

Information Paper

29 January 2020

SUBJECT: Army Enterprise Marketing Office (AEMO) Answer to DACOWITS March 2020 QBM Question

1. Purpose: To answer Defense Advisory Committee on Women in the Services (DACOWITS) RFI #3 in preparation for the March 2020 Quarterly Business Meeting.

2. Bottom Line Up Front (BLUF): The Army Enterprise Marketing Office (AEMO) and the advertising agency, Doyle Dane Bernbach (DDB), to include subcontracted firms on the Army contract (Team DDB), have adopted a data-driven approach to strategy, leveraging existing research among female youth to inform our marketing approach.

3. Facts:

a. From JAMRS data, we know female youth represent a more challenging market to recruit from compared to male youth, stemming from their unfamiliarity with the military, lower perceptions of self-efficacy in a military environment, and perceived risks and sacrifices which outweigh the potential benefits of service (see “Proximal Predictors of Propensity”, pg 5).

b. General military propensity among females remains low, trailing that of males (8% among females ages 16-21 compared to 17% among males), according to the latest DoD Youth Poll (Spring 2019).

c. While there has been little shift in the differences in Caucasian and African American young women’s general military propensity over the course of the past year, from Summer 2018 to Fall 2018, young women’s propensity among Hispanics fell significantly—from 18% to 8%—and has not measurably changed since Spring 2019 (9% as of Spring 2019).

d. The DoD Youth Poll applies Azjen’s (1985) Theory of Planned Behavior to a model predicting youths’ military propensity, or behavioral intention to join the military. The model includes three main predictors of propensity: (1) attitudes toward joining the military; (2) social norms or perceived support from important others (such as parents, parental figures, or other influencers) for joining; and (3) military self-efficacy or confidence in one’s ability to be successful in the Military. Across all predictors of propensity, male youths’ confidence, ratings of their decision, and perceived reactions from those with the most influence on their decisions rate significantly higher than female youth (DoD Youth Poll, Fall 2018).

e. Knowledge is a precursor to attitudes and self-efficacy that we must address. Military knowledge is a distal predictor that influences propensity through self-efficacy and attitudes. Female youth have significantly less knowledge about the military and

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favorability towards the military than male youth (DoD Youth Poll, Fall 2018). This research was applied in the creation of the *What's Your Warrior (WYW)* campaign, which expands the range of knowledge that prospects have about the breadth and depth of what the Army uniquely offers. The campaign also features aspirational female soldiers in the advertisements themselves, allowing prospects to project their own desires for self-efficacy onto/into the advertisements.

f. Additionally, there are several specific knowledge gaps among the female prospect market that create a unidimensional view of the Army as combat. Lack of knowledge leads to a low confidence that one could fight in a war—just 9% of female youth are confident they could fight in a war compared to one-third (33%) of their male peers (DoD Youth Poll, Fall 2018). Further, only 16% of female youth are definitely or probably confident that they could be successful in a career in the Army compared to 35% of male youth (College Market, 2018). Lastly, a majority of female youth say the main reasons they would not consider joining the U.S. Military are the possibility of physical injury/death (71%), the possibility of PTSD or other emotional/psychological issues (63%), and leaving family and friend(s) (56%) (DoD Youth Poll, Spring 2018). For female youth, *WYW* reveals the previously unknown breadth and depth of roles in the Army beyond combat, surprising prospects with aspects of and opportunities for service previously unknown. Doing this will engender feelings of fitness, reduce unidimensional risk perceptions, and build efficacy as unexpected skill development becomes salient. A balance of male/female representation is and will continue to be achieved in the campaign advertisements, as is an emphasis on representation of female Soldiers in the more surprising/unexpected roles. For example, the television advertisement for the *WYW* campaign features female Soldiers in both the Cyber and Signal roles.

g. Lack of knowledge also impacts perceptions of quality of life. As such, female youth do not perceive alignment between their vision for their future career and joining the Army. The five most important job factors among female youth are competitive pay/money, opportunity to do something meaningful/make a difference, a balance between work and family, a lifestyle that is attractive, and job security (College Market, 2016). However, female youth most question the military's ability to provide a balance between work and family—only 13% believe the military offers such—and an attractive lifestyle (14%). Whereas, the opportunity to do something meaningful/make a difference (64% believe the military offers) and job security (54%) more strongly resonate (College Market, 2018).

h. Related, the risks of serving in the military outweigh the benefits for more than half of female youth (52%) (DoD Youth Poll, Spring 2018). Female youth think it is very likely or likely that someone getting out of the military will have psychological or emotional problems (68%), difficulty readjusting to everyday life (65%), and physical injury (60%) (Military Ad Tracking Study, April-June 2018).

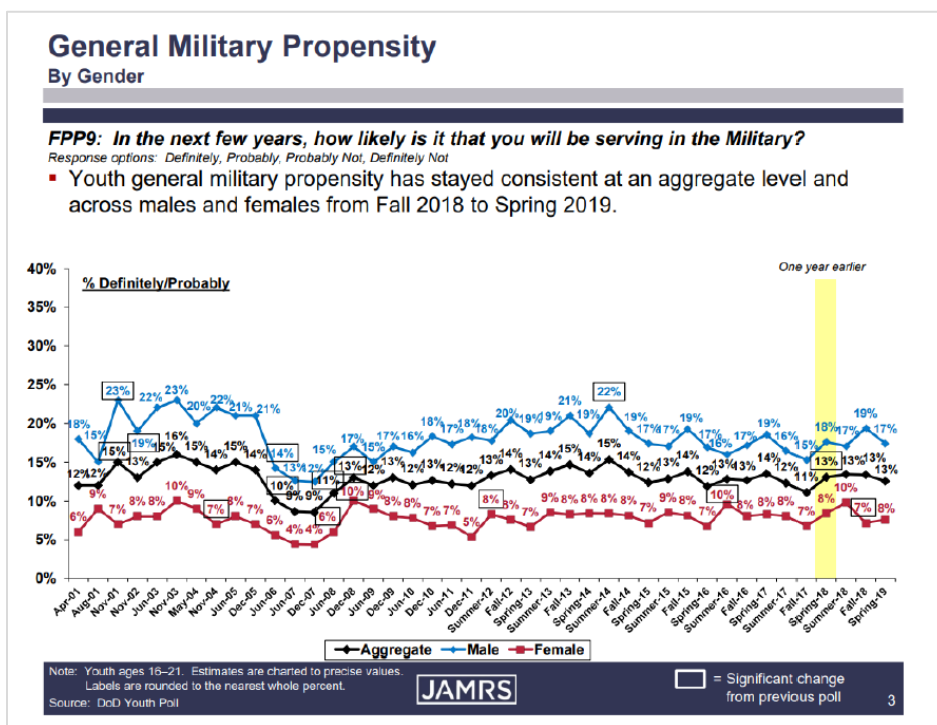
3. Conclusion:

a. In developing the strategic direction of the *WYW* campaign, we must first reveal the true nature of life in the Army and then bridge the relatability gap they have with Soldiers with their career aspirations. To connect, educate, and surprise prospects in a way that inspires them to learn more is the object of the recruiting campaign's effort. The Army Career Match tool on goarmy.com—launched in conjunction with the *WYW* campaign—is one engagement seeking to bridge this gap. As we expand and evolve the campaign, questions specific to female prospects will be further explored to determine how they can be addressed directly.

b. JAMRS data has driven the strategic direction of the *WYW* campaign, particularly in ensuring that the Army marketing resonates with female youth. Research of the *WYW* campaign concept prior to launch demonstrates that AEMO and Team DDB's depiction of the Army resonates with women and helps lessen some of the barriers to consideration through education. Female youth liked the ad as much as men (65% like among female youth, 60% among male youth). The *WYW* campaign also improves perceptions of self-efficacy. Sixty percent of female youth agree the *WYW* ad "made me feel like I could find success in the U.S. Army," as did 58% of male youth. A majority of female youth also acknowledge the educational value of the *WYW* ad. Fifty-three percent of them agree that the ad "told me something new that I did not know about the U.S. Army" (equal to that of male youth, 53%). Seven-in-ten female youth (70%) agree the *WYW* ad "made me feel that the U.S. Army is a diverse team with a wide range of talents and abilities," as did roughly two-thirds of male youth (66%). Perhaps most importantly, the *WYW* ad helped expand female youths' idea of the Army and expanded their perception beyond fighting in combat. Seventy percent of female youth also agree that the *WYW* ad "told me of the many ways I could serve in the U.S. Army," as did 65% of male youth. All of this supporting data are enclosed in the appendix below.

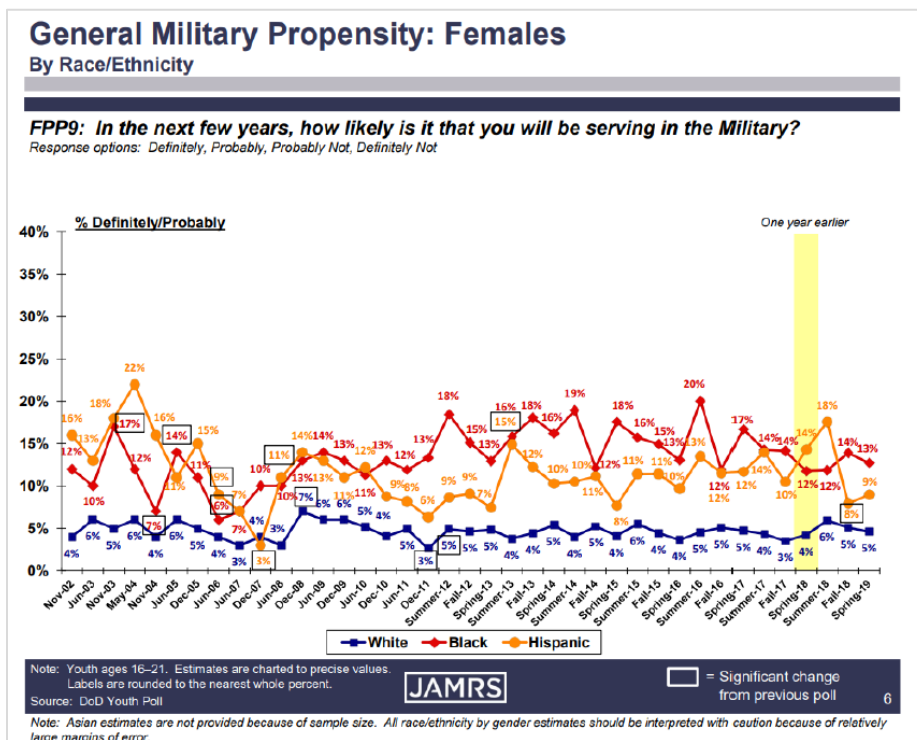
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Propensity by Gender



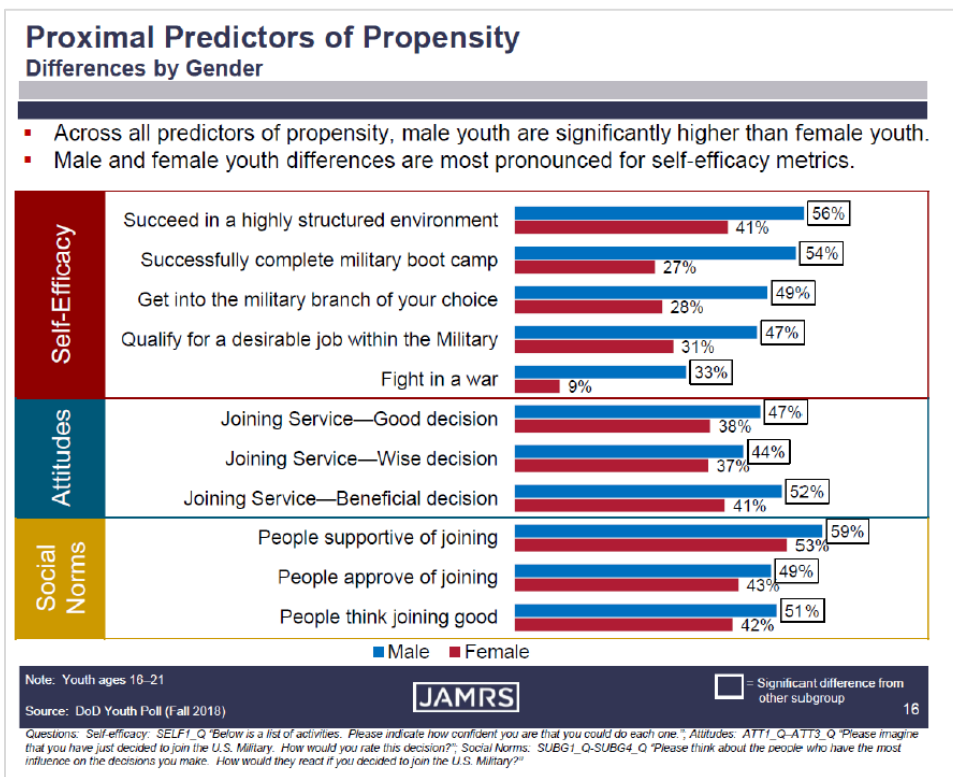
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Female Propensity by Race/Ethnicity



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Predictors of Propensity

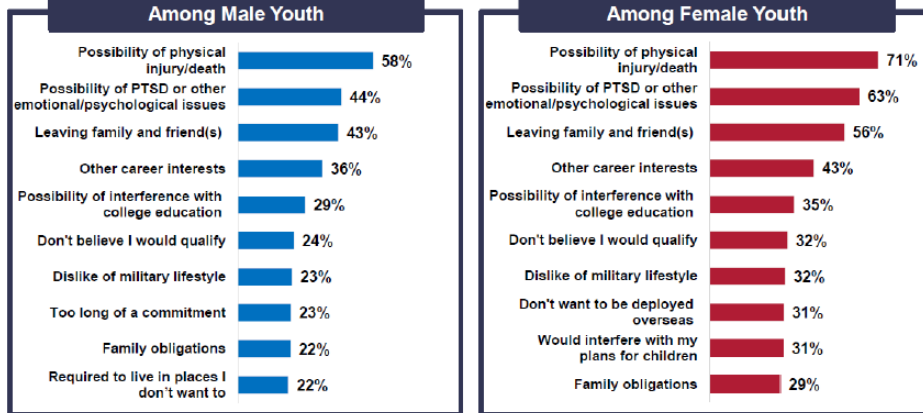


Barriers to Service

**Barriers to Service
 By Gender**

- Although both male and female youth have similar concerns about the possibility of physical and psychological harm in the Military, military lifestyle, and interference with other life plans, these concerns are more salient for female youth.

Top 10 Reasons NOT to Join the Military



Note: Youth ages 16-21

Source: DoD Youth Poll (Spring 2018)

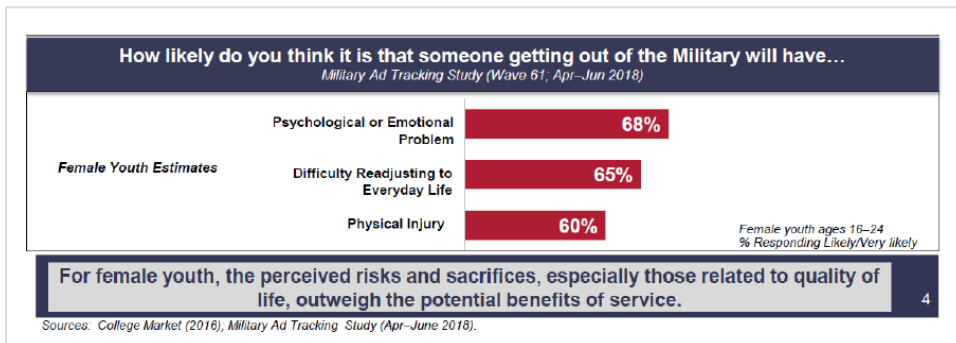
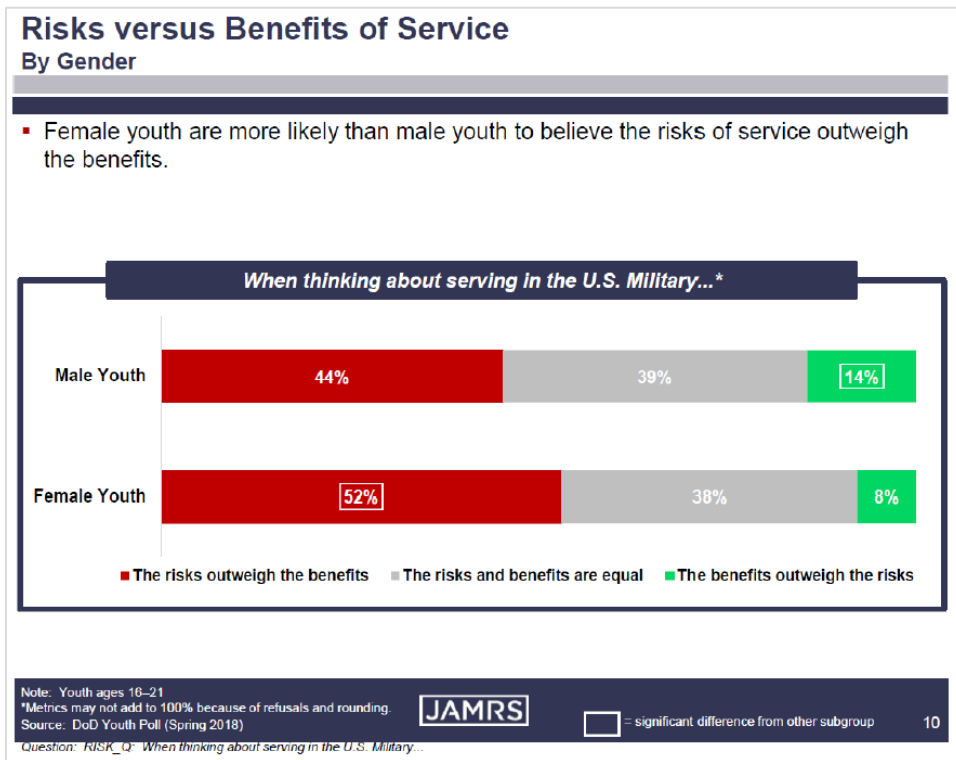


Male Youth Female Youth

Question: RNTJ_R: What would be the main reason(s) why you would NOT consider joining the U.S. Military?

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Perceived Risks of Service



What's Your Warrior – Selected Reactions by Gender

