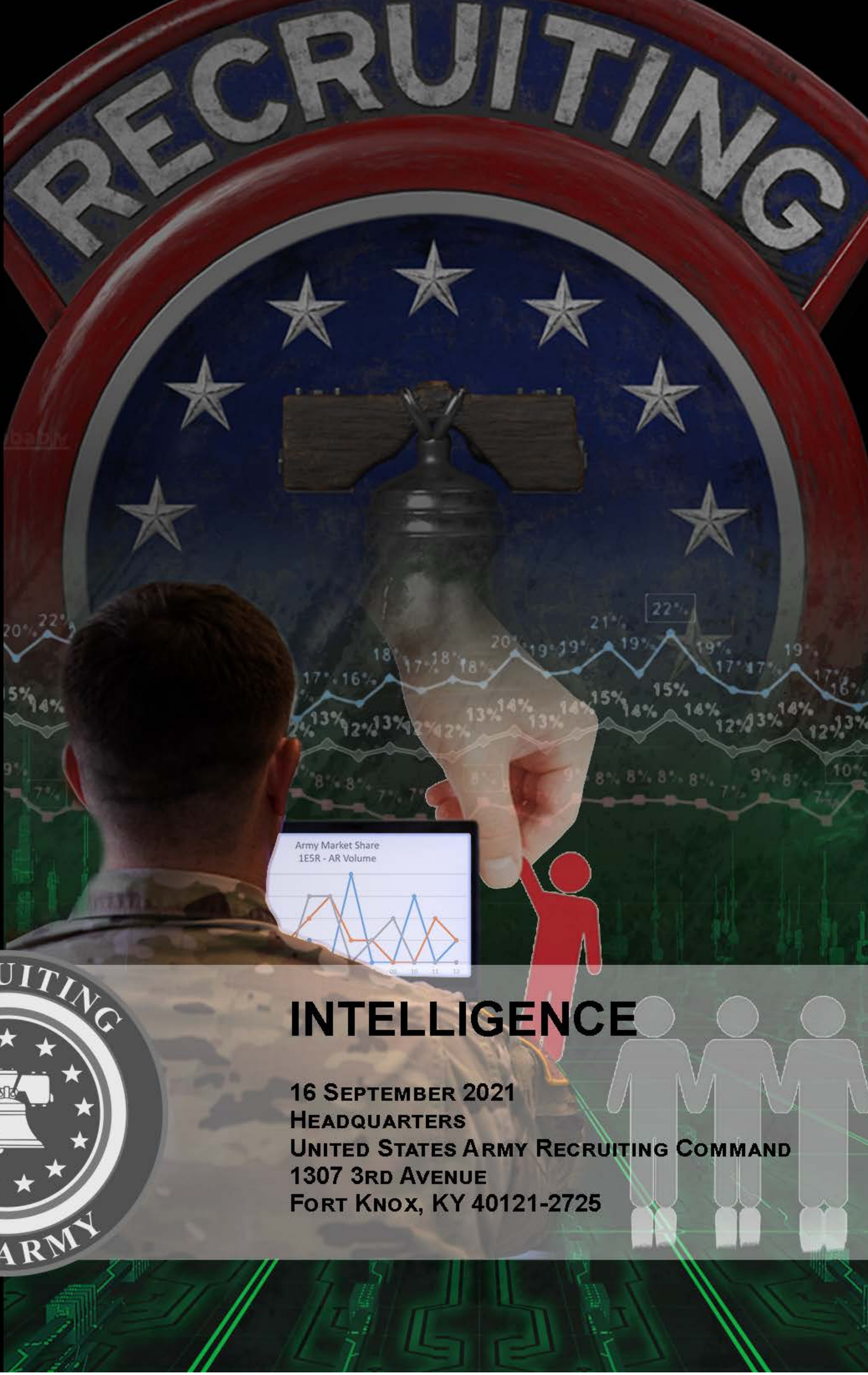
USAREC TRAINING CIRCULAR 5-02



INTELLIGENCE

16 SEPTEMBER 2021
HEADQUARTERS
UNITED STATES ARMY RECRUITING COMMAND
1307 3RD AVENUE
FORT KNOX, KY 40121-2725

SUMMARY of CHANGE

USAREC Training Circular 5-02 Intelligence

USAREC Training Circular
No. 5-02

UTC 5-02

Headquarters
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Fort Knox, KY, 40121
16 Sep 2021

Intelligence

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PREFACE

UTC 5-02 - The United States Army Recruiting Command (USAREC) publication, USAREC Training Circular (TC) 5-02, Intelligence, expands on the fundamental concepts and requirements in USAREC Manuals 3-0, 3-30 and 3-31. USAREC TC 5-02 augments fundamental principles discussed in Army Field Manual FM 2-0, Intelligence Operations. Concepts, tactics, and techniques in this TC 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 TC provides leaders, recruiters, and civilians with the common concepts and techniques to execute or support the task execution of intelligence and market analysis. USAREC has the mission to recruit America's best volunteers to enable the Army to win in a complex world. Members of USAREC accomplish this mission by mastering the tasks associated with the recruiting function of intelligence.

SCOPE

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

APPLICABILITY

This manual applies to all members of USAREC, regardless of recruiting mission type (Enlisted, AMEDD, Chaplain, and in-service).

ADMINISTRATIVE INFORMATION

The proponent for this manual is the Recruiting and Retention College, Doctrine Division. Send comments and recommendations on DA Form 2028 (Recommended Changes to this Publication) directly to HQ RRC, ATTN: RCRC-DD, 1929 Old Ironsides Ave, Fort Knox, KY 40121 or by e-mail to usarmy.knox.usarec.list.rrc-doctrine@mail.mil.

Chapter 1
Intelligence Driven Operations

INTRODUCTION

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

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

1-3. Intelligence is indispensable for both USAREC leaders and field recruiters. We have all heard the Army phrase that intelligence drives maneuvers and operations. It is no different in recruiting. According to ADP 2-0 (Intelligence), the commander drives intelligence; intelligence facilitates operations, and operations are supportive of intelligence. This relationship is continuous.

INFORMATION VERSUS INTELLIGENCE

1-4. What is intelligence as defined by the Army? Army Techniques Publication (ATP) 2-01.3, (Intelligence Preparation of the Battlefield/Battlespace) defines 'Intelligence' as the product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information. Intelligence reduces operational uncertainty but does not eliminate it. Commanders and leaders must assess risks and prioritize resources and capabilities based on intelligence.

1-5. The information provides some of the answers to who, what, where, and when questions. Intelligence seeks to explain 'how,' 'why' and 'so what does it mean' to support decision-making and proactive recruiting operations.

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

1-7. 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.

1-8. 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

1-9. 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.

1-10. Market Intelligence encompasses four major needs: competitor intelligence, product intelligence, market analysis, and market research. Market Intelligence is not just data. It combines data and analysis to generate intelligence that is relevant to decision-makers. The Army Enterprise Marketing Office (AEMO), the G7/9 or A&PA, leaders, and recruiters synthesize this and other intelligence every day to engage the market.

1-11. 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

1-12. Leaders and recruiters continuously collect information guided by the commander's information requirements. It is important to understand the commander's focus for the collection of intelligence. Likewise, revision of the focus occurs as necessary in order to keep the organization current on what information is of greatest importance to the recruiting mission.

1-13. 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 its dissemination as critical operational information.

1-14. "Top down" market intelligence and data help leaders and recruiters understand markets and synchronize limited resources to conduct recruiting operations and develop long-term plans. However, top-down market intelligence requires bottom-up refinement to provide the on-the-ground reality. Every member of the unit has responsibility for observing and reporting information and every recruiter is a sensor in the environment. Due to the complexities of population-centric operations, data can never replace human intelligence gathered through internal and external recruiting networks.

1-15. 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.

1-16. Bottom-up refinement occurs routinely during the planning process at the station and company level (Mission Command, Chapters 2&3). 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 leaders' and station commanders.

SUMMARY

1-17. Intelligence drives successful recruiting operations and is central to effective planning at all levels. Developing actionable intelligence requires critical thinking and synthesis of imperfect information from multiple sources combined with insights and observations from recruiters in the field. Recruiting leaders at every level must leverage reliable market intelligence when making operational and resource decisions in support of daily operations.

Chapter 2
Market Analysis

INTRODUCTION

2-1. Information is processed data of every description that you may use when conducting the analysis. The analysis is the detailed examination of information to understand and evaluate 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 during the recruiting Intelligence Preparation of the Battlefield (IPB) process.

STEPS OF THE RECRUITING IPB

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 comprises of four steps:

- Define the Operational Environment (OE)
- Describe the Environmental Effects
- Evaluate the Threat (Competition)

- Assess Market Potential

STEP 1 – DEFINE THE OPERATIONAL ENVIRONMENT (OE)

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. In addition, what is the array of forces for both the Army and DOD to include Reserve and Guard units? This step also includes understanding the economic and sociopolitical environment. This step identifies all characteristics that influence Army and competitor operations that may then help to identify gaps in intelligence. PMESII-PT (Political, Military, Economic, Social, Information, Infrastructure, Physical Environment and Time) and ASCOPE (Areas, Structures, Capabilities, Organizations, People and Events) are good frameworks for this step.

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

STEP 2 – DESCRIBE THE ENVIRONMENT EFFECTS

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

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

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 (COMPETITION)

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.

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 with the greatest Return on Investment (ROI).

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

SUMMARY

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. The IPB creates awareness and provides the right opportunities in the right market at decisive points in time and space. In summary, a sound market analysis to identify potential in the market leads to a focused recruiting strategy for optimal effectiveness.

Chapter 3
Types and Location of Intelligence Data Source

3-1. The purpose of this chapter is to provide an overview and describe the user procedures to obtain the standard data referenced throughout this training circular. This is not intended to be a step-by-step guide, however, just a primer on how to navigate and locate the tools to access that data.

3-2. As background, market analysis is a quantitative and qualitative assessment that provides the basis for planning recruiting operations. To conduct that analysis, market intelligence provides timely, credible, relevant, actionable information to enable decision-making. There are two types of sources that provide this information: 'Standard' data and 'Other open' data.

3-3. Standard data is data that USAREC processes to conform to its business rules (such as aligning to RSID boundaries), and made available to the recruiting force through internal networks, and maintains common, institutionalized data definitions to facilitate longitudinal assessments. Standard data is the "official" data perspective for a particular metric and is used to provide a common operating picture across USAREC organizations and locations. As an example, data such as enlistments from ARISS, DOD production from DMDC, population from the Census Bureau, and propensity from JAMRS are packaged for USAREC organizations. Note also that the headquarters staff only uses standard data to conduct unit assessments when informing senior leadership. There are three tools used for acquiring standard data for market intelligence in USAREC:

- Market Intelligence Dashboard (MID)
- Market Analysis Reports
- Power BI Tools

3-4. Other open data is data that is available through "unofficial" sources. This data is generally obtainable from local sources such as chambers of commerce, community organizations, and school districts. This includes 'bottom up' intelligence that recruiters and Future Soldiers can also provide. It also includes data at a national scale that is available through various websites. The discriminator is that the data is not authoritative or "officially" used in comparing organizations and locations across USAREC. However, this does not mean the data is not credible or of little value. To the contrary, this data can be very useful in complementing and establishing a particular perspective of the market unobtainable through standard tools. Some common national sources are:

- www.city-data.com/
- https://www.zipdatamaps.com/
- https://data.gov
- https://usafacts.org/

3-5. Why are there three tools to acquire standard data? The ultimate goal was to provide a single tool for USAREC through the MID as a data portal. Development timelines, alternative technologies, and funding issues have created a delay and therefore the need for interim products to implement a bridging strategy. These interim products are developed and maintained by the USAREC G-2 and facilitate access to the needed standard market intelligence data. These products include the “G-2 Market Analysis Tools” (including “G2 Maps” and “Market Analysis Reports”) and “Power BI Tools”. This bridging strategy is necessary to fill the gap for dated systems pending the deployment of Accessions Information Environment (AIE) to replace MID as the enterprise business intelligence and data access tool.

Market Intelligence Dashboard (MID)

3-6. The MID is a legacy data tool. The data is updated and processed daily through an enterprise process based on a periodic schedule driven by source availability. MID is the basis for the core data used throughout USAREC.

3-7. To get to MID, you must be on the Recruiting Support Network (RSN). From the USAREC – IKROme homepage (http://ikrome.usaac.army.mil/), select “BI Zone”.

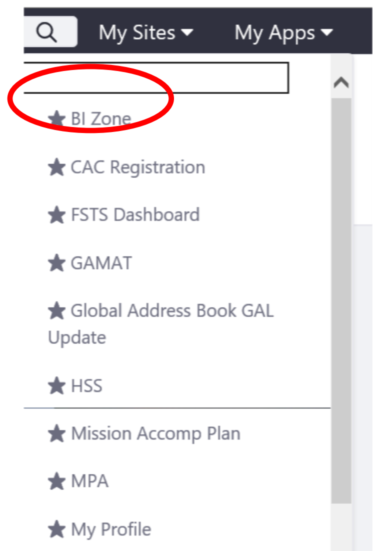


Figure 3-1. Location of MID reports via My Apps and BI Zone.

3-8. This will take you to the landing page for MID. From here you can select the data metric you wish to explore.

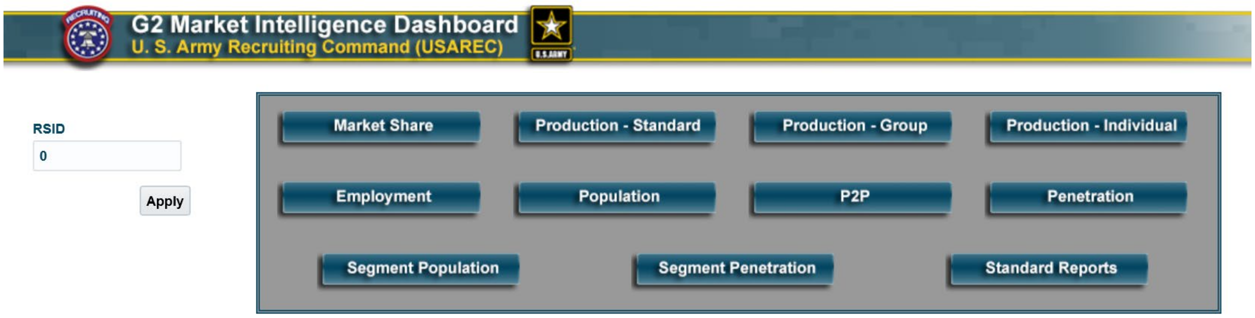


Figure 3-2. Screen Shot of G2 Market Intelligence Dashboard.

G-2 Market Analysis Tools

3-9. The "G-2 Market Analysis Tools" are a collection of Google environment tools that are maintained by the G-2.

3-10. From the USAREC IKROme homepage (http://ikrome.usaac.army.mil/), select "G2 Market Analysis Tools" (located near the bottom of the page). Once you have landed on the page, bookmark it, disconnect from the RSN, and connect to a public network. The URL is https://sites.google.com/a/goarmy.com/g2/. You will need a Google account to access G2 Maps, not Market Analysis Reports. Note: You will no longer need to navigate through the IKROme homepage, but rather should bookmark the page for future access.

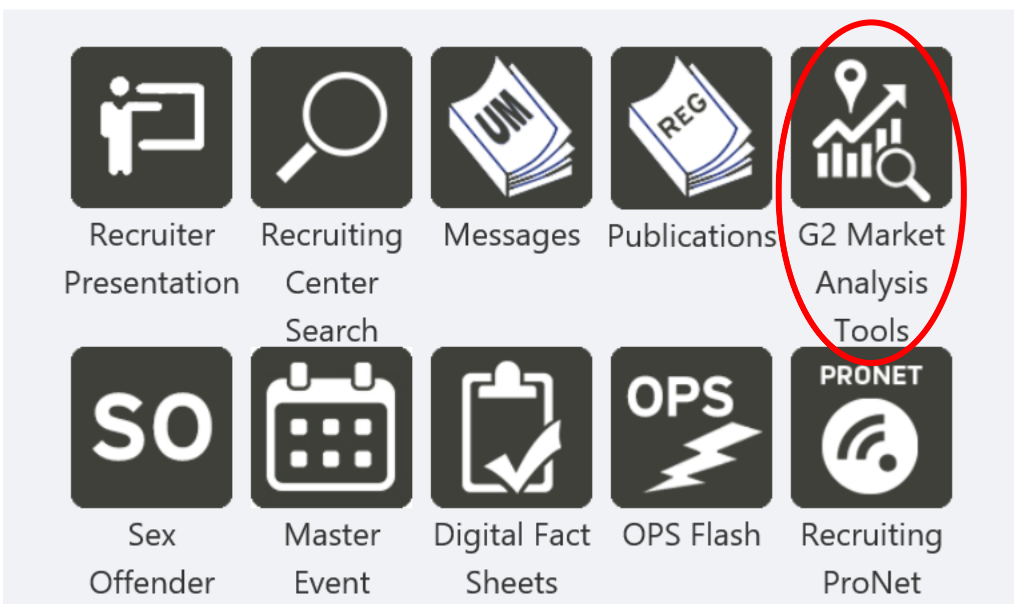


Figure 3-3. Screen Shot of Location on G2 Market Analysis Tools in IKROme.

3-11. From this "G2 Main" page, you can navigate to either the "G2 Maps" or "Market Analysis Reports".

Figure 3-4. Screen Shot of G2 Market Analysis Tools Icons.

G2 Maps

3-12. “G2 Maps” was designed for mobile operations. It allows a recruiter to access geographic illustrations of USAREC organizations, Schools, TPU, and SAMA information from a phone or laptop connected on a public network (without the limitation of the RSN). Although based on “standard” data, as a geographic depiction of the market it is not technically considered a data source. Nonetheless, it is included here for reference purposes.

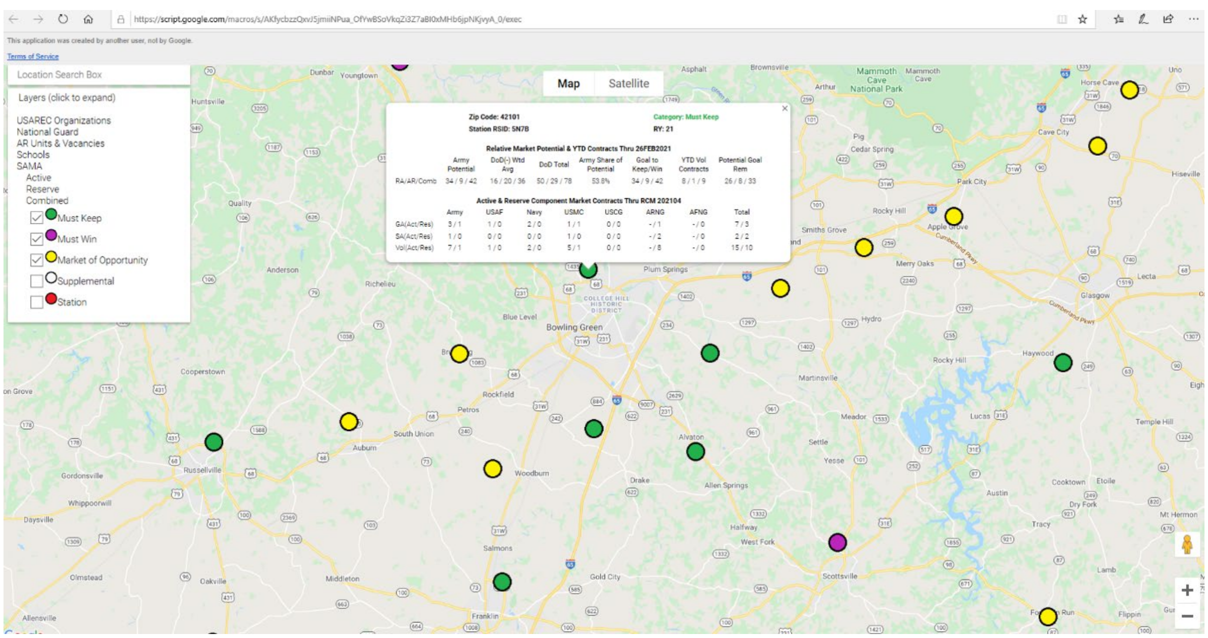


Figure 3-5. Example of G2 Maps SAMA Product.

Market Analysis Reports (MAR)

3-13. "Market Analysis Reports" is designed for use on a public network. It provides various SAMA reports. Additionally, to be discussed below, it includes links to the other reports that are categorized as a "Power BI Tool".

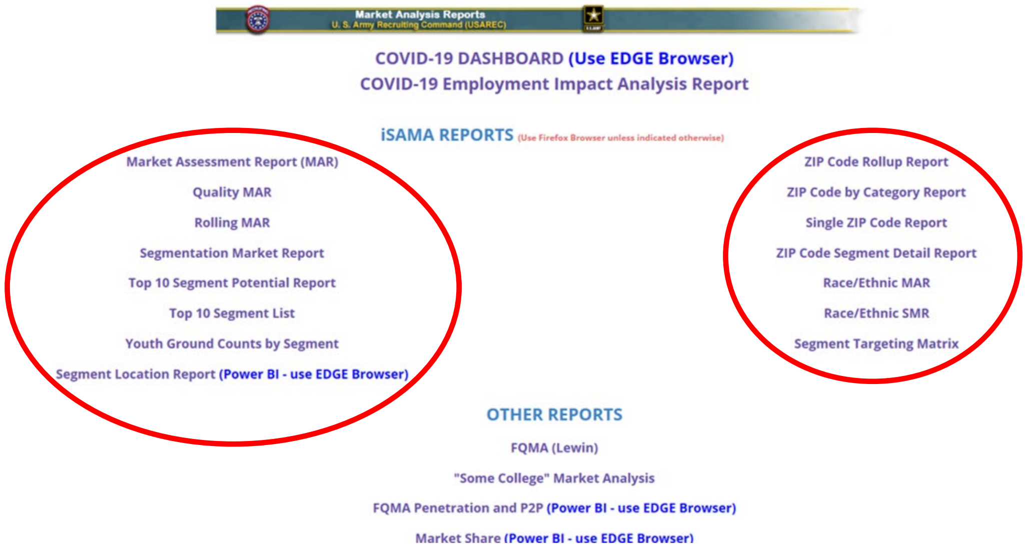


Figure 3-6. Screen Shot – Market Analysis Report (MAR) Page.

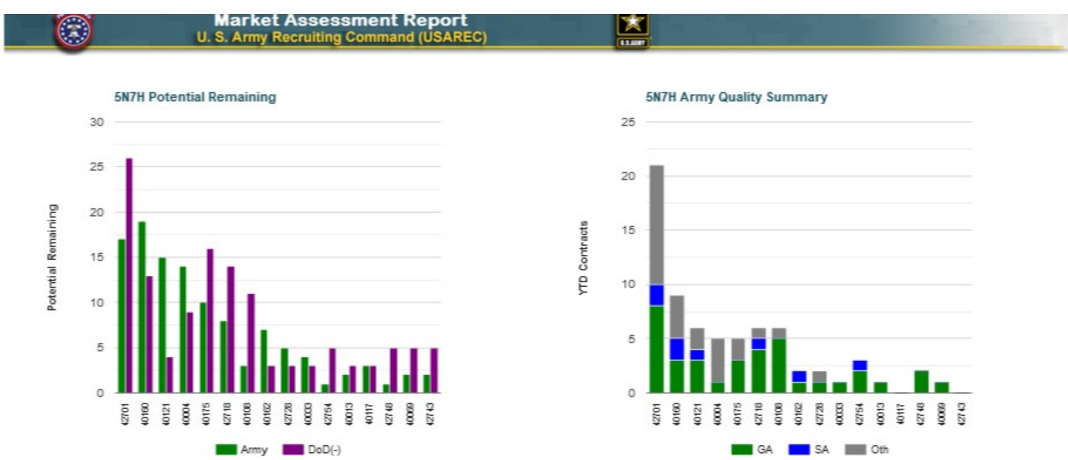


Figure 3-7. Example Market Assessment Report.

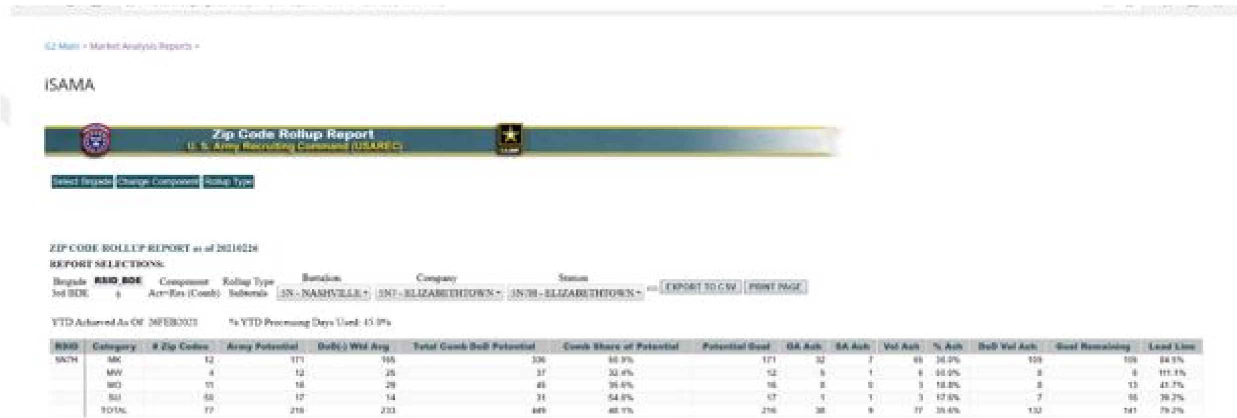


Figure 3-8. Example ZIP Code Rollup Report.

Power BI Tool

3-14. “Power BI Tool” is a collection of geo-spatial visualizations and reports that leverage the Power BI business analytics tool. Highly interactive, the user points-and-clicks to establish report criteria. The preferred browser is Edge, not on the RSN. You can access these reports from the same landing page as the “Market Analysis Reports”. For future access, it is recommended to bookmark the pages, obviating the need to navigate through “G2 Market Analysis Tools”.

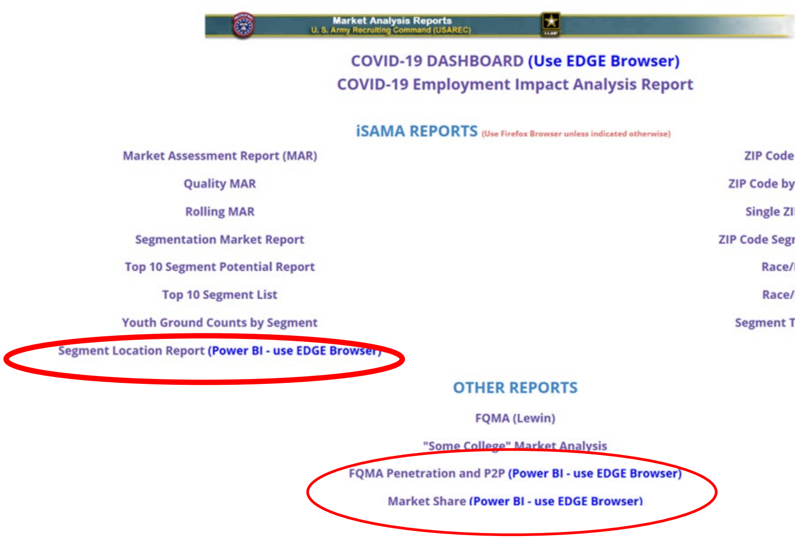


Figure 3-9. Screen Shot – Location of Power BI Tool Reports.

3-15. There are three Power BI Tool reports: Segment Location Report, FQMA Penetration and P2P, and Market Share. These reports provide critical market data and visualizations. Note the user options that are available as a pop-up menu from the bottom-center of the page.

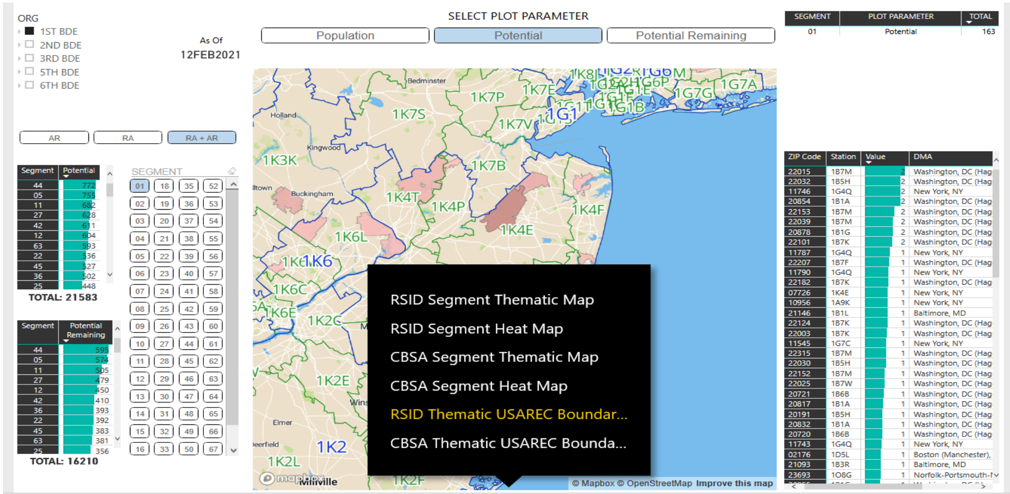


Figure 3-10. Power BI Tool – Example Segment Location Report.

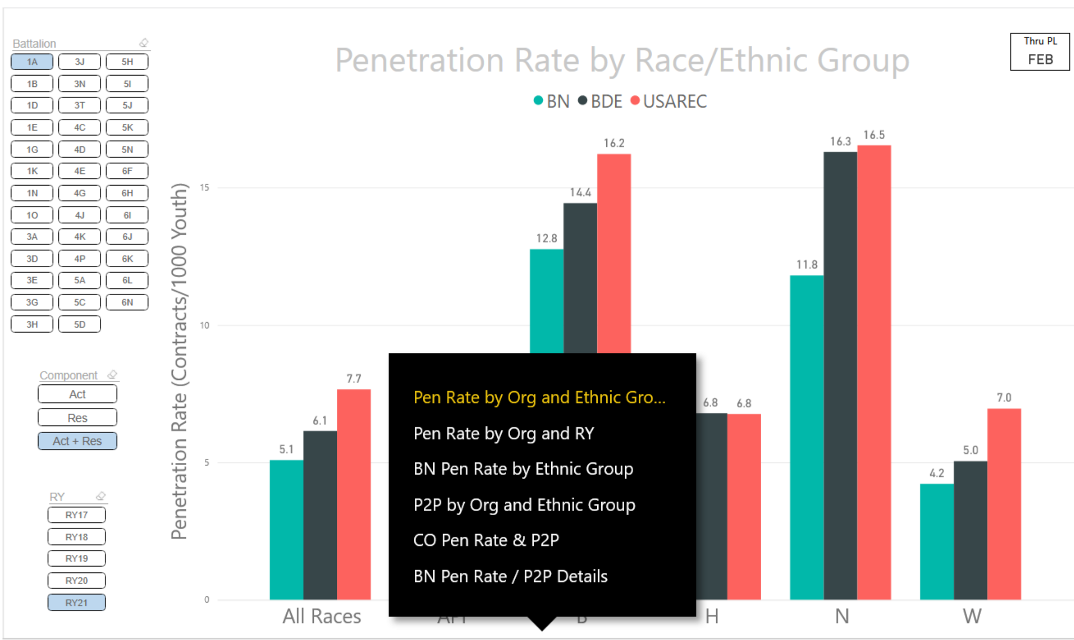


Figure 3-11. Power BI Tool – Example FQMA Penetration and P2P Report.

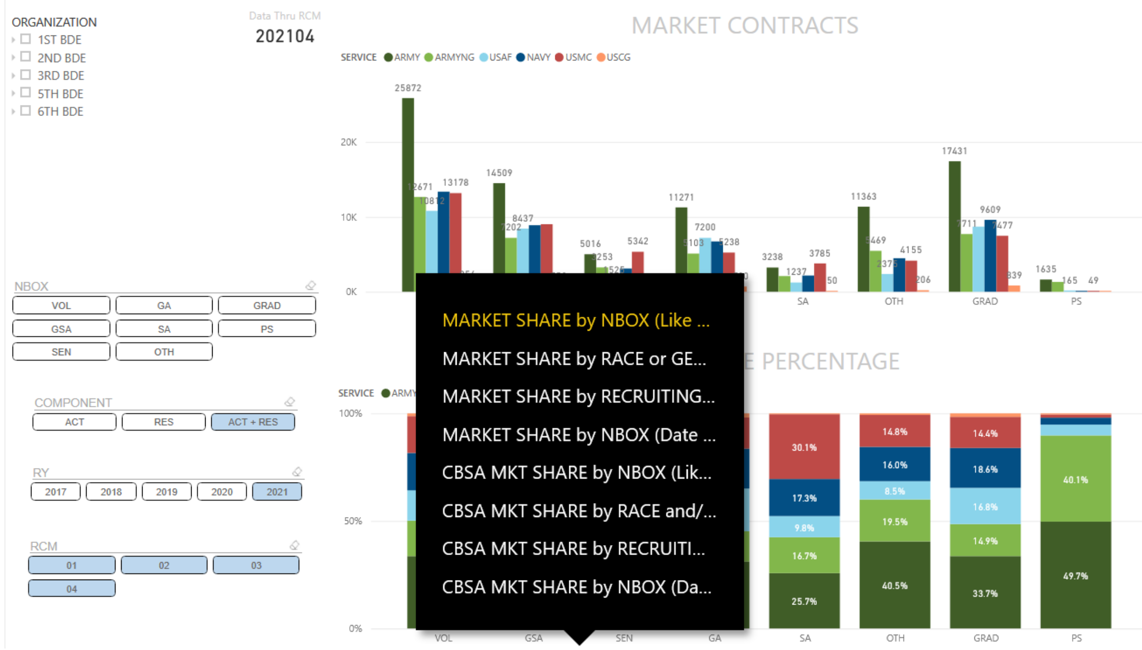


Figure 3-12. Power BI Tool – Example Market Share Report.

Chapter 4
Defining the Operational Environment (OE)

INTRODUCTION

4-1. ADP 3-0 (Operations) defines the OE as the composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. An OE consists of many interrelated variables/sub-variables and their relationships and interactions among themselves.

4-2. 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

4-3. 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.

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

4-5. 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 ANALYSIS

4-6. 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 variables using the PMESII-PT framework: political, military, economic, social, information, infrastructure, physical environment, and time.

4-7. **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 that directly affect recruiting operations from the local school district to national level.

4-8. **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.

4-9. **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 affect recruiting operations.

4-10. **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.

4-11. **Information** describes the nature, scope, characteristics, and effects of individuals, organizations, and systems that collect, process, disseminate, or act on information. Another consideration here is how the market accesses the information. Local TV and newspapers are an example.

4-12. **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.

4-13. **Physical Environment** defines the physical circumstances and conditions that influence the execution of operations. The physical environment directly affects recruiting efforts and vastly differs across the nation. In the West and Midwest portions of the country, markets are larger with less dense population centers requiring significantly more effort and resources to reach the market. Winters and extreme snowfall in the North or Northeast significantly limit access to market for portions of the year.

4-14. **Time** influences military operations within an operational environment regarding the decision cycles, tempo, and planning horizons. Analyzing the market's decision cycle and planning horizons is critical to planning effective recruiting operations focused on decisive points in time and space.

ASCOPE ANALYSIS

4-15. Civil considerations include the influence of human-made infrastructure, civilian institutions, and activities of the civilian leaders, populations, and organizations on the conduct of military operations. Recruiting leaders assess civil considerations by analyzing ASCOPE variables:

Areas -

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

Structures -

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

Capabilities -
- Health clinics and hospitals
- Technology
- Transportation
- Communication

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

People –
- Demographics
- Perceptions and attitudes
- Religious beliefs
- Community Partners (CP) and Centers of Influence (COIs)
- Lifestyles and income levels

Events –
- Agricultural
- National and religious holidays
- Elections
- School activities and key dates
- Job fair
- Community events, air shows and festivals
- Market cycles

4-16. The figure 4-1 provides an example matrix for considerations across PMESII and ASCOPE. Note: The 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	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

				Forums		
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 suspense's for submissions Media cycle within the market	Construction that impacts movement through the environment School opening, closing and relocation School expansions

Figure 4-1. Example PMESII and ASCOPE Consideration Matrix.

ORGANIZATIONAL AND MARKET-BASED APPROACHES

4-17. ZIP codes form the most basic building block of the market and organizational structure of recruiting stations. Most, but not all, data metrics discussed are available down to this geographic region.

4-18. In many instances, we define and analyze the environment and the market within the context of our organizational structure: stations, companies, battalions, brigades and USAREC as a whole. Some of this information only applies within these structures when analyzing Mission Data and Required Recruiting Force (RRF) since certain data metrics do not break down into ZIP Code level.

4-19. 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 or communities. 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.

4-20. 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 2019, for example, CBSA-defined market areas accounted for about 93% of combined enlistments. Leaders should employ a market-based approach to recruiting when possible since this is the social and economic environment that forms the core of the population from which to recruit.

POPULATION DATA

4-21. 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 three population categories: the Total Military Available (TMA) Population, Fully Qualified Military Available (FQMA) Population, and Lifestyle Segment Population.

4-22. The TMA Population: TMA is the subset of the Woods and Poole data set limited to the age range of 17-24 from among the documented, non-military and non-institutional population. The non-institutional population excludes those residing in correctional institutions, nursing homes, mental (psychiatric) hospitals, juvenile institutions, and other institutions in the United States.

4-23. The FQMA Population. FQMA uses the TMA Population as a starting point and further refines it by removing the projected disqualified for military service due to medical, conduct-related, academic/aptitude, dependency, or other reasons. The FQMA Population is approximately 29% of the TMA Population and represents the number of youth who are intellectually, medically and behaviorally qualified to join each service without a waiver. The DOD Lewin Group QMA Study is the basis for the disqualification rates of 17- 24 year-olds by gender, race/ethnicity, and education. The following table reflects availability of population data:

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

Table 4-1. Population Data

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

4-24. Lifestyle Segment Population. USAREC uses the Claritas PRIZM Premier Lifestyle Segment data to obtain a deeper understanding of the population. PRIZM Premier categorizes U.S. consumers into 68 segments according to a socioeconomic grouping of similar characteristics to more effectively target and message them. These groupings are based on spending habits, television viewing, radio listening, leisure activities, hobbies, magazine subscriptions, social media usage as well as demographic factors such as age, income, employment and race/ethnicity. The theory is that you can communicate with people with like socioeconomic factors with a common message that resonates more effectively due to their similarities. For example, youth who drive pick-up trucks and subscribe to “Field & Stream” magazine are in a different segment of the population than youth who drive BMWs and subscribe to “Fortune” magazine. Given these groups, targeted messaging can be more efficient based on these underlying attributes. The Joint Advertising Marketing Research & Studies (JAMRS) further refines this lifestyle segment information. Further refinement by JAMRS provides users with military-relevant information about the attitudes and interests of the youth and influencers within each market segment so that users may more effectively communicate with these segments. The following chart reflects the availability of Segment population data:

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

Table 4-2. PRIZM NE Population Data

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

TOTAL MILITARY AVAILABLE (TMA) POPULATION

4-25. Currently, the only population data directly available to the field through G2 Market Intelligence Dashboard (MID) is TMA Population. This data can be found in 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 a legacy definition for the population.

4-26. The MID breaks out the population by race, education type, age, and gender. Five Race/Ethnicity division categories are:

Code	Race/Ethnicity
API	Asian Pacific Islander
B or AA	Black or African American depending on the data source
H	Hispanic
NA	Native American
W or Caucasian	White or Caucasian depending on the data source

Figure 4-2. MID by Race/Ethnicity.

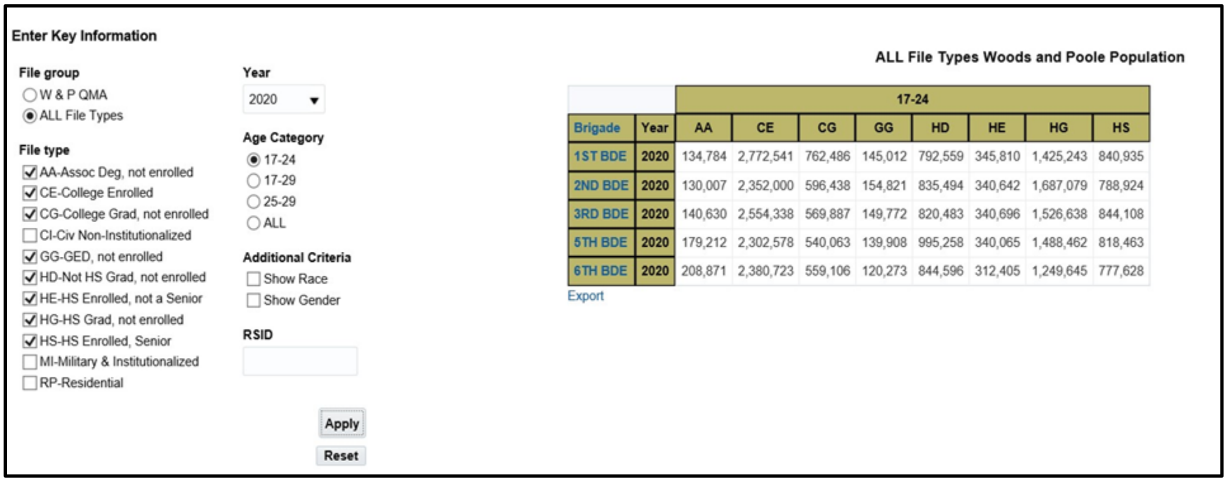
4-27. Population by Education divides data into eight categories ranging from high school dropout to college graduate. These file types are a detailed view of the underlying data. We do not use these individual categories below the national level for routine analysis:

File Type	TMA Description
AA	Attended junior college and received associates degree only, currently not enrolled
CE	Enrolled in college
CG	College graduate, not enrolled
GG	Not enrolled in school but has a General Education Diploma (GED) certificate
HD	Population that did not complete high school and are not enrolled
HE	Enrolled in high school, years 1-3
HG	Population that is a high school graduate only, does not include (GED) and not enrolled
HS	Enrolled in high school as a senior

Figure 4-3. Population File Types.

Note: The “File Type” selections reflected in Figure 3-4. These selections provide the TMA Population. Note that “MI” – Military and Institutional” population/file type and “CI-Non-institutionalized” are not included in Total Military Available Population. TMA is also used as the basis for Segment Population described later in this chapter.

4-28. Population age categories are 17-24 (the age range of the target market), 17-29 (the age range for the typical population joining either the active or reserve components), 25-29, and "All" which includes all the population ages 12-65. While 17-29, 25-29, and "All" age categories may be of interest, note that they are not a standard metric used to define the OE.



		17-24							
Brigade	Year	AA	CE	CG	GG	HD	HE	HG	HS
1ST BDE	2020	134,784	2,772,541	762,486	145,012	792,559	345,810	1,425,243	840,935
2ND BDE	2020	130,007	2,352,000	596,438	154,821	835,494	340,642	1,687,079	788,924
3RD BDE	2020	140,630	2,554,338	569,887	149,772	820,483	340,696	1,526,638	844,108
5TH BDE	2020	179,212	2,302,578	540,063	139,908	995,258	340,065	1,488,462	818,463
6TH BDE	2020	208,871	2,380,723	559,106	120,273	844,596	312,405	1,249,645	777,628

Figure 4-4. Population Report in MID.

Fully Qualified Military Available (FQMA)

4-29. The DOD Lewin Group QMA study of the TMA population determines the FQMA. The results of the study provided a ZIP Code level projection of the number of 17-24 year-olds that are fully qualified to serve in any branch of the United States military without a waiver.

4-30. To understand the effects of the reduced availability of youth to serve, consider that the Lewin Study estimates that only 17 percent of the TMA is available and qualified to enlist without a waiver when you subtract those enrolled in college. Additionally, the services typically deny enlistment to youth who receive a 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.

4-31. FQMA takes into consideration the disqualification rates for medical/physical, overweight, mental health, drugs, conduct, dependents, and aptitude. This metric, FQMA, becomes the basis for the Penetration and P2P metrics used to describe environmental effects in Step 2 of IPB.

4-32. To retrieve the FQMA, you must go to the G2 Market Analysis Tools through the USAREC IKROme page.

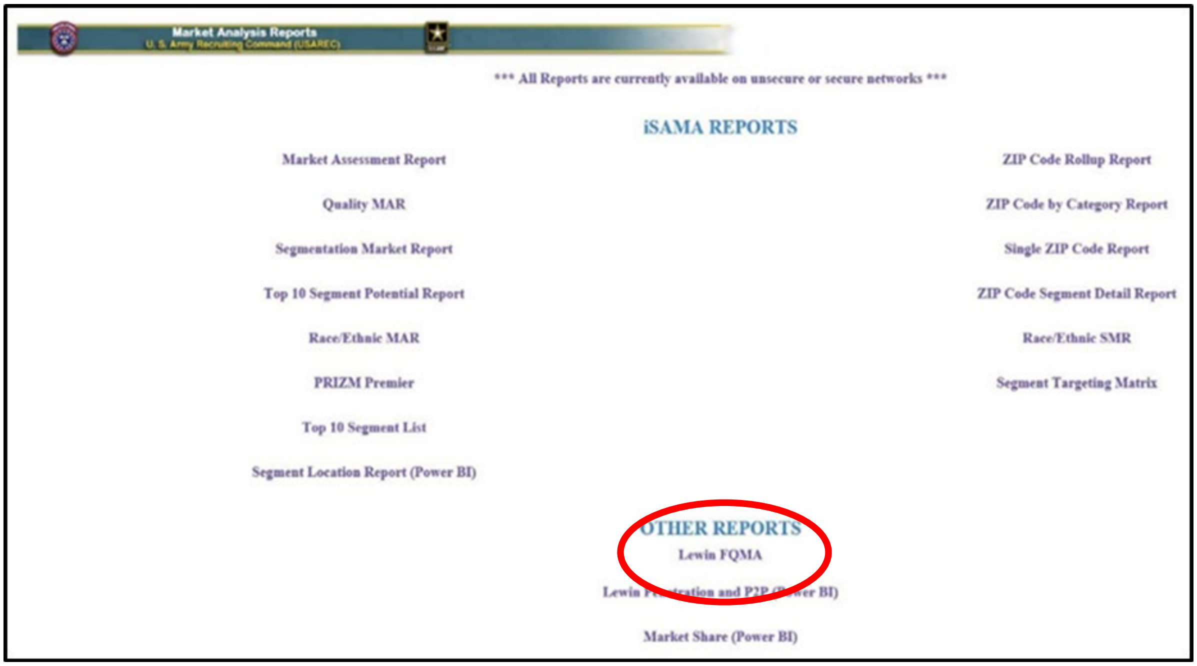
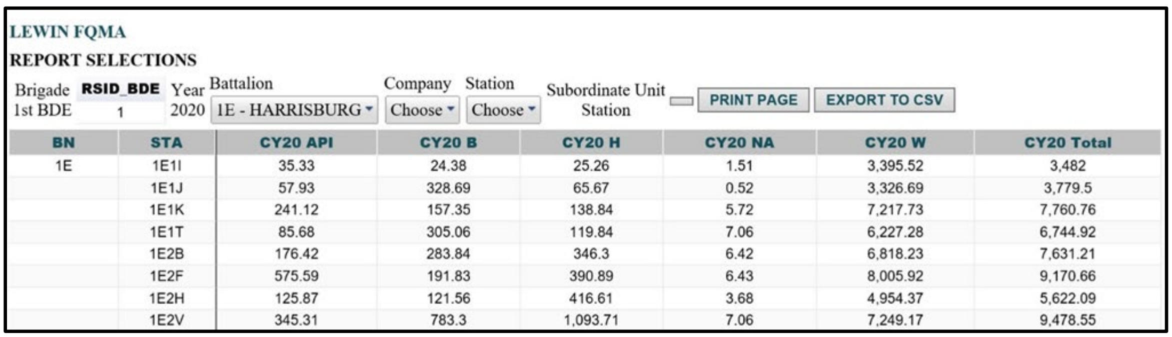


Figure 4-5. Market Analysis Report Page.



BN	STA	CY20 API	CY20 B	CY20 H	CY20 NA	CY20 W	CY20 Total
1E	1E1I	35.33	24.38	25.26	1.51	3,395.52	3,482
	1E1J	57.93	328.69	65.67	0.52	3,326.69	3,779.5
	1E1K	241.12	157.35	138.84	5.72	7,217.73	7,760.76
	1E1T	85.68	305.06	119.84	7.06	6,227.28	6,744.92
	1E2B	176.42	283.84	346.3	6.42	6,818.23	7,631.21
	1E2F	575.59	191.83	390.89	6.43	8,005.92	9,170.66
	1E2H	125.87	121.56	416.61	3.68	4,954.37	5,622.09
	1E2V	345.31	783.3	1,093.71	7.06	7,249.17	9,478.55

Figure 4-6. FQMA Results Lifestyle Segmentation Population.

4-33. As previously discussed, another way to look at the population is through lifestyle segmentation. In general, segmentation is the grouping of individuals by like characteristics to target their needs and desires. Market segmentation is a detailed sub-grouping of the population within an area providing insight into the motivators and barriers to Army recruiting based on general demographics, lifestyle, affluence, householder age, children living at home and urbanization. It allows efficient promotion of military service through various promotional strategies (USAREC Manual 3-0).

4-34. When attempting to communicate with 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 you must customize each message individually. For example, we use the message “What’s Your Warrior” for mass media and brand awareness but this may not necessarily derive the same response from everyone. On the other hand, we cannot effectively communicate to approximately 34 million 17-24 year-old youth population in the United

States with individual messages.

4-35. Segments occur within categories; for example, gender is a category and segmented as male and female. Each segment category provides a cross-section perspective of the group. There are three population generalities used to distinguish categories that are specific to assess segments:

4-36. Demographic categories (Who you are):

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

4-37. Lifestyle categories (What you do):

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

4-38. Psychographic categories (Why you do it):

- Attitudes
- Wants and needs
- Desires

CLARITAS PRIZM SEGMENTATION

4-39. Segmentation helps USAREC analyze local recruiting markets and determine recruiting 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. USAREC uses the segments defined by Claristas' Potential Rating Index for ZIP Markets (PRIZM) Premier system to categorize U.S. consumers into 68 demographically and behaviorally distinct types. PRIZM Premier enables marketers to create a complete portrait of their customers by answering these important questions:

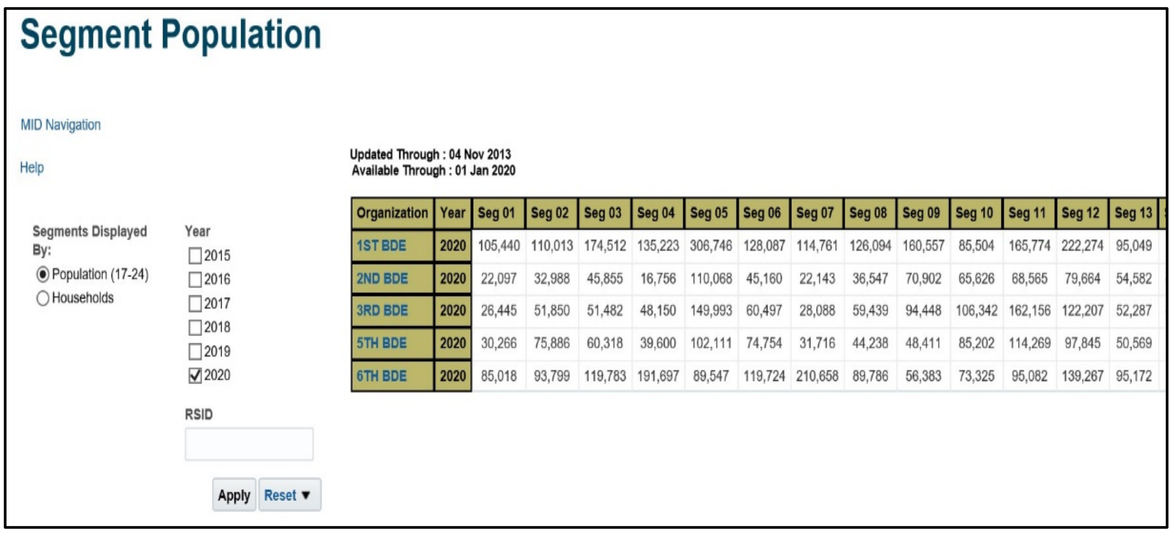
- Who are my targets?
- What are they like?
- Where can I find them?
- How can I reach them?

4-40. 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. Claritas and JAMRS provide updated segmentation data annually on the 68 segments. To assist staff and recruiters with market analysis, JAMRS publishes annually the Segmentation Marketing Guide. This guide provides information on the attitudes and interests of youth and influencers for each segment. In addition, the G2 publishes the "Tactical Marketing Guide Supplement" which lists the top motivators and barriers to enlistment by segment based on survey responses from the most current JAMRS Youth Poll. Both of these documents are available on the G2 SharePoint site at: https://span.usarec.army.mil/sites/HQ/G2/G2MRD/Market Segmentation/

LOCATING LIFESTYLE SEGMENT DATA

4-41. MID provides the raw JAMRS segment population and penetration data by Recruiting Station Identification Designator (RSID).

4-42. 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, (Do not use "Households".) Figure 3-7.



Organization	Year	Seg 01	Seg 02	Seg 03	Seg 04	Seg 05	Seg 06	Seg 07	Seg 08	Seg 09	Seg 10	Seg 11	Seg 12	Seg 13
1ST BDE	2020	105,440	110,013	174,512	135,223	306,746	128,087	114,761	126,094	160,557	85,504	165,774	222,274	95,049
2ND BDE	2020	22,097	32,988	45,855	16,756	110,068	45,160	22,143	36,547	70,902	65,626	68,565	79,664	54,582
3RD BDE	2020	26,445	51,850	51,482	48,150	149,993	60,497	28,088	59,439	94,448	106,342	162,156	122,207	52,287
5TH BDE	2020	30,266	75,886	60,318	39,600	102,111	74,754	31,716	44,238	48,411	85,202	114,269	97,845	50,569
6TH BDE	2020	85,018	93,799	119,783	191,697	89,547	119,724	210,658	89,786	56,383	73,325	95,082	139,267	95,172

Figure 4-7. MID Segment Population Selections.

TMA, FQMA, AND LIFESTYLE SEGMENTATION POPULATION COMPARISON, SUMMARY

4-43. FQMA uses disqualification rates of key categories to produce a ZIP code level projection of 17-24 year-olds who are intellectually, medically, and morally qualified to join each branch of service without a waiver. Conversely, TMA population includes all youth (except those currently in the military and institutionalized). Lifestyle Segment data, based on TMA, provides underlying analysis of the population to categorize market segments based on consumers' likes, dislikes, lifestyles, and purchase behaviors.

4-44. FQMA reduces to approximately 29% of the TMA based on the application of the Lewin Study. USAREC has adopted this approach to maintain consistency with the remainder of DOD (which also uses FQMA to report recruiting metrics).

Note: This 29% reduction is not consistent across all regions. Some regions have a lower/higher fully qualified rate based on the local socioeconomic factors e.g. education, incidence of obesity, crime rates, etc.

4-45. Some areas do not have population counts under TMA Population, FQMA, or Segments population estimates. These areas are Germany, and parts of the Pacific Rim (Micronesia, Japan, and Korea). This is simply a limitation of the data as mentioned in Chapter 1.

MARKET DEMOGRAPHICS

4-46. 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.”

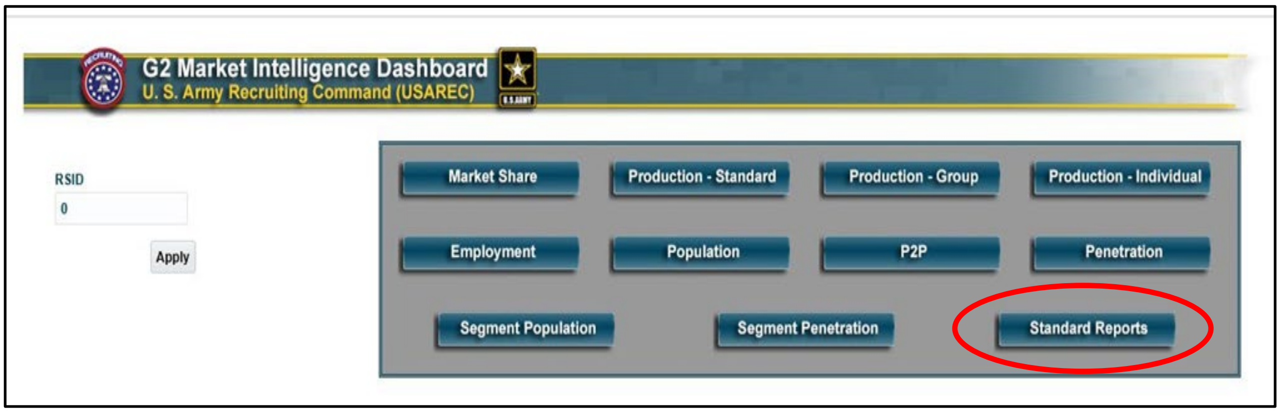


Figure 4-8. MID Demographics Page.

4-47. From within this report, you can make the following four selections, which include the following subsets below:

POPULATION REPORT

4-48. The population report provides information on the ages 17-24, 25-29 and 17-29 year-old youth population with detailed data including:

a. Current year population
b. Five-year projected population
c. Household growth rates
d. Percent of population by ethnicity
e. Percent of population by gender

Population Report
1
Updated Through : 18 Jan 2013
Available Through: 2022 01

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 - 2019	915,075	1,054,314	831,786	663,873	1,205,222	1,262,751	549,329	529,352	7,011,702
5 Year Projection - 2024	872,109	1,084,509	776,903	617,171	1,138,755	1,222,702	492,135	511,631	6,715,915
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%	48.3%	49.8%
% Female	49.8%	50.5%	49.7%	49.4%	50.7%	50.0%	49.5%	51.7%	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 - 2019	516,660	687,036	548,694	409,957	838,718	785,975	325,444	343,385	4,455,869
5 Year Projection - 2024	562,100	741,968	583,940	429,208	843,630	817,638	325,817	351,538	4,655,839
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%	23.4%	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 - 2019	1,431,735	1,741,350	1,380,480	1,073,830	2,043,940	2,048,726	874,773	872,737	11,467,571
5 Year Projection - 2024	1,434,209	1,826,477	1,360,843	1,046,379	1,982,385	2,040,340	817,952	863,169	11,371,754
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%	25.0%	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%	67.1%	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%

Note: Percentages based on Current Year unless otherwise noted.
Print

Figure 4-9. Population Report.

DIME REPORT

4-49. The Demographics/Income, Military, & Education (DIME) report provides the recruiter and analyst with detailed information.

4-50. Demographics and Income:

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

4-51. Military

- Active military population
- Active military percent of total population

4-52. Education

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

DIME Report
1A

DEMOG Updated Through: 17 Oct 2019
DEMOG Available Through: 2024 10

W&P Updated Through : 18 Jan 2013
W&P Available Through: 2022 01

	1A1 - ALBANY	1A3 - BURLINGTON	1A4 - SPRINGFIELD	1A5 - HARTFORD	1A6 - NEW HAVEN	1A9 - BEAR MOUNTAIN	Battalion Total
DEMOGRAPHICS / INCOME							
Current Year Households - 2019	442,180	392,233	647,831	572,883	801,091	605,395	3,461,613
5 Year Projection - Households - 2024	444,569	394,760	662,820	572,094	802,559	609,394	3,486,196
Household Growth Rate (%)	0.5%	0.6%	2.3%	-0.1%	0.2%	0.7%	0.7%
Average Household Income	87,774	81,696	101,165	108,731	132,535	115,247	100,818
Median Household Income	68,950	64,426	77,981	84,525	100,593	87,457	77,927
% Households >= Poverty	92.5%	92.5%	91.3%	92.7%	93.9%	93.0%	92.7%
% Households < Poverty	7.5%	7.5%	8.7%	7.3%	6.1%	7.0%	7.3%
Military							
Active Military	2,434	851	1,002	825	7,797	4,789	17,698
Active Military %	1.0%	0.4%	0.3%	0.3%	1.7%	1.4%	0.9%
Education (Age 17-24)							
HS Enrolled/HS Senior	16,660	14,247	25,391	27,136	38,708	31,479	153,621
	14.5%	15.7%	14.5%	17.4%	18.5%	19.7%	17.0%
HS Dropout	18,958	13,491	25,630	15,918	14,211	12,171	100,379
	16.5%	14.9%	14.6%	10.2%	6.8%	7.6%	11.1%
GED	2,083	1,780	3,239	3,261	4,262	3,318	17,943
	1.8%	2.0%	1.8%	2.1%	2.0%	2.1%	2.0%
HS Graduate	21,111	18,630	30,798	28,359	39,198	30,334	168,430
	18.4%	20.6%	17.5%	18.2%	18.7%	19.0%	18.6%
College Enrolled/AA/College Graduate	55,958	42,485	90,619	81,478	112,824	82,309	465,673
	48.8%	46.9%	51.6%	52.2%	53.9%	51.6%	51.4%

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

Print

Figure 4-10. Example DIME Report

LABOR REPORT

4-53. 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

4-54. Labor category identifies what employment opportunities by proportion exist in the market:

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

4-55. Labor types provide additional detail on the type and proportion of employment:

- White collar
- Blue collar
- Service and farm

Labor Report
1

Updated Through: 17 Oct 2019
G Available Through: 2019 10

Employment Updated Through : 31 Dec 2019
Employment Available Through: 2019.0 12

	1A	1B	1D	1E	1G	1K	1N	1O	Brigade
Labor									
Dec 2019 Employed	4,490,011	5,899,111	4,865,367	3,512,217	5,698,061	6,448,157	2,398,271	2,868,033	36,179,228
Dec 2019 Unemployed	151,477	173,862	122,383	169,022	194,882	254,072	121,246	92,377	1,279,321
Dec 2019 Work Force	4,641,488	6,072,974	4,987,746	3,681,238	5,892,944	6,702,229	2,519,516	2,960,409	37,458,544
Dec 2019 Unemployment Rate	3.3%	2.9%	2.5%	4.6%	3.3%	3.8%	4.8%	3.1%	3.4%
2019 - Projected Annual Unemp Rate	5.6%	5.0%	4.7%	5.1%	5.9%	5.8%	5.5%	5.4%	5.4%
2024 - Projected Annual Unemp Rate	5.6%	5.0%	4.7%	5.1%	5.9%	5.8%	5.5%	5.4%	5.4%
Avg Travel Time to Work (min)	29	35	29	29	40	33	26	30	31
Labor Category	4,470,704	5,809,348	4,741,371	3,467,894	5,764,465	6,390,469	2,490,162	2,765,071	35,899,484
Architect/Engineer	2.0%	2.1%	2.2%	1.8%	1.1%	1.6%	1.8%	1.7%	1.8%
Arts/Entertain/Sports	2.2%	2.5%	2.2%	1.5%	4.1%	2.1%	1.5%	1.6%	2.4%
Building Grounds Maint	3.9%	3.5%	3.5%	3.4%	4.2%	3.5%	3.8%	3.7%	3.7%
Business/Financial Ops	5.2%	7.0%	5.7%	4.5%	5.8%	6.2%	4.1%	4.4%	5.6%
Community/Soc Svcs	2.2%	1.8%	2.0%	2.1%	2.1%	1.9%	2.3%	2.1%	2.0%
Computer/Mathematical	2.8%	6.3%	3.8%	2.5%	2.6%	3.9%	2.3%	2.8%	3.6%
Construction/Extraction	4.9%	4.6%	4.8%	4.8%	4.5%	4.1%	4.5%	5.6%	4.7%
Edu/Training/Library	7.5%	6.2%	7.0%	5.7%	6.8%	6.6%	7.3%	6.6%	6.7%
Farm/Fish/Forestry	0.4%	0.2%	0.4%	0.5%	0.1%	0.2%	0.6%	0.4%	0.3%
Food Prep/Serving	5.3%	4.8%	5.8%	5.7%	5.4%	4.8%	6.2%	5.8%	5.3%
Health Practitioner/Tech	6.5%	5.5%	6.7%	7.0%	5.8%	6.4%	6.7%	6.4%	6.3%
Healthcare Support	2.7%	1.9%	2.5%	2.5%	4.2%	2.4%	2.5%	2.4%	2.7%
Maintenance Repair	2.7%	2.5%	2.4%	3.5%	2.0%	2.5%	3.2%	3.5%	2.7%
Legal	1.2%	2.1%	1.2%	0.9%	2.1%	1.5%	0.9%	0.9%	1.5%
Life/Phys/Soc Science	1.0%	1.7%	1.6%	0.8%	0.8%	1.1%	0.8%	0.9%	1.2%
Management	10.9%	13.1%	11.6%	9.2%	10.6%	11.7%	9.2%	9.5%	11.1%
Office/Admin Support	12.6%	11.8%	11.8%	13.2%	12.3%	12.8%	13.5%	12.9%	12.5%
Production	4.7%	2.6%	4.4%	7.3%	2.5%	3.9%	6.1%	5.6%	4.3%
Protective Svcs	2.3%	2.7%	1.9%	1.8%	2.8%	2.3%	2.4%	2.6%	2.4%
Sales/Related	9.9%	8.6%	9.9%	9.7%	10.0%	10.3%	10.1%	10.4%	9.8%
Personal Care/Svcs	4.2%	3.6%	3.7%	3.7%	4.6%	3.6%	3.8%	3.7%	3.9%
Transportation/Moving	4.9%	5.0%	4.8%	8.0%	5.8%	6.3%	6.4%	6.3%	5.8%
White Collar	64.1%	68.7%	65.7%	58.8%	64.0%	66.3%	60.5%	60.4%	64.4%
Blue Collar	17.3%	14.7%	16.4%	23.5%	14.8%	16.9%	20.2%	21.0%	17.4%
Service and Farm	18.7%	16.7%	17.8%	17.7%	21.2%	16.8%	19.3%	18.7%	18.3%

Print

Figure 4-11. Example Labor Report

ETHNICITY REPORT

4-56. 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

Ethnicity Report
1
Updated Through: 17 Oct 2019
Available Through: 2017 12

	1A - ALBANY	1B - BALTIMORE	1D - NEW ENGLAND	1E - HARRISBURG	1G - NEW YORK CITY	1K - MID-ATLANTIC	1N - SYRACUSE	1O - RICHMOND	Brigade Total
Ancestry Population	8,952,754	11,264,691	9,060,672	7,190,577	11,950,654	13,047,881	5,314,429	6,021,354	72,803,012
Arab	0.4%	0.6%	0.6%	0.4%	0.7%	0.7%	0.5%	0.3%	0.6%
Czech	0.2%	0.2%	0.1%	0.3%	0.1%	0.2%	0.2%	0.1%	0.2%
Danish	0.2%	0.1%	0.2%	0.1%	0.1%	0.1%	0.2%	0.1%	0.1%
Dutch	0.9%	0.6%	0.4%	1.3%	0.2%	0.6%	1.5%	0.8%	0.7%
English	6.6%	6.6%	9.4%	4.9%	1.4%	3.8%	7.9%	8.8%	5.7%
French (exc Basque)	5.2%	1.1%	6.4%	1.0%	0.5%	0.7%	2.2%	1.1%	2.2%
French Canadian	3.1%	0.3%	4.7%	0.2%	0.1%	0.2%	1.0%	0.3%	1.2%
German	6.4%	9.7%	3.7%	25.2%	3.3%	8.1%	14.1%	8.9%	9.0%
Greek	0.6%	0.4%	0.9%	0.4%	0.9%	0.5%	0.3%	0.3%	0.6%
Hungarian	0.6%	0.3%	0.2%	0.8%	0.5%	0.7%	0.4%	0.2%	0.5%
Irish	12.4%	7.6%	15.4%	8.1%	6.1%	11.3%	11.7%	6.5%	9.8%
Italian	13.3%	4.2%	10.0%	8.4%	11.6%	13.5%	12.8%	2.9%	9.8%
Lithuanian	0.4%	0.2%	0.4%	0.4%	0.1%	0.3%	0.3%	0.1%	0.3%
Norwegian	0.4%	0.4%	0.4%	0.2%	0.3%	0.3%	0.3%	0.4%	0.3%
Polish	5.1%	2.1%	2.3%	4.4%	2.3%	4.3%	7.5%	1.1%	3.5%
Portuguese	0.7%	0.1%	3.6%	0.1%	0.2%	0.5%	0.1%	0.1%	0.7%
Russian	1.3%	0.9%	1.1%	0.7%	2.5%	1.7%	0.8%	0.3%	1.3%
Scotch-Irish	1.0%	1.1%	1.4%	1.5%	0.3%	0.7%	0.9%	1.9%	1.0%
Scottish	1.3%	1.2%	2.0%	1.0%	0.3%	0.8%	1.2%	1.4%	1.1%
Slovak	0.3%	0.1%	0.1%	1.7%	0.1%	0.3%	0.5%	0.1%	0.3%
Subsaharan African	0.6%	2.7%	1.6%	0.3%	1.5%	1.4%	0.5%	1.1%	1.4%
Swedish	0.7%	0.5%	0.7%	0.4%	0.2%	0.3%	0.6%	0.3%	0.4%
Swiss	0.1%	0.1%	0.1%	0.4%	0.1%	0.1%	0.2%	0.1%	0.1%
Ukrainian	0.3%	0.3%	0.2%	0.5%	0.4%	0.6%	0.6%	0.1%	0.4%
United States or American	3.3%	5.8%	3.2%	4.6%	2.4%	2.8%	3.5%	11.9%	4.3%
Welsh	0.2%	0.4%	0.1%	0.5%	0.1%	0.2%	0.6%	0.3%	0.3%
West Indian (exc Hisp groups)	1.3%	1.0%	1.2%	0.2%	5.5%	1.5%	0.4%	0.3%	1.7%
Other Ancestry	20.1%	36.0%	17.0%	14.3%	47.2%	32.8%	14.6%	27.4%	28.5%
Ancestry Unclassified	12.9%	15.3%	12.6%	18.1%	11.0%	10.9%	14.7%	22.8%	14.0%
Detailed Asian Population	372,332	923,078	523,497	168,016	1,512,970	1,202,448	155,462	176,881	5,034,684
Asian Indian	32.2%	27.4%	23.3%	29.5%	22.1%	41.6%	23.1%	22.2%	28.9%
Cambodian	1.7%	1.0%	7.7%	1.5%	0.2%	1.1%	1.2%	2.2%	1.6%
Chinese, Not Taiwan	25.7%	17.5%	35.1%	25.5%	44.9%	20.0%	26.3%	17.2%	29.3%
Filipino	7.8%	11.3%	4.0%	7.1%	6.6%	11.3%	5.9%	24.0%	9.0%
Hmong	0.1%	0.0%	0.1%	0.3%	0.0%	0.0%	0.1%	0.0%	0.0%
Japanese	2.5%	2.0%	2.5%	2.5%	2.1%	1.5%	1.9%	3.5%	2.1%
Korean	7.3%	14.0%	6.2%	7.9%	7.4%	10.9%	7.9%	9.9%	9.4%
Laotian	1.5%	0.4%	1.3%	0.8%	0.0%	0.2%	2.2%	0.4%	0.5%
Thai	1.0%	1.5%	1.0%	1.1%	0.6%	0.3%	1.9%	1.1%	0.8%
Vietnamese	8.1%	8.5%	9.1%	10.1%	1.3%	4.2%	7.6%	8.8%	5.4%
Other or 2+ Asian Categories	12.2%	16.3%	9.7%	13.7%	14.8%	8.9%	22.0%	10.6%	13.0%
Hispanic Population	1,253,693	1,422,703	907,943	542,645	3,277,702	2,343,549	329,608	323,968	10,401,811
Cuban	2.2%	2.1%	2.2%	2.4%	1.9%	5.0%	4.1%	3.7%	2.8%
Mexican	11.1%	20.2%	8.6%	17.1%	12.8%	14.7%	14.5%	38.5%	14.7%
Puerto Rican	51.3%	10.1%	29.4%	49.3%	28.9%	32.0%	57.1%	20.5%	31.5%
Other Hispanic	35.4%	67.6%	59.8%	31.3%	56.4%	48.3%	24.3%	37.3%	50.9%
Language Spoken at Home	8,952,754	11,264,691	9,060,672	7,190,577	11,950,654	13,047,881	5,314,429	6,021,354	72,803,012
English	79.4%	78.0%	78.6%	88.3%	56.3%	71.9%	88.3%	89.6%	76.3%
Spanish	10.9%	11.3%	8.2%	5.9%	23.1%	14.6%	5.2%	5.3%	11.9%
Asian/PI	2.4%	4.5%	3.8%	2.0%	7.2%	4.7%	2.1%	2.5%	4.0%
IndoEuropean	6.8%	4.8%	8.6%	3.5%	12.3%	7.9%	4.0%	2.1%	6.9%
Other	0.4%	1.4%	0.8%	0.3%	1.1%	1.0%	0.4%	0.5%	0.8%

Print

Figure 4-12. Example Ethnicity Report.

OTHER DEMOGRAPHIC CONSIDERATIONS

4-57. There are numerous other perspectives of the OE that should be considered. These and other factors are available in public sites such as www.city-data.com. While not authoritative within USAREC, this information can help to provide recruiting leaders with insights of their markets.

- Population Density (e.g. number of people per square mile)
- Forecasted Population Growth
- Urban vs. Rural
- Housing: Owned vs. Rent
- Property Values
- Income ranges
- Housing prices
- Poverty rates
- Crime statistics
- Immigration/Foreign born population

UNEMPLOYMENT

4-58. Unemployment data provided by and calculated by the Bureau of Labor Statistics (BLS) is down to the county level using monthly survey data. The unemployment rate is the number of unemployed people as a percentage of the labor force (workforce).

4-59. The workforce is either employed or unemployed. The employed are people who did any work at all for pay or profit during the survey reference week. The unemployed are all those individuals who did not have a job at all during the survey reference week, made at least one specific active effort to find a job during the prior 4 weeks, and were available for work (unless temporarily ill). The unemployed also includes all those who were not working and were waiting callback to a job that resulted in lay off. This category need not be looking for work in regards to classification as unemployed.

4-60. 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 the release of public national level data.

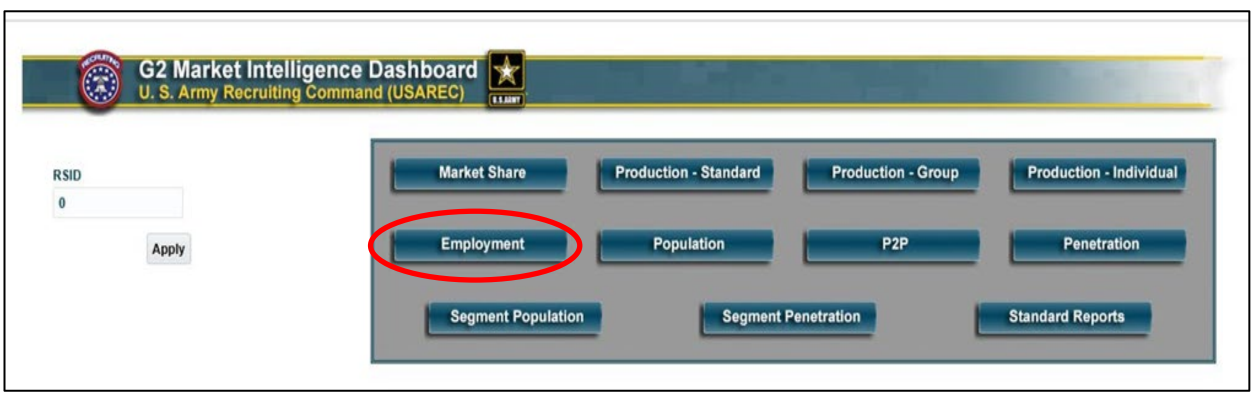
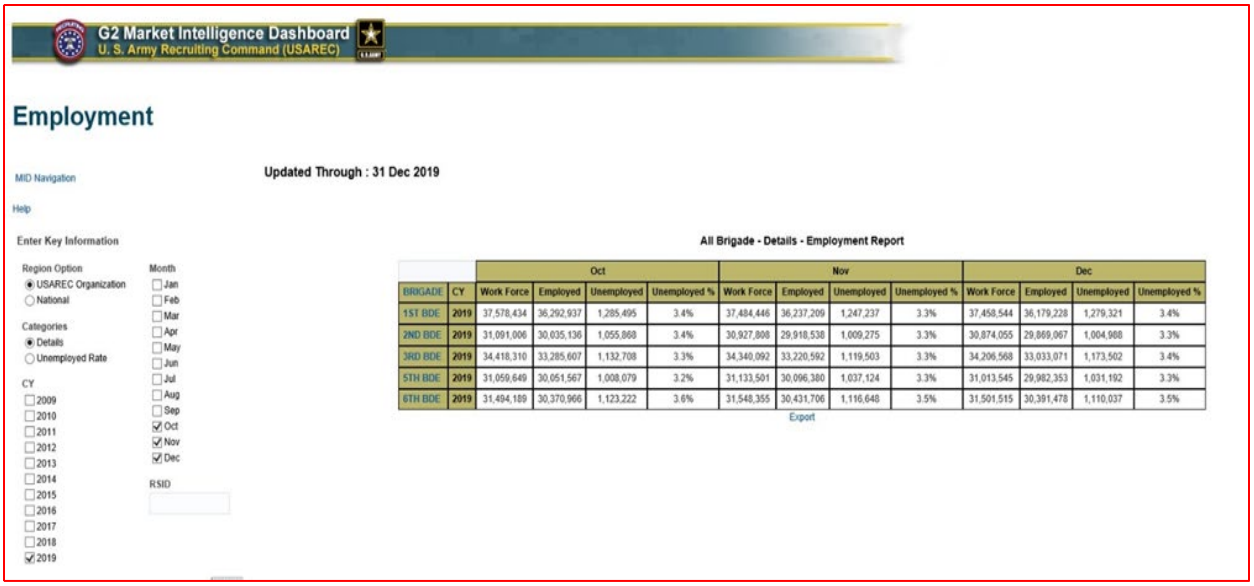


Figure 4-13. Employment Report Navigation.



All Brigade - Details - Employment Report

		Oct				Nov				Dec			
BRIGADE	CY	Work Force	Employed	Unemployed	Unemployed %	Work Force	Employed	Unemployed	Unemployed %	Work Force	Employed	Unemployed	Unemployed %
1ST BDE	2019	37,578,434	36,292,937	1,285,495	3.4%	37,484,446	36,237,209	1,247,237	3.3%	37,458,544	36,179,228	1,279,321	3.4%
2ND BDE	2019	31,091,006	30,035,136	1,055,868	3.4%	30,927,808	29,918,538	1,009,275	3.3%	30,874,055	29,869,067	1,004,988	3.3%
3RD BDE	2019	34,418,310	33,285,607	1,132,708	3.3%	34,340,092	33,220,592	1,119,503	3.3%	34,206,568	33,033,071	1,173,502	3.4%
5TH BDE	2019	31,059,649	30,051,567	1,008,079	3.2%	31,133,501	30,096,380	1,037,124	3.3%	31,013,545	29,982,353	1,031,192	3.3%
6TH BDE	2019	31,494,189	30,370,966	1,123,222	3.6%	31,548,355	30,431,706	1,116,648	3.5%	31,501,515	30,391,478	1,110,037	3.5%

Figure 4-14. Example Employment Report.

4-61. Unemployment is a significant economic indicator for determining the favorability of the recruiting market. Historically, unemployment below 4% and trending downward is indicative of an unfavorable recruiting environment, and USAREC struggles to meet mission requirements. A significant transition in the recruiting environment and public attitude tends to occur between 4% and 6%. A more favorable recruiting market becomes evident at about 6% unemployment.

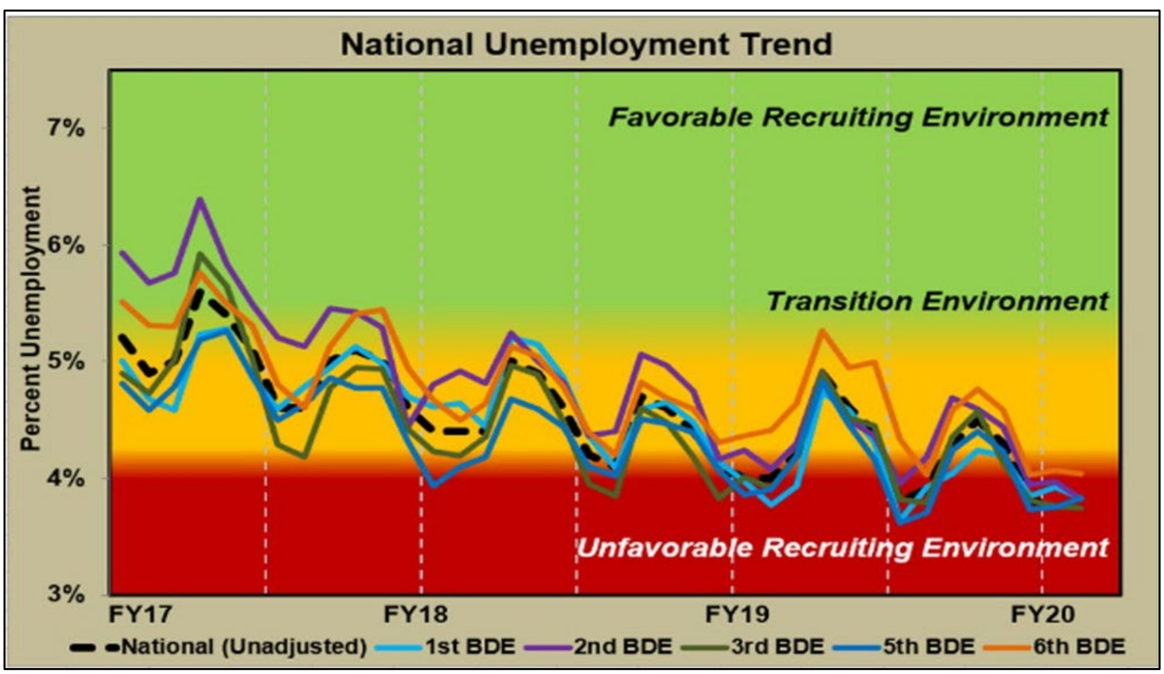


Figure 4-15. Unemployment Overtime.

PROPENSITY

4-62. The propensity is a measure of an individual's likelihood of joining the military. Measuring propensity occurs by the response to a survey question: "How likely is it that you will be serving in the Military in the next few years?" Propensity includes those who respond with "definitely will" or "probably will" serve or desire for/interest in military service.

4-63. 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 inviting recipients to participate. The weighed responses reflect the youth population on several dimensions such as gender, age, race/ethnicity, educational attainment and region. The conduct of surveys occurs three times per year in an attempt to understand the changing attitudes of America's youth throughout the year. JAMRS provides propensity in monthly snapshots as well as spring, summer and fall roll-ups of the data.

4-64. USAREC uses JAMRS Youth Poll survey data to calculate propensity down to the battalion level, but sample sizes are very small. Specifically, each wave of youth-poll survey data only has about 6,000 respondents. USAREC combines survey waves to maximize propensity representation in the market. While this technique dampens the currency of the findings, making it more difficult to identify shifts in attitudes, it provides for a more stable data estimate. Other factors in this TC, such as penetration and P2P, will further describe uses to assess how relatively receptive markets are to recruiting efforts.

4-65. Per expectations, when propensity declines recruiting becomes more challenging. Likewise, as propensity increases recruiting is more favorable. Some factors 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 but is now at a relative plateau.

4-66. 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.

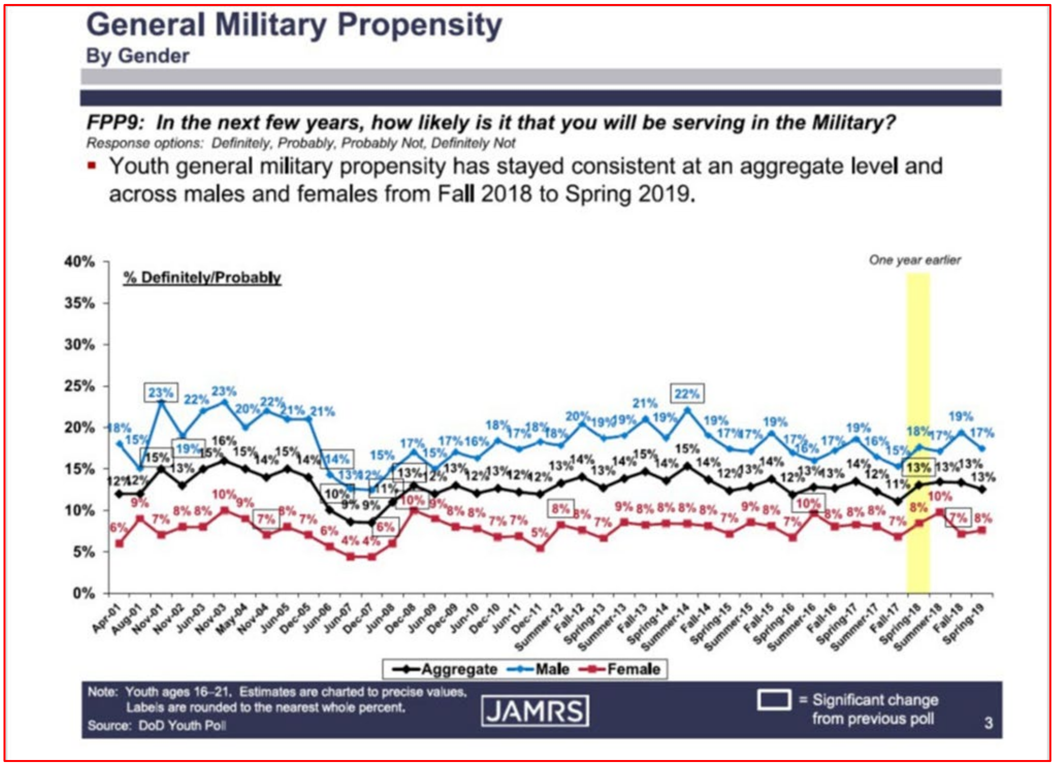


Figure 4-16. Example National General Military Propensity from JAMRS.

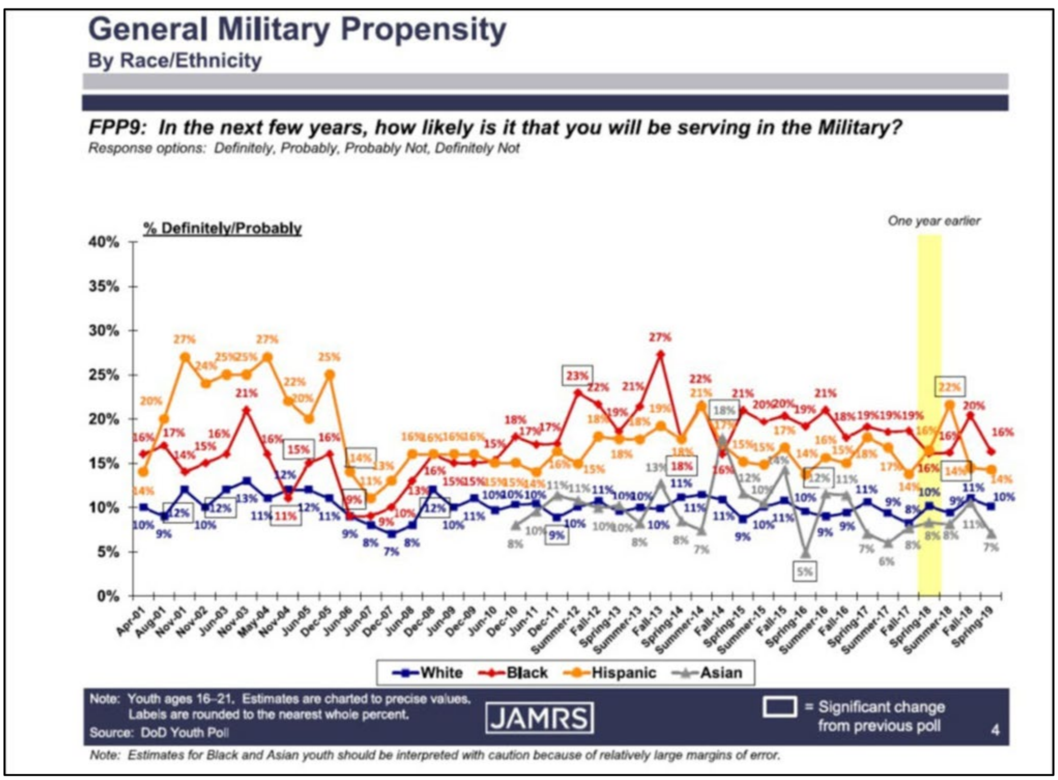


Figure 4-17. Example General Military Propensity by Race/Ethnicity from JAMRS.

EMPLOYMENT AND PROPENSITY AS INTERRELATED FACTORS

4-67. We can further define the operational environment by comparing the unemployment rate with the regional propensity to obtain a two-factor perspective of the 'favorability' of the area. By combining these two factors, we can state that the most favorable recruiting environment is one in which there is a high propensity for military service coupled with a high unemployment rate. Comparatively, a market with low propensity while also having a low unemployment rate is far more challenging.

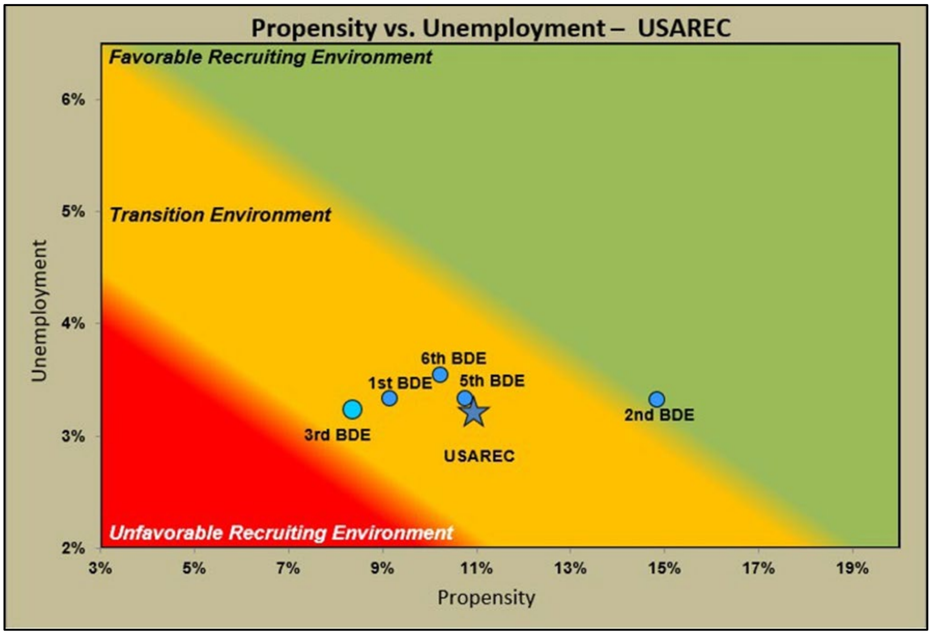


Figure 4-18. Example Employment and Propensity Analysis.

SUMMARY

4-68. Successful recruiting operations require a thorough understanding of the OE. To achieve recruiting success at all levels requires a deep awareness and assessment of the recruiting OE before planning and executing operations. If you have been operating in the AO for a while, you probably have already acquired most of this baseline information and the understanding of the environment. Nonetheless, these environmental factors are important considerations when developing a comprehensive operations plan and should not be determined based on hunches or anecdotal information. A data driven OE will provide the basis for a clearer understanding.

4-69. Understanding a recruiting OE requires gathering and analyzing detailed information and data that includes, various socioeconomic and demographic considerations in the area of operations. Production, competition for youth, and market potential are the effects and results of recruiting operations within that environment. Chapters 5-7 discuss these data elements in more detail.

Chapter 5
Describe the Environmental Effects

INTRODUCTION

5-1. This section discusses the metrics used to describe the environmental effects on recruiting operations. This chapter provides a base of considerations for an effective market analysis using metrics common to recruiting. Given the description of the operational environment in Chapter 4, Chapter 5 defines several metrics commonly used to describe the effects on that environment.

SPAN OF CONTROL FACTORS

5-2. Recruiting leaders should become acquainted with the metrics that define the span of control considerations in the operational environment. These span of control factors represent organizational effects of the operational environment. The fundamental question is to understand the array of the Army and the rest of DOD within that OE. Factors such as the area (square mileage) of the OE, the population and resulting effect of being densely populated or sparse, and the consequential number and size of stations to effectively engage that market provides the base. Leaders should consider the specific circumstances in the development of the recruiting plan.

GEOGRAPHIC SIZE OF MARKET

5-3. 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 affecting recruiting efforts such as travel time to and through the market.

5-4. 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 previously mentioned.

5-5. 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 provides a means to evaluate population density. It can give leaders a sense of the cost regarding resources, including a recruiter's time.

5-6. Consider the following graphic. Within the Brigade, there is a battalion range of 43,000 to almost 200,000 square miles of CBSA. The two battalions depicted here represent the smallest (Los Angeles – red triangle) and largest (Salt Lake City – blue star) CBSA square mileage within that Brigade. LA BN has a very small footprint while Salt Lake City is quite expansive, in terms of its CBSA square mileage.

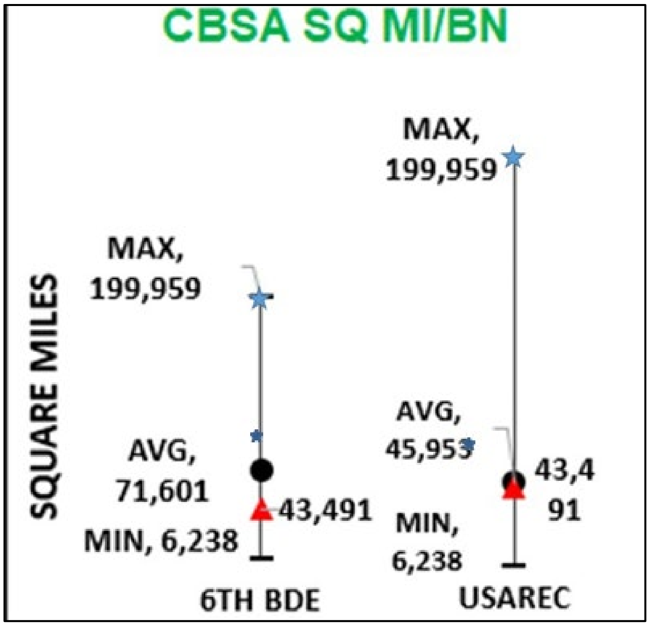


Figure 5-1. Distribution of Square Mileage Example.

RELATIVE POPULATION DENSITY

5-7. Given the CBSA square mileage of the OE, we also need to consider the relative density of the population within that area. Characterization of densely populated markets consists of fewer stations with a greater number of RRF. This means fewer, but larger schools. While distances throughout the OE may be relatively less than a larger area, 'windshield time' may still be significant due to traffic. In densely populated areas, recruiting operations may be more reliant on persistent presence in the market with direct, larger scale communication. Sparsely populated areas may require more remote recruiting operations with an increase in use of social media to reach out to the market.

5-8. In the following graphic, the two battalions depicted are Los Angeles (red triangle) and Salt Lake City (blue star) within that Brigade. Note the contrast when comparing the square mileage and the population. While the Los Angeles BN has less than 25% of the area of Salt Lake City BN, we know that it has 15% more QMA population.

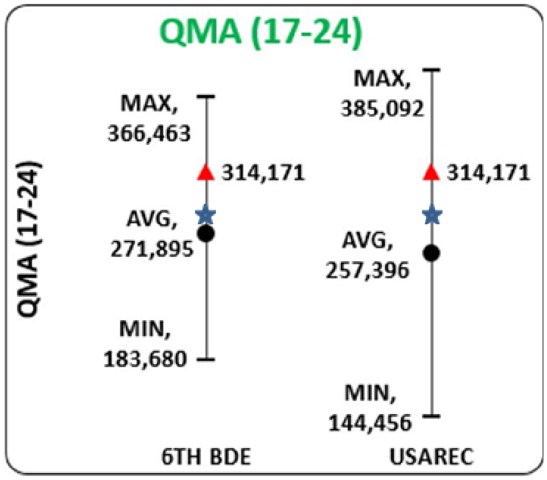
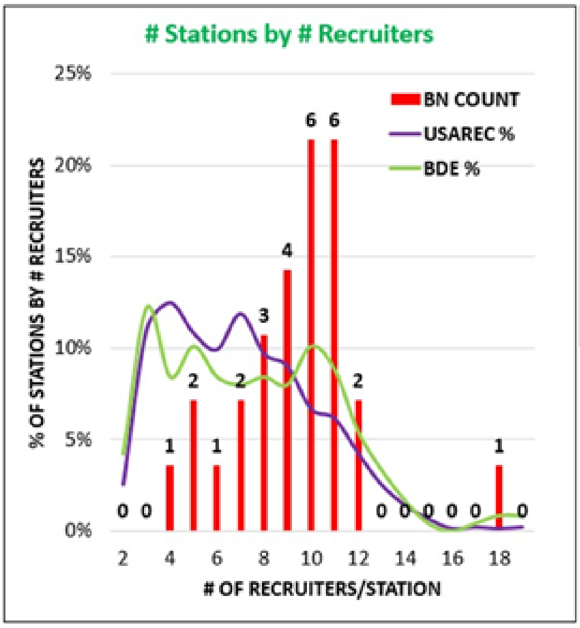


Figure 5-2. Distribution of QMA Example.

REQUIRED RECRUITING FORCE (RRF) AND STATION SIZE AS A FUNCTION OF AREA AND POPULATION

5-9. Given land area and QMA population, the number of recruiters in each station varies widely across USAREC from a low of two per station (37 stations) up to 18 recruiters per station (one station). This is out of over 1,300 Stations. USAREC assigns the RRF based on some of the factors included here, resource constraints, and through the bottom-up refinement by leaders and analysts at every echelon.

5-10. The following charts provide two example distributions of where stations fall within the curve in comparison to all others throughout USAREC. The Los Angeles BN is on the left, the Salt Lake City BN is on the right. The red bars indicate how many stations within this particular battalion have the number of recruiters indicated on the bottom of the graph. The green line indicates the percentage of all stations throughout the Brigade, while the purple line indicates the USAREC percentage for the number assigned.



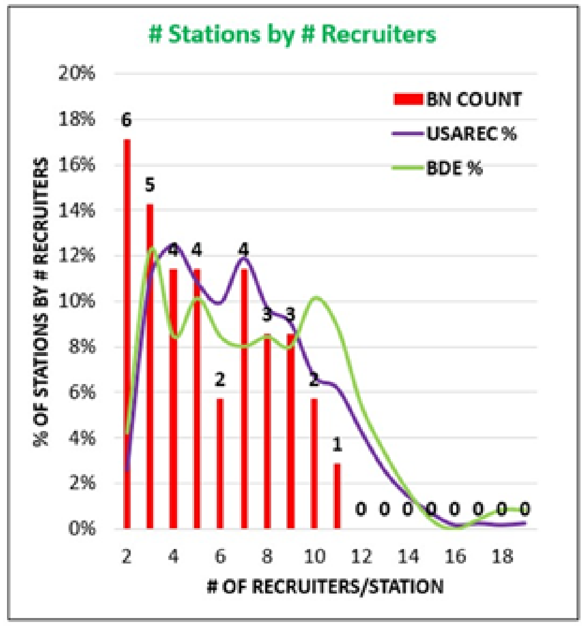


Figure 5-3. RRF Distribution Across USAREC.

5-11. Notice in the two charts that the Brigade (green) and USAREC (purple) lines display the same percentage (scaled differently but equivalent). From the previous section, we know that LA BN has a population density of about 7.2 QMA per CBSA square mile, while SLC BN is 1.4. It is clear that LA is more densely populated. Perhaps even without the metrics this was evident. However, the point is to understand what effect these metrics have on the array of recruiting stations and span of control. Note that the Los Angeles battalion operational environment on the left has fewer small stations, but larger stations relative to the Salt Lake City battalion depicted in the right chart. Densely populated markets, in general, have fewer, larger stations (more RRF). Alternatively, a higher quantity, but smaller stations characterize sparsely populated markets. These factors give an indication of the relative urban or rural balance of a market. These factors also provide insight into the nature and tempo of recruiting operations.

OTHER GEOGRAPHIC CONSIDERATIONS AND SPAN OF CONTROL

5-12. Besides the CBSA square mileage, population density, RRF quantity, and station size, there are other influences on span of control. Some other geographic factors to consider are:

- Battalion, Company, Station boundaries
- Government boundaries: State, County and ZIP codes
- Natural geographic features (mountain ranges, rivers)
- Road networks and drive-time distances
- Areas of Interest: sports stadiums, tourist attractions, malls

OTHER ORGANIZATION CONSIDERATIONS AND SPAN OF CONTROL

5-13. The presence of external organizations also influence span of control within the operational environment. A partial list of these external organization considerations are:

- Media Outlets: Advertising & Public Affairs
- COIs
- Education: High Schools (public vs. private)
- Colleges and Universities
- PaYS Partners
- AR TPUs
- Active Army Installations
- CASAs
- Army ROTC units
- Army JROTC units
- Civic organizations:
    - ✓ 100 Black Men of America
    - ✓ League of United Latin American Citizens (LULAC)
    - ✓ Veterans of Foreign Wars posts (VFW)
    - ✓ American Legion posts
    - ✓ National Association for the Advancement of Colored People (NAACP)
    - ✓ Chambers of Commerce

PRODUCTION TO POPULATION (P2P)

5-14. 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. It is best to use P2P as a metric to assess the representation of several groups or expecting groups to produce proportionally according to their percentage of the population in a market. P2P is important because it helps to identify opportunities and effectiveness of recruiting operations. All things being equal, each segment should enlist in relative proportion to their representation. For example, if 10% of the population is from a particular segment within a market, then one could expect that same segment to produce about 10% of the contracts.

5-15. The expectation that 10% of the population will produce 10% of the contracts depends entirely on the group's attributes. The inference is that each segment is equally inclined to enlist. This is true when using Race/Ethnicity segments. It is reasonable to expect that each segment should enlist in equal proportion. In this case, consider an under-performing segment as an opportunity for focused recruiting operations with a relatively high ROI. On the other hand with lifestyle segments, a low index (that is, a production proportion less than its population proportion), illustrates a segment that is less inclined for military service, explained due to the group's attributes. This is due to the nature of lifestyle segments and their inherent education levels, leisure activities, hobbies, etc. that characterize the group.

CALCULATING P2P

5-16. The two components of P2P are production and population. Production refers to the number of enlistments by a unit in a given period. Calculate the percent of production by dividing the number of contracts for a specified group by the total number of contracts for all groups. Use P2P 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. Calculate the percent of the population by dividing the specified group's population by the total population. Thus, P2P as expressed in the formula:

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

Figure 5-4. P2P Calculation.

5-17. For example, let us focus on the Houston BN for RY 2012 through March 6, 2020. For this period, the Houston BN had 317 RA and AR contracts (Combined) for Hispanics. With total contracts of 1,174, that equates to about 27.0%. In terms of population, the Houston Bn has about 39% of its total population being Hispanic. This yields a Race/Ethnic P2P for Hispanic at about 0.69. Use this same calculation for any segmentation that is used.

$$\frac{\left(\frac{317}{1{,}174}\right)}{\left(\frac{98{,}400}{252{,}000}\right)} = \frac{27.0\%}{39.0\%} = .69$$

Figure 5-5. Example P2P Calculation.

RACE/ETHNIC P2P

5-18. 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.

5-19. 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. Consider anything outside of this range as under or over representative of the ethnicity. An under-represented segment may indicate an opportunity for focused recruiting operations.

5-20. In the earlier example, we calculated that the Houston BN has a Hispanic P2P of 0.69. The conclusion is that Hispanics are under-represented during this period. As a leader, you determine that there is no reason why the organization could not focus operations, events and advertising to target the Hispanic market. Using the ideal P2P of 1.0 as your benchmark, you could estimate that since 39% of the population is Hispanic, a goal of 39% of the total contracts should be Hispanic. In the calculation below, you approximate there is an opportunity to achieve 141 more Hispanic contracts in this market for the same period.

- (39% x 1,174) = 458 ideal goal of total contract for the period.
- 458 – 317 (current contracts) = 141 opportunity.

5-21. While, under-representation may signify a potential challenge to overcome in the market, keep in mind 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. 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.

P2P LIMITATIONS

5-22. 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. Use some type of penetration metric as a complement to P2P to assess performance in the group analyzed.

5-23. 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. Due to the small sample size, it has insignificant effect on P2P values at higher echelons so disregard the value in this case.

PACING BATTALION

5-24. Several critical markets 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 race/ethnicity. These are special emphasis battalions during operational update briefs to senior leadership.

5-25. Pacing battalions tailor their marketing plan and recruiting strategies to maximize the recruitment of these ethnicities as these battalions affect all of USAREC. Pacing battalions are a concept analogous to pacing items in maneuver units that are critical to mission accomplishment (e.g., tanks are a pacing item within a tank battalion). Extending this approach to recruiting, race/ethnicity pacing battalions are the critical markets to focus on in order to effect a meaningful change in that respective race/ethnic segment’s production across the command. If the command needed to increase its Hispanic production, it would be most effective to focus recruiting and advertising assets, with messaging that targets the Hispanic market, in the Miami, Southern California, and Los Angeles battalions. In plain terms, those battalion markets offer the “biggest bang for the buck”.

5-26. For example at the brigade level, the following chart lays out the pacing battalions within 5th BDE. It is apparent that if the command needed to increase its Hispanic production, it would most likely focus efforts in the 5th Bde AO since there are five of the ten Hispanic BNs in 5th BDE. Notice that although 5th BDE has three AA pacing battalions, this segment is over-represented within USAREC (P2P = 2.22). There are no API pacing battalions within the BDE. Note that 5th BDE has four pacing battalions for Native Americans but, like AA, this Race/Ethnicity is not currently an under-represented market for USAREC.

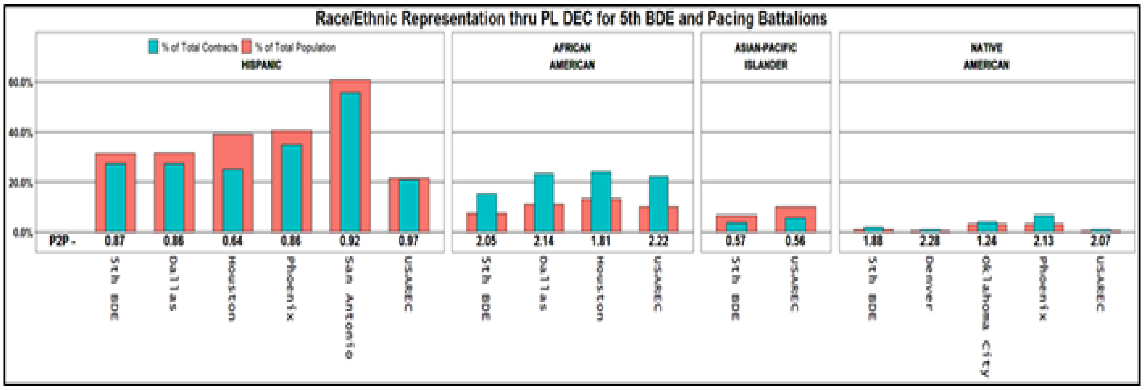


Figure 5-6. Example Pacing Battalion P2P for all Ethnicities.

LOCATING P2P DATA

5-27. P2P updates occur weekly in the G2 Market Analysis Tools. Go to “Market Analysis Reports“, then under Other Reports” go to “FQMA Penetration and P2P (Power BI)”. From there, you will want report 6 – “BN Pen Rate/ P2P Details”.

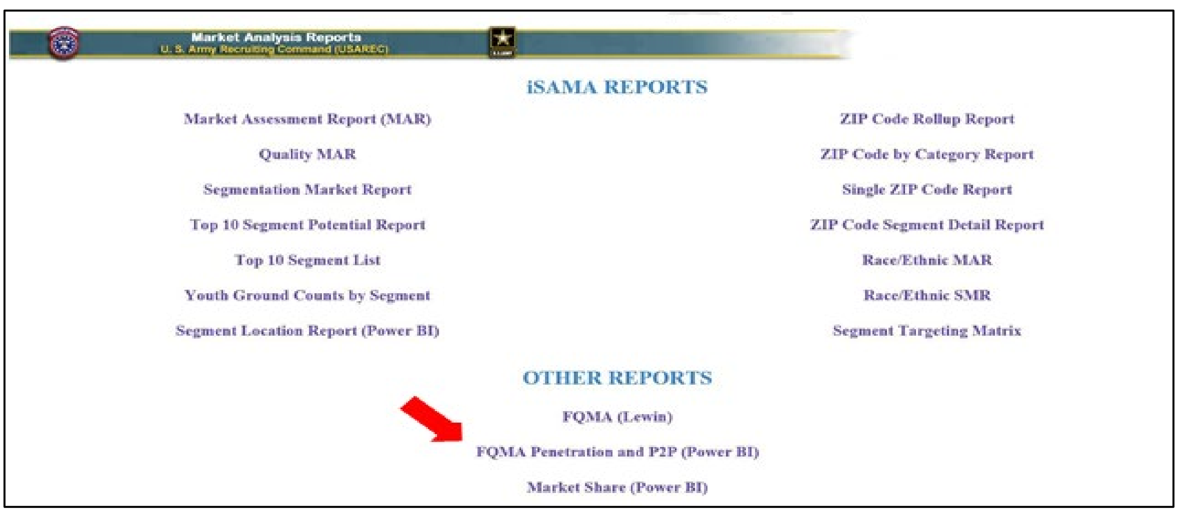


Figure 5-7. Navigation to P2P Reports in G2 “Market Analysis Reports”.

5-28. Power BI is a very interactive application and offers quick, adaptable visualizations. Note that these reports are all in an YTD format, with the through date of the data annotated in the top right corner. Note that these reports use FQMA for its calculations.

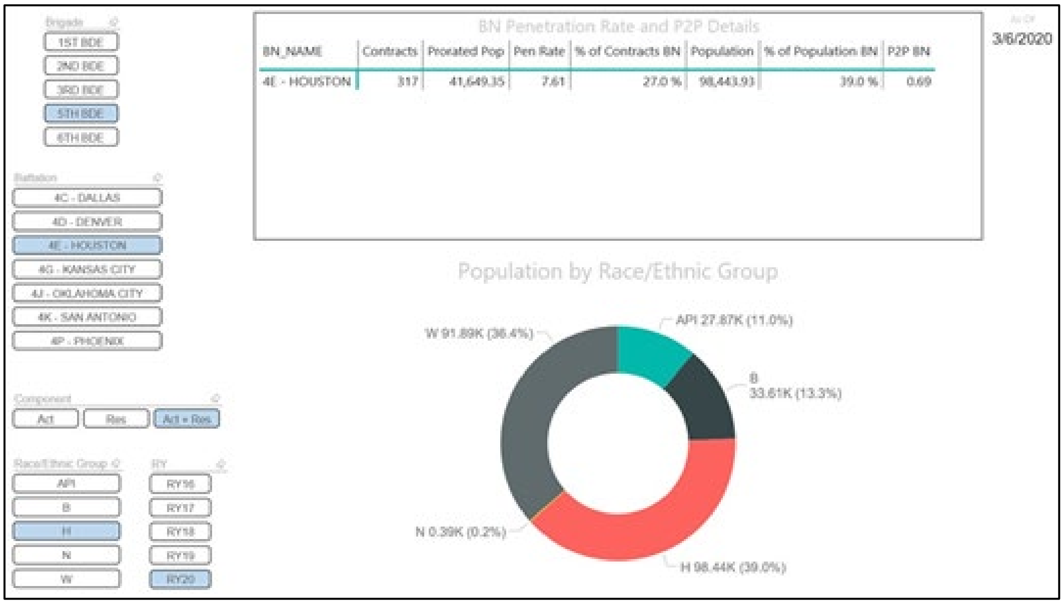


Figure 5-8. Example Power BI P2P Report.

FQMA PENETRATION

5-29. Penetration is a metric used to compare the rate of enlistments to a group's population and measured in contracts per 1,000 17-24 FQMA. Penetration rates level the population size and measure successful recruiting operations across different regions. The primary advantage for the use of penetration as a metric is that it allows comparison of different regions without the inherent biases of market share and P2P.

5-30. Calculate Penetration as follows:

$$\text{Penetration Rate} = \frac{\text{Group Enlistments}}{\text{Group Population}} \text{ X } 1{,}000$$

Figure 5-9. Calculate Penetration

5-31. Example. Through March 6, 2020, the Chicago BN has 220 AA contracts. The prorated FQMA population is 15,586. (Prorated means that the FQMA has been adjusted to provide for an annualized penetration rate, allowing for direct comparison to previous years.) Note that these penetration rates include only Army enlistments:

$$\text{Chicago battalion AA Penetration Rate} = \frac{220}{15{,}866} \text{ X } 1{,}000 = 13.87$$

(RY20 through 03/06/2020)

Figure 5-10. Penetration Rate

5-32. This yields a FQMA penetration rate. In other words, the Chicago BN enlisted approximately 14 African Americans for every 1,000 African American youth age 17-24 years old (FQMA).

LOCATING FQMA PENETRATION DATA

5-33. Penetration rates are updated weekly in the G2 Market Analysis Tools. Go to “Market Analysis Reports“, then under “Other Reports” go to “FQMA Penetration and P2P (Power BI)”. From there, you will want report #6 – “BN Pen Rate/ P2P Details”

Figure 5-11. FQMA Penetration Data.

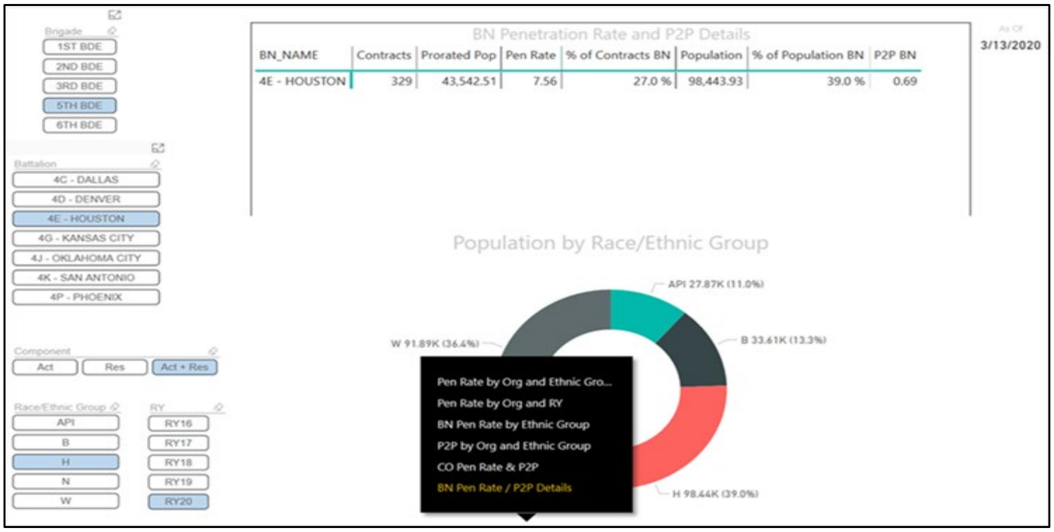


Figure 5-12. Report #6 – "Battalion Pen Rate/P2P Details"

Note: Reports are all in an YTD format, with the through date of the data annotated in the top right corner. Note that these reports use FQMA for its calculations.

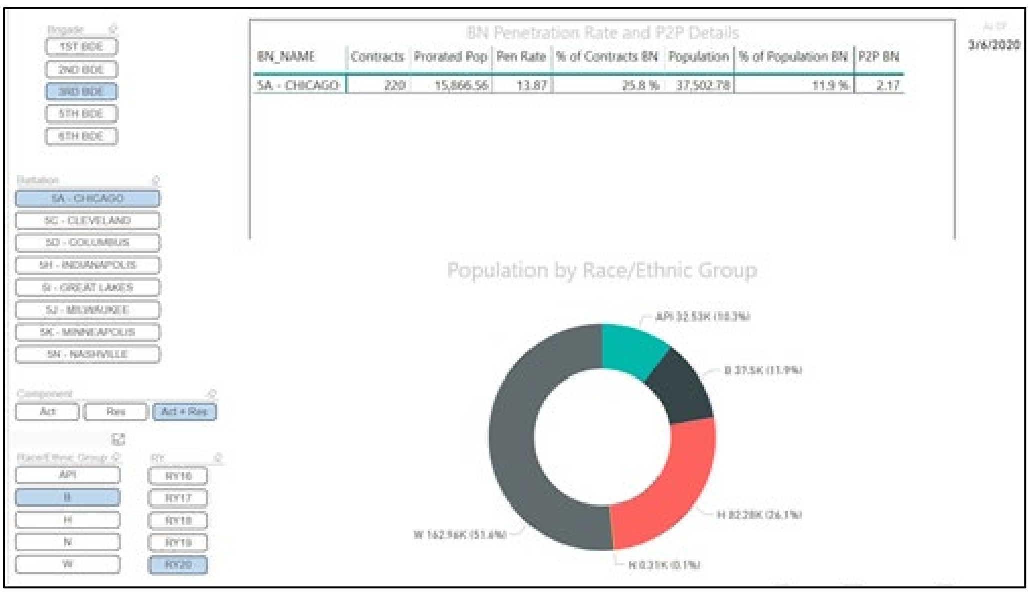


Figure 5-13. Example FQMA Penetration Report.

LIFESTYLE SEGMENT PENETRATION

5-34. Lifestyle segmentation is a more sophisticated approach to penetration analysis. Like FQMA penetration rates, they are expressed as the number of contracts achieved for every 1,000 youth in a given lifestyle segment. It is calculated the same as FQMA penetration rates. Note that these penetration rates include only Army enlistments.

5-35. Like FQMA penetration, you can use lifestyle penetration rates to understand which of the 68 segments are most inclined for military service. A higher penetration rate indicates that the attributes of that group are more favorably motivated to consider Army service. Additionally, you should consider that while a low FQMA penetration rate for a given group may indicate an opportunity, a low lifestyle penetration rate illustrates a segment that is less inclined for military service.

5-36. When analyzing lifestyle penetration rates, pay particular attention to the population (denominator) in the calculation. Because there are 68 segments, the population counts can be very small and can vary dramatically based on a small contract increase. Therefore, when comparison across segments, you should keep this in mind.

LOCATING LIFESTYLE SEGMENT PENETRATION DATA

5-37. Lifestyle Segment penetration is located in MID and updated on the RCM.

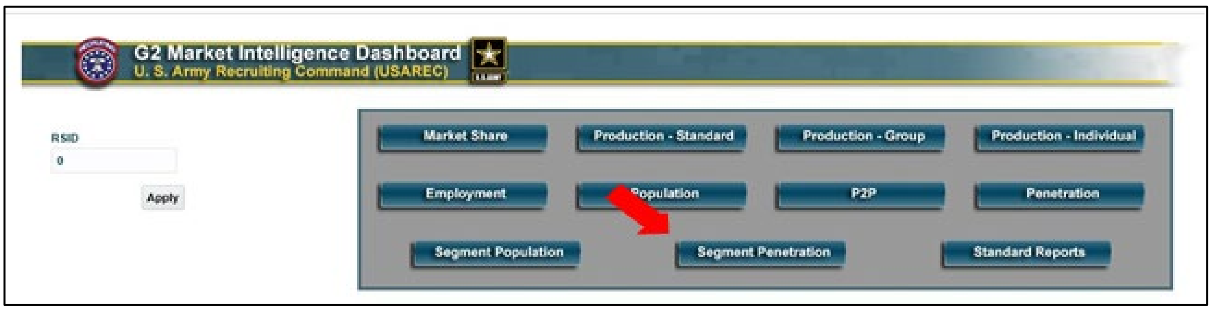


Figure 5-14. Locating Lifestyle Segment Data in MID.

Note: The options for Component are RA, AR, and Combined. The category can be either Volume or GSA. The graphic below drills down to reflect the stations.

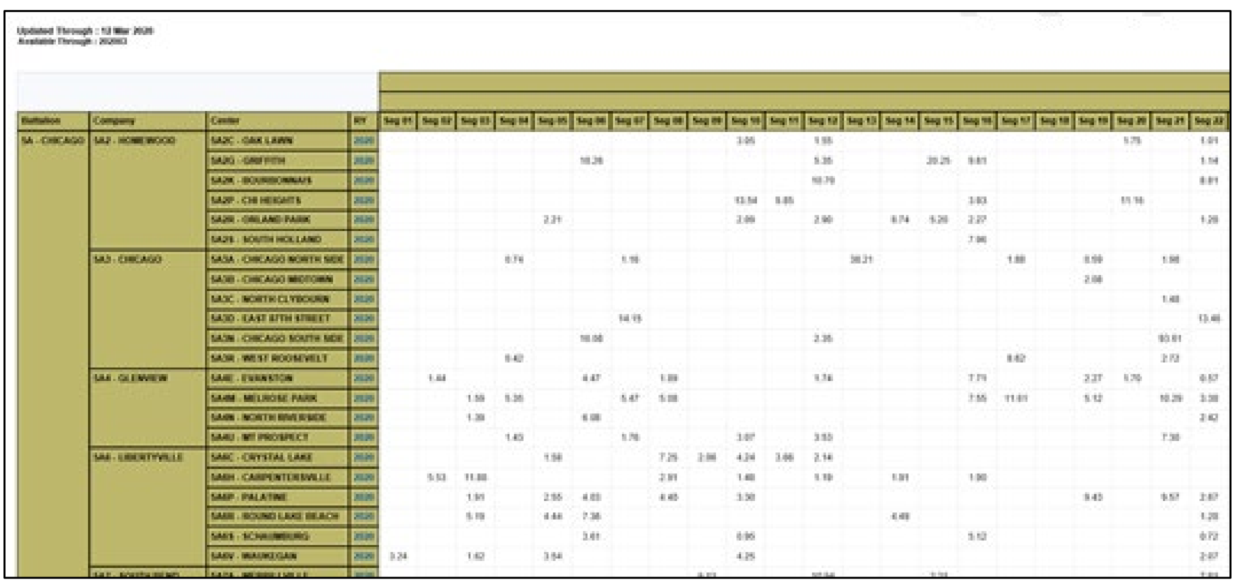


Figure 5-15. Example Lifestyle Segment Data In MID.

FACTORS THAT INFLUENCE PENETRATION

5-38. 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.

5-39. 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 enlistments 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 important to understand the context of the penetration rate.

P2P VERSUS PENETRATION

5-40. P2P allows you to compare groups proportionally and determine how representative a particular group 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 still evenly distributed near 1.0 per ethnicity if the enlistments matched the ethnic population in that area proportionally.

5-41. Lifestyle Segment penetration offers a different perspective. A high penetration rate for a particular PRIZM segment indicates a group of youth that is favorable to military service. Alternatively, a lower penetration rate indicates a challenging segment. However, the real power of lifestyle segmentation is through Segmentation Analysis Market Assessment (SAMA), discussed later in this chapter.

5-42. The use of any metric requires more than one reference point. To fully understand and describe the environmental effects, no single viewpoint of the data will reveal “the answer”. Rather, it is a collection and combination of multiple pieces of information and data, recruiting experience, and knowledge of the local attitudes that form useful intelligence of the operational environment.

5-43. Only your perspective limits the various factors and considerations through P2P or penetration analysis. As mentioned, no single factor is the solution to understanding and engaging a market for maximum production. Rather, a collection of metrics can create multiple reference points for analysis that can help focus effective recruiting operations. Some other factors that may provide insight:

- Education level
- Age
- Test Score Category (I-IIIA, IIIB, Other)
- Box categories (GA, SA, Other, GSA, Senior, Graduate, Volume)
- Career Division

- Gender
- Combination of factors (e.g. Race/Ethnicity and Career Division)

SCHOOLS

5-44. A key component of describing the environmental effects is the assigned high schools (HS), colleges and universities. Schools are the center of gravity for most recruiting operations. It is important for recruiters to maintain a quality school program and to influence the high school and college markets.

5-45. G2 Maps has a feature to locate schools and associated administrative data for the school.

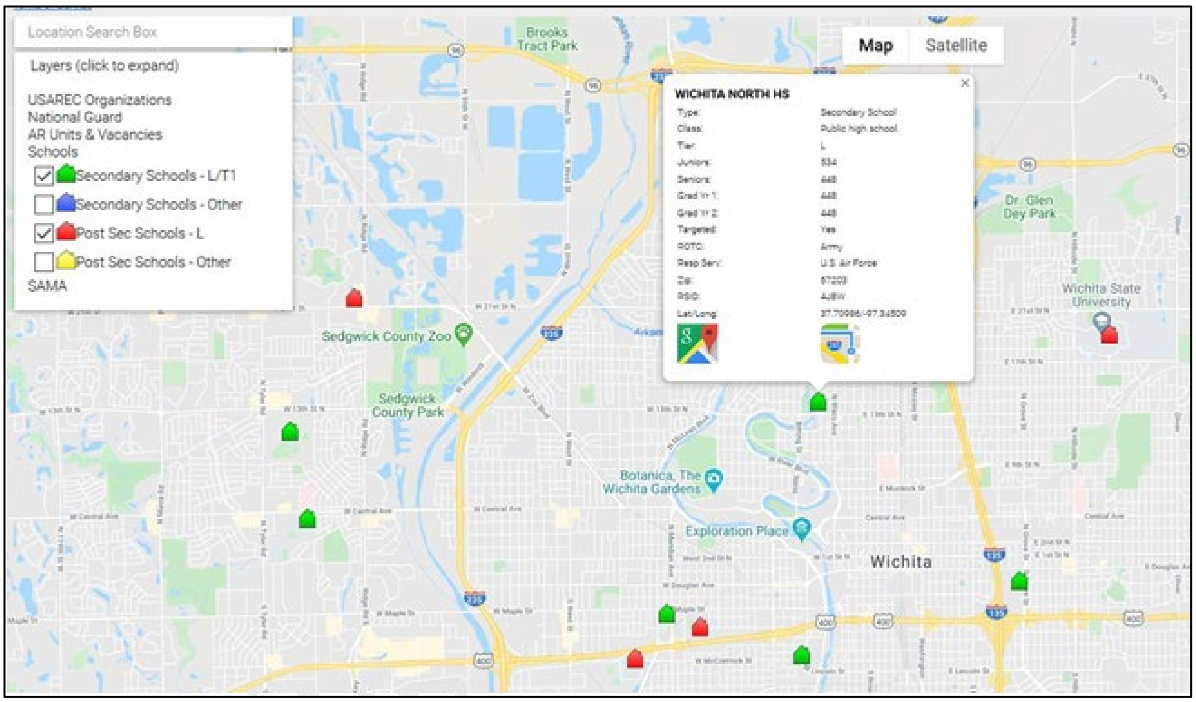
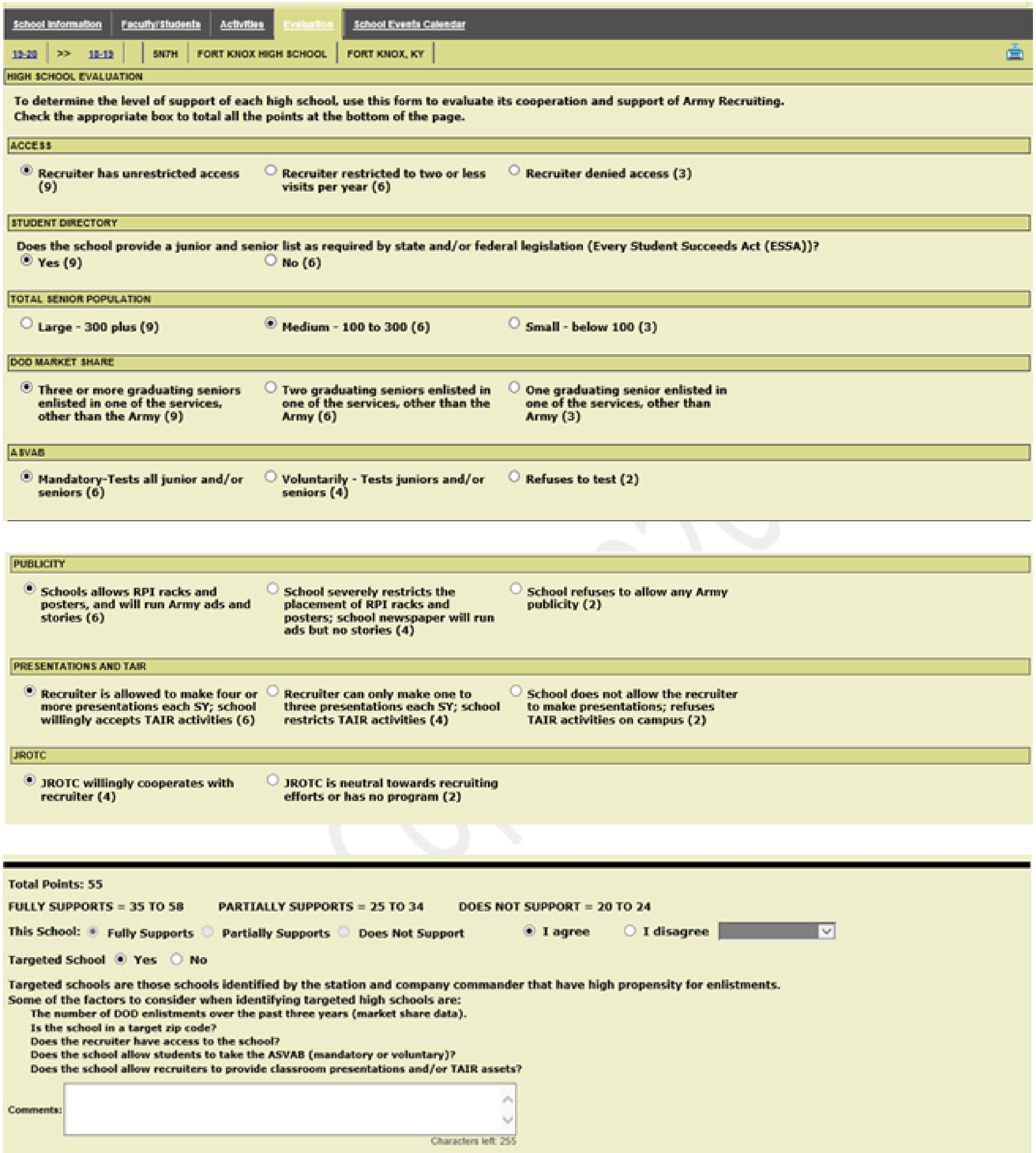


Figure 5-16. Example G2 Maps School Layer.

5-46. School Zone. Each station maintains a School Folder for each of their assigned schools. Along with administrative information, it provides an evaluation of recruiter access, willingness to provide senior lists, ASVAB status, accommodation for presentations, RPI racks, and JROTC cooperation.



School Information | Faculty/Students | Activities | Evaluation | School Events Calendar

19-20 >> 18-19 | SN7H | FORT KNOX HIGH SCHOOL | FORT KNOX, KY

HIGH SCHOOL EVALUATION

To determine the level of support of each high school, use this form to evaluate its cooperation and support of Army Recruiting. Check the appropriate box to total all the points at the bottom of the page.

ACCESS

- (•) Recruiter has unrestricted access (9)
- ( ) Recruiter restricted to two or less visits per year (6)
- ( ) Recruiter denied access (3)

STUDENT DIRECTORY

Does the school provide a junior and senior list as required by state and/or federal legislation (Every Student Succeeds Act (ESSA))?

- (•) Yes (9)
- ( ) No (6)

TOTAL SENIOR POPULATION

- ( ) Large - 300 plus (9)
- (•) Medium - 100 to 300 (6)
- ( ) Small - below 100 (3)

DOD MARKET SHARE

- (•) Three or more graduating seniors enlisted in one of the services, other than the Army (9)
- ( ) Two graduating seniors enlisted in one of the services, other than the Army (6)
- ( ) One graduating senior enlisted in one of the services, other than Army (3)

ASVAB

- (•) Mandatory-Tests all junior and/or seniors (6)
- ( ) Voluntarily - Tests juniors and/or seniors (4)
- ( ) Refuses to test (2)

PUBLICITY

- (•) Schools allows RPI racks and posters, and will run Army ads and stories (6)
- ( ) School severely restricts the placement of RPI racks and posters; school newspaper will run ads but no stories (4)
- ( ) School refuses to allow any Army publicity (2)

PRESENTATIONS AND TAIR

- (•) Recruiter is allowed to make four or more presentations each SY; school willingly accepts TAIR activities (6)
- ( ) Recruiter can only make one to three presentations each SY; school restricts TAIR activities (4)
- ( ) School does not allow the recruiter to make presentations; refuses TAIR activities on campus (2)

JROTC

- (•) JROTC willingly cooperates with recruiter (4)
- ( ) JROTC is neutral towards recruiting efforts or has no program (2)

Total Points: 55

FULLY SUPPORTS = 35 TO 58 PARTIALLY SUPPORTS = 25 TO 34 DOES NOT SUPPORT = 20 TO 24

This School: (•) Fully Supports ( ) Partially Supports ( ) Does Not Support (•) I agree ( ) I disagree

Targeted School (•) Yes ( ) No

Targeted schools are those schools identified by the station and company commander that have high propensity for enlistments.
Some of the factors to consider when identifying targeted high schools are:
- The number of DOD enlistments over the past three years (market share data).
- Is the school in a target zip code?
- Does the recruiter have access to the school?
- Does the school allow students to take the ASVAB (mandatory or voluntary)?
- Does the school allow recruiters to provide classroom presentations and/or TAIR assets?

Comments:

Characters left: 255

Figure 5-17. Example Evaluation Report from School Zone.

5-47. Within MID under Standard Reports, the Last High School Attended (LHSA) report provides a list of high schools that had production for the selected period along with the number of contracts for which the school was identified as the last attended whether they are currently juniors or seniors in high school or graduated from the high school 10 years ago. The user can establish the report for any period between two RCMs within the valid range. Contract counts in far right column are hot links to a CUI list of information about the individual contracts.

Last High School Attended Contracts - Active + Reserve
5n7h
SEN
201906 - 202005
(Only Schools that had production for the period are displayed.)

School RSID	School Name	City	State	School Zip	School Type	School Class	School Tier	SASVAB	Contracts
5N7H	BRECKINRIDGE CO HS	HARNED	KY	40144	1	1	L	A	1
	CENTRAL HARDIN HIGH SCHOOL	CECILIA	KY	42724	1	1	L	A	2
	ELIZABETHTOWN HS	ELIZABETHTOWN	KY	42701	1	1	L	MC	2
	FORT KNOX HIGH SCHOOL	FORT KNOX	KY	40121	1	1	L	A	2
	GRAYSON CO HS	LEITCHFIELD	KY	42754	1	1	L	A	1
	JOHN HARDIN HIGH SCHOOL	ELIZABETHTOWN	KY	42701	1	1	L	A	3
	LARUE COUNTY HS	HODGENVILLE	KY	42748	1	1	L	A	1
	MARION CO HS	LEBANON	KY	40033	1	1	L	A	1
	MEADE COUNTY HS	BRANDENBURG	KY	40108	1	1	L	N	2
	NELSON CO HS	BARDSTOWN	KY	40004	1	1	L	A	1
	NORTH HARDIN HS	RADCLIFF	KY	40160	1	1	L	AF	4
	TAYLOR COUNTY HS	CAMPBELLSVILLE	KY	42718	1	1	L	MC	4

Print - Export

Figure 5-18. Example Last High School Attended Report from MID.

5-48. Schools are the cornerstone of successful recruiting operations. Action taken in high schools eventually pays off in one of three ways. It contributes to the enlistment of high school juniors for the US Army Reserves (USAR), the enlistment of high school seniors for the RA or USAR, or the enlistment of high school diploma graduates for the RA or USAR. If you plant the ‘seed’ for Army service at the high school, this will reduce the “drop-out” market. A thorough understanding of schools in the environment assists in effective planning and enhances future recruiting success.

Chapter 6
Evaluate the Threat

INTRODUCTION

6-1. Evaluating the threat is the third step of recruiting IPB. The first two steps describe and analyze ‘who is recruited’ from those available ‘to be recruited’. This phase now considers the competitive influences in the market.

6-2. 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.

6-3. 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 synthesizing of charts and maps in this section is part of Step 4 of the IPB process to create actionable intelligence. While these tools are updated and improved, the basic process remains the same.

THE COMPETITION

6-4. There are three primary Army competitors: academia, industry, and the other services. The figure below helps visualize the sources of competition.

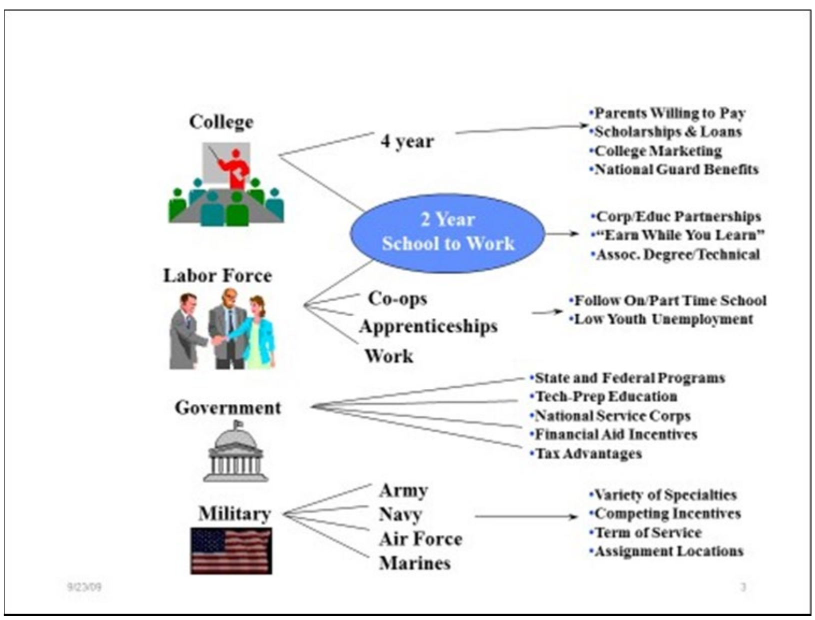


Figure 6-1. Diagram of Competitor Influences.

6-5. 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. In addition, the National Guard (NG) often offers education benefits beyond what federal service components offer.

6-6. 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 that rival DOD. All three groups compete for the same talented young men and women.

6-7. 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 can the Army best meet their needs. We must differentiate ourselves by making the most attractive offer.

ACADEMIA

6-8. 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. In addition, community and technical colleges offer co-ops and specialized programs to provide qualification for skilled labor positions.

6-9. 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 leader, you must develop talking points to address the concerns of youth specific to your market as they balance the option of higher education and Army service. Armed with this knowledge and market demographic information from Chapter 4, recruiters can emphasize key points during the Army Interview.

INDUSTRY

6-10. Industry also seeks talented young workers. Federal and state governments also vie for a portion of these talent pools. Industry usually has a cooperative effort with academic institutions to ensure a skilled labor force is available. Apprenticeships and co-ops are common preparatory phases to entering the labor force. The Army response to provide training of a specialized skill can also directly compete with this kind of effort.

6-11. Some industries develop partnerships, or ‘earn while you learn’, to provide for tuition subsidies while working. As a leader, how can you illustrate the benefits the Army has to offer along these lines of questions from a young person, whose parents are advising them? “Earning money for college while obtaining training and skills maturity during an Army enlistment,” is the classic response. Check Chambers of Commerce to research and understand the effects of business and industry on the market.

OTHER DOD SERVICES

6-12. 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 precise data for how many join each of the DOD services. This provides a very clear operating picture of the Army's share of this DOD market. That is, for those who are willing to don the uniform and serve in the military, what portion of these see the Army as the best way to do that?

6-13. 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.

6-14. It is important for the station commander to understand the benefits of Army service in comparison with the other services. This knowledge assists recruiters in understanding the competitive environment and the choices youth have when considering their future, especially those that wish to serve in the military. Issues such as guaranteed assignment, guaranteed specialty, and bonus money can all be a part of local communications to explain the advantages of Army service.

WHAT IS MARKET SHARE?

6-15. Market Share is the percent of contracts of an individual DOD service out of the total. Market Share is an assessment of individual service's production as a portion of all DOD production. The higher your market share, the larger the proportion of the market you "own." The calculation of market share and the percentage of market share are:

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

Figure 6-2. Market Share Calculation

6-16. Traditionally, USAREC focused on RA-only market share that is active Army mission production as a proportion of all active duty production. Significant shifts in DOD accession requirements among the services in recent years, along with changes in recruiting business practices and business rules for the AR mission allocations, reduced the value of RA-only market share assessment.

6-17. 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). This includes the Coast Guard, improving the visibility and understanding of how their missions affect recruiting operations.

INTERPRETING AND USING MARKET SHARE

6-18. 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?

6-19. Market Share is a diagnostic indicator of relative performance in a region. Do not use this as a standalone metric. Changes in other services' missions and resources can cause Army market share to fluctuate rapidly, regardless of production performance. Commanders should investigate a change from high to low Army market share in a region.

6-20. 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 all of the potential of a region.

CALCULATING MARKET SHARE BY COMPONENT IN MID

6-21. 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 contracts 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

6-22. 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:

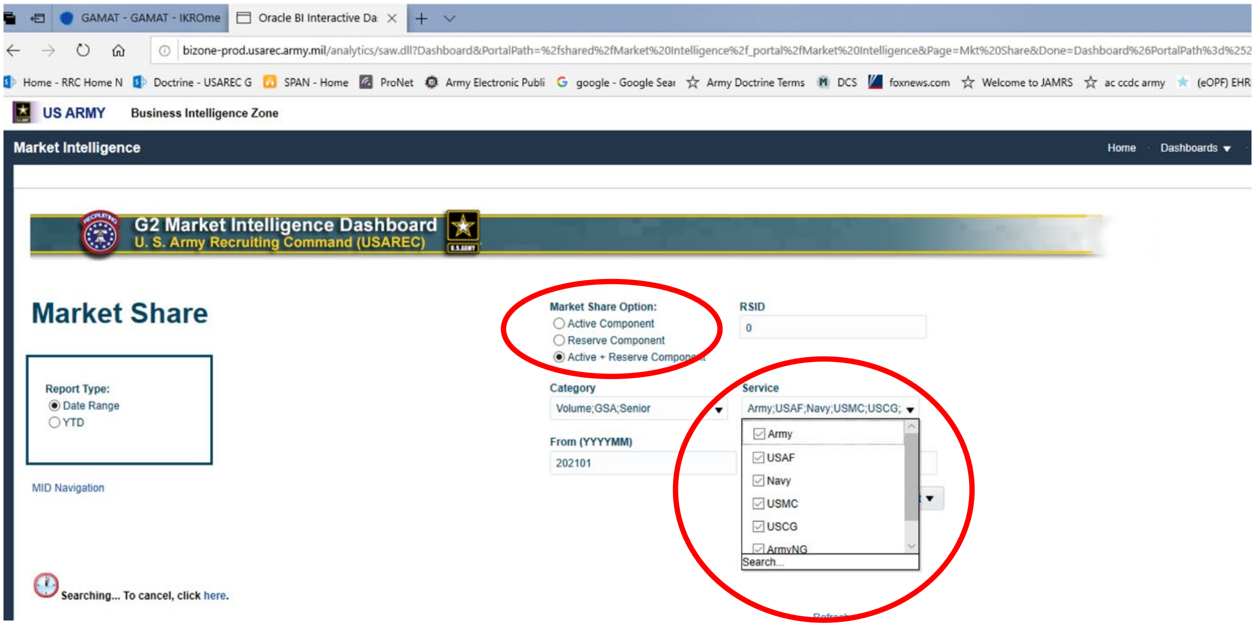


Figure 6-3. Market Share Option and Service Table.

6-23. 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 29.3%. This is 97 ÷ 331 (97+38+34+52+1+109).

Market Share Option: Active + Reserve Component
RSID: 3T2
Category: Volume
Service: Army,USAF,Navy,USMC,USCG,ArmyNG,USAFNG
RCM: Between 201901 and 201912

			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	97	38	34	52	1	109	29.3%	11.5%	10.3%	15.7%	0.3%	32.9%
	3T2F - GREENVILLE	TOTAL	25	9	4	11	0	35	29.8%	10.7%	4.8%	13.1%	0.0%	41.7%
	3T2G - GREENWOOD	TOTAL	46	9	7	14	1	41	39.0%	7.6%	5.9%	11.9%	0.8%	34.7%
	3T2M - JACKSON METRO CT	TOTAL	117	35	34	28	1	109	36.1%	10.8%	10.5%	8.6%	0.3%	33.6%
	3T2N - NATCHEZ	TOTAL	37	5	9	12	1	34	37.8%	5.1%	9.2%	12.2%	1.0%	34.7%
	3T2P - PHILADELPHIA	TOTAL	34	13	4	13	0	33	35.1%	13.4%	4.1%	13.4%	0.0%	34.0%

Figure 6-4. Example of Active + Reserve Component Output in MID.

6-24. 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 37.5%. This is 39 ÷ 104 (39+22+18+24+1).

Market Share Option: Active Component
Category: GSA
RCM: Between 201901 and 201912
RSID: 3T2
Service: Army,USAF,Navy,USMC,USCG,ArmyNG,USAFNG

			Contracts					Market Share				
			GSA					GSA				
Company	Center	TOTAL	Army	USAF	Navy	USMC	USCG	Army	USAF	Navy	USMC	USCG
3T2 - JACKSON MS	3T2B - LAKELAND	TOTAL	39	22	18	24	1	37.5%	21.2%	17.3%	23.1%	1.0%
	3T2F - GREENVILLE	TOTAL	7	4	2	3	0	43.8%	25.0%	12.5%	18.8%	0.0%
	3T2G - GREENWOOD	TOTAL	13	7	3	4	1	46.4%	25.0%	10.7%	14.3%	3.6%
	3T2M - JACKSON METRO CT	TOTAL	19	20	11	15	1	28.8%	30.3%	16.7%	22.7%	1.5%
	3T2N - NATCHEZ	TOTAL	9	3	4	6	0	40.9%	13.6%	18.2%	27.3%	0.0%
	3T2P - PHILADELPHIA	TOTAL	14	5	3	5	0	51.9%	18.5%	11.1%	18.5%	0.0%

Figure 6-5. Example of Active Component Output in MID.

6-25. 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 15.1%. This is 8 ÷ 53 (8+0+1+3+0+41).

Market Share Option: Reserve Component
Category: Senior
RCM: Between 201901 and 201912
RSID: 3T2
Service: Army,USAF,Navy,USMC,USCG,ArmyNG,USAFNG

			Contracts							Market Share						
			Senior							Senior						
Company	Center	TOTAL	Army	USAF	Navy	USMC	USCG	ArmyNG	USAFNG	Army	USAF	Navy	USMC	USCG	ArmyNG	USAFNG
3T2 - JACKSON MS	3T2B - LAKELAND	TOTAL	8	0	1	3	0	41	0	15.1%	0.0%	1.9%	5.7%	0.0%	77.4%	0.0%
	3T2F - GREENVILLE	TOTAL	4	0	0	1	0	19	0	16.7%	0.0%	0.0%	4.2%	0.0%	79.2%	0.0%
	3T2G - GREENWOOD	TOTAL	8	0	0	1	0	24	0	24.2%	0.0%	0.0%	3.0%	0.0%	72.7%	0.0%
	3T2M - JACKSON METRO CT	TOTAL	14	0	1	0	0	57	0	19.4%	0.0%	1.4%	0.0%	0.0%	79.2%	0.0%
	3T2N - NATCHEZ	TOTAL	3	0	0	2	0	7	0	25.0%	0.0%	0.0%	16.7%	0.0%	58.3%	0.0%
	3T2P - PHILADELPHIA	TOTAL	8	0	0	2	0	17	1	28.6%	0.0%	0.0%	7.1%	0.0%	60.7%	3.6%

Figure 6-6. Example of Reserve Component Output in MID.

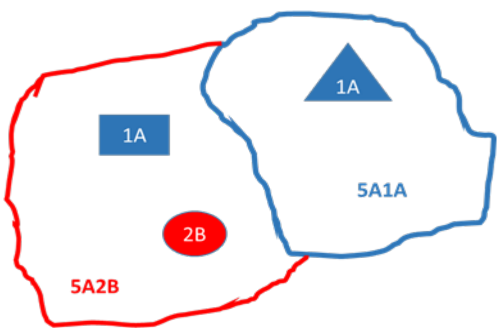
MARKET RSID AND PRODUCTION RSID

6-26. 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.

6-27. In MID, the only modules that use the production RSID are the Production Standard, Production Group, and Production Individual. The Out of Area Contract (OAC) report in MID gives a cross-reference of the market and production RSIDs to provide insight on out of area contracts.

6-28. The Position Analysis & Evaluation (PAE) process establishes stations as a grouping of ZIP Codes. These ZIP Codes make up a station’s market and are it’s area of operations. Schools within those ZIP codes are also “owned” by that station. For any given enlistment, the ZIP code of the applicant's home-of-record denotes the market for that contract. This is the market RSID for the contract. On the other hand, the station that enlists the applicant, and, therefore, receives the enlistment contract credit, is the production RSID.

6-29. Let us consider a simple example of three enlistments represented by icon shapes. The following figure shows two fictitious station boundaries from two different companies of the Chicago battalion (5A1A – Blue, 5A2B – Red). The blue triangle and blue square represent an enlistment contract completed by 5A1A. Note that one of these contracts (blue square) has a home of record (HOR) in the 5A2B AO. 5A2B produced one contract (red circle) that had an HOR within its boundary. In this example, therefore, 5A1A produced (contract credit for mission achieved) two contracts, but a market contract of one. 5A2B has production credit for one contract, but market contract of two. The difference is that 5A1A produced the blue square enlistment from within the 5A2B AO for which it receives production credit, but it will not show within their market share reports.



Contract	Production RSID	Market RSID
1A	5A1A	5A1A
1A	5A1A	5A2B
2B	5A2B	5A2B

Figure 6-7. Example of Production vs. Market Contract.

6-30. In a perfect world, the market and production RSID would always be the same, illustrating cohesive market boundaries across stations. Certainly, this is a fundamental goal of the PAE. In today's mobile and interactive society, a completely isolated market is rare. When a production and market RSID are different, we refer to it as an "out of area contract" (the production came from another market). When a large percentage of a station's contracts are "out of area," leaders should analyze the area of operations for shifting market patterns and consider adjusting station boundaries to account for that shift.

USING MARKET SHARE IN MARKET ANALYSIS

6-31. Market Share updates occur 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 services' data. In general, a station commander will not know their market share or competition performance, until three weeks after the RCM.

REPORT TYPES IN MID

6-32. 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 should drill down to ZIP code level and the period drilled down to the RCM level.

YTD REPORT IN MID

6-33. Use the YTD view to compare like-time periods across multiple RYs. Most simply, this view helps assist in determining how well a station is performing as compared to previous years. It provides insight into market patterns. Conducting this type of analysis incrementally throughout the year at the end of each RCM will assist in determining how well the unit is positioned within the market, relative to the other services. This may help to identify seasonal trends. Conduct this analysis 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 station you might be able to derive some insights.

Market Share Option: Reserve Component
Category: Volume
Recruiting Year: 2018,2019,2020

RSID: 1E5
Service: Army,USAF,Navy,USMC,USCG,ArmyNG,USAFNG
Through RCM: 09

			Contracts							Market Share						
			Volume							Volume						
Company	Center	RY	Army	USAF	Navy	USMC	USCG	ArmyNG	USAFNG	Army	USAF	Navy	USMC	USCG	ArmyNG	USAFNG
1E5 - PITTSBURGH	1E5A - PITTS NO HILLS	2018	7	0	0	3	0	10	0	35.0%	0.0%	0.0%	15.0%	0.0%	50.0%	0.0%
		2019	8	2	0	6	0	10	0	30.8%	7.7%	0.0%	23.1%	0.0%	38.5%	0.0%
		2020	10	0	1	1	0	12	0	41.7%	0.0%	4.2%	4.2%	0.0%	50.0%	0.0%
	1E5G - MONROEVILLE	2018	12	1	3	5	0	13	0	35.3%	2.9%	8.8%	14.7%	0.0%	38.2%	0.0%
		2019	19	1	2	6	0	28	2	32.8%	1.7%	3.4%	10.3%	0.0%	48.3%	3.4%
		2020	8	0	3	4	0	19	0	23.5%	0.0%	8.8%	11.8%	0.0%	55.9%	0.0%
	1E5R - ROBINSON	2018	7	3	1	6	0	20	0	18.9%	8.1%	2.7%	16.2%	0.0%	54.1%	0.0%
		2019	12	4	2	1	0	19	1	30.8%	10.3%	5.1%	2.6%	0.0%	48.7%	2.6%
		2020	13	0	2	2	0	28	0	28.9%	0.0%	4.4%	4.4%	0.0%	62.2%	0.0%
	1E5S - SOUTH HILLS	2018	8	0	4	4	0	19	0	22.9%	0.0%	11.4%	11.4%	0.0%	54.3%	0.0%
		2019	9	2	1	1	0	12	1	34.6%	7.7%	3.8%	3.8%	0.0%	46.2%	3.8%
		2020	6	1	1	3	0	22	0	18.2%	3.0%	3.0%	9.1%	0.0%	66.7%	0.0%
	1E5W - WASHINGTON	2018	13	0	2	2	0	19	0	36.1%	0.0%	5.6%	5.6%	0.0%	52.8%	0.0%
		2019	7	4	0	4	0	18	0	21.2%	12.1%	0.0%	12.1%	0.0%	54.5%	0.0%
		2020	4	0	1	3	0	10	0	22.2%	0.0%	5.6%	16.7%	0.0%	55.6%	0.0%

Figure 6-8. Example 1E5 Reserve Market Share in MID.

6-34. It looks like 1E5R Robinson station gained in market share for the like period or RCM 01-09 (Oct – Jun) for the three years from 2018 to 2020. RY 2018 shows a market share of only 18.9%. However, in 2019 and 2020, Robinson station improved its market share position to about 30%. Robinson station increased market contracts from 7 in 2018, to 12 and 13 in 2019 and 2020 respectively, which could account for the increase. However, part of this increase could be due to the USMC going from 6 enlistments in 2018, to 1 in 2019 and 2 in 2020. Note the decrease in market share in 2020 was partially due to an increase in Army NG production from 20/19 to 28 in 2020.

The decrease in market share was not as drastic because the USAF decreased to 0 enlistments for 2020. Nonetheless, Robinson station held its own at about 30%. Two major points to look at here: The Army NG is expanding in the market, and the USAF and USMC have a reduced position.

6-35. Drilling down for the period and plotting this data on a graph illustrates the monthly fluctuations for each RY. There may be operational considerations (personnel shortages) or efforts by the other DOD services that account for the changes over time. Remember, that the Robinson station could be increasing its production which can drive an increase in market share, or it could be that the USAF and USMC have a reduced presence which can also result in an increased Army market share. These are the considerations that the leaders must assess and address in their Operation Plan.

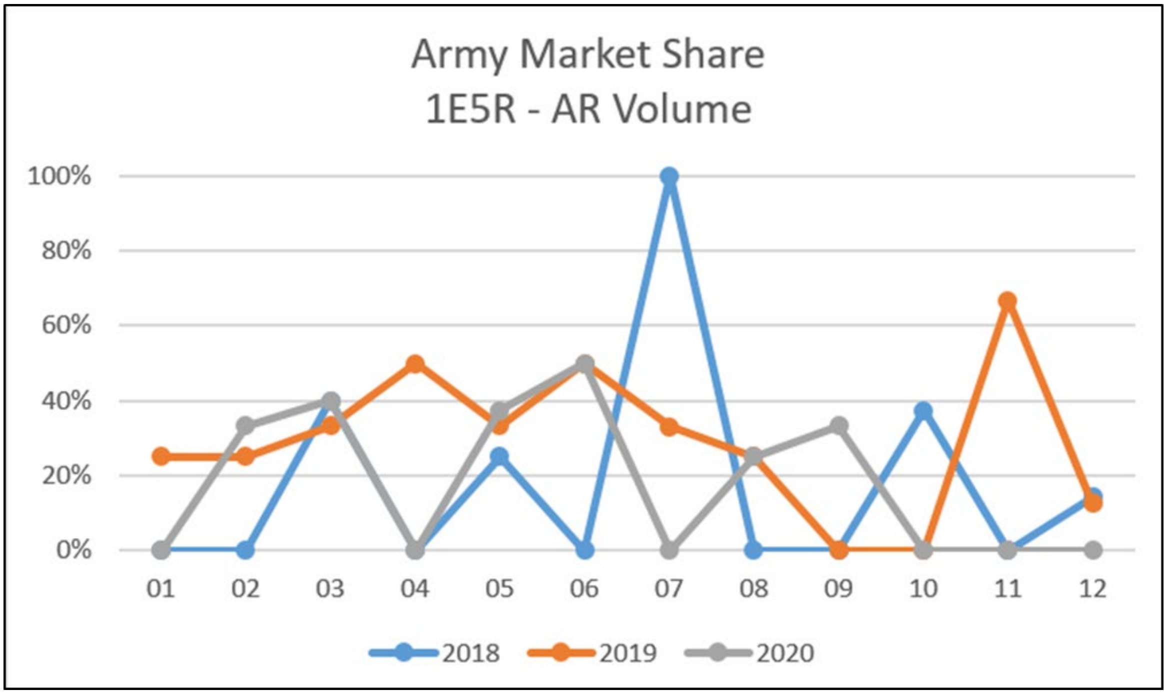


Figure 6-9. Example 1E5R Market Share Over Time.

6-36. You should also look for seasonal patterns. This is the core reason to assess like-period data. As the data above indicated, market share in 2019 and 2020 increased significantly compared to 2018. Also evident is the fact that the 4th quarter is not very productive. As a leader, market analysis helps you understand why this is happening and how best to focus your resources when planning operations.

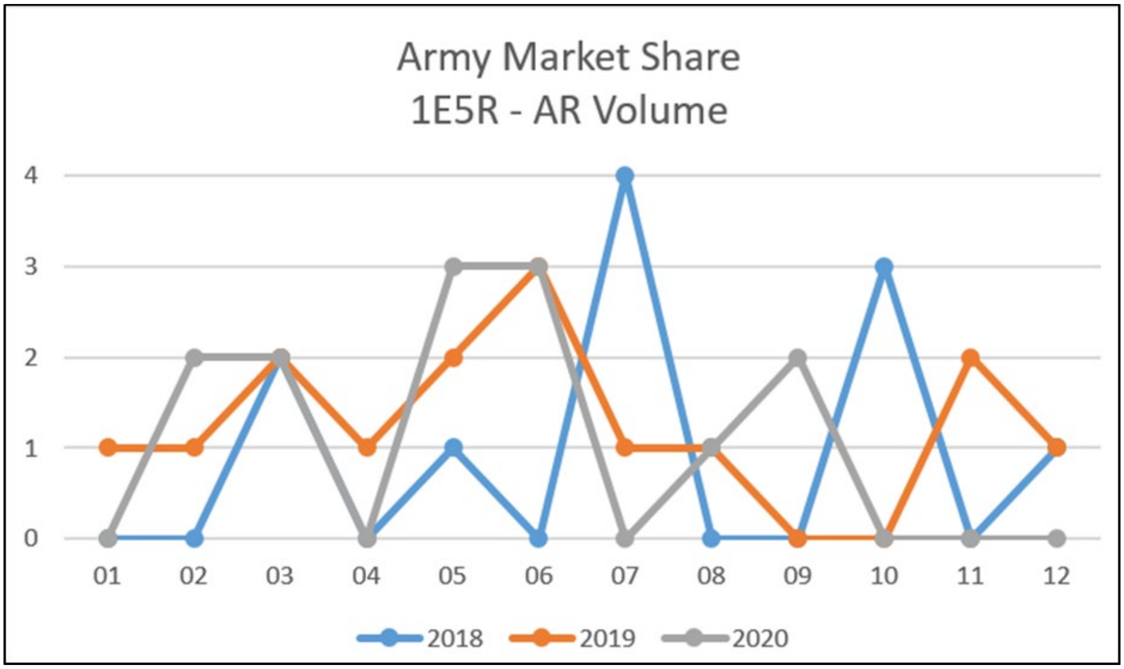


Figure 6-10. Example 1E5R Market Contracts Over Time.

6-37. By showing this same chart by contract counts, it reinforces the same points in Figure 6-8. Both 2019 and 2020 showed an increase from 2018, especially from RCM 05 to RCM 12, with the exception of two peaks in RCM 201807 and 201810. 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. It is also important to note how difficult this kind of analysis can be at the station level. Small deviations in production can create wide swings in the data, especially in terms of percentages.

DATE RANGE REPORT IN MID

6-38. The Date Range view shows the market share over time. This type of analysis shows the market's overall growth (or contraction) and whether a recruiting station is keeping pace with that growth, or even driving that growth. Note: Because of system issues with 'Date Range', use the 'YTD' option to pull the same data. This workaround, although inconvenient, provides the relevant data needed for a better understand of the market.

6-39. Using the category of GSA for 4D3W Security station as an example, for the period RCM201701 through RCM 201912, we see the total below. Overall, the Army does well in this market at 39.7%, 42.0%, and 37.2% for each of the three years for the period with total GSA contracts of 184 (62+55+67). Since the Security station is near Colorado Springs which has several Air Force bases and the USAF Academy which might explain the relatively high USAF market share. Countering this notion is that Fort Carson (an Army Base) is situated in the same area. It is evident the USCG does not have a presence in the area.

RSID: 4D3W
Service: Army,USAF,Navy,USMC,USCG,ArmyNG,USAFNG
Through RCM: 12

		Contracts					Market Share				
		GSA					GSA				
Center	RY	Army	USAF	Navy	USMC	USCG	Army	USAF	Navy	USMC	USCG
4D3W - SECURITY	2017	62	45	30	19	0	39.7%	28.8%	19.2%	12.2%	0.0%
	2018	55	36	24	16	0	42.0%	27.5%	18.3%	12.2%	0.0%
	2019	67	66	30	17	0	37.2%	36.7%	16.7%	9.4%	0.0%

Figure 6-11. Example GSA Market Share Report in MID.

6-40. Expanding the RY column yields the following result from which we create a chart.

Market Share Option: Active Component
Category: GSA
Recruiting Year: 2017,2018,2019
RSID: 4D3W
Service: Army,USAF,Navy,USMC,USCG,ArmyNG,USAFNG
Through RCM: 12

				Contracts					Market Share				
				GSA					GSA				
Center	RY	RQ	RCM	Army	USAF	Navy	USMC	USCG	Army	USAF	Navy	USMC	USCG
4D3W - SECURITY	2017	201701	01	6	5	3	1	0	40.0%	33.3%	20.0%	6.7%	0.0%
			02	4	2	1	1	0	50.0%	25.0%	12.5%	12.5%	0.0%
			03	4	4	1	1	0	40.0%	40.0%	10.0%	10.0%	0.0%
		201702	04	4	1	3	1	0	44.4%	11.1%	33.3%	11.1%	0.0%
			05	3	2	3	6	0	21.4%	14.3%	21.4%	42.9%	0.0%
			06	7	4	2	0	0	53.8%	30.8%	15.4%	0.0%	0.0%
		201703	07	4	5	1	3	0	30.8%	38.5%	7.7%	23.1%	0.0%
			08	5	1	4	3	0	38.5%	7.7%	30.8%	23.1%	0.0%
			09	4	4	4	0	0	33.3%	33.3%	33.3%	0.0%	0.0%
		201704	10	8	4	3	0	0	53.3%	26.7%	20.0%	0.0%	0.0%
			11	9	7	3	2	0	42.9%	33.3%	14.3%	9.5%	0.0%
			12	4	6	2	1	0	30.8%	46.2%	15.4%	7.7%	0.0%
	2018	201801	01	3	2	5	2	0	25.0%	16.7%	41.7%	16.7%	0.0%
			02	3	4	1	0	0	37.5%	50.0%	12.5%	0.0%	0.0%
			03	5	3	5	1	0	35.7%	21.4%	35.7%	7.1%	0.0%
		201802	04	2	2	1	1	0	33.3%	33.3%	16.7%	16.7%	0.0%
			05	7	5	2	2	0	43.8%	31.3%	12.5%	12.5%	0.0%
			06	2	1	1	0	0	50.0%	25.0%	25.0%	0.0%	0.0%
		201803	07	4	0	1	0	0	80.0%	0.0%	20.0%	0.0%	0.0%
			08	2	7	2	1	0	16.7%	58.3%	16.7%	8.3%	0.0%
			09	6	2	2	3	0	46.2%	15.4%	15.4%	23.1%	0.0%
		201804	10	3	2	2	3	0	30.0%	20.0%	20.0%	30.0%	0.0%
			11	15	4	1	0	0	75.0%	20.0%	5.0%	0.0%	0.0%
			12	3	4	1	3	0	27.3%	36.4%	9.1%	27.3%	0.0%
	2019	201901	01	0	3	5	2	0	0.0%	30.0%	50.0%	20.0%	0.0%
			02	10	5	2	1	0	55.6%	27.8%	11.1%	5.6%	0.0%
			03	6	6	5	0	0	35.3%	35.3%	29.4%	0.0%	0.0%
		201902	04	3	4	2	0	0	33.3%	44.4%	22.2%	0.0%	0.0%
			05	6	7	3	2	0	33.3%	38.9%	16.7%	11.1%	0.0%
			06	8	1	2	3	0	57.1%	7.1%	14.3%	21.4%	0.0%
		201903	07	2	2	1	2	0	28.6%	28.6%	14.3%	28.6%	0.0%
			08	2	6	3	1	0	16.7%	50.0%	25.0%	8.3%	0.0%
			09	5	9	0	1	0	33.3%	60.0%	0.0%	6.7%	0.0%
		201904	10	5	5	2	1	0	38.5%	38.5%	15.4%	7.7%	0.0%
			11	9	12	2	2	0	36.0%	48.0%	8.0%	8.0%	0.0%
			12	11	6	3	2	0	50.0%	27.3%	13.6%	9.1%	0.0%

Figure 6-12. Example of Expanded GSA Market Share Report in MID.

6-41. 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.

6-42. Investigating these trends requires finesse. This is where science meets art, and a station commander must apply experience and knowledge of the local market. Changes in production may be due to personnel turbulence, a local event that discouraged military service, a facility move, or a battalion PAE that caused operational disruption.

6-43. You can chart this same information 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.

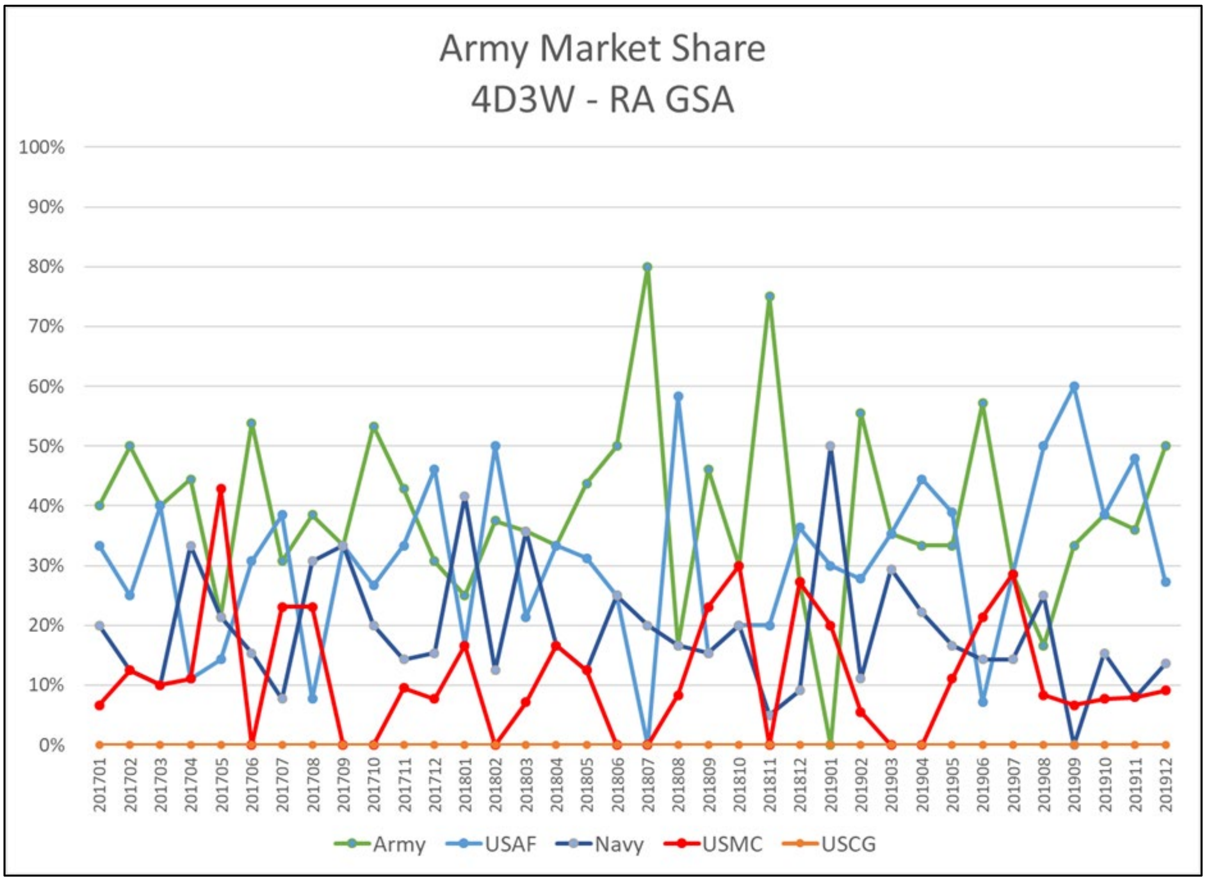


Figure 6-13. Example of Market Share by Recruiting Month and Service.

6-44. While the chart is a little busy, there are some insights. For example, for the period RCM 201907 through RCM 201910 it appears the Air Force took up some of the slack left by the Army during the period. On the other hand, the Army drove the market for the period RCM 201804 through RCM 201807 so its share was relatively high. This is why it is important to view market share data from multiple perspectives.

6-45. The chart below illustrates contracts over time. Combining all other DOD contracts provides an alternative perspective and helps avoid the clutter from Figure 6-

12. One issue this creates is it "hides" the resolution you may need to understand which particular service is driving the Army share. However, it provides an indication of a market that is expanding or contracting and whether the Army drives this growth/decline. In general, this station's market production runs parallel with the market because as Army contracts increase or decrease, so does DOD.

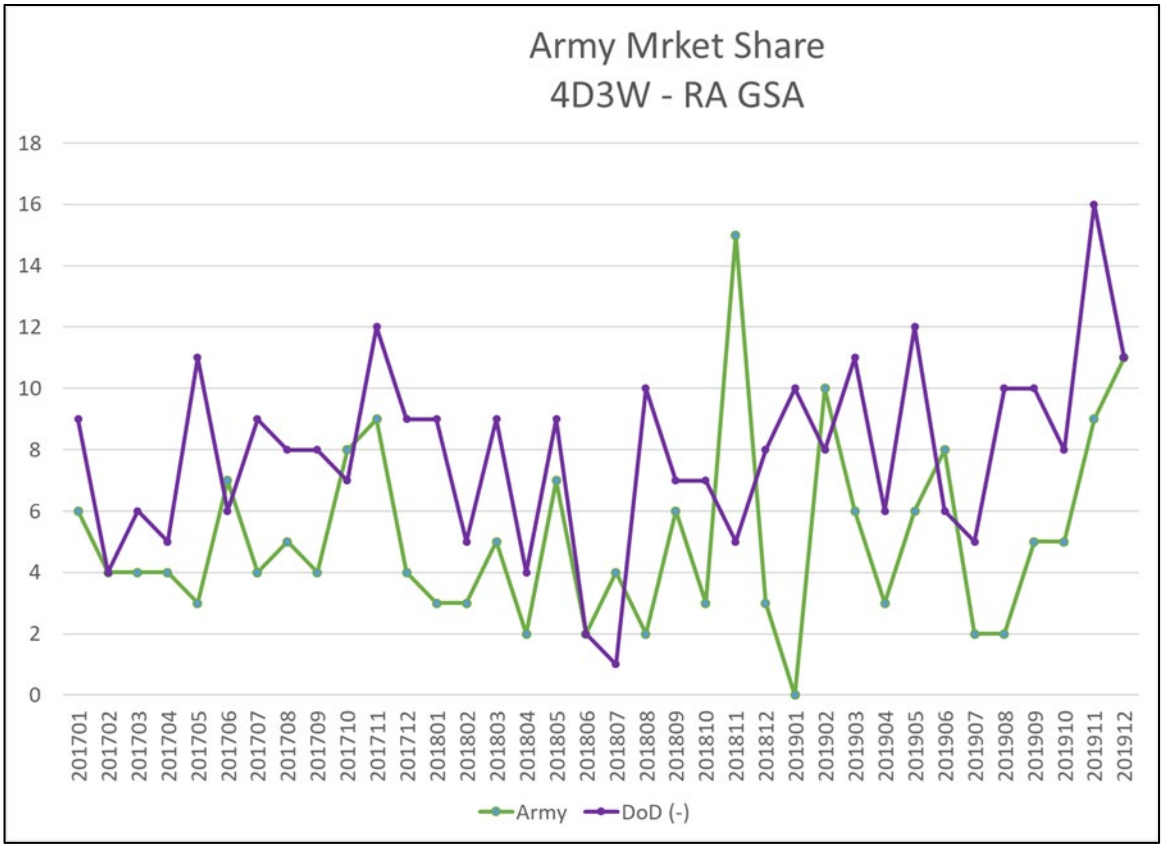


Figure 6-14. Example of 4D3W GSA Contracts Over Time.

6-46. As an example, the effects described above for RCM 201907 through RCM 201910 indicate that the Air Force took up the slack from the Army. It appears the overall market had not tapered, but that the Army performance lacked. In addition, note in the period from RCM 201907 through RCM 201912, the entire market expanded, and the Army kept pace.

OTHER MARKET SHARE USES IN MARKET ANALYSIS

6-47. You can use market share as a diagnostic tool in other different ways. This section identifies some common additional uses and considerations of the market share metric.

6-48. Market share can influence 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.

6-49. 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.

6-50. 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.

6-51. 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.

6-52. 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 underworked.

6-53. Market share helps identify higher and lower priority high schools. Looking at your station's share of the senior market, are there schools that could warrant more effort, especially those schools where the other services are producing better? Market share also helps identify feeder ZIP Codes for a school, or the ZIP codes from which students travel to attend school in another area.

PITFALLS OF MARKET SHARE AS AN OBJECTIVE

6-54. 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.

6-55. 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 ill-advisedly establish an objective of 45% market share for the next year. The next year DOD pulls only 70 contracts due to a change in the Navy and Marine presence in the area. Your station produces 35 contracts, which equate to a 50% market share. You have, in fact, increased market share but in reality decreased production and possibly missed some of the potential in this particular market.

WHAT SHOULD MARKET SHARE BE?

6-56. Market Share varies among locations. The rule of thumb expectation for RA market share was historically set at 40-45%, but this guideline is no longer valid. This threshold was established when USAREC only tracked the Regular Army, USAF, USN and USMC; it did not include the reserve component for a holistic view of the competition. For these reasons, you cannot establish a market share standard for the entire command. Units should determine a market share for each location based on a collection of environmental and competitive factors. As mentioned earlier in the chapter, market share is a diagnostic tool. There are many factors that may influence market share in a location, including other services' mission, recruiter allocation, proximity to Reserve Centers (RC)/National Guard armories, proximity to military installations (Army and other DOD) and local culture to name a few.

6-57. You should commit prioritizing resources to attain increased market share based on the context of penetration rates. Penetration rates provide an indication of how receptive a market is to recruiting efforts. While most communities consider military service an honorable commitment, some areas can be somewhat antagonistic to the military. In highly penetrated markets, you can expect a higher return for recruiting efforts, albeit with more competition from other services. Seeking a higher share in a highly penetrated market is usually a more efficient commitment of resources. On the other hand, lower penetrated areas may just be unrealized potential.

6-58. 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.

6-59. Some leaders use the percentage of recruiters present from each service as a guideline for a market share goal. This is ‘Recruiter Share’. Some leaders use the mission for each service as a guideline of what they should achieve. The difficulty with both of these approaches 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 an equal level.

6-60. The market share of any area also varies depending on if you are looking at active, reserve, or total market share. The USAREC average total market share over the past four completed recruiting years is 30.5%. The USAREC average active market share in the same period is 33.0%. For the reserve component, the average market share is 23.0%. Use these values to see how an organization compares to all of USAREC, but keep in mind that not everyone can be above average.

6-61. 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.

6-62. 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. Do not use market share alone to determine an organization’s recruiting success. For example, there may be market expansion in which all services increase contracts in a market area. Such a market may decrease in Army market share but increase in contracts. Conversely, a market may increase market share despite having fewer contracts. More production is preferable to the market share.

MARKET SHARE DATA CONSIDERATIONS

6-63. 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.

6-64. 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.

6-65. The Army National Guard mission is consistently as large as most of the other services. For this reason, MID lists the Army National Guard separately to get a clearer picture of the true market share.

6-66. 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 CATAGORIES

6-67. 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.

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	4	Both
HFA	High School Eqvt. Other	A	Both
HFB	High School Eqvt. Other	B	Both
HM4	High School Eqvt. Other	4	Both
HMA	High School Eqvt. Other	A	Both
HMB	High School Eqvt. Other	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 6-15. Table of Nbox Codes Used in Market Share.

6-68. 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	X					X		X
PSB	X					X		X

PSF (AR)	X					X		X
PSM	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 6-16. Table of Nbox Codes in MID Market Share Categories.

ADDITIONAL INFORMATION ON CALCULATIONS

6-69. This section contains additional key equations to help further your understand of the categories.

- 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

6-70. 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.

Chapter 7
Assess Market Potential

INTRODUCTION

7-1. 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 7 deals with operationalizing this information and intelligence to identify market potential and enabling decision makers to plan and execute successful, decisive recruiting operations.

7-2. True market potential is the theoretical number of contracts that an AO can produce. If we were to have unlimited resources, true potential would reflect the number of enlistments an area could produce. The difficulty is that true market potential is impossible to calculate.

7-3. A technique to estimate potential is to compare segment production levels between two areas. At the nucleus of this technique is the assumption that, all things being equal, a segment in one area should produce at the same rate as another area. Given this assumption, if a particular segment in an area can/will produce at a certain proportion, then the same level achievement can occur in another area. The shortfall in one area quantifies as ‘potential’. The underlying tenet of this technique provides that a defined segment, which by definition groups according to its common characteristics and attributes, behave similarly. From a recruiting perspective, a segment possesses a similar inclination to join the military.

7-4. The basic calculation for potential, therefore, is production to population (P2P). All things being equal, each segment should enlist in relative proportion to their representation. One area’s production rate for a segment becomes the benchmark for another area. This benchmark index establishes a realistic goal for comparison between market areas. The difference between the two areas is achieving a reasonable potential.

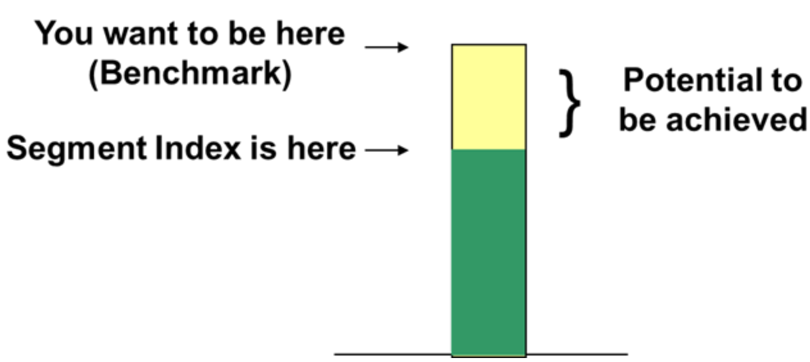


Figure 7-1. Benchmark – Segment Index and Market Potential.

7-5. Let us use a simple example. In 1A Station, segment #57 produces 10 enlistments in a population of 200. In the same period, for the same segment, 1B Station produced 15 enlistments from a population of 100.

$$A = {}^{10}\!/_{100} = 0.10$$
$$1B = {}^{15}\!/_{200} = 0.075$$

Figure 7-2. Enlistment Population of 100

Note: Since 1A has a rate of 0.10 for this segment and is higher than 1B it becomes the benchmark. To determine the potential for this segment in 1B, we simply multiply the higher rate by the population in 1B. Therefore, the benchmark production level (what we can reasonably expect to achieve, all things being equal) is 20 enlistments. Since we already have produced 15 contracts, there is an unrealized potential of 5 enlistments.

$$Benchmark\ production = 0.10\ \times 200 = 20$$

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

Figure 7-3. Benchmark Production

This is a graphical representation:

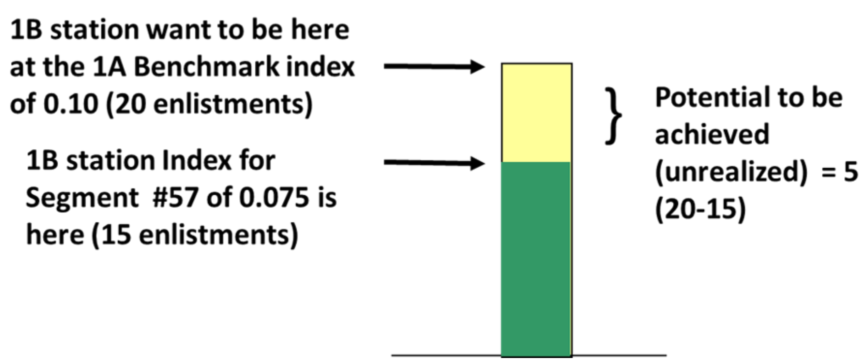


Figure 7-4. Example Graphic Representation of Market Potential.

7-6. To assist the station commander with determining potential, use relative market potential. Relative Market Potential (RMP) is the implementation of the benchmark indexing and is the hypothetical estimate of the number of enlistments that could be written in a market area with unconstrained resources. It is based upon historical segment penetration rates and current segment population. RMP is not an exact measure of the attainable enlistments in a market area and therefore do not use to pace performance. The value of RMP is that it provides a standardized measure that allows like geographic market areas (company, station, ZIP code) to be directly compared with one another. This allows leaders to make informed decisions, through the comparison of the RMP metric, about recruiting priorities and resource allocation when planning recruiting operations.

7-7. A common mistake is to use RMP to pace performance. Leaders may be tempted to mandate that their subordinates produce to that level. The flawed reasoning is that since the potential exists, recruiters should be able to attain that level of production. First, RMP is not an exact measure of the attainable enlistments in a market area.

Place particular emphasis on the notion that it is relative. It only proves a standardized measure allowing the comparison of like geographical market areas (company, station, ZIP code) with one another. Secondly, RMP assumes in its calculation that the characteristics of the two markets are in fact equal. There are simply too many other variables. Thirdly, RMP assumes that the potential to ‘be achieved’ would require unconstrained resources. An example of this would be a comparison between a rural and urban market. Achieving unrealized potential in a rural market would require a significant increase in recruiter workload and resources.

7-8. Given this discussion above, and as stated earlier, there is no one single metric to assess full potential. To do so requires a holistic view of the operational environment to develop effective recruiting plans. RMP provides a standardized measure for leaders and recruiters to make informed decisions about priorities and resource allocation when planning recruiting operations.

7-9. Along with RMP, there are other factors for leaders to consider when assessing potential. Local propensity, military receptivity and acceptance, crime, military tradition, unemployment, military base location, and the presence of community influencers are just a few of the other indicators of market potential. Some indicators are ‘quantitative’ and some are ‘qualitative’. Either way, they tend to be indicators at a specific relative level, that is, while we may not be able to measure these indicators with a precise number for direct comparison, we can say an has more/less potential compared to another area. Together with RMP, leaders can take their experience and instinct and use all of these indicators to assess and compare the potential of the market within their AO.

Quantitative factors
- RMP
- Unemployment
- Crime rates
- Demographic indicators such as Income, home value, race/ethnicity, etc.

&

Qualitative factors
- Propensity
- Community attitudes
- Influencers
- Military tradition
- Prevailing military receptiveness

Figure 7-5. Quantitative and Qualitative Factors.

SEGMENTATION ANLYSIS AND MARKET ASSESSMENT (SAMA)

7-10. SAMA provides a readily available tool for the station commander to assess market potential. The key metric utilized in SAMA is RMP. SAMA is an approach to market analysis that uses historical production rates by lifestyle segment to provide intelligence for current-year recruiting market priorities. SAMA tailors primarily to the five enlisted recruiting brigades due to the underlying data used in the calculation. The calculations are somewhat complex, but simply put the calculations use benchmark indexing. It is important to note that users should not concern themselves with the details of the calculation. Simply use the RMP to assist in comparing market areas, which will help determine priorities during planning.

7-11. As described earlier, the RMP is a hypothetical estimate of the number of enlistments that 'could be written' within a particular market area based upon historical lifestyle-segment-penetration rates and current segment population. The adjective "relative" highlights an important aspect of market potential.

7-12. It is given that the RMP is not an exact measure of the attainable enlistments in a market area and therefore is not 100% certain. Furthermore, do not use it to pace performance. Instead, it provides a standardized measure that allows comparing like geographic market areas (company, station, ZIP code) 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.

7-13. Computing the RMP 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.

7-14. SAMA results help categorize markets down to ZIP code level into one of four general categories: Must Keep, Must Win, Market of Opportunity, or Supplemental. These categories help prioritize efforts when developing recruiting plans as follows:

- **Must Keep market.** 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; recruiting efforts are an economy of force operation that maintains a market presence.

7-15. 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	Potential Threshold	Market Share Threshold
Must Keep (MK)	$TotalDoDPotential_{ZIP} \geq TZT_{ZIP}{}^{1}$	$ArmyShareofPotential_{ZIP} \geq KWT_{ZIP}{}^{2}$
Must Win (MW)	$TotalDoDPotential_{ZIP} \geq TZT_{ZIP}$	$ArmyShareofPotential_{ZIP} < KWT_{ZIP}$
Market of Opportunity (MO)	$\frac{1}{3} * TZT_{ZIP} \leq TotalDoDPotential_{ZIP} < TZT_{ZIP}$	NA
Supplemental (SU)	$TotalDoDPotential_{ZIP} < \frac{1}{3} * TZT_{ZIP}$	NA

Note 1: **TZT_{ZIP} = Targeted ZIP code Threshold** = higher of the DoD 4yr-wtd-avg/ZIP code for the recruiting station or recruiting company

Note 2: **KWT_{ZIP} = Keep Win Threshold** = higher of the Army 4yr-wtd-avg market share percentage for the recruiting station or recruiting company

Figure 7-6. SAMA Market Categories Table for Enlisted Recruiting Brigades.

LOCATING SAMA DATA

7-16. The primary source for SAMA information is the Google Goarmy.com domain USAREC G2 website. It is accessible through the USAREC IKROme page under "G2 Market Analysis Tools". Then go to Market Analysis Reports:

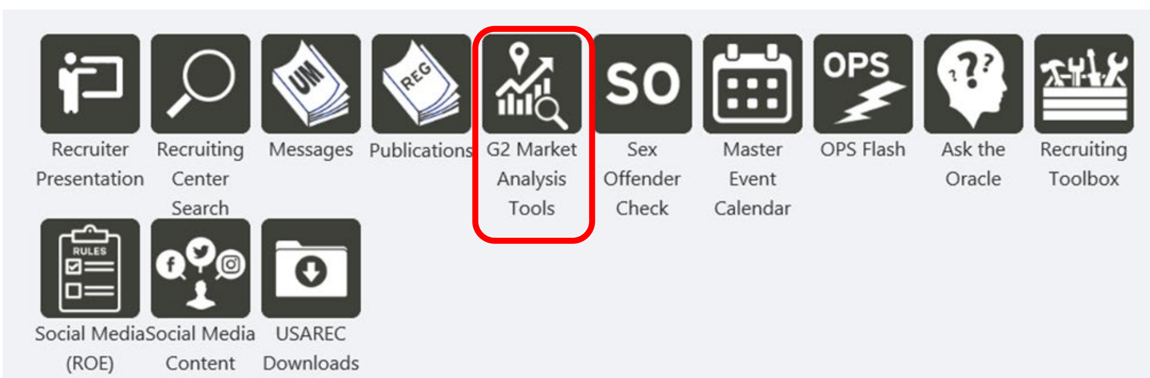


Figure 7-7. IKROme link to 'G2 Market Analysis Tools'.

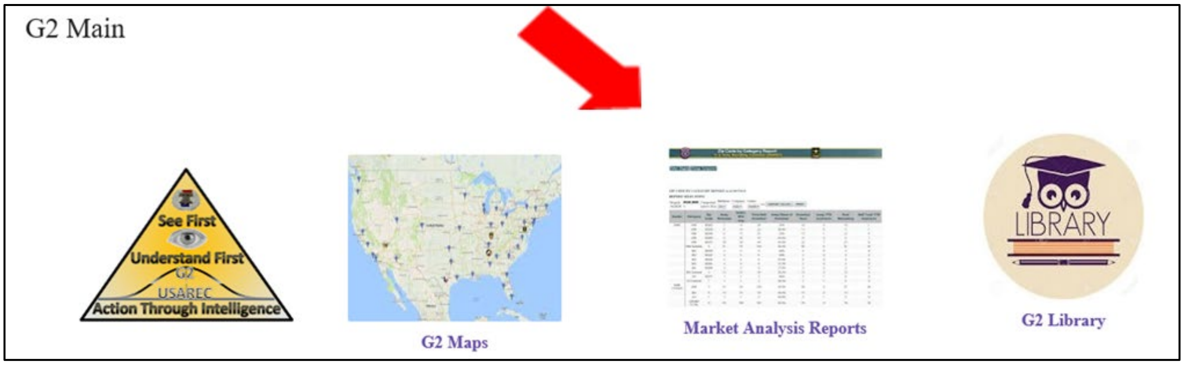


Figure 7-8. Navigating to SAMA Reports.

7-17. Links to customizable SAMA reports are under the heading “iSAMA Reports”. The Market Assessment Report (MAR) and Segmentation Market Report (SMR) can be tailored for any organization at the brigade level or below, while the Top 10 Segment Report is tailorable to the recruiting station level for use as a planning and assessment tool for station commanders and recruiters.

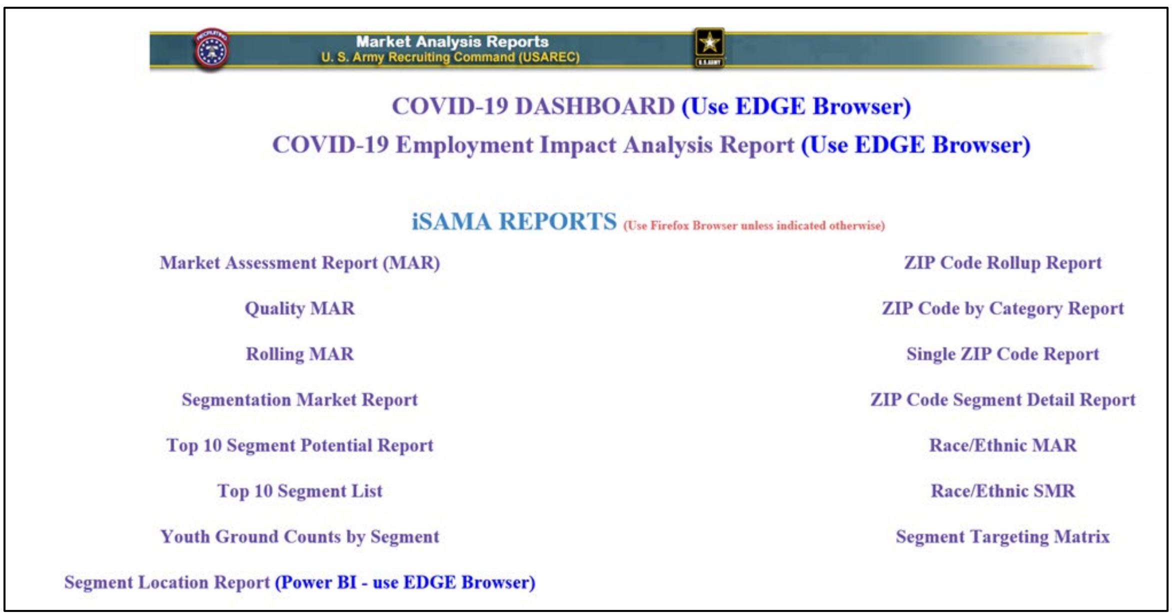


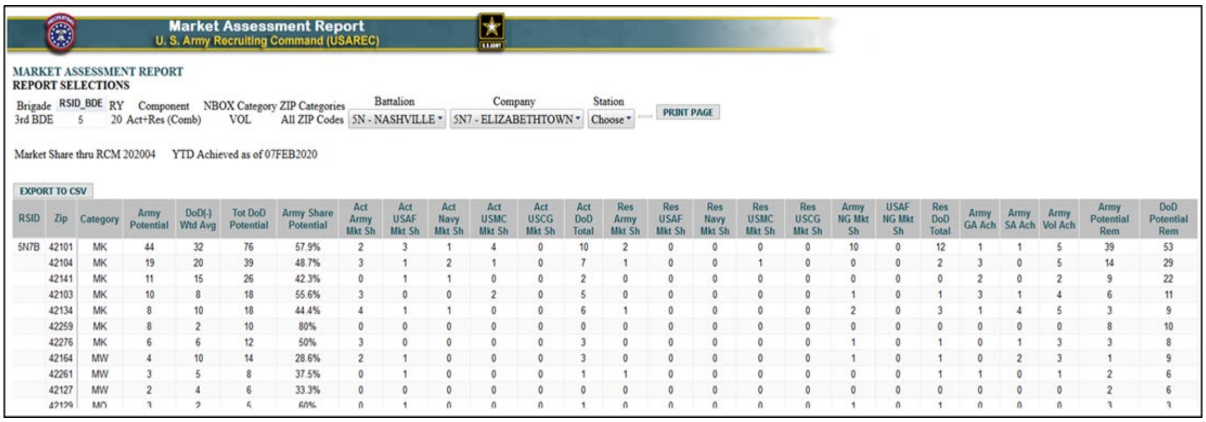
Figure 7-9. Screen Shot iSAMA Reports Page.

7-18. This collection of reports is an interim application as part of the bridging strategy to provide a limited report generation capability until the full capability or the Accessions Information Environment (AIE) is developed and deployed into an enterprise level dashboard. The following are the two key reports. As previously mentioned in Chapter 3, two of the three key SAMA primary standard data market reports are:

- Market Assessment Report (MAR)
- Segmentation Market Report (SMR)

MARKET ASSESSMENT REPORT (MAR)

7-19. The MAR displays the SAMA category for each ZIP (MK, MW, MO, and SU). It can be filtered to display data by component, NBOX (VOL, GA, or SA), and ZIP code category (Targeted or All). The MAR displays the Army Potential (RMP). This is the core metric for this report because it designates a standard measure to compare market areas to enable the recruiting force to make decisions about priorities and resource allocation when planning recruiting operations. The MAR then lists the YTD contracts thru the RCM for each of the DOD services by Active and Reserve (these are the market share columns). The next grouping of columns lists the combined Army achieved as of the report date for the categories of GA, SA, and Volume. The final group of columns depicts the Relative Market Potential remaining ("Army Potential Rem").


Market Assessment Report
U. S. Army Recruiting Command (USAREC)

MARKET ASSESSMENT REPORT
REPORT SELECTIONS

Brigade	RSID_BDE	RY	Component	NBOX Category	ZIP Categories	Battalion	Company	Station
3rd BDE	5	20	Act+Res (Comb)	VOL	All ZIP Codes	5N - NASHVILLE	5N7 - ELIZABETHTOWN	Choose

PRINT PAGE

Market Share thru RCM 202004   YTD Achieved as of 07FEB2020

EXPORT TO CSV

RSID	Zip	Category	Army Potential	DoD(-) Wtd Avg	Tot DoD Potential	Army Share Potential	Act Army Mkt Sh	Act USAF Mkt Sh	Act Navy Mkt Sh	Act USMC Mkt Sh	Act USCG Mkt Sh	Act DoD Total	Res Army Mkt Sh	Res USAF Mkt Sh	Res Navy Mkt Sh	Res USMC Mkt Sh	Res USCG Mkt Sh	Army NG Mkt Sh	USAF NG Mkt Sh	Res DoD Total	Army GA Ach	Army SA Ach	Army Vol Ach	Army Potential Rem	DoD Potential Rem
5N7B	42101	MK	44	32	76	57.9%	2	3	1	4	0	10	2	0	0	0	0	10	0	12	1	1	5	39	53
	42104	MK	19	20	39	48.7%	3	1	2	1	0	7	1	0	0	1	0	0	0	2	3	0	5	14	29
	42141	MK	11	15	26	42.3%	0	1	1	0	0	2	0	0	0	0	0	0	0	0	2	0	2	9	22
	42103	MK	10	8	18	55.6%	3	0	0	2	0	5	0	0	0	0	0	1	0	1	3	1	4	6	11
	42134	MK	8	10	18	44.4%	4	1	1	0	0	6	1	0	0	0	0	2	0	3	1	4	5	3	9
	42259	MK	8	2	10	80%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	10
	42276	MK	6	6	12	50%	3	0	0	0	0	3	0	0	0	0	0	1	0	1	0	1	3	3	8
	42164	MW	4	10	14	28.6%	2	1	0	0	0	3	0	0	0	0	0	1	0	1	0	2	3	1	9
	42261	MW	3	5	8	37.5%	0	1	0	0	0	1	1	0	0	0	0	0	0	1	1	0	1	2	6
	42127	MW	2	4	6	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	6
	42129	MO	3	2	5	60%	0	1	0	0	0	1	0	0	0	0	0	1	0	1	0	0	0	3	3

Figure 7-10. Example – Market Assessment Report.

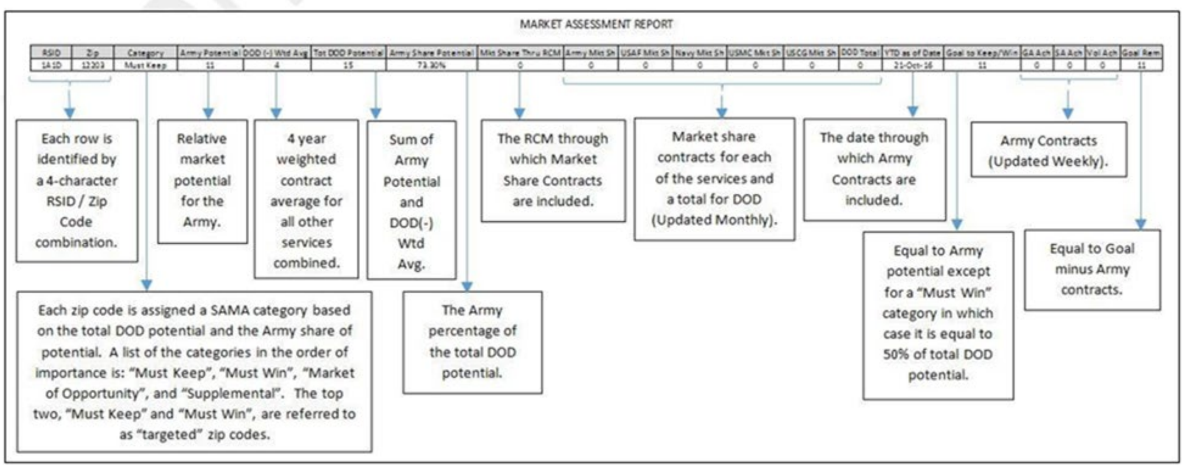


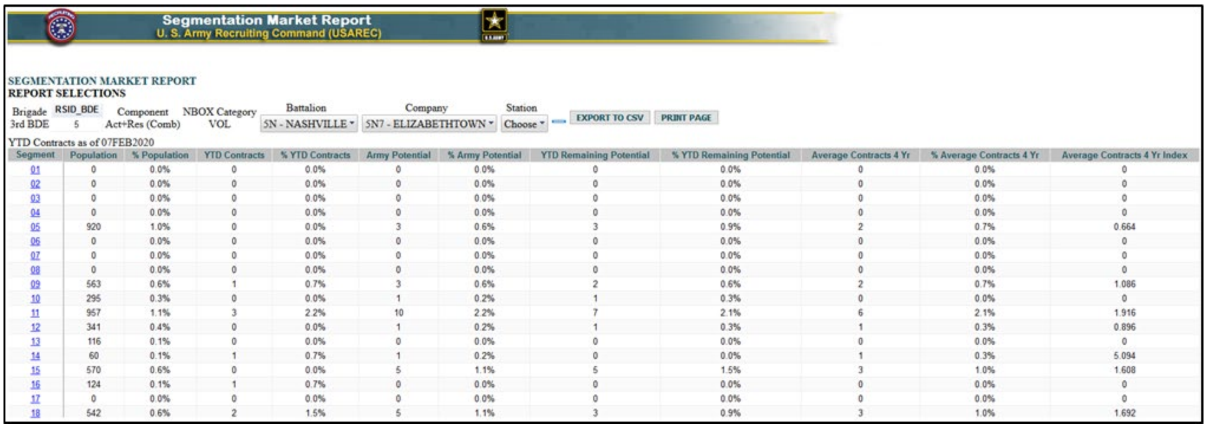
Figure 7-11. Description of Market Assessment Report Columns.

7-20. Relative market potential guides decisions about how to prioritize the application of limited recruiting resources. RMP helps address the question, "where will the investment of recruiting time and effort produce the largest return?"

7-21. Leaders should prioritize markets by a comparing the RMP at the outset of the RY and incrementally throughout the year by analyzing the potential goal remaining as enlistments occur. The SAMA Market Assessment Report (MAR) contains the pertinent information (SAMA category, relative market potential, and potential goal remaining) used to determine where recruiting effort can best be applied.

SEGMENTATION MARKET REPORT (SMR)

7-22. The SMR displays the Army SAMA and market production (updated weekly) data for each segment. The time period reflected is YTD of the thru data of the report (that is, the day not the RCM). The value of this report is that the leaders are able to get a snapshot of the current and historic production of all 68 segments. Sort the report by any column by left clicking the column header.



Segmentation Market Report
U. S. Army Recruiting Command (USAREC)

SEGMENTATION MARKET REPORT
REPORT SELECTIONS

Brigade	RSID_BDE	Component	NBOX Category	Battalion	Company	Station
3rd BDE	5	Act+Res (Comb)	VOL	5N - NASHVILLE	5N7 - ELIZABETHTOWN	Choose

EXPORT TO CSV PRINT PAGE

YTD Contracts as of 07FEB2020

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
01	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
02	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
03	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
04	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
05	920	1.0%	0	0.0%	3	0.6%	3	0.9%	2	0.7%	0.664
06	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
07	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
08	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
09	563	0.6%	1	0.7%	3	0.6%	2	0.6%	2	0.7%	1.086
10	295	0.3%	0	0.0%	1	0.2%	1	0.3%	0	0.0%	0
11	957	1.1%	3	2.2%	10	2.2%	7	2.1%	6	2.1%	1.916
12	341	0.4%	0	0.0%	1	0.2%	1	0.3%	1	0.3%	0.896
13	116	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
14	60	0.1%	1	0.7%	1	0.2%	0	0.0%	1	0.3%	5.094
15	570	0.6%	0	0.0%	5	1.1%	5	1.5%	3	1.0%	1.608
16	124	0.1%	1	0.7%	0	0.0%	0	0.0%	0	0.0%	0
17	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
18	542	0.6%	2	1.5%	5	1.1%	3	0.9%	3	1.0%	1.692

Figure 7-12. Example – Segmentation Market Report.

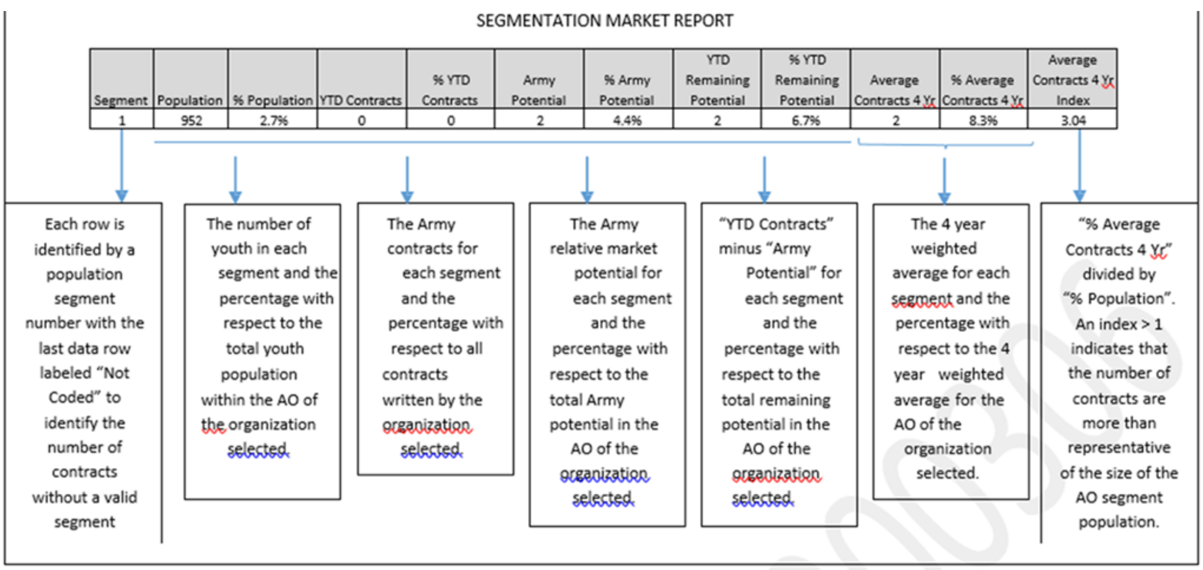


Figure 7-13. Description of Segmentation Market Report Columns.

7-23. SAMA helps address the identification of the best markets and "what marketing message(s) and medium(s) is (are) the most effective." SAMA provides insightful information about the demographics of a recruiter's AO. Specifically, this includes data about population, YTD enlistments, Army relative market potential and potential remaining, four-year weighted average of historical enlistments, and the index of this average to the population for each of the population segments.

7-24. Leaders can identify important segments and leverage the JAMRS Segmentation Marketing Guide to provide military-relevant information about the characteristics and the best ways to reach these segments. This association of segment to ZIP code increases the precision of the marketing message and focuses operations when developing recruiting plans.

SAMA DATA USER GUIDES

7-25. SAMA provides a scientific approach to determine key areas based on production, common attributes of that population, and the message that should be communicated in that market. Collecting extensive information ensures the best implementation of these benefits of SAMA. While the calculations that underlie SAMA are complicated, the techniques and procedures to leverage its benefits are straightforward.

7-26. These documents are available on the G2 SharePoint site under the G2 Market Research Division -> Market Research Library -> Market Segmentation. 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 68 segments.

7-27. Another important document to review is the "PRIZM Premier Segmentation Tactical Marketing Supplement". Produced and maintained by the G-2, it consolidates various studies and surveys to help the recruiting force determine recruiting and marketing strategies for each segment. Perhaps most useful is the section on "Core beliefs, Values, and Conversation Starters".

DEMOGRAPHIC DATA AND P2P

7-28. Recruiting leaders should take time to apply intelligence about population demographics when assessing market potential and make a note of anything exceptional. For example, in the ethnicity report discussed in Chapter 5, 5th and 6th Brigades have Hispanic populations much higher than in the other brigades. The percentages for Spanish as the primary "Language Spoken at Home" are also high. This may lead a company in this market to leverage its Spanish-speaking and Hispanic recruiters in the plan. Company leadership identifies similar demographic opportunities and develops a plan to increase penetration in markets with a large Hispanic presence and potential to impact recruiting success.

7-29. 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.

7-30. Less complex, but in some instances, just as insightful, is the direct use of P2P in comparing demographic segments. Referencing the core assumption that, all things being equal, the same segment should produce similarly between two areas of operation. Some segments to consider for assessing potential and customized messaging: Race/Ethnicity, Gender, Career Division, and Education level (some College).

7-31. Station commanders should consider P2P when further developing recruiting plans to assess potential in the market. Recruiters and leaders can identify areas for expanding in markets and limit missed opportunities as they arise. Leaders at all echelons should consider this when developing targets and determine a marketing strategy accordingly.

7-32. Remember that though the band of excellence (0.9 to 1.1) referenced in Chapter 5 serves as the overarching goal for representation, this does not need to be strictly adhered to at all echelons. To improve P2P for a given ethnicity, leaders are encouraged to focus on ethnicities in areas where population and market potential are high for a higher potential return on investment. In some areas, it may be possible to exceed this range to make up for shortfalls elsewhere.

7-33. Conversely, leaders should be mindful about the magnitude of a segment. In establishing priorities for focused recruiting operations, is the use of limited resources worth their expenditure merely to balance a P2P metric that ultimately results in only a few enlistments?

VIGNETTE – POTENTIAL USING P2P

SFC Hardcore is the station commander of a 7-recruiter recruiting station. He is developing his plan for the coming Recruiting Year (RY). His station is a geographically large area with one primary urban area (a mid-sized town with a population of around 30,000).

Up assuming the duties as station commander, SFC Hardcore noticed that the P2P was well below 0.9 (the lower band of excellence) within the densely Hispanic neighborhood of the town. He quickly adjusted the on-going plans. To begin, he looked next door to the adjacent station, received guidance and help from his fellow station commander, and began to duplicate elements of their successful recruiting operations. He began to implement a plan for his station to target and penetrate this race/ethnic market. It has paid dividends. He has customized messaging with Latino recruiting materials within designated neighborhoods. He has made it a priority to support LULAC events and other Hispanic engagements. Since the Hispanic population in his station AO is primarily of Cuban descent, he was able to present his research and supporting data to his 1SG in order to get a recruiter of Cuban heritage assigned to his station. He knows that this recruiter will be able to develop personal community relationships. He attributes all of these actions to have now produced a Hispanic P2P above 1.1 in those ZIP codes within the town. However, SFC Hardcore is not satisfied. Now, during his planning for the next RY, SFC Hardcore notices that outside the town, the P2P for Hispanics is below 0.9 in many of his ZIP codes. In his planning, he references step #2 of his IPB. In 'defining the environmental effects' he remembers that outside the town, Hispanic representation is very sparse and spread out in a very rural setting. Given this low density, he decides that a focused recruiting effort outside the town will actually produce a very few contracts. He uses his knowledge to assess the potential as very limited. SFC Hardcore decides to continue to focus his targeted Hispanic recruiting within the town. Knowing that he has only limited recruiting resources, he continues his planning and research to identify higher potential segments outside of the town.

SUMMARY

7-34. Assessing potential begins with the comparison of segment productivity. By grouping segments according to a common set of characteristics, the assumption is that a segment, all things being equal, should have a relatively equal productivity in one area compared to another. If not, consider the difference in productivity rate as 'potential that can be achieved'. It is beneficial to target this potential during planning. By understanding the characteristics of that segment, you can customize the messages regarding the benefits of the Army and Army service so that they will most likely resonate with that segment.

Glossary

Section I - ACRONYMS AND ABBREVIATIONS

AA	African American
AAR	After Action Review
ADP	Army Doctrine Publication
AEMO	Army Enterprise Marketing Office
AFQT	Armed Forces Qualification Test
AMEDD	Army Medical Department
AO	Area of Operation
AOI	Area of Interest
API	Asian Pacific Islander
AR	Army Reserve
ARISS	Army Recruiting Information Support System
ASCOPE	Areas Structures Capabilities Organizations People Events
ASVAB	Armed Services Vocational Aptitude Battery
ATP	Army Techniques Publication
A&PA	Advertising and Public Affairs
BI Zone	Business Intelligence Zone
BLS	Bureau of Labor Statistics
BN	Battalion
CASA	Civilian Aides to the Secretary of the Army
CBSA	Core Based Statistical Areas
COA	Course of Action
COI	Centers of Influence
CUI	Controlled Unclassified Information
CP	Community Partner

DIME	Demographic Income Military Education
DOD	Department of Defense
FQMA	Fully Qualified Military Available
GA	Grad Alpha
GED	General Education Diploma
GSA	Grad and Senior Alpha
HS	High School
IPB	Intelligence Preparation of the Battlefield
JAMRS	Joint Advertising Marketing Research & Studies
JROTC	Junior Reserve Officer Training Corp
KWT	Keep Win Threshold
LHSA	Last High School Attended
MAR	Market Assessment Report
MEPS	Military Entrance Processing Station
MEPCOM	Military Entrance Processing Command
MK	Must Keep
MID	Market Intelligence Dashboard
MGIB	Montgomery GI Bill
MO	Markets of Opportunity
MOS	Military Occupational Specialty
MW	Must Win
NA	Native American
NG	National Guard
NPS	Non-Prior Service
OAC	Out of Area Contract
OE	Operational Environment

OCONUS	Outside Continental United States
PAE	Position Analysis and Evaluation
PaYS	Partnership for Youth Success
PMESII-PT	Political Military Economic Social Information Infrastructure Physical Environment Time
PS	Prior Service
P2P	Production to Population
QMA	Qualified Military Available
RA	Regular Army
REDD	Re-Enlistment Eligibility Data Display
REQUEST	Recruit Quota System
RCM	Recruiting Calendar Month
RCMS	Reserve Component Manpower System
RFF	Required Recruiting Force
ROI	Return on Investment
ROTC	Reserve Officer Training Corp
RMP	Relative Market Potential
RSID	Recruiting Station Identification Designator
RPI	Recruiter Publicity Item
RY	Recruiting Year
RZ	Recruiter Zone
SA	Senior Alpha
SAMA	Segmentation Analysis and Market Assessment
SMR	Segmentation Market Report
SU	Supplemental (Market)
TC	Training Circular
TMA	Total Military Available

TPU	Troop Program Unit
TSC	Test Score Category
TZT	Targeted ZIP Code Threshold
UA	Unit Administrator
UM	USAREC Message or USAREC Manual
UMR	Unit Manning Roster
USAF	United State Air Force
USAR	United States Army Reserve
USCG	United States Coast Guard
USMC	United States Marine Corp
USN	United States Navy
VOL	Volume
YTD	Year to Date
ZIP	Zone Improvement Plan

Section II - Terms

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

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

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

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

CUI
Controlled Unclassified Information

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

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

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

Intelligence Preparation of the Battlefield (IPB)
IPB in recruiting is the systematic, continuous process of analyzing a recruiting unit's market and recruiting environment.

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

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

Market 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.

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

Partnership for Youth Success (Pays)
A program in which employers partner with the Army to provide quality jobs to qualified youth after they have served their country.

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

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

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

Service members Civil Relief Act (SCARA)
Army Reservists are eligible for SCRA benefits which provides important safeguards to members on active duty status in the area of financial management, including rental agreements, security deposits, evictions, installment contracts, credit card interest rates, mortgages, civil judicial proceedings, and income tax payments.

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

References

REQUIRED PUBLICATIONS

FM 2-0 “Intelligence Operations”, (6 Jul 18)
ADP 5.0 “The Operations Process”, (31 Jul 19)
USAREC Manual 3-0 "Recruiting Operations” (14 Nov 19)
USAREC Manual 3-30 "Recruiting Company Operations” (18 Nov 19)
USAREC Manual 3-31 "Recruiting Station Operations” (18 Nov 19)

CITED PUBLICATIONS

ATP) 2-01.3, “Intelligence Preparation of the Battlefield”, (1 Mar 19)

RELATED PUBLICATIONS

USAREC Training Circular 5-01 “Mission Command” (21 Jul 20)
USAREC Training Circular 5-3.3 “Partnerships” (7 May 20)
USAREC Automated User Guides (IKROme Home/My Sites/Recruiting Functions/)

WEBSITES

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

PRESCRIBED FORMS

None

REFERENCED FORMS

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