

Subj: DACOWITS RFI #10: RECRUITMENT OF WOMEN

1. Purpose. To provide response to DACOWITS RFI via DON Tracker Tasker # 2016-MRA_MP_MPE-000000003.002.002

2. Background.

a. In the 2015 Annual Report to the Secretary of Defense, the Defense Advisory Committee on Women in the Service (DACOWITS) recommended that the services devote sufficient resources to target and increase the recruitment of women and number of females recruiters. DACOWITS has requested a written response on: new recruiting initiatives to recruit women, and the percentage of women assigned to recruiting billets. MCRC was designated the lead to address the RFI.

3. Key Points

a. Response 10a. The following sections provide an overview of female outreach initiatives that exist program-wide in support of advertising services on a national and local level through three communication tasks:

- **Brand Messaging:** How the brand communicates to the prospect through mass media channels.
- **Brand Activation:** How the brand communicates to the prospect through the sales force-recruiters and Officer Selection Officers (OSOs).
- **Brand Relationship:** How the brand communicates to the prospect one-on-one.

Brand Messaging

Female Research Initiative (Nov 2015 - Feb 2016)

The research effort provided MCRC with qualitative and quantitative information on how women-particularly female poolees, female recruits and USMC personnel who regularly interact with female poolees and recruits-make decisions about joining the USMC. The five-phased effort included 59 interviews with poolees at Recruiting Stations and Recruiting Sub-Stations in both Eastern Recruiting Region and Western Recruiting Region, 12 interviews with Recruiting Station Commanding Officers, 14 interviews with key personnel at Recruit Depot Parris Island, 27

interviews with female recruits and 188 surveys with female recruits.

Paid Brand Messaging Campaign Development (FY16)

MCRC is developing an overarching brand messaging campaign, which will be a re-mooring and re-invigoration of the original "Marine" idea for a new America, which is increasingly unlike that of the last century, increasingly isolated from the military and full of new arrivals. The messaging brought to life in this campaign is a total market strategy aimed at the recruitable population and their influencers and aims to speak to everyone regardless of gender, ethnicity or any other personal variable. However, MCRC is determining the specific stories to show women fighting in and relevant stories to inspire them to raise their hand. To acquire active Marines to feature in these stories, which will be told throughout multiple touchpoints, we conducted a casting tour in April 2016 and obtained more than 1300 Marine profiles, including females.

Mission-Focused Campaign (FY16)

As both officer and female missions rise as a recruiting priority, planning and development of materials on media platforms to align with these specific targeted missions are being conceptualized. MCRC will develop this campaign, which includes research and measurement of potential effectiveness against key MCRC objectives. For the female target specifically, MCRC will leverage Public Affairs & Combat Camera to obtain footage of female Marines in newly opened combat roles, as well as new MOSs that rolled out at the beginning of 2016. The new content and messaging will serve to educate and inspire prospects on the progressive nature of the Corps' capabilities and historical values.

Female Targeted Media Campaign (Feb 2015 - June 2015)

To drive engagement with the USMC brand among women 18-29, MCRC's media campaign partnered with three vendors: SheKnows, Bustle and Women's Health. The media consisted of a range of content, including homepage takeovers, channel takeovers, standard banners, custom editorials, co-branded vignettes and co-branded content series. Pending budget confirmation, MCRC will be planning and developing a female targeted campaign for FY16.

Marines.com (FY16)

Profiles of three female Marines appear on Marines.com in the Success Stories section on the desktop and mobile sites. The

long-form videos launched on the site in December 2014, and they continue to live online and are rotated into homepage features throughout the year. The stories help dissuade gender stereotypes and address the working relationship between males and females in the Marine Corps, which is a key theme expressed in the FY13 Female Research Initiative. Additionally, Roles in the Corps videos that were updated to include more females continue to live on the desktop and mobile sites.

Social Content Development (FY16)

MCRC publishes evergreen and opportunistic content across multiple social media platforms, including Facebook, Twitter, Instagram, LinkedIn, YouTube and Tumblr each month. Told through the lens of the Longer Marine Corps Story, content regularly features women within the construct of making Marines, winning our nation's battles and developing quality citizens. As opportunities present themselves, social content is created to feature stories of females forging into newly opened roles within the Marine Corps.

Brand Activation

Collateral Overhaul (Begun in FY16)

Supported by results from the FY15 Collateral Audit of all recruitment collateral in circulation and the findings from 2013-2016 research centered on understanding of mindsets, motivators and barriers in recruiting highly qualified female candidates, the decision was made to combine relevant information from existing female Marine-specific collateral materials with existing general information pieces to decrease the number of collateral pieces overall and adhere to the required MOS updates and universal use of the term "Marine." Thus, the previously created female officer brochure is being combined with two other general officer brochures, and the female enlisted brochure is being combined with four other general enlisted brochures for completion by year-end. Revisions to other pieces, such as the ground combat brochure, to modify language around MOS limitations, are also being taken into account as priority groupings for FY16, FY17 and beyond are identified.

Semper Fidelis All-American Program (Kick-off in September 2016)

The Semper Fidelis All-American Program will be an evolution of the previously executed Semper Fidelis Football Program. As with the football program, the new Semper Fidelis All-American Program will continue to place priority on athleticism and moral

and academic achievement, but will do so in a way that's open and inclusive of all youth (males and females) playing all types of sports. Semper Fidelis All-Americans won't participate in a traditional bowl game as it occurred within the football program, but instead will be brought together for a prestigious summit event where they will get to interact and connect with each other, their influencers, Marines and top speakers/mentors/role-models in a variety of different fields (civic, athletics, academics, entertainment). The Semper Fidelis All-American Program is an opportunity for the USMC to recognize students who are fighting and winning battles-both on the playing field and off the field to make their community and country stronger. The summit also provides attendees with an opportunity to better understand who the Marine Corps is, what it does (they fight and win battles), and how it fits into the attitude and ethos one should live by to create a successful and meaningful life.

National Wrestling Marketing Relationship (FY16 - FY17)

The USMC and combat sports such as wrestling share a common ground. Through wrestling, the USMC can interact with prospects (both males and females) and influencers, communicating the similarities between the Corps' values and the values of a wrestler: dedication, motivation, discipline and mental/physical toughness. MCRC has previously connected with wrestlers through many marketing relationships and events at the Region and District levels, but in FY16, MCRC will explore opportunities to initiate a national marketing relationship for FY17 and beyond that will establish a clear and prominent link between the sport of wrestling and the Marine Corps. Through event activations, event branding and supplemental media, MCRC will be able to tap into a network of historically propensed and physically fit prospects (with a specific focus on females) to drive interest and increase lead generation.

American Volleyball Coaches Association (AVCA) (FY16)

In December 2015 a new relationship was established between the Marine Corps and the AVCA with the goal of increasing awareness of Marine Corps career and educational opportunities among the group of national women's (and men's) volleyball coaches. The engagement provided a forum for local Marines to position the Marine Corps as an aspirational career option for student athletes. Women in Aviation (FY16) The Marine Corps continued the pursuit of attracting highly qualified female officer candidates through the 2016 Women in Aviation's International Convention. This year's activation provided the Marine Corps the

opportunity to engage middle and high school girls during a "Girls in Aviation Day." Female Marines mentored and guided middle and high school girls in flight simulation (desktop computer), arts and crafts, and other aviation related activity stations. Female Marine Aviators also participated in a "Women Military Aviators in Combat Panel" to discuss their combat experiences amongst their service peers.

Women's Basketball Coaches Association (WBCA) (FY16)

As part of the FY16 marketing relationship, the WBCA co-titled their annual Coach of the Year trophy with the USMC. Now named the United States Marine Corps/WBCA National Coach of the Year, these awards are presented annually to one coach in each of the six membership divisions - NCAA Division I, NCAA Division II, NCAA Division III, NAIA, junior/community college and high school.

SuperGirl Pro (tested in 12MCD in FY14 & FY15)

The Supergirl Pro Series is a large-scale, all-girls action sports competition and lifestyle series that features the top female athletes in surfing, skateboarding and snowboarding competing in three lifestyle-based events. This event provided the opportunity for the Marine Corps to interact with all attendees and build brand awareness with an audience that may not have previously been as accessible or as accepting of the Marine Corps brand. The local RS participated in and supported the surf competition with a booth space and pull-up bar challenge to generate leads, pre-screen potential applicants and engage the influencer audience.

Brand Relationship

Trigger Mailings (FY15 - FY16)

Trigger mailings enable faster in-market direct mail capabilities at the district/RS level. Using pre-printed materials with a customizable message, these mailings are sent throughout the year based on need. In FY15, MCRC dropped 617 female officer packages (12MCD) and 187,766 female enlisted packages (4tn, 6tn, 9th and 12th districts). As of 29 April, 2016, MCRC has dropped 4,108 female officer packages (1MCD) and 44,118 female enlisted packages (1MCD) in FY16.

National Female Direct Mail (FY15 - FY16)

In FY15, MCRC executed two direct mailings targeting female prospects separately as juniors and seniors in high school. The

results illustrated that female prospects tend to respond at a faster pace than the males in the same stages of life.

In Y16, MCRC is testing universal gender, direct mail creative packages designed to appeal to both genders equally. The traditional male champion pieces have been adapted to include imagery of males and females training and serving together without altering the overall look and feel of the packages. For each touchpoint, the control male and female packages are issued to provide analysis of the response, qualified leads and contract rates to determine if the target audiences respond equally to the universal gender creative as they do to the gender-specific pieces. Female recipients are included in all test cells and will receive all versions of the direct mail packages: traditional male creative, all-female creative and the new universal gender versions.

The FY16 direct mail strategy is also testing multiple touchpoints for female prospects. Since the introduction of female specific direct mailings in FY14, the packages have been dropped once a year to each life stage (high school junior and high school senior). The FY16 universal gender tests are designed to determine if a lift in response and contracting behavior occurs when females are approached via multiple touchpoints (currently six) throughout their junior and senior years in high school, as has been the historic practice with male prospects. For prospects intending to pursue the college track, MCRC offers national NROTC (3 FY16 mailings planned totaling 150K) and officer mailings (2 FY16 drops planned totaling 1 million) to demonstrate the best of both worlds, earning a degree and serving your country as a Marine Corps Officer. Females currently comprise at least 25% of all national NROTC and Officer Direct Mail recipients.

Direct Mail Focus Groups (FY15)

MCRC conducted focus groups to expand upon current holistic segmentation research, to inform potential creative points of leverage, and to test the new universal gender packages. Utilizing the same research sessions, MCRC gathered insights on premium item preferences, including revised T-shirt designs and response channel behaviors (BRC, 1.BOO.MARINES or Marines.com) to continue to drive cost and lead distribution efficiencies. Ten focus groups in five cities across the country were conducted with highly propensed and diverse high school juniors and seniors. Two groups of females, one junior and one senior, were interviewed about these topics.

Understanding the Prospect Enlistment Behavior Model (FY16)

An emphasis has been placed on attempting to understand the Enlistment Behavior Model (EBM) in greater detail. While many elements of the EBM have been studied through traditional market research, interviewing both Marines and poolees, male and female (minimum of six females taking part), across the country will help to gain a greater understanding of the role that marketing and advertising plays in the decision making process. This research will help inform MCRC of the factors, issues and touchpoints related to the recruiting process from the earliest stages of the EBM through commission.

Customized Video Email (December 2015)

While MCRC employs a variety of communication channels, the viability of email as a channel for generating enlisted leads was yet to be determined. To measure the success of a targeted email campaign across multiple KPIs, an email campaign was executed. The Customized Video Email campaign was distributed to 1.5 million males and females (489,350 females) between the ages of 18-19 who are athletes but had not taken the ACT/SAT in preparation for college to benchmark recipient engagement with the channel, subsequent engagement with the site/video, and ultimately lead generation.

Fulfillment Materials (Jan 2015 - July 2016)

When a prospect requests additional information about joining the USMC, they are issued a fulfillment package based on their qualification status and response type. As part of the FY15 Fulfillment Material Refresh, all brochures delivered to enlisted and officer prospects were updated to reflect imagery inclusive of both genders. The new materials are printing in Q3 and will start circulation as part of the daily Fulfillment Program in the summer of FY16.

Recruiter Supplied Names (2017)

Recruiter Supplied Names (RSNs) are prospects submitted by the field, primarily sourced from high school registration lists, for inclusion in the USMC database and in national direct mail campaigns. Historically, MCRC has only accepted female names submitted via the electronic (spreadsheet) RSN format. Beginning in FY17, the Data Entry Program will treat male and female RSNs equally, capturing all supplied contact information for both genders regardless of manual or electronic submission formats.

b. Response 10b.

U. S. Marine Corps

8411						
FY	2012	2013	2014	2015	2016	TOTAL
FEMALE	101	124	127	128	147	627
MALE	3102	2961	3201	2999	2875	15138
TOTAL	3203	3085	3328	3127	3022	15765
FEMALE %	3%	4%	4%	4%	5%	4%
EAD RECRUITERS						
FY	2012	2013	2014	2015	2016	TOTAL
FEMALE	8	12	10	11	7	48
MALE	140	162	160	144	91	697
TOTAL	148	174	170	155	98	745
FEMALE %	5%	7%	6%	7%	7%	6%
8412						
FY	2012	2013	2014	2015	2016	TOTAL
FEMALE	9	10	10	9	9	47
MALE	510	502	502	509	529	2552
TOTAL	519	512	512	518	538	2599
FEMALE %	2%	2%	2%	2%	2%	2%

COMBINED ENLISTED RECRUITING FORCE (NPS)						
FY	2012	2013	2014	2015	2016	TOTAL
FEMALE	118	146	147	148	163	722
MALE	3752	3625	3863	3652	3495	18387
TOTAL	3870	3771	4010	3800	3658	19109
FEMALE %	3%	4%	4%	4%	4%	4%

RECRUITING OFFICERS						
FY	2012	2013	2014	2015	2016	TOTAL
FEMALE	4	11	18	25	23	81
MALE	276	269	262	255	257	1319
TOTAL	280	280	280	280	280	1400
FEMALE %	1%	4%	6%	9%	8%	6%

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COMBINED OFFICER/ENLISTED RECRUITING FORCE (NPS)						
FY	2012	2013	2014	2015	2016	TOTAL
FEMALE	122	157	165	173	186	803
MALE	4028	3894	4125	3907	3752	19706
TOTAL	4150	4051	4290	4080	3938	20509
FEMALE %	3%	4%	4%	4%	5%	4%

ALL #S ARE BASED ON ALPHA ROSTERS FROM VARIOUS PERIODS IN EACH FY ARCHIVED BY MANPOWER SECTION

OFFICER #S ARE BASED ON ALL POSITIONS FILLED BY BILLET MOS OF 4801, 4802, 4803, 4804 FROM RS TO HQ LEVEL

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