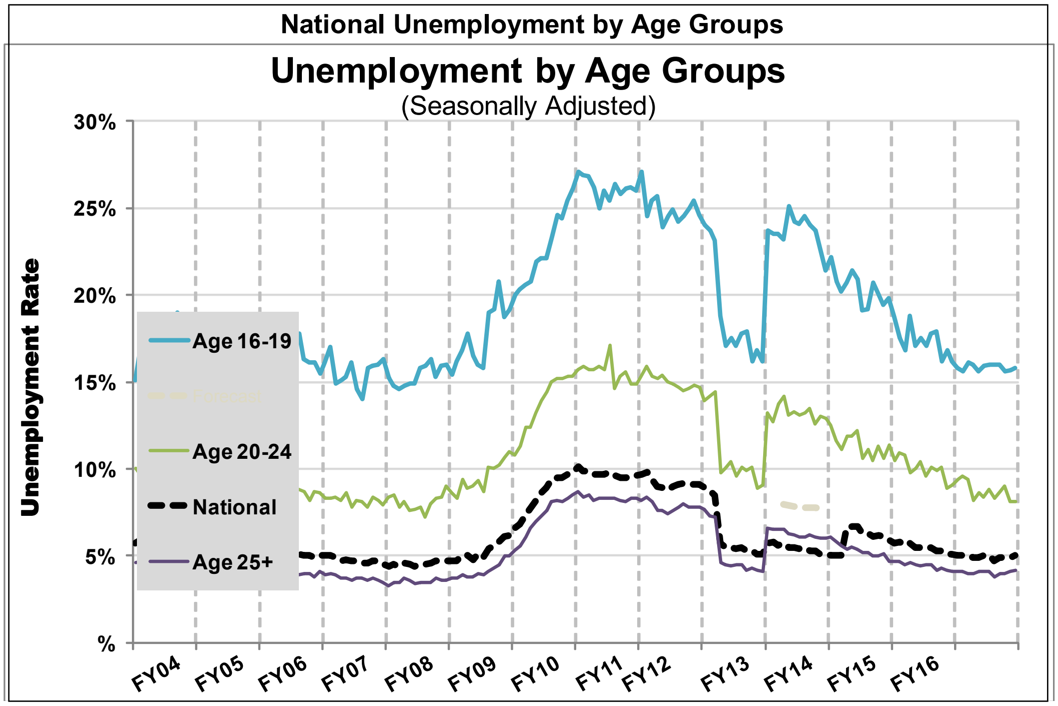


Figure 4-26 Example of Unemployment Over Time by Age Group

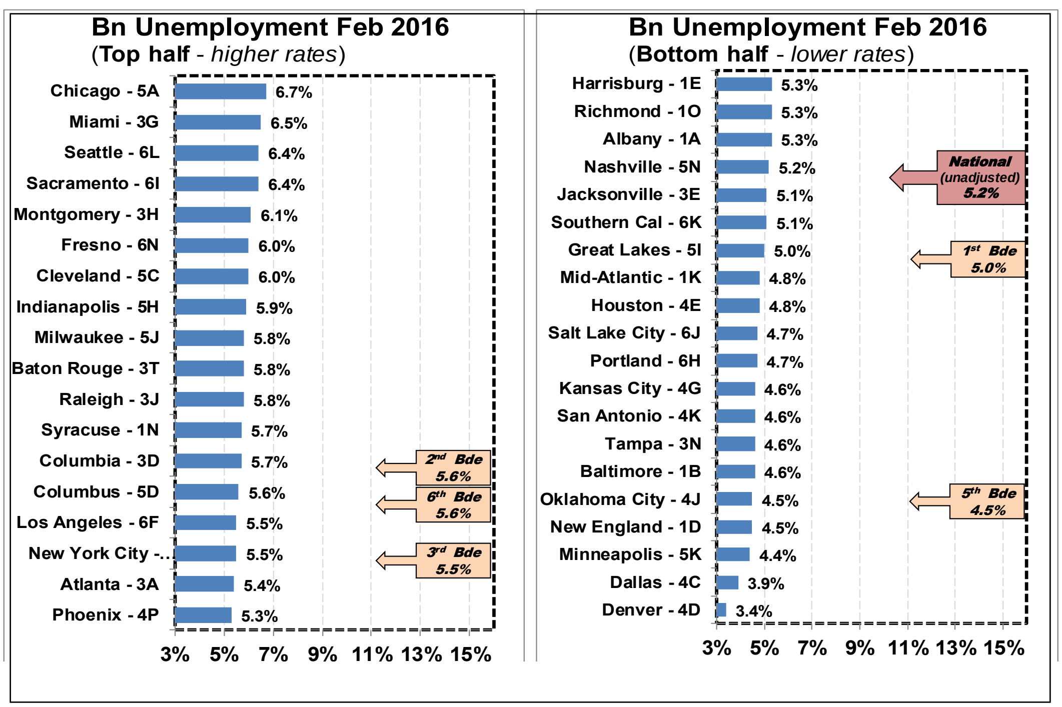


Figure 4-27 Example of Battalion Unemployment Rate Comparison

PROPENSITY

4-79. The propensity is a measure of an individual's likelihood of joining the military. The propensity is measured by the response to a survey question: "How likely is it that

-Back to Top-

you will be serving in the Military in the next few years?" Those who respond with "definitely will" or "probably will" are considered to have a propensity, or desire for/interest in military service.

4-80. JAMRS provides propensity data collected and modeled through a youth poll survey. The survey is a mail-based survey sent to different cohorts of youth semi-monthly inviting recipients to participate. The responses are weighted to reflect the youth population on several dimensions such as gender, age, race/ethnicity, educational attainment and region.

4-81. JAMRS provides propensity as a monthly snapshot as well as spring, summer and fall roll-ups of the data. Spring, summer, and fall roll-ups are survey cohorts that overlap over six-month increments throughout the year.

4-82. USAREC uses JAMRS youth poll survey data to calculate propensity down to the battalion level, but sample sizes are very small. Since each wave of youth poll survey data only has about 6,000 respondents and every area within the recruiting environment is not surveyed, USAREC combines survey waves to maximize propensity representation in the market. Other factors previously mentioned, such as penetration and P2P, can also be used to assess how relatively receptive markets are to recruiting efforts.

4-83. As would be expected, when propensity declines recruiting becomes more challenging and as propensity increases recruiting becomes easier. There are some factors that can affect the propensity of an individual. A few key factors are the economy (specifically employment opportunities), current military operations, influencer perceptions/attitudes and post-secondary educational outlooks. Propensity has steadily declined over the past 20 years in a "drop and then plateau for a few years" fashion.

4-84. 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 are just some examples.

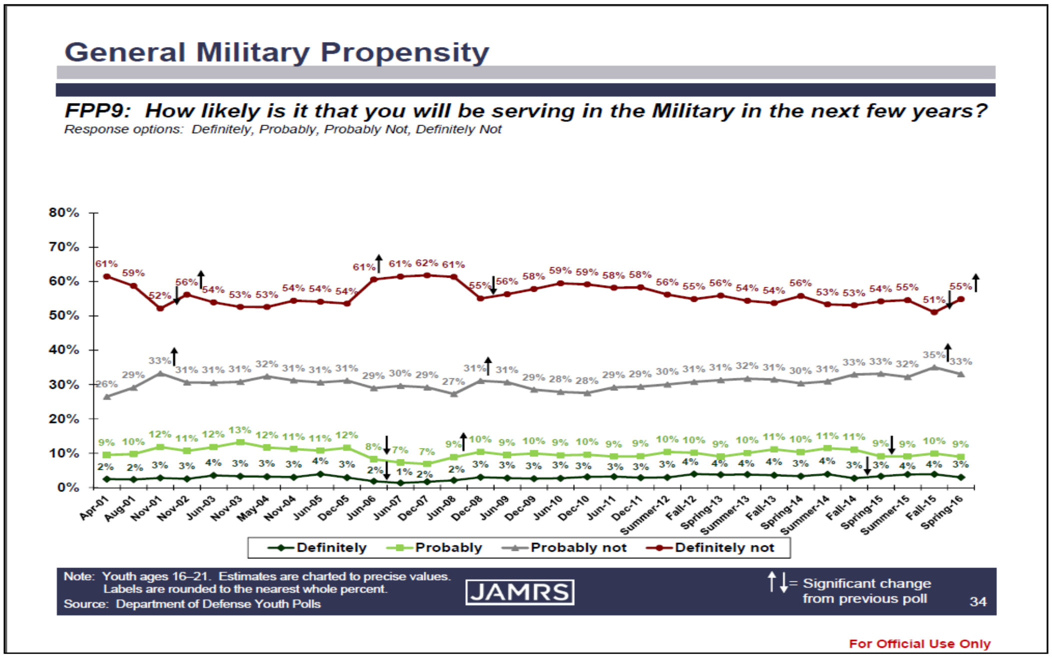


Figure 4-28 Example of National General Military Propensity from JAMRS

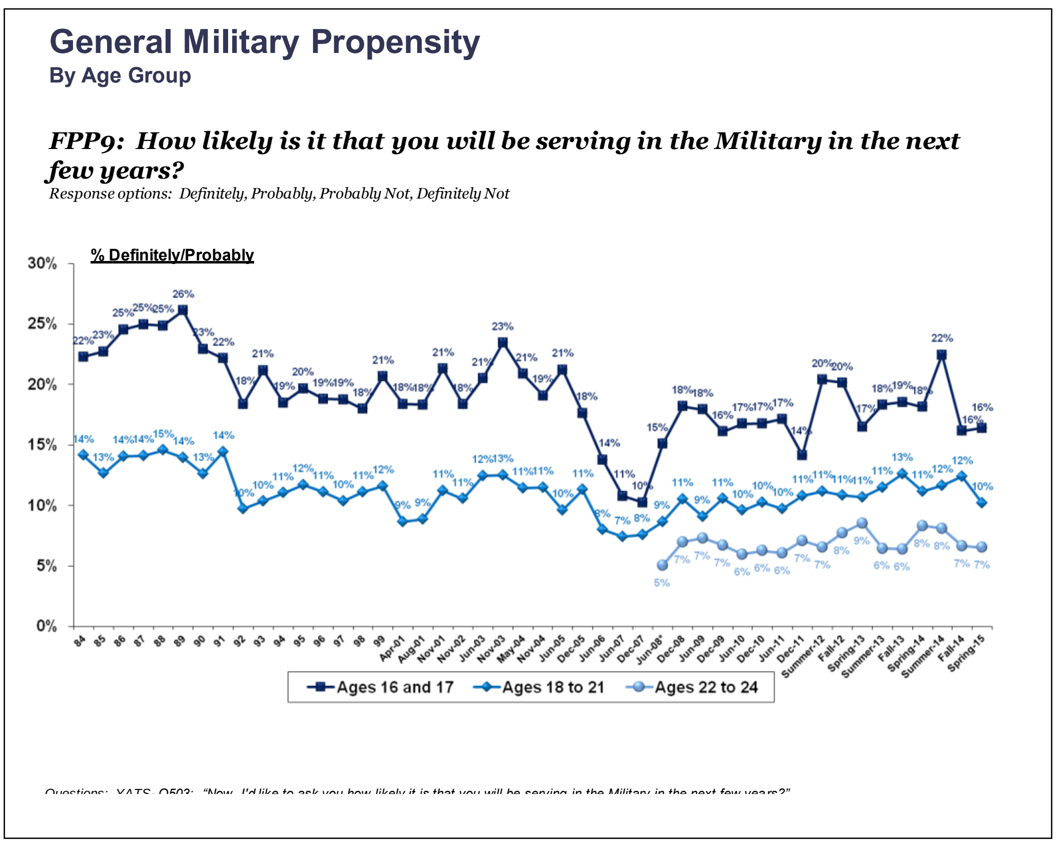


Figure 4-29 Example of General Military Propensity by Age Group from JAMRS

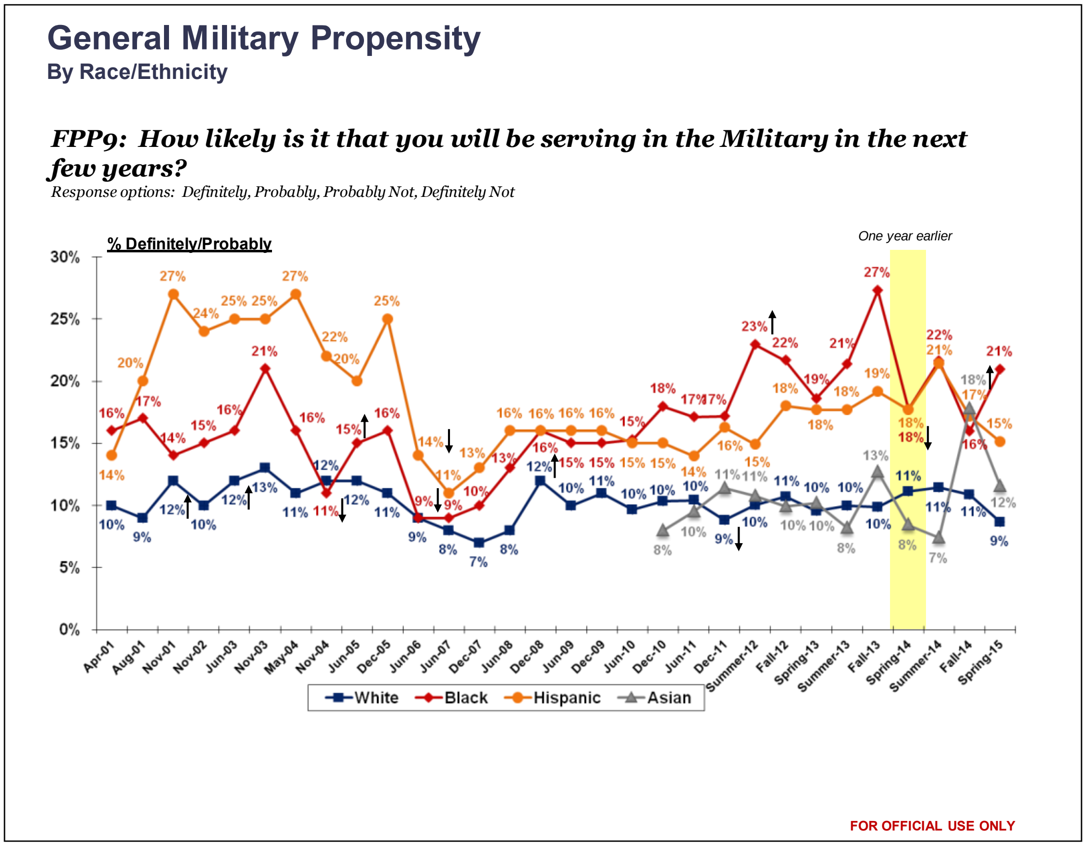


Figure 4-30 Example of General Military Propensity by Race/Ethnicity from JAMRS

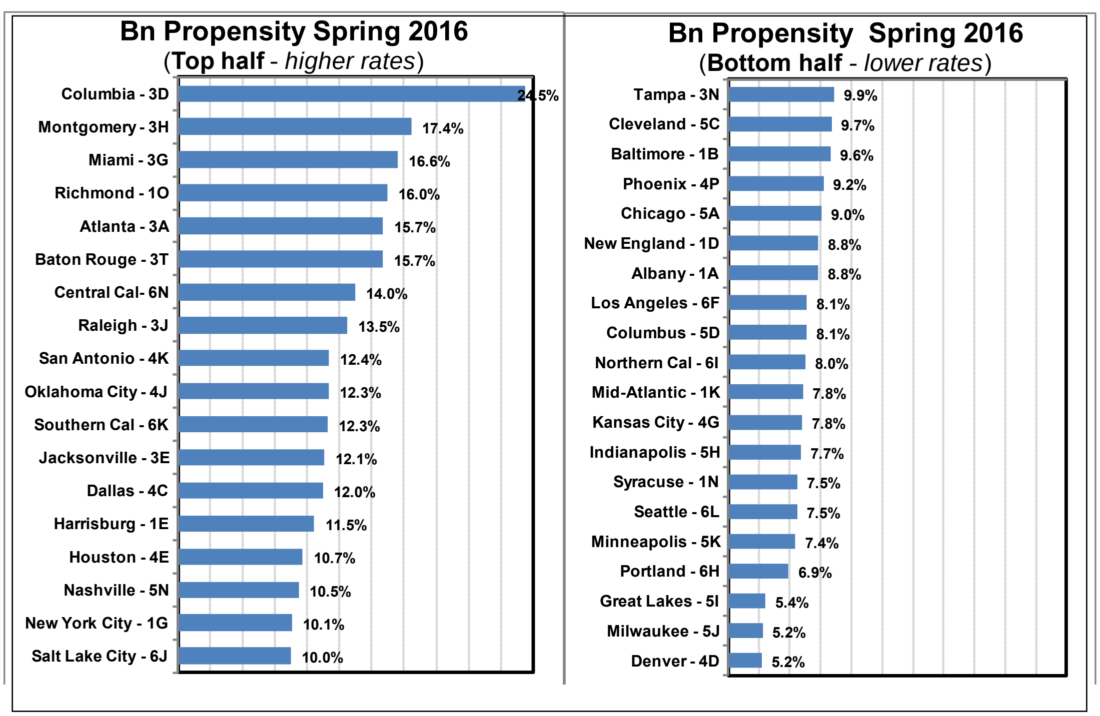


Figure 4-31 Example of Battalion Propensity Snapshot from USAREC

SCHOOLS

4-85. One of the most important things is analyzing assigned high schools (HS), colleges and universities, public or private, as well as the environment that surrounds them. Recruiters must understand mission success is determined by their ability to influence the high school and college markets. Initially, Recruiters should gather as much blue print information as they can for their schools. There are some ways to gather blueprint info:

- Receive guidance about your area from the station commander
- Talk to other Recruiters in your station. This should be a great source of information if they have worked in the market for some time.
- Check the school folder in School Zone for helpful staff, enlistment, school population, and information on which schools support the military or are listed as ‘targeted.’

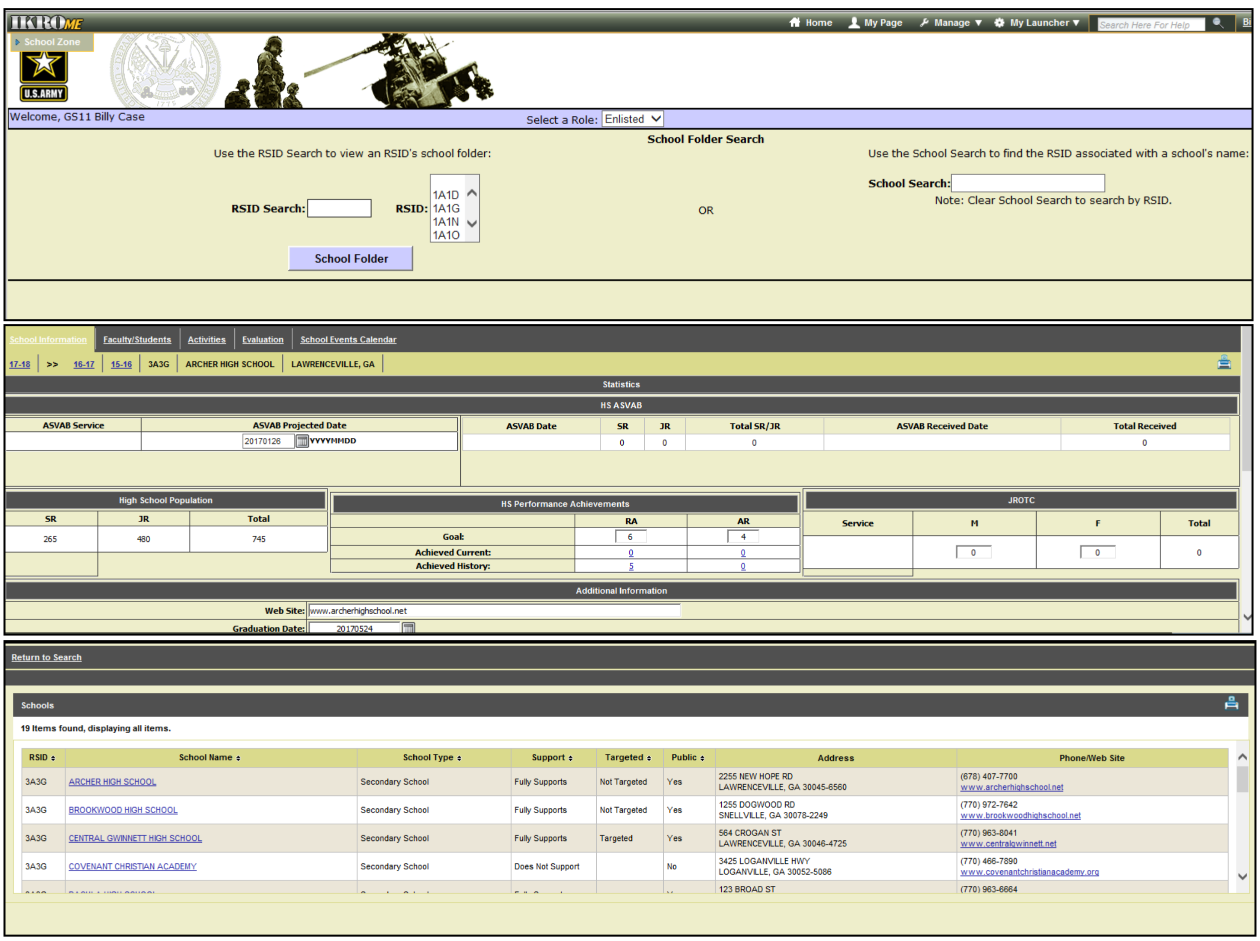
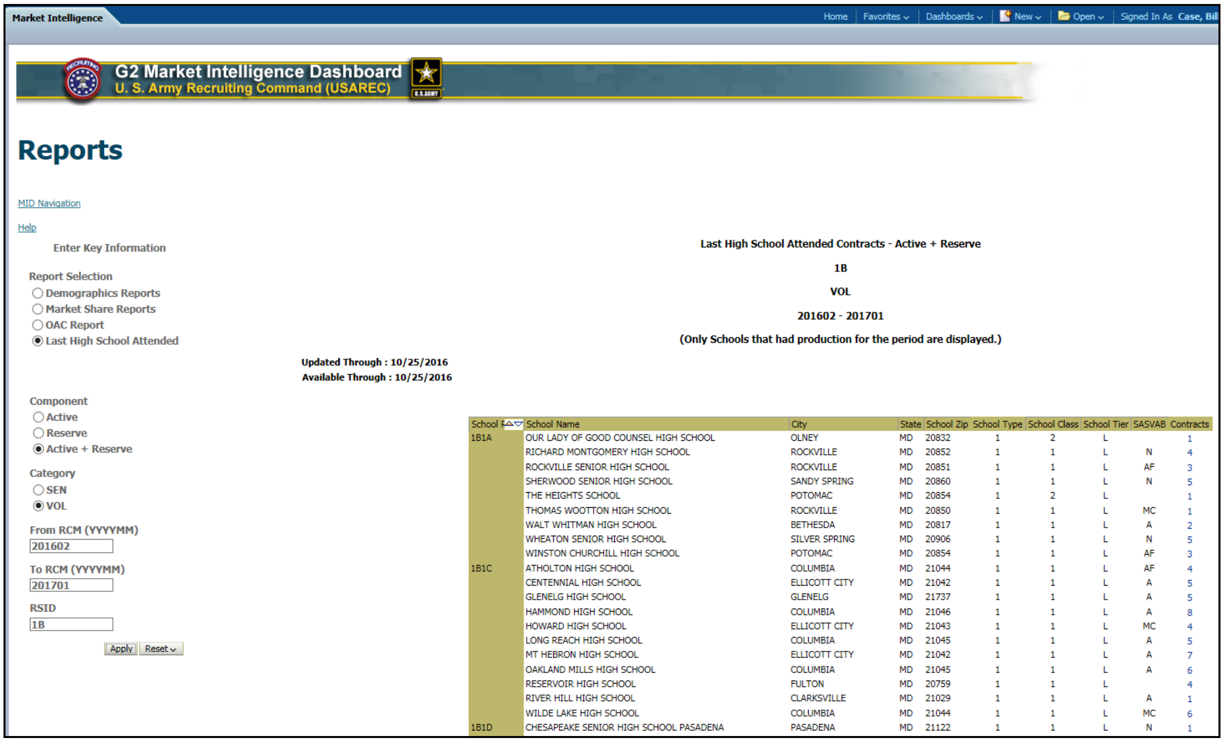


Figure 4-32 Example Report from School Zone

1. Check MID for the Last High School Attended (LHSA) report.

-Back to Top-



School R	School Name	City	State	School Zip	School Type	School Class	School Tier	SASVAB	Contracts
1B1A	OUR LADY OF GOOD COUNSEL HIGH SCHOOL	OLNEY	MD	20832	1	2	L		1
	RICHARD MONTGOMERY HIGH SCHOOL	ROCKVILLE	MD	20852	1	1	L	N	4
	ROCKVILLE SENIOR HIGH SCHOOL	ROCKVILLE	MD	20851	1	1	L	AF	3
	SHERWOOD SENIOR HIGH SCHOOL	SANDY SPRING	MD	20860	1	1	L	N	5
	THE HEIGHTS SCHOOL	POTOMAC	MD	20854	1	2	L		1
	THOMAS WOOTTON HIGH SCHOOL	ROCKVILLE	MD	20850	1	1	L	MC	1
	WALT WHITMAN HIGH SCHOOL	BETHESDA	MD	20817	1	1	L	A	2
	WHEATON SENIOR HIGH SCHOOL	SILVER SPRING	MD	20906	1	1	L	N	5
	WINSTON CHURCHILL HIGH SCHOOL	POTOMAC	MD	20854	1	1	L	AF	3
1B1C	ATHOLTON HIGH SCHOOL	COLUMBIA	MD	21044	1	1	L	AF	4
	CENTENNIAL HIGH SCHOOL	ELLICOTT CITY	MD	21042	1	1	L	A	5
	GLENELG HIGH SCHOOL	GLENELG	MD	21737	1	1	L	A	5
	HAMMOND HIGH SCHOOL	COLUMBIA	MD	21046	1	1	L	A	8
	HOWARD HIGH SCHOOL	ELLICOTT CITY	MD	21043	1	1	L	MC	4
	LONG REACH HIGH SCHOOL	COLUMBIA	MD	21045	1	1	L	A	5
	MT HEBRON HIGH SCHOOL	ELLICOTT CITY	MD	21042	1	1	L	A	7
	OAKLAND MILLS HIGH SCHOOL	COLUMBIA	MD	21045	1	1	L	A	6
	RESERVOIR HIGH SCHOOL	FULTON	MD	20759	1	1	L		4
	RIVER HILL HIGH SCHOOL	CLARKSVILLE	MD	21029	1	1	L	A	1
	WILDE LAKE HIGH SCHOOL	COLUMBIA	MD	21044	1	1	L	MC	6
1B1D	CHESAPEAKE SENIOR HIGH SCHOOL PASADENA	PASADENA	MD	21122	1	1	L	N	1

Figure 4-33 Example Last High School Attended Report from MID

4-86. High schools and postsecondary schools account for the majority of enlistments and should be the centerpiece of all recruiting activities. It is important to maintain a quality school program. A high number of enlistments from a particular school are the result of a sound school program. Take care when using a school's previous year's enlistments to determine current activity levels. Schools with historically weak programs can be energized and made productive. Also, reference school recruiting programs in USAREC Regulation (UR) 350-13.

4-87. After you have gathered all of the blueprint information, set up quick meetings with your schools. It is preferable to meet with the guidance counselors or the registrar because they are the individuals you will likely contact for grades, school letters of graduation, future graduations, and transcripts.

4-88. Make a concerted effort to introduce yourself to any other school staff member. The purpose of the first meeting is to introduce yourself and make contacts. You must build rapport with the faculty. Information from this part of the environment may prove more impactful than any other market metric, as it comes directly from the people in the environment constantly interacting with the youth population. Efforts should include contacting staff members and educators from Science Technology Engineering Mathematics (STEM), Physical Education, Reserve Officer Training Corps (ROTC) and Industrial Arts programs.

4-89. Rapport is a huge part of a school plan. The more respect and trust you garner, the more access to the school you are likely to have. Examples of school rapport building techniques:

- Stop by the school and volunteer your services (chaperone events, athletic events)
- Don’t just visit when you need something
- While you are updating your displays drop off some treats, like cupcakes and put your business card on them
- Sometimes the schools have luncheons for the faculty. Check with the marketing personnel and see if there are funds to help host it and arrange a guest speaker to address the faculty about the Army.

4-90. Schools are the cornerstone of successful recruiting operations. Action taken in high schools eventually pays off in three ways. It contributes to the enlistment of high school juniors for the US Army Reserves (USAR), the enlistment of high school seniors for both the RA and USAR, and the enlistment of high school diploma graduates for both the RA and USAR. A thorough understanding of schools in the environment results in effective planning and immediate and future recruiting success.

4-91. Postsecondary school can substantially increase recruiting success. Station commanders should plan and oversee all recruiting efforts in their postsecondary schools and personally develop Community Partners and very important people as it pertains to schools and recruiting plans.

SCHOOLS, EDUCATION (ED) LEVEL AND BOX CATEGORIES

4-92. Currently, all schools are categorized into three ‘Tiers.’ It is important to understand the distinctions in education levels and the associated box categories to leverage school factors when planning recruiting operations. Each tier may produce different box category enlistments. Reference UR 601-210 for additional information.

HS DIPLOMA PRODUCING PROGRAMS (TIER 1)

4-93. High school diploma (HSD) graduate (ED Level code 12L) (HSDG). A graduate issued a diploma or official certified copy of a transcript from a traditional private or public school.

4-94. HS diploma graduate via semester, quarter or clock hours (HSDC) /Job Corp (ED Level code 128). A non-high school diploma graduate who completed 15 semester hours, 22 quarter hours of college credit or 675 classroom clock hours from an accredited traditional or online college or post-secondary institution. This category includes Job Corps graduates who completed at least 675 clock hours of postsecondary vocational-technical training from the Job Corps operated by the US Department of Labor and earned a GED or other Tier 2 education credential. Job Corp students must enroll in Job Corps for a minimum of 60 days before enlistment and are considered an HSDG.

4-95. HS diploma graduate via adult/alternative diploma (ED Level code 12B). This includes a graduate that receives a diploma from a public or private attendance based, non-traditional school that utilizes alternative methods of instruction to complete graduation credit requirements (such as; alternative, accelerated, or HS completion programs to include the GED test option).

4-96. HS diploma graduate via home school (ED Level code 12H). A graduate of a home school program that received a diploma by state requirements administered by a parent, teacher/school district, or umbrella association.

4-97. HS diploma graduate via virtual/distance school (ED Level code 127). A secondary school graduate that, upon completion of an accredited home study, distance learning, independent study, self- study, correspondence school, Cyber School, or virtual learning program is awarded a diploma.

ALTERNATE HS CREDENTIALS (TIER 2)

4-98. The alternate category includes the HS equivalency credentials such as GED, High School Equivalency Test (HiSET), National Guard Youth Challenge Program (NGYCP), and High School Certificate.

4-99. Test-based equivalency diploma, or ED Level code E. A state or locally issued secondary diploma or certificate of GED/HiSET or other test-based credential obtained solely by testing and not graded day course work. This includes statewide testing programs such as the California High School Proficiency Examination where an examinee may earn a certificate of competency or proficiency.

4-100. High school certificate of attendance/completion of special education, or ED Level code J. An attendance-based high school certificate issued based on an Individualized Education Program (IEP) that involves community experiences, employment, training, and daily living skills which differ from traditional high school graduation requirements.

4-101. High school graduate via NGYCP/GED, or ED Level code X. An individual who has completed an NGYCP and received a diploma. This test-based credential differs from other GED holders in that the GED certificate or other test based credential was issued based on enrollment and attendance of a 22-week NGYCP <u>and</u> passing the GED test. Applicants must complete both the NGYCP and GED to enlist as a Tier 2/DOD education code classification X.

LESS THAN AN HSD (NON-HIGH SCHOOL DIPLOMA) (TIER 3)

4-102. Less than an HSD, or ED Level code 1. An individual who is not currently in a secondary education program and does not possess a diploma/credential as listed above. Diploma mills/degree mills are non-accredited organizations claiming to be an institution of learning (secondary and post-secondary). These exist for profit only and offer degrees, diplomas, or certifications for a fee that may be used to represent to the general public that the individual possessing such a degree, diploma, or certification has completed a program of education or training. Little or no education or course work is required to obtain such a degree, diploma or certification. These types of programs are classified as Tier 3.

4-103. Schools classified as Tier 3 or determined to have had previous education improprieties require re-evaluation.

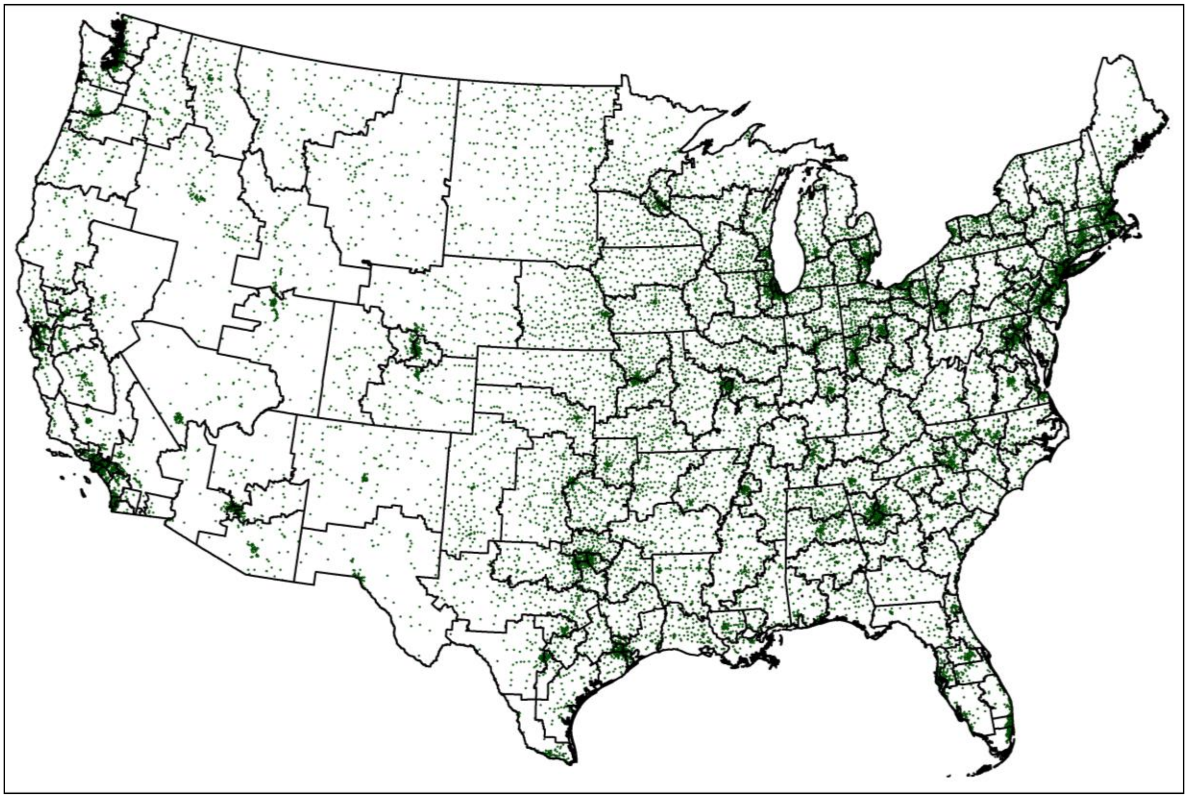


Figure 4-34 Example Density Plot of Tier 1 Schools and Company Boundaries

SPAN OF CONTROL FACTORS

4-104. Recruiting leaders should become acquainted with the metrics that define the span of control considerations in the environment. Leaders should incorporate the specific circumstances in the development of the recruiting plan development. Consider some of the significant metrics presented in the following paragraphs.

REQUIRED RECRUITING FORCE (RRF)

4-105. The number of Recruiters in each station varies widely across USAREC from a low of two per station (37 stations) up to 19 Recruiters per station (two stations). USAREC assigns the RRF based on some of the factors included here, resource constraints, and through the bottom-up refinement of leaders and analysts at every echelon.

4-106. The following distribution should give an idea of where stations fall within the curve in comparison to all others throughout USAREC. The red bars indicate how many stations have the number of Recruiters indicated on the bottom of the graph. The purple line indicates the cumulative percentage of all stations throughout USAREC given the number assigned.

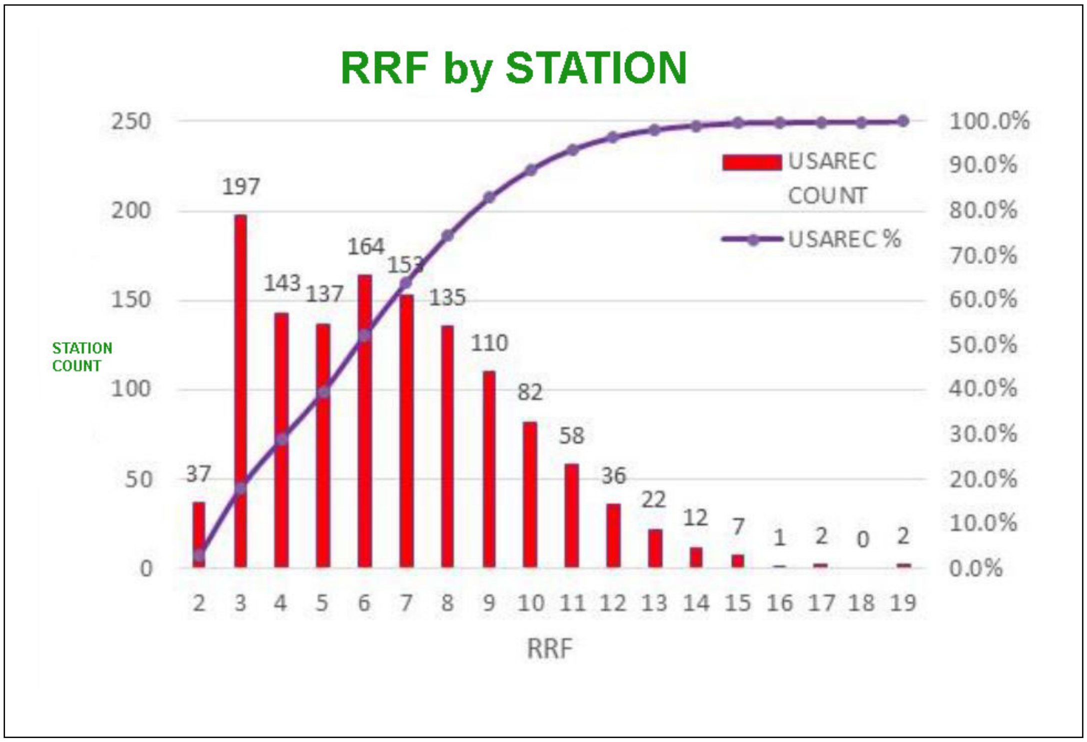


Figure 4-35 RRF Distributions across USAREC

VOLUME COMBINED MISSION

4-107. Volume Combined Mission is the total mission assigned. Mission assignment trickles down from an overall USAREC mission through each echelon and gets refined by leaders and analysts at each level. The following graph represents the volume combined missions of the stations across USAREC for RY17 as an example.

-Back to Top-

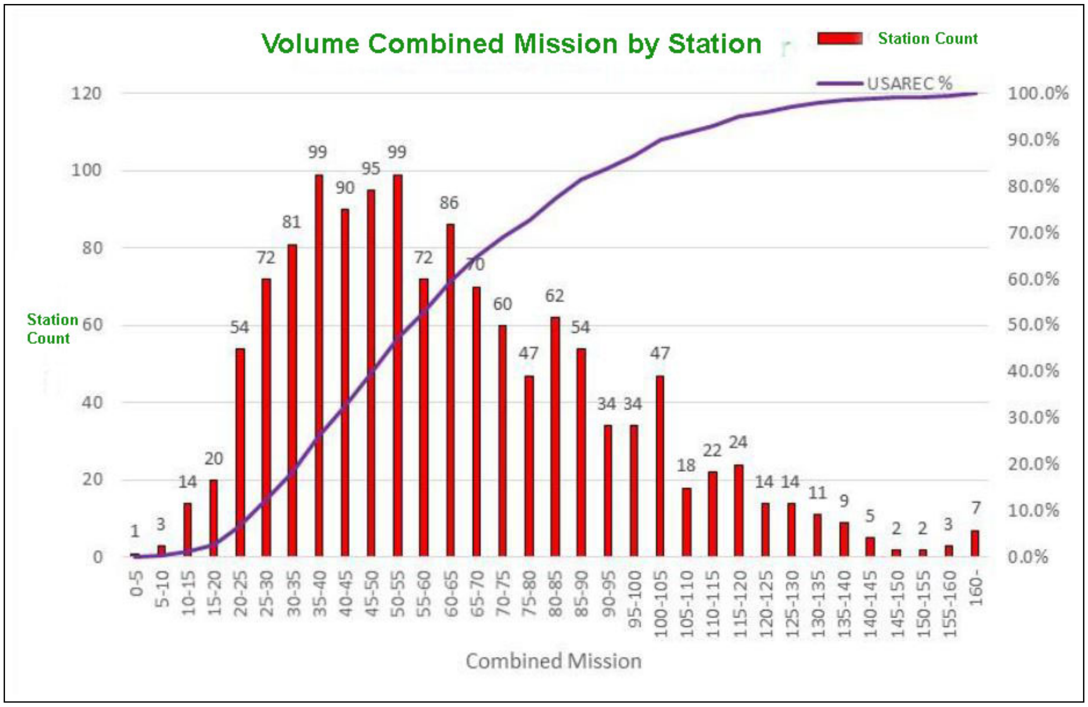


Figure 4-36 Volume Combined Mission Distribution Example

GEOGRAPHIC SIZE OF THE MARKET

4-108. To recruiting leaders, the size of the footprint is helpful in determining the resources necessary to complete the mission and is an important consideration when describing the environmental effects. A greater area can create low population density, thus impacting recruiting efforts such as travel time to and through the market.

4-109. Square mileage is a metric USAREC uses to analyze the environment effect regarding geographic size. Some locations, such as Alaska, cover a large land mass, most of which is not significant to recruiting operations as there is no population. Parts of the west and mid-west share this trait. One technique to overcome geography disparities involves analyzing geographic size within CBSAs, as mentioned previously in Chapter 3.

4-110. CBSA square mileage represents the significantly populated geographic areas. Considering this metric when determining the environment effects allows for assessing the impact of time and Recruiter effort when planning operations. It can give leaders a sense of the cost regarding resources, including a Recruiter's time. It also provides a means to evaluate population density.

-Back to Top-

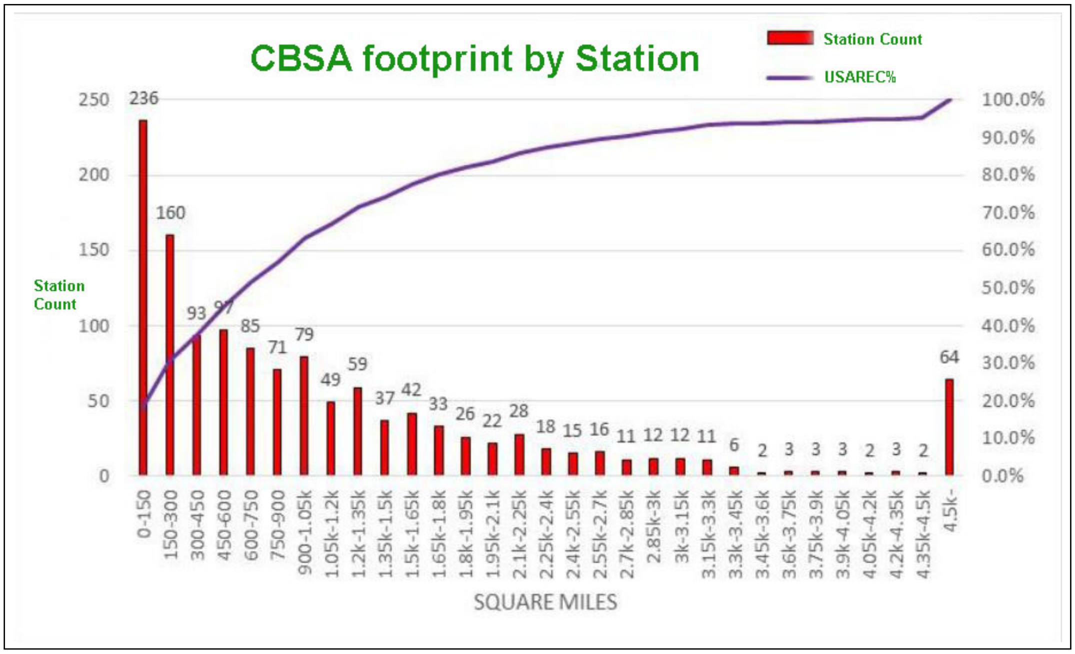


Figure 4-37 Distribution of Square Mileage Example

Chapter 5

Evaluate the Threat

INTRODUCTION

5-1. Evaluating the threat is the third step of recruiting IPB. The first two steps describe and analyze who is being recruited from those available to be recruited. This phase now considers the competitive influences in the market.

5-2. This section describes how to identify and understand the alternatives to Army service. The competition to Army service primarily includes other services, industry, and academia. While an external factor and beyond your control, knowing the competitors' capabilities and vulnerabilities provides leverage in developing recruiting plans. It is important to understand these competitors not only at the national level but also within the local market to be able to address individual concerns from an Army perspective.

5-3. There are some products used to evaluate the competition. These products and those that follow are merely a collection of graphs and maps that help to describe and visualize the various perspectives of the competition. It also assists recruiting leaders in presenting and sharing information with peers, subordinates, and superiors. Note the charts and maps in this section should be synthesized as part of Step 4 of the IPB process to create actionable intelligence.

THE COMPETITION

5-4. There are three primary Army competitors: academia, industry, and the other services. The figure below helps visualize the sources of competition.

-Back to Top-

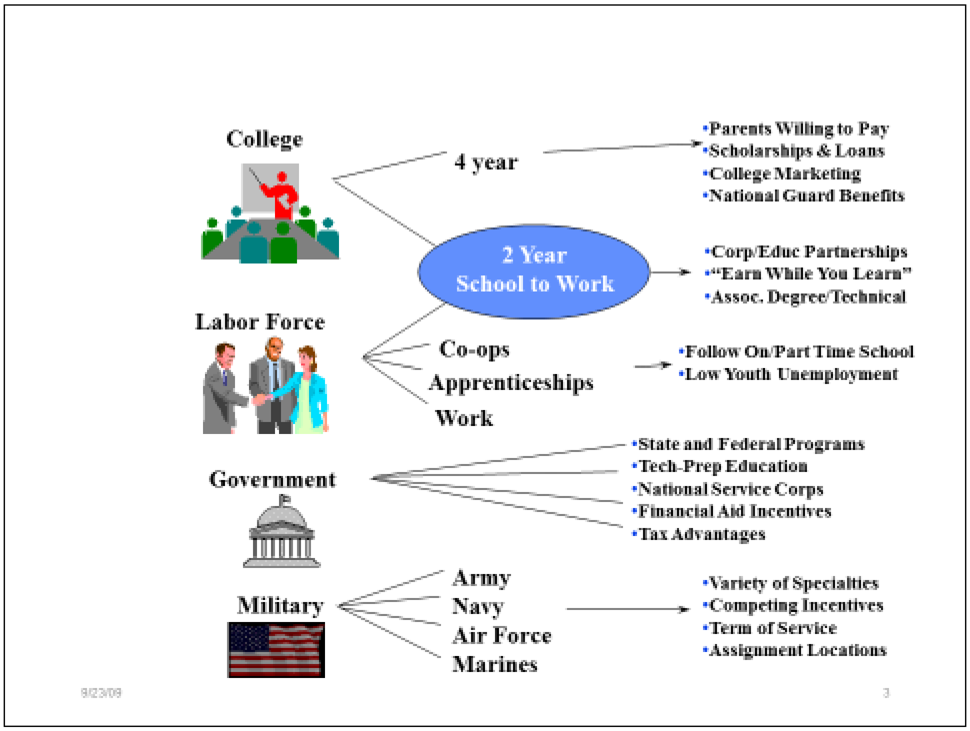


Figure 5-1 Diagram of Competitor Influences

5-5. 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. In fact, most CPs prefer young people pursue post-secondary education above all other options. Also, the National Guard (NG) often offers education benefits beyond what federal service components offer.

5-6. When coupled with the ability to live at home and receive money for college, the National Guard is a serious competitor. Industry, to attract youth, offers education benefit packages which rival DOD. All three groups compete for the same talented young men and women.

5-7. 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 the Army can best meet that need. We must differentiate ourselves by making the most attractive offer.

ACADEMIA

5-8. The typical youth graduating from high school sees 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. Also, community and technical colleges offer co-ops and specialized programs to provide qualification for skilled labor positions.

-Back to Top-

5-9. 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 station commander, 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 in the Recruiter Presentation located on IKROme when engaging youth.

INDUSTRY

5-10. The industry also seeks talented young workers. Federal and state governments also vie for a portion of these resources. The industry 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 a specialized skill can also correspond to this kind of effort.

5-11. Some in industry develop partnerships, or ‘earn while you learn,” to provide for tuition subsidies while working. As a station commander, how can you illustrate the benefits the Army has to offer along this line of questions from a young person being advised by their parents? Earning money for college while obtaining training, skills, and maturity during an Army enlistment is the classic response. Also, check local Chambers of Commerce to research and understand the effects of business and industry in the market.

OTHER DOD SERVICES

5-12. 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 accurate data for how many join one of the DOD services. This provides a very clear operating picture of the Army’s share of this DOD market.

5-13. In general, market share describes what percent of those who do choose military service and 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.

5-14. It is important for the station commander to understand the benefits of Army service in light of 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?

5-15. Market Share is the percent of contracts of an individual DOD service out of the total. Market Share is an assessment of individual services' production as a portion of all DOD production. The higher your market share, the larger the proportion of the market you "own." The calculation of market share and the percentage of market share are:

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

5-16. Traditionally, USAREC focused on RA-only market share or Army active duty 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.

5-17. 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). Additionally, the Army National Guard and the Coast Guard are considered, improving the visibility and understanding of how their missions affect recruiting operations.

INTERPRETING AND USING MARKET SHARE

5-18. 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?

5-19. Market Share is a diagnostic indicator of relative performance in a region. It should not be looked at as a standalone metric. Changes in other service's missions and resources can cause Army market share to fluctuate rapidly, regardless of production performance. Commanders should investigate a change from high to low Army market share in a region.

5-20. 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 the potential of a region.

CALCULATING MARKET SHARE BY COMPONENT IN MID

5-21. The calculations are driven by the component, category and the period. By convention, all services are included. The calculations are as follows:

- For Active + Reserve Component: All Active & Reserve Enlisted contracts (including Army NG & USAF NG) for a given service divided by DOD Volume

(all Enlisted Contract for all DOD Services and all Components for the selected categories, including Army NG & USAF NG)
- For Active: All Active Enlisted contracts for a given service divided by All Active Duty Enlisted contracts in the selected Categories for all DOD services
- For Reserve Component: All Reserve Enlisted contracts (including Army NG & USAF NG) for given service divided by All Reserve Enlisted & Army NG & USAF NG contracts in the selected Categories for all DOD services

5-22. Within MID, the following chart cross-references the 'Market Share Option' (component) with the Service name in the data column heading of the query results. For example, if you select all of the services in a component the results, grouped by the title are:

	Market Share Option		
Description	**Active Component**	**Reserve Component**	**Active + Reserve Component**
Army Active	Army		Army
Army Reserve		Army	Army
Army Nat'l Guard		Army NG	Army NG
Air Force Active	USAF		USAF
Air Force Reserve		USAF	USAF
Air Force Nat'l Guard		USAF NG	USAF
Navy Active	Navy		Navy
Navy Reserve		Navy	Navy
Marine Active	USMC		USMC
Marine Reserve		USMC	USMC
Coast Guard Active	USCG		USCG
Coast Guard Reserve		USCG	USCG

Figure 5-2 Market Share Option and Service Table

5-23. Active + Reserve Component results are the sums of all contracts under the six titles of Army, USAF, Navy, USMC, USCG, and Army NG. The Army NG is considered separately due to its significant presence in many markets. In the example MID output below, note the six titles as described above. The Army Volume market share for Active + Reserve Component within "3T2B – Lakeland" Station for the period is 23.8%. This is 61 ÷ 265 (61+26+27+36+2+104).

Market Share Option: Active + Reserve Component
RSID: 3T2
Category: Volume
Service: Army,USAF,Navy,USMC,USCG,ArmyNG,USAFNG
RCM: Between 201601 and 201612

			Contracts						Market Share					
			Volume						Volume					
Company	**Center**	**TOTAL**	**Army**	**USAF**	**Navy**	**USMC**	**USCG**	**ArmyNG**	**Army**	**USAF**	**Navy**	**USMC**	**USCG**	**ArmyNG**
3T2 - JACKSON MS	3T2B - LAKELAND	TOTAL	61	26	27	36	2	104	23.8%	10.2%	10.5%	14.1%	0.8%	40.6%
	3T2F - GREENVILLE	TOTAL	34	6	7	1	1	36	40.0%	7.1%	8.2%	1.2%	1.2%	42.4%
	3T2G - GREENWOOD	TOTAL	51	15	3	12	0	75	32.7%	9.6%	1.9%	7.7%	0.0%	48.1%
	3T2M - JACKSON METRO CT	TOTAL	110	32	34	35	0	109	34.4%	10.0%	10.6%	10.9%	0.0%	34.1%
	3T2N - NATCHEZ	TOTAL	30	8	2	13	2	15	42.9%	11.4%	2.9%	18.6%	2.9%	21.4%
	3T2P - PHILADELPHIA	TOTAL	31	4	3	7	0	28	42.5%	5.5%	4.1%	9.6%	0.0%	38.4%

Figure 5-3 Example of Active + Reserve Component Output in MID

5-24. Active Component results are the sum of all contracts under the five titles of Army, USAF, Navy, USMC, and USCG. In the example MID output below, note the five titles as described above. The Army GSA market share for Active Component within "3T2B – Lakeland" Station for the period is 26.3%. This is 21 ÷ 80 (21+16+20+22+1).

Market Share Option: Active Component
RSID: 3T2
Category: GSA
Service: Army,USAF,Navy,USMC,USCG,ArmyNG,USAFNG
RCM: Between 201601 and 201612

			Contracts					Market Share				
			GSA					GSA				
Company	**Station**	**TOTAL**	**Army**	**USAF**	**Navy**	**USMC**	**USCG**	**Army**	**USAF**	**Navy**	**USMC**	**USCG**
3T2 - JACKSON MS	3T2B - LAKELAND	TOTAL	21	16	20	22	1	26.3%	20.0%	25.0%	27.5%	1.3%
	3T2F - GREENVILLE	TOTAL	10	3	3	1	1	55.6%	16.7%	16.7%	5.6%	5.6%
	3T2G - GREENWOOD	TOTAL	6	12	2	8	0	21.4%	42.9%	7.1%	28.6%	0.0%
	3T2M - JACKSON METRO CT	TOTAL	30	25	29	18	0	29.4%	24.5%	28.4%	17.6%	0.0%
	3T2N - NATCHEZ	TOTAL	5	8	2	8	1	20.8%	33.3%	8.3%	33.3%	4.2%
	3T2P - PHILADELPHIA	TOTAL	8	4	2	5	0	42.1%	21.1%	10.5%	26.3%	0.0%

Figure 5-4 Example of Active Component Output in MID

5-25. Reserve Component results are the sum of all contracts under the seven titles of Army, USAF, Navy, USMC, USCG, Army NG, and USAF NG. The Army Senior market share for Reserve Component within "3T2B – Lakeland" Station for the period is 5.4%. This is 2 ÷ 37 (2+0+0+2+0+33).

Market Share Option: Reserve Component

Category: Senior

RCM: Between 201601 and 201612

RSID: 3T2

Service: Army,USAF,Navy,USMC,USCG,ArmyNG,USAFNG

			Contracts							Market Share						
			Senior							Senior						
Company	Station	TOTAL	Army	USAF	Navy	USMC	USCG	ArmyNG	USAFNG	Army	USAF	Navy	USMC	USCG	ArmyNG	USAFNG
3T2 - JACKSON MS	3T2B - LAKELAND	TOTAL	2	0	0	2	0	33	0	5.4%	0.0%	0.0%	5.4%	0.0%	89.2%	0.0%
	3T2F - GREENVILLE	TOTAL	9	0	1	0	0	14	0	37.5%	0.0%	4.2%	0.0%	0.0%	58.3%	0.0%
	3T2G - GREENWOOD	TOTAL	11	0	0	0	0	26	0	29.7%	0.0%	0.0%	0.0%	0.0%	70.3%	0.0%
	3T2M - JACKSON METRO CT	TOTAL	9	0	0	1	0	34	0	20.5%	0.0%	0.0%	2.3%	0.0%	77.3%	0.0%
	3T2N - NATCHEZ	TOTAL	7	0	0	2	0	5	0	50.0%	0.0%	0.0%	14.3%	0.0%	35.7%	0.0%
	3T2P - PHILADELPHIA	TOTAL	3	0	0	0	0	12	0	20.0%	0.0%	0.0%	0.0%	0.0%	80.0%	0.0%

Figure 5-5 Example of Reserve Component Output in MID

MARKET RSID AND PRODUCTION RSID

5-26. 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 MID.

5-27. In MID, the only modules that use the production RSID are the Production Standard, Production Group, and Production Individual. The OAC report in MID discussed in the last chapter gives a cross-reference of the market and production RSIDs to provide insight on out of area contracts.

5-28. The Position Analysis & Evaluation (PAE) process establishes stations as a grouping of ZIP codes. These ZIP codes make up a station’s market; that station “owns” those ZIP codes and it is their area of operations. 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 which enlists the applicant, and receives the enlistment contract credit, is the production RSID.

5-29. In a perfect world, the market and production RSID would always be the same and illustrate cohesive market boundaries across stations. Certainly, this is a goal of the PAE. In today’s mobile, interactive society 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 the area,” leaders should analyze the area of operations for shifting market patterns.

USING MARKET SHARE IN MARKET ANALYSIS

5-30. Market Share is updated monthly due to the availability of the other services’ data. Typically, Market Share data updates in MID between the 3rd and the 10th of a calendar month for the previous RCM. 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 service data. In general, a station commander will not know their

-Back to Top-

share of the market or how well the competition performed for about three weeks after the RCM.

REPORT TYPES IN MID

5-31. There are two ‘Report Types’ in MID: Date Range and Year-to-Date (YTD). Both options give a user the ability to drill down into the data by organization or period. Within MID, the organization can be drilled down to ZIP code level and the period can be drilled down to the RCM level.

YTD REPORT IN MID

5-32. The YTD view is used to compare like time periods across multiple RYs. Most simply, this view helps determine if your station is doing as well as previous years. This type of analysis can be done incrementally throughout the year at the end of each RCM to determine how well your station is positioned within the market. This may help to identify seasonal trends. This analysis can also be conducted at the end of the year while developing a plan for the coming RY. If for example, you were to look at the last three years of AR Volume data in MID for 1E5R Robinson Staion you might be able to derive some insights.

Market Share Option: Reserve Component

RSID: 1E5

Category: Volume

Service: Army,USAF,Navy,USMC,USCG,ArmyNG,USAFNG

Recruiting Year: 2014,2015,2016

Through RCM: 12

			Contracts							Market Share						
			Volume							Volume						
Company	Station	RY	Army	USAF	Navy	USMC	USCG	ArmyNG	USAFNG	Army	USAF	Navy	USMC	USCG	ArmyNG	USAFNG
1E5 - PITTSBURGH	1E5A - PITTS NO HILLS	2014	23	0	8	3	0	30	0	35.9%	0.0%	12.5%	4.7%	0.0%	46.9%	0.0%
		2015	12	0	10	9	0	14	0	26.7%	0.0%	22.2%	20.0%	0.0%	31.1%	0.0%
		2016	14	0	2	5	0	23	0	31.8%	0.0%	4.5%	11.4%	0.0%	52.3%	0.0%
	1E5G - MONROEVILLE	2014	45	0	6	6	0	56	0	39.8%	0.0%	5.3%	5.3%	0.0%	49.6%	0.0%
		2015	27	0	4	2	0	43	0	35.5%	0.0%	5.3%	2.6%	0.0%	56.6%	0.0%
		2016	29	0	3	5	0	27	0	45.3%	0.0%	4.7%	7.8%	0.0%	42.2%	0.0%
	1E5R - ROBINSON	2014	41	0	9	11	0	53	0	36.0%	0.0%	7.9%	9.6%	0.0%	46.5%	0.0%
		2015	17	0	2	9	0	28	0	30.4%	0.0%	3.6%	16.1%	0.0%	50.0%	0.0%
		2016	16	0	1	6	0	20	0	37.2%	0.0%	2.3%	14.0%	0.0%	46.5%	0.0%
	1E5S - SOUTH HILLS	2014	23	0	5	10	0	45	0	27.7%	0.0%	6.0%	12.0%	0.0%	54.2%	0.0%
		2015	22	0	0	8	0	33	0	34.9%	0.0%	0.0%	12.7%	0.0%	52.4%	0.0%
		2016	14	0	3	12	0	32	0	23.0%	0.0%	4.9%	19.7%	0.0%	52.5%	0.0%
	1E5W - WASHINGTON	2014	27	0	5	7	0	30	0	39.1%	0.0%	7.2%	10.1%	0.0%	43.5%	0.0%
		2015	16	0	1	4	0	20	0	39.0%	0.0%	2.4%	9.8%	0.0%	48.8%	0.0%
		2016	9	0	1	2	0	16	0	32.1%	0.0%	3.6%	7.1%	0.0%	57.1%	0.0%

Figure 5-6 Example 1E5 Reserve Market Share in MID

5-33. It looks like 1E5R lost market share in 2015, going from 36.0% to 30.4%. It increased share in 2016 back up to 37.2%, but looking at the data closer shows the station produced fewer contracts, from 17 to 16. The increase in market share percentage is attributed to a decrease in Army NG contracts, from 28 to 20. In fact, this seems to be a declining reserve market, as total contracts decreased from 114 in 2014 down to a total of 43 in 2016. Even though the Navy Reserve has a presence, there is no competition from the other services in this market of concern.

-Back to Top-

5-34. Drilling down for the period and plotting this data on a graph illustrates the monthly fluctuations for each RY. As a station commander, there may be operational considerations (personnel shortages) or efforts by the other DOD services that account for the changes over time.

5-35. You should also look for seasonal patterns. As the data above indicated, and is now easily seen in the chart below, market share in 2016 increased significantly compared to the other two years. Also evident is the fact that the 4th quarter is not very productive. As a station commander, your market analysis should help understand why this is happening and how best to focus your resources when planning operations.

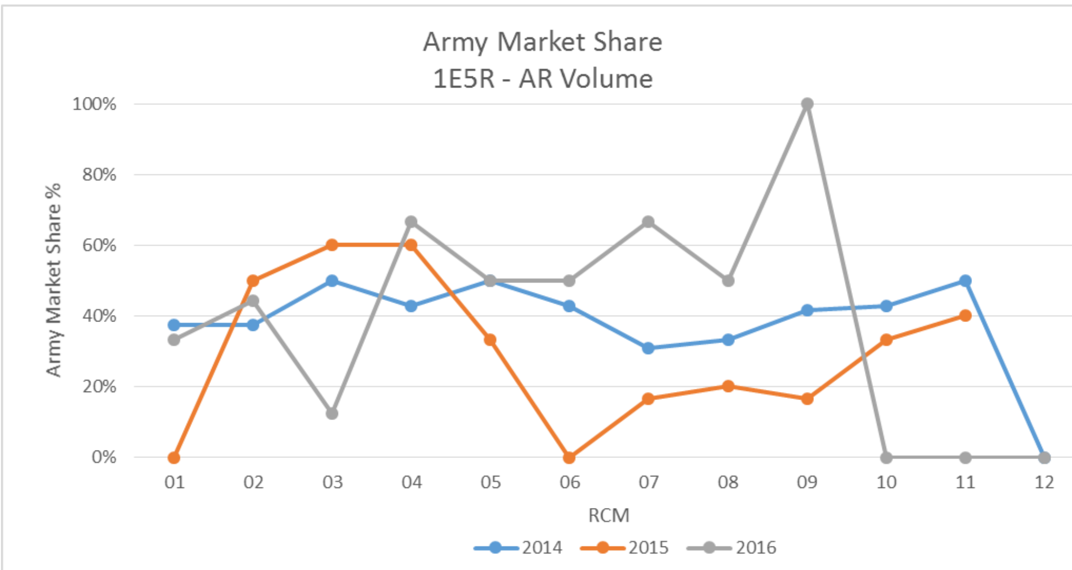


Figure 5-7 Example 1E5R Market Share Over Time

5-36. Showing this same chart, now regarding the count of contracts, reinforces the same points from above. Both 2015 and 2016 showed a significant decrease from 2014, especially from RCM 05 to RCM 12. The 4th quarter shows very little production. 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.

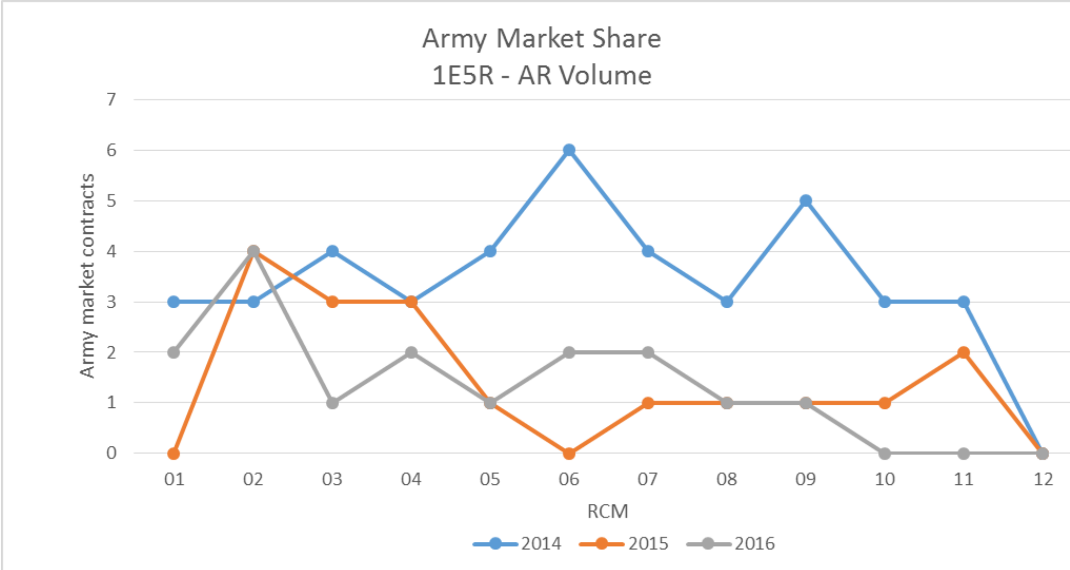


Figure 5-8 Example 1E5R Market Contracts Over Time

DATE RANGE REPORT IN MID

5-37. The Date Range view show the market share over time. This type of analysis shows the market's overall growth or contraction and whether or not your station is keeping pace with that growth, or even driving that growth.

5-38. Using the category of GSA for 4D3W Recruiting Station as an example, for the period RCM201401 through RCM 201612, we see the total below. Overall, the Army does well in this market at 37.5% for the period with total GSA contracts of 157. Since the Colorado Springs Company is in the vicinity of the USAF Academy that might explain the relatively high USAF market share. Countering this notion, however, is the Fort Carson Army Base situated in the same area. It is evident the USCG does not have a presence in the area.

			Contracts					Market Share				
			GSA					GSA				
Company	Station	TOTAL	Army	USAF	Navy	USMC	USCG	Army	USAF	Navy	USMC	USCG
4D3 - COL SPRINGS	4D3A - PUEBLO	TOTAL	84	33	130	87	0	25.1%	9.9%	38.9%	26.0%	0.0%
	4D3C - CANON CITY	TOTAL	47	23	31	31	0	35.6%	17.4%	23.5%	23.5%	0.0%
	4D3M - CITADEL	TOTAL	73	58	73	46	0	29.2%	23.2%	29.2%	18.4%	0.0%
	4D3R - POWERS	TOTAL	103	129	132	64	0	24.1%	30.1%	30.8%	15.0%	0.0%
	4D3S - COL SPRING NE	TOTAL	155	176	156	130	0	25.1%	28.5%	25.3%	21.1%	0.0%
	4D3W - SECURITY	TOTAL	157	106	103	52	0	37.6%	25.4%	24.6%	12.4%	0.0%

Figure 5-9 Example Colorado Springs GSA Market Share Report in MID

5-39. Drilling into the Total column yields the following result from which we create a chart.

-Back to Top-

Market Share Option: Active Component

Category: GSA

RCM: Between 201401 and 201612

RSID: 4D3

Service: Army,USAF,Navy,USMC,USCG,ArmyNG,USAFNG

						Contracts					Market Share				
						GSA					GSA				
Company	Station	TOTAL	RY	RQ	RCM	Army	USAF	Navy	USMC	USCG	Army	USAF	Navy	USMC	USCG
4D3 - COL SPRINGS	4D3W - SECURITY	TOTAL	2014	201401	01	4	2	2	0	0	50.0%	25.0%	25.0%	0.0%	0.0%
					02	4	2	3	1	0	40.0%	20.0%	30.0%	10.0%	0.0%
					03	3	3	6	4	0	18.8%	18.8%	37.5%	25.0%	0.0%
				201402	04	7	1	2	2	0	58.3%	8.3%	16.7%	16.7%	0.0%
					05	3	3	2	0	0	37.5%	37.5%	25.0%	0.0%	0.0%
					06	4	2	1	2	0	44.4%	22.2%	11.1%	22.2%	0.0%
				201403	07	3	1	3	0	0	42.9%	14.3%	42.9%	0.0%	0.0%
					08	2	4	3	1	0	20.0%	40.0%	30.0%	10.0%	0.0%
					09	8	3	2	1	0	57.1%	21.4%	14.3%	7.1%	0.0%
				201404	10	4	0	5	0	0	44.4%	0.0%	55.6%	0.0%	0.0%
					11	2	7	4	1	0	14.3%	50.0%	28.6%	7.1%	0.0%
					12	3	6	8	1	0	16.7%	33.3%	44.4%	5.6%	0.0%
			2015	201501	01	2	4	4	4	0	14.3%	28.6%	28.6%	28.6%	0.0%
					02	2	3	5	1	0	18.2%	27.3%	45.5%	9.1%	0.0%
					03	5	2	1	1	0	55.6%	22.2%	11.1%	11.1%	0.0%
				201502	04	2	3	2	4	0	18.2%	27.3%	18.2%	36.4%	0.0%
					05	4	3	3	0	0	40.0%	30.0%	30.0%	0.0%	0.0%
					06	7	4	4	0	0	46.7%	26.7%	26.7%	0.0%	0.0%
				201503	07	7	2	3	1	0	53.8%	15.4%	23.1%	7.7%	0.0%
					08	5	4	0	1	0	50.0%	40.0%	0.0%	10.0%	0.0%
					09	10	2	3	0	0	66.7%	13.3%	20.0%	0.0%	0.0%
				201504	10	8	3	4	0	0	53.3%	20.0%	26.7%	0.0%	0.0%
					11	4	3	6	1	0	28.6%	21.4%	42.9%	7.1%	0.0%
					12	0	0	0	1	0	0.0%	0.0%	0.0%	100.0%	0.0%
			2016	201601	01	7	6	3	3	0	36.8%	31.6%	15.8%	15.8%	0.0%
					02	4	1	4	2	0	36.4%	9.1%	36.4%	18.2%	0.0%
					03	7	2	1	1	0	63.6%	18.2%	9.1%	9.1%	0.0%
				201602	04	4	4	3	0	0	36.4%	36.4%	27.3%	0.0%	0.0%
					05	5	0	3	3	0	45.5%	0.0%	27.3%	27.3%	0.0%
					06	2	5	3	1	0	18.2%	45.5%	27.3%	9.1%	0.0%
				201603	07	3	3	2	1	0	33.3%	33.3%	22.2%	11.1%	0.0%
					08	5	5	0	4	0	35.7%	35.7%	0.0%	28.6%	0.0%
					09	4	5	1	5	0	26.7%	33.3%	6.7%	33.3%	0.0%
				201604	10	2	3	4	2	0	18.2%	27.3%	36.4%	18.2%	0.0%
					11	5	4	3	2	0	35.7%	28.6%	21.4%	14.3%	0.0%
					12	6	1	0	1	0	75.0%	12.5%	0.0%	12.5%	0.0%

Figure 5-10 Example of Expanded Colorado Springs GSA Market Share Report in MID

5-40. Now we chart this data for the last three years and analyze it to discover any trends or issues to address when planning recruiting operations. First, note that this chart has two axes: the left axis depicts the GSA contracts, the right axis depicts the GSA market share percentage. Remembering that the scales for the two are different, the technique is to look for periods where Army contracts do not correspond with the relative Army market share.

5-41. In general, this station's market production runs parallel with the market because as Army contracts increase or decrease, so does its relative share. One period this does not occur is RCM 201405 through RCM 201408 when Army contracts decreased, but its share increased. Obviously, this period of February through May saw the overall market diminish. In fact, other than RCM 201409 and 201410, Army contracts remained very low as did market share until 201502. Investigating this trend requires finesse; this is where science meets art, and a station commander must apply experience and knowledge of the local market. This low production may be due to personnel turbulence, a local event which discouraged military service, a facility move, or a battalion PAE which caused operational disruption.

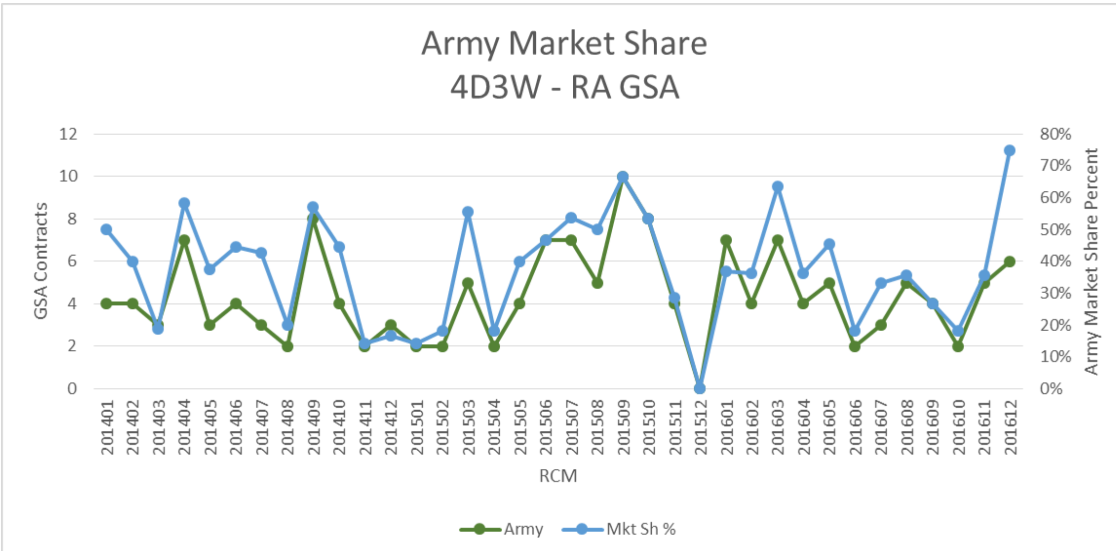


Figure 5-11 Example of Contracts and Market Share by Recruiting Month

5-42. This same information can be charted to include all of the services. This might provide insight as to which service "took" the corresponding, offsetting production when the Army market share either increases or decreases. See the figure below as an example.

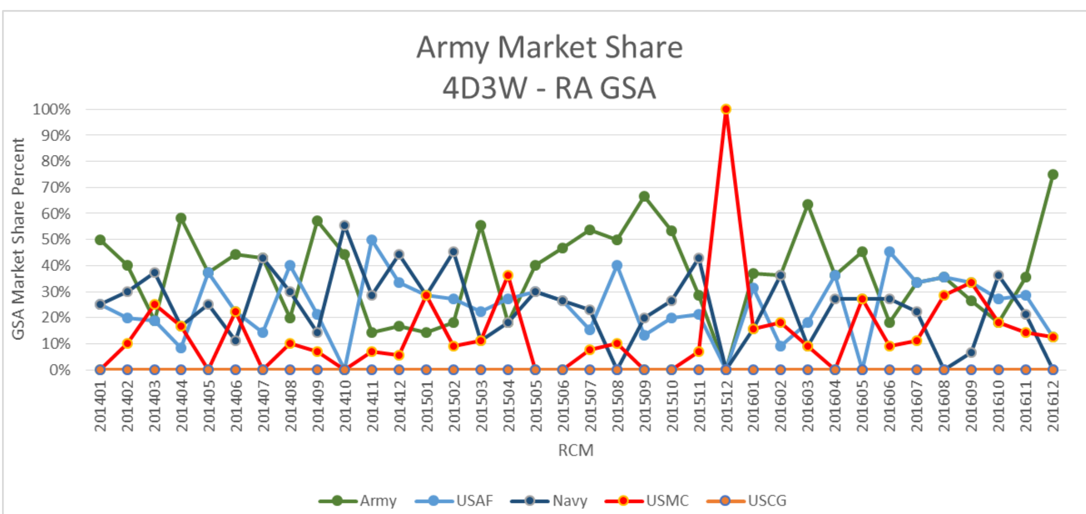


Figure 5-12 Example of Market Share by Recruiting Month and Service

5-43. While the chart is a little busy, there are some insights. For example, for the period described above (RCM 201405 through RCM 201502), it appears the Air Force and Navy took up some of the slack left by the Army during the period RCM 201411 through RCM 201502. In contradiction to the narrative above, the Army drove the market for the period RCM 201405 through RCM 201410, so its share was relatively high despite the low number of contracts. This is why it is important to view market share data from multiple perspectives.

5-44. The chart below illustrates contracts over time. Note that as an alternative perspective all DOD contracts are summed to avoid the clutter of the above chart. This “hides” the resolution you may need to understand which particular service is driving the Army share. It does provide, however, an indication of a market that is expanding or contracting and whether the Army drives this growth/decline.

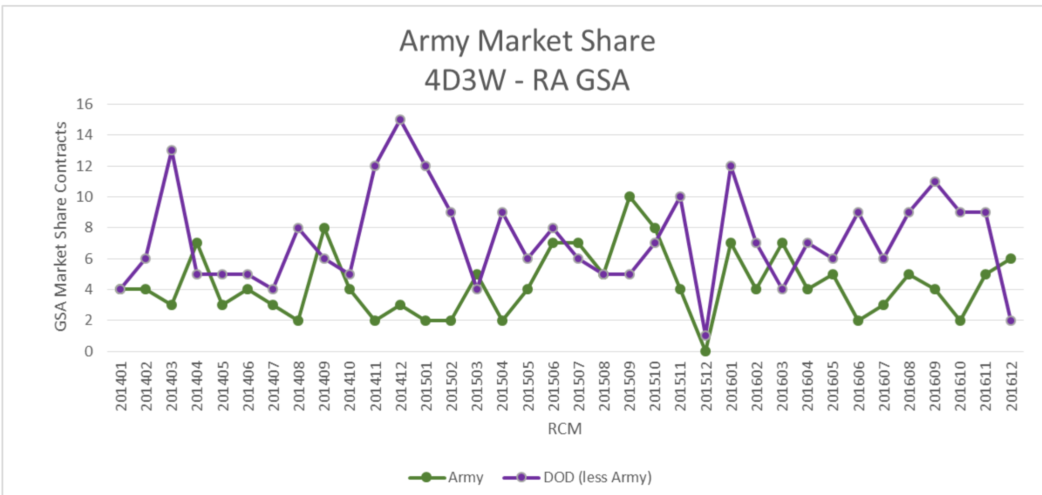


Figure 5-13 Example of 4D3W GSA Contracts Over Time

5-45. As an example, the effects described above for RCM 201405 through RCM 201502 indicate that although the Navy and Air Force took up the slack from the Army, the overall DOD market was sluggish. Also, note in the period from RCM 201604 through RCM 201611. The rest of DOD was relatively stable, but the Army’s baseline was flat between 2 – 6 contracts per RCM.

OTHER MARKET SHARE USES IN MARKET ANALYSIS

5-46. Market Share is used in different ways and can vary among locations. This section identifies some common additional uses and considerations of the Market Share metric.

5-47. Market Share can inform Recruiter placement. It may be effective to allocate a higher number of Recruiters to a growing market and position the Army to take advantage of opportunities such growth presents.

5-48. 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.

5-49. As the YTD 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.

5-50. Market Share helps 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 offers an "earn while you learn" program in partnership with the University of Louisville.

5-51. 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 perhaps under-engaged.

5-52. Market share helps identify higher and lower priority high schools. Based on your share of the senior market, are there schools the other services produce which could warrant more effort? Market share also helps identify feeder ZIPs for a school, or the ZIP codes from which students travel to attend school in another area.

PITFALLS OF MARKET SHARE AS AN OBJECTIVE

5-53. 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.

5-54. 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 the leader, you 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 performance and possibly missed some of the potential in this particular market.

WHAT SHOULD MARKET SHARE BE?

5-55. Market Share varies among locations. The rule of thumb expectation for RA market share was 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 also did not include the reserve component or a holistic view of the competition. For these reasons, a market share standard cannot be established for the entire command. Units should determine a market share for each location based on a collection of environmental and competitive factors. As stated earlier 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.

5-56. Committing resources to attain increased market share should be prioritized from 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. Seeking a higher share in a highly penetrated market is a more efficient commitment of resources.

5-57. 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.

5-58. Some leaders use the percentage of Recruiters present from each service as a guideline for a market share goal. This is known as 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 is 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 a comparison to them on a completely equal level.

5-59. 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 time frame is 33.0%. For the reserve component, the average market share is 23.0%. These values can be used to see how an organization compares to all of USAREC, but keep in mind that not everyone can be above average.

5-60. 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.

5-61. 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 assessment of a market. Market share alone cannot be used 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 the increase in contracts. Conversely, a market may increase market share despite having fewer contracts. More production is likely preferable to the share.

MARKET SHARE DATA CONSIDERATIONS

5-62. In MID, market share data is available for the current recruiting year and the past four completed recruiting years. Additional data is available upon request.

5-63. Ever wonder why the Air Force National Guard contract counts are so low? Air Force National Guard enlistees typically do not process through the Military Entrance Processing Stations (MEPS). Since the MEPS provides the other services data we receive, we do not have access to most of the Air Force National Guard enlistment data.

5-64. The Army National Guard mission is consistently as large as most of the other services. For this reason, the Army National Guard is listed separately to get a clearer picture of the true market share.

5-65. 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.

MARKET SHARE CATEGORIES

5-66. 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.

-Back to Top-

Nbox	Description	Test Score Category	Component
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

Figure 5-14 Table of Nbox Codes used in Market Share

5-67. These Nbox codes combine as the table below shows to form market share categories viewed in MID.

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		

Figure 5-15 Table of Nbox Codes to MID Market Share Categories

ADDITIONAL INFORMATION ON CALCULATIONS

5-68. This section contains additional key equations to help further you understand the categories as needed.

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

5-69. The Prior Service calculation is based on the Active + Reserve Component market share option in MID. 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.

-Back to Top-

Chapter 6

Assess Market Potential

INTRODUCTION

6-1. The fourth and final step of recruiting IPB 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 enabling decision makers to plan and execute successful, decisive recruiting operations.

6-2. As stated earlier, there is no one single metric to assess potential fully. To do so requires a holistic view of the operational environment to develop effective recruiting plans.

ASSESS POTENTIAL USING SAMA

6-3. Relative market potential guides decisions about how to prioritize the application of limited recruiting resources. First, it helps address the question, “where will the investment of recruiting time and effort produce the largest return?”

6-4. Determine prioritization among markets by a direct comparison of relative market potential at the outset of the RY and, on an ongoing basis, by analyzing potential goal remaining as enlistments occur throughout the year. 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.

6-5. A second question SAMA helps address after identifying the best markets is, “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.

6-6. 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. The SMR provides pertinent information to identify important segments at organizational levels above recruiting station. The Top 10 report shows similar information and is tailored for Recruiter level.

6-7. Also, the Top 10 report shows how the potential of key segments is distributed among the station's individual ZIP codes. This association of segment to ZIP code increases the precision of the marketing message and focuses operations when developing recruiting plans.

-Back to Top-

WHY SEGMENTATION ANALYSIS

6-8. Knowing the segments in your area, their locations, and information about their attitudes, interests, and influencers are central to developing a recruiting operations plan, and this analysis can improve efficiency. Segment information allows you to identify the people with the most potential to join the Army, find them, target them, and tailor your message to recruit them in the most effective way possible.

6-9. Consider the following vignette using Urbanicity & Income; two attributes Recruiters have long considered significant in the market environment. In a study of JAMRS segmentation, analysts sorted the segments according to these two factors and found a significant increase in Segmentation P2P as groups moved towards the “Town and Rural” end of the urbanicity scale as income levels approached the middle of the spectrum.

6-10. The bars in the P2P chart below show the production excess or deficiency compared to a P2P of 1.0. As you can see, the purple and green shades representing “Second City” and “Town and Rural” urbanicity did well in general, and the medium income group was significantly better represented than the other income levels. Based on this analysis, you may plan to prioritize marketing to middle income, Second City, Town and Rural population segments. Similar analysis can be performed on the segments in your AO.

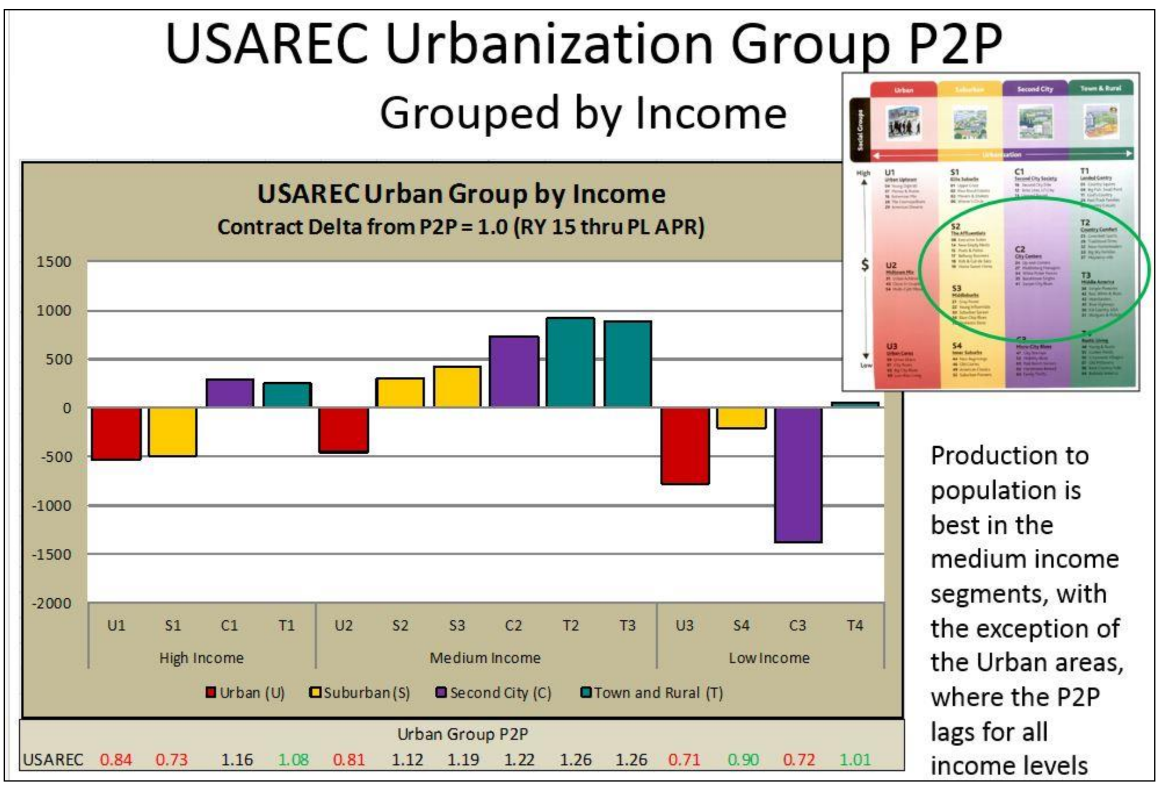


Figure 6-1 Example of Segmentation P2P Analysis

-Back to Top-

6-11. Within a defined market, a segment that is dominant has two contributing factors. First, the segment has a large population. Second, the segment is highly penetrated. This designation can also be assigned based on a leader's judgment and experience, and it recognizes that a segment's potential exists in sufficient quantity to deserve concentrated recruiting effort within a local market.

6-12. Core segments are dominant market segments from a USAREC perspective. They historically provide an above average volume production across the command due to a high penetration with a greater than average population proportion. It also has implications for national marketing.

APPLYING SAMA VIGNETTE

6-13. For the purpose of example, consider the following SAMA reports and vignette for a particular recruiting station of interest, 5H5L.

MARKET ASSESSMENT REPORT						
RSID	Zip	Category	Army Potential	DoD(-) Wtd Avg	Tot DoD Potential	Army Share Potential
5H5L	46235	Must Keep	14	11	25	56%
5H5L	46226	Must Keep	12	11	23	52.20%
5H5L	46220	Must Keep	8	8	16	50%
5H5L	46236	Must Keep	8	8	16	50%
5H5L	46260	Must Keep	7	7	14	50%
5H5L	46256	Must Win	6	7	13	46.20%
5H5L	46205	Market of Opportunity	7	4	11	63.60%
5H5L	46250	Market of Opportunity	6	5	11	54.50%
5H5L	46228	Market of Opportunity	5	3	8	62.50%
5H5L	46240	Market of Opportunity	4	5	9	44.40%
5H5L	46216	Supplemental	1	1	2	50%
5H5L	46230	Supplemental	0	0	0	0%
5H5L	46249	Supplemental	0	0	0	0%
TOTAL			78	70	148	

Figure 6-2 Sample MAR for 5H5L Vignette

6-14. According to the figure above, ZIP codes 46235, 46226, 46220, 46236, 46260, and 46256 are "targeted" since the MAR categorizes them as "Must Keep" or "Must Win." The MAR orders the targeted ZIP codes from highest Army potential to lowest within the categories. Therefore, ZIP code 46235 might be considered the highest priority in the station AO with 46226 equally significant.

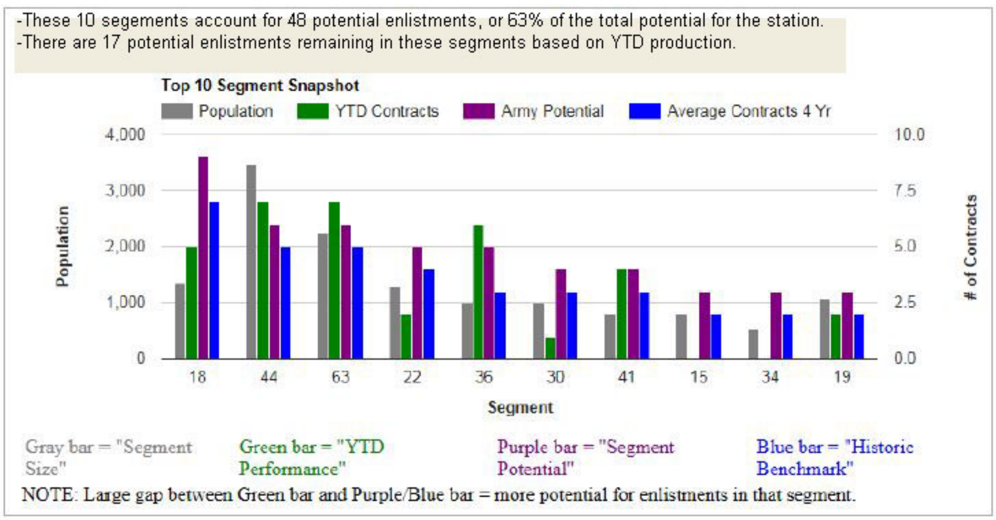
6-15. Within each of these important markets recruiting leaders refine the precision of operations at each echelon. At the battalion and brigade level, leaders and analysts identify opportunities to leverage resources and maximize recruiting success. Station commander and Recruiters identify the best individual targets when developing the recruiting operations plan, such as Tier 1 high schools and enlistment leads within these critical markets.

-Back to Top-

TOP 10 SEGMENT POTENTIAL REPORT

TOP 10 SEGMENTATION MARKET REPORT

Segment	Population	% Population	YTD Contracts	% YTD Contracts	Army Potential	% Army Potential	YTD Remaining Potential	% YTD Remaining Potential	Average Contracts 4 Yr	% Average Contracts 4 Yr	Average Contracts 4 Yr Index
18	1,345	4.6%	5	7.8%	9	11.8%	4	14.8%	7	13.2%	2.855
44	3,446	11.9%	7	10.9%	6	7.9%	0	0.0%	5	9.4%	0.796
63	2,235	7.7%	7	10.9%	6	7.9%	0	0.0%	5	9.4%	1.227
22	1,280	4.4%	2	3.1%	5	6.6%	3	11.1%	4	7.5%	1.714
36	997	3.4%	6	9.4%	5	6.6%	0	0.0%	3	5.7%	1.651
30	1,000	3.4%	1	1.6%	4	5.3%	3	11.1%	3	5.7%	1.646
41	806	2.8%	4	6.3%	4	5.3%	0	0.0%	3	5.7%	2.042
15	815	2.8%	0	0.0%	3	3.9%	3	11.1%	2	3.8%	1.346
34	514	1.8%	0	0.0%	3	3.9%	3	11.1%	2	3.8%	2.135
19	1,076	3.7%	2	3.1%	3	3.9%	1	3.7%	2	3.8%	1.02
TOTAL	13,514	46.5%	34	53.1%	48	63.2%	17	63.0%	36	67.9%	



TOP 10 SEGMENT POTENTIAL BY ZIP

Zip	seg18	seg44	seg63	seg22	seg36	seg30	seg41	seg15	seg34	seg19	TOTAL
46235	3		3		2				2		10
46226		1	2	1			2		1		7
46236	3				1			1			5
46250		1		2		1					4
46256	1	1						1		1	4
46205		1	1				1				3
46220		1				1					2
46228					1	1					2
46240		1		1							2
46216										1	1
46260			1								1

Figure 6-3 Sample Top 10 Segment Report for 5H5L Vignette

6-16. Using the Top 10 Segment Report for 5H5L above, the first section indicates Nielsen population Segment 18 “Kids & Cul-de-Sacs” has the largest Army potential within the staton. The last column also shows the contract to population index of 2.855 indicating that the Army has done well penetrating this segment in the past. The bar chart in the middle of the Top 10 report shows there is still significant potential remaining in this population segment (the difference between the purple potential and green contract bars). The station commander considers this analysis when developing the recruiting operations plan.

6-17. The third section of the Top 10 report shows ZIP codes 46235 and 46236 account for almost all of the potential for Segment 18 within the AO. Recruiters can now identify the segment's key motivators and barriers to enlistment by referencing the Tactical Marketing Guide Supplement located at: https://span.usarec.army.mil/sites/HQ/G2/G2MRD/Market Segmentation/. The top motivators for Segment 18 are future education and travel, as an example.

PRIZM Segment 18 - Kids & Cul-de-Sacs: Upper-middle-class, suburban, married couples with children--that's the skinny on Kids & Cul-de-Sacs, an enviable lifestyle of large families in recently built subdivisions. With a high rate of Hispanic and Asian Americans, this segment is a refuge for college-educated, white-collar professionals with administrative jobs and upper-middle-class incomes. Their nexus of education, affluence, and children translates into large outlays for child-centered products and services.

Segment 18								
Motivator	**Column Index**		**Row Index**		**Barrier**	**Column Index**		**Row Index**
Most Important to Seg	**>120**	**Most Distinctive of the Seg**	**(top 5)**		**Most Important to Seg**	**>120**	**Most Distinctive of the Seg**	**(top 5)**
Future Educ	200	Pride/Self-Esteem/Honor	117		Injury/Death	280	Health Benefits	152
Travel	191	Community Pos Diff	111		Leave Family/Friends	218	Potn Sex Harass/Assault	125
Pay/Money	170	Future Educ	110		Psyc Injury/Trauma/Ptsd	214	Retire Benefits	124
To Help Others	160	Travel	108		Other Careers	182	Pay/Money	121
Gain Xp/Work Skills	158	Future Job Opportunities	107		Interfere College	136	Fam/Friends Oppose	120
Pride/Self-Esteem/Honor	131				Lifestyle	130		
Adventure	124							
Future Job Opportunities	123							

Figure 6-4 Segment 18 Excerpt from the Tactical Marketing Guide Supplement

6-18. In light of the SAMA information, the station focuses recruiting effort in these markets and decides to request appropriate internet and radio advertisements that emphasize education and travel opportunities. The station commander decided to increase effects in support of recruiting operations based on the market's assessed potential and attributes. This example highlights how to leverage SAMA's relative market potential to determine "where" and "what to say" in planning and executing decisive recruiting operations in markets with the best potential for success.

DEMOGRAPHIC DATA

6-19. Take time to apply intelligence about population demographics when assessing market potential and make a note of anything exceptional. For example, in the ethnicity report discussed in Chapter 4, 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 carefully leverage its Spanish-speaking and Hispanic Recruiters in the plan. Company leadership identifies similar demographic opportunities and develops a plan to increase

-Back to Top-

penetration in markets with a large Hispanic presence and potential to impact recruiting success.

6-20. 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.

ETHNIC P2P

6-21. Station and company commanders should take P2P into consideration when developing recruiting plans to assess potential in the market further. 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.

6-22. Remember that though the band of excellence (0.9 to 1.1) referenced in Chapter 4 serves the overarching goal for representation it need not 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.

-Back to Top-

Glossary

Section I - ACRONYMS AND ABBREVIATIONS

AA **(education level)** Associate Degree, not currently enrolled in school

AA **(race/ethnic code)** African American

AAR After Action Review

ADRP Army Doctrine Reference Publication

AFQT Armed Forces Qualification Test

AGR Active Guard Reserve

ALRPT Average Location Report

AMRG Army Marketing Research Group

AO Area of Operations

AOI Area of Interest

API **(race/ethnic code)** Asian and Pacific Islander

AR Army Reserve

ARISS Army Recruiting Information Support System

ASCOPE Area, Structures, Capabilities, Organizations, People, Events

ATAS Automated Territory Alignment System

ATP Army Techniques Publication

B **(race/ethnic code)** Black

BDE Brigade

BI Zone Business Intelligence Zone

BLS Bureau of Labor and Statistics

-Back to Top-

BLUF	Bottom Line Up Front
BN	Battalion
CBSA	Core-Based Statistical Area
CE	**(education level)** College Enrolled
CG	**(education level)** College Graduate
COA	Course of Action
CP	Community Partner
CSV	Comma Delimited file
DA	Department of the Army
DIME	Demographic, Income, Military, Education
DLRPT	Detailed Location Report
DMO	Directed Military Over-Strength
DOD	Department of Defense
ED	Education
E-Date	Effective Date
FY	Fiscal Year
GED	General Education Diploma
GG	**(education level)** GED, not enrolled in school
Grad	Graduate
GRUMP	Graphical Representation of USAREC Market and Production
GSA	Grad and Senior Alpha
H	**(race/ethnic code)** Hispanic
HD	**(education level)** High School Dropout, not currently enrolled in school

HS	**(education level)** High School
HG	**(education level)** High School Graduate
HiSET	High School Equivalency Test
HQ USAREC	Headquarters, United States Army Recruiting Command
HS	High School
HSD	**(education level)** High School Diploma
HSDC	**(education level)** HS diploma graduate via semester, quarter or clock hours
HSDG	**(education level)** High School Diploma Graduate
IEP	Individualized Education Program
IPB	Intelligence Preparation of the Battlefield
JAMRS	Joint Advertising Market Research Studies
LHSA	Last High School Attended
LORPT	Location Organization Report
MAR	Market Assessment Report
MEPCOM	Military Entrance Processing Command
MEPS	Military Entrance Processing Station
MID	Market Intelligence Dashboard
MMA	Mission and Market Analyst
MOS	Military Occupational Specialty
MRB	Medical Recruiting Brigade
NA	**(race/ethnic code)** Native American
NG	National Guard

NGYCP	National Guard Youth Challenge Program
OAC	Out of Area Contract
OCONUS	Outside the Continental United States
OE	Operational Environment
P2P	Production to Population
PAE	Positioning and Analysis Evaluation
Para	Paragraph
PenRate	Penetration Rate
PMESII-PT	Political, Military, Economic, Social, Information, Infrastructure, Physical Environment, Time
PMP	Personnel Movement Plan
PRIZM	Potential Recruiting Index for ZIP Markets
QC	Quality Control
QMA	Qualified Military Available
RA	Regular Army
RAM	Recruiter Allocation Model
RC	Reserve Center
RCM	Recruiting Calendar Month
RCQ	Recruiting Calendar Quarter
RFMIS	Rental Facilities Management Information System
RMZ	Reports Management Zone
ROI	Return on Investment
ROP	Recruiting Operations Plan
ROTC	Reserve Officer Training Corps

RRF	Required Recruiting Force
RSID	Recruiting Station Identification Designator
RY	Recruiting Year
SAMA	Segmentation Analysis and Market Assessment
SLRPT	Summary Location Report
SMR	Segmentation Market Report
SOP	Standard Operating Procedure
SORB	Special Operations Recruiting Battalion
SSN	Social Security Number
STEM	Science Technology Engineering Mathematics
UTC	USAREC Training Circular
TDA	Table of Distribution and Allowance
TPU	Troop-program Unit
TSC	Test Score Category
UR	USAREC Regulation
USAF	United States Air Force
USAR	United States Army Reserve
USAREC	United States Army Recruiting Command
USCG	United States Coast Guard
USMC	United States Marine Corps
W	**(race/ethnic code)** White
VIP	Very Important Person

YTD	Year to Date
ZIP	Zone Improvement Plan

Section II
Terms

Active Guard Reserve
Refers to a US Army and US Air Force federal program that places Army National Guard and Army Reserve Soldiers and Air National Guard and Air Force Reserve Airmen on federal active duty status to provide full-time support to National Guard and reserve organizations for the purpose of organizing, administering, recruiting, instructing, or training the Reserve Components. Soldiers and Airmen in such status (to include Army Reserve recruiters) are also commonly referred to as AGRs.

Armed Forces Qualification Test
Armed Forces Vocational Aptitude Batteries 18 through 22. Before 1 January 1989, the Armed Forces Qualification Test was calculated by the formula: Arithmetic Reasoning + word knowledge + paragraph comprehension + (numerical operations divided by 2). Effective 1 January 1989, the test is calculated by the formula: (Two times the sum of word knowledge + paragraph comprehension) + arithmetic reasoning + mathematics knowledge.

Army Marketing Research Group
An Army organization reporting directly to the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA, M&RA). The organization conducts national marketing, market analysis, and accessions analytics to develop best-value strategies and tactics that inform the American people and motivate the most qualified candidates to consider Army service. Directly supports Regular Army and Army Reserve recruiting activities for officer, enlisted, and civilians.

Automated Territorial Alignment System
A mapping and database system to build station territories. Merges existing data from multiple sources (e.g., USAREC, Census, Department of Defense) to improve the efficiency of recruiting market analysis and build customized cartographic files.

Army Recruiting Information Support System
An administrative automation system that supports recruiting operations in USAREC.

Community Partner
A person other than Active Army or Army Reserve members who, by their relationship with and access to enlistment age youths, are capable of directly or indirectly influencing these youths to seek more information about Army enlistment opportunities.

Core Segment
Dominant market segments from a USAREC perspective that historically provide an above average volume production across the command due to a high penetration with a greater than average population proportion.

data
Numerical information that can be analyzed; measurements in numbers format that are used to create statistics and conversion analysis.

Detailed Recruiter
A Soldier who has been selected by the Department of the Army for recruiting duty and will return to his or her primary MOS at the end of the recruiting tour. Soldiers are typically detailed for three years. Also referred to as DA-Select Recruiters.

enlistment contract
A signed document specifying conditions, standards, and terms of enlistment into an Army program.

high school senior
Any individual currently enrolled in the 12th or final grade of an established day high school and graduate within 365 days.

high school diploma graduate
Any individual who has received his or her high school diploma from an established high school.

intelligence preparation of the battlefield
In recruiting, 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.

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

market analysis
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 positioning of the required recruiting force.

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

military entrance processing station
The joint service facility which conducts final physical examinations and final aptitude tests of all selective service registrants and service applicants, effects induction or enlistment processing, and ships such accessions to appropriate reception battalions or duty stations.

must keep market
A market classification indicating there are significant population and potential for large return on investment for recruiting efforts where the Army outperforms the rest of DOD recruiting.

must win market
A market classification indicating there are significant population and potential for large return on investment for recruiting efforts where the Army underperforms in comparison to the rest of DOD recruiting.

operational environment
In recruiting, the space that both the Army and its competitors must operate.

pacing battalion
A battalion with one of the ten largest youth populations age 17-24 for a particular ethnicity.

penetration
A relative measurement of the degree to which a market has been exploited. The percentage is obtained by dividing the quantity contracted by the prime market (17 to 24-year-olds).

positioning analysis and evaluation
Standardized, analytically based distribution scheme used to place recruiters to maximize mission accomplishment.

production
The results of the recruiting activities, or actions, to obtain appointments and culminate in contracts or accessions.

productivity rate
The number of enlistments per Recruiter standardized to a 20-processing-day month to correct for short or long months.

propensity
A measure of an individual's likelihood of joining the military according to JAMRS survey data.

Qualified Military Available
The population age 17-24, reduced by the numbers who are disqualified for military service due to medical, conduct-related, academic/aptitude, dependency, or other reasons.

Recruiter
An officer, NCO, civilian employee, or contractor whose primary duty is to recruit men and women for enlistment or commissioning in the Army or Army Reserve.

recruiting operation plan
A plan for conducting recruiting operations; prepared by recruiting leaders at any level.

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

relative market potential
A hypothetical estimate of the number of enlistments that could be written within a particular market area based upon historical segment penetration rates and current segment population.

supplemental market
A market classification indicating a lack of potential and population to warrant a resource priority and recruiting efforts are an economy of force operation that maintains a market presence.

Total Youth Base Population
The Woods & Poole youth ages 17-24 from among the documented, civilian, non-institutional population. 'Non-institutional' references persons are not residing in correctional institutions, nursing homes, mental (psychiatric) hospitals, juvenile institutions, and the military. Also referred to as youth population.

United States Army Recruiting Command
A field operating agency of the Office of the Deputy Chief of Staff for Personnel charged with enlisting personnel to meet the strength goals for the Regular Army and Army Reserve. Includes HQ USAREC, the United States Army Recruiting Support Battalion, five recruiting brigades, recruiting battalions, Army Medical Department Detachments, recruiting companies, healthcare recruiting teams, recruiting stations, and personnel complements assigned to it.

United States Military Entrance Processing Command
The joint service command that operates all military entrance processing stations.

References

REQUIRED PUBLICATIONS

FM 2-0 "Intelligence Operations", (dated 15 Apr 14)
ADRP 5.0 "The Operations Process", (dated 17 May 12)
USAREC Manual 3-0 "Recruiting Operations", (dated 4 Aug 17)
USAREC Manual 3-30 "Recruiting Company Operations", (dated 10 Aug 17)
USAREC Manual 3-31 "Recruiting Station Operations", (dated 25 Aug 17)

RELATED PULICATIONS

USAREC Training Circular 5-03.3 "Partnerships"
USAREC Training Circular 5-01 "Mission Command"
USAREC Automated User Guides (IKROme Home/My Sites/Recruiting Functions/)

CITED PULICATIONS

ADRP 3.0 "Operations", (dated 11 Nov 16)
ATP 2-01.3 "Intelligence Preparation of the Battlefield/Battlespace", (dated 10 Nov 14)
UR 350-13 "School Recruiting Programs", (dated 30 Jun 14)

RECOMMENDED PULICATIONS

ATP 2-33.4 "Intelligence Analysis", (dated 18 Aug 14)
ATP 2-22.31 "Human Intelligence Military Source Operations Techniques", (dated 17 Apr 15)

WEBSITES

IKROme Home – USAREC Intranet “My Apps”:
G2 Market Intelligence Dashboard (MID) (Reports)
IKROme USAREC G2 Website - G2 Google Sites
United States Army Central Army Registry (CAR) at https://dl.train.army.mil/catalog/dashboard

PRESCRIBED FORMS

None.

REFERENCED FORMS

DA Form 2028 (Recommended Changes to this Publication)
Recruiting Operation Plan (ROP) - (referenced in UTC 5-01 "Mission Command"

-Back to Top-

USAREC TC 5-02
27 February 2017

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