



DACOWITS Quarterly Business Meeting

Propensity To Serve

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Community outreach/engagement programs, events and activities being used to generate Military Service interest among women under the age of 17

What is at the foundation of our approach to all engagements and activities:

- **The Marine Corps' principal Marketing and Communication Strategy** is to evoke prestige in a patriotic, military service context with the additional promise that the attributes of challenging combat training, applied leadership, and bonds forged through shared adversity and accomplishment will be useful to the prospect throughout life. This strategy is enduring. We must close the gap between the relative few who serve (or have served) and the majority who never shall. The American public needs to know who Marines are, what they do and why it is of value to them.



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The first (and most relevant to this brief) of our three most critical and measurable Brand objectives to be achieved via Messaging, Activation and Relationship strategies and tactics is the following:

- Increase propensity and advocacy levels [10-year objective]
 - Within the Messaging realm, this is to be accomplished by generating and promulgating earned and paid advertising products that are both compelling and effective, and includes efforts within the social, mobile and digital spaces.
 - A natural extension of these strategies and tactics is the physical engagement (Activation) by recruiting force personnel of prospects and their influencers at events or via partnerships intended to inform understanding and ultimately influence behavior. Examples include the following: USA Wrestling, CrossFit, The Semper Fidelis All American Program/Battles Won Academy, City Partnerships, Educator and Key Leader Workshops, et al.
 - Most importantly, we manage the effects of Messaging and Activation strategies and tactics with a fully integrated Relationship program that provides process and resources to maintain the interest of prospects and advocacy of influencers in direct coordination with our recruiting sales force.



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So what is going on right now?

- The implementation of a gender agnostic brand strategy, *Battles Won*, that enables the Marine Corps to retain long-held equity in “tough/elite” brand attributes while broadening reach to more females
- Rooted in the notion that it’s impractical (if not impossible) to inspire people toward collective action by continually pointing out their differences, this “total market” strategy leverages research to present the Marine Corps consistently to all audiences
- Aimed at attracting those with a fighting spirit, honing it to earn the title, augmenting it to win our nation’s battles, and imbuing it to enable returning Marines to improve their communities and the lives of their fellow citizens



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- We identify female Marines who embody this fighting spirit throughout their youth and service and feature them in content that more effectively resonates with female prospects
 - Homefront Video Series: Capt McMillan & Capt Golino
- Identify and directly contact females with “universal gender” creative
 - Investment of \$1.6M to direct mail to over 3.2M female prospects in FY16, producing 26,285 leads
 - Estimated investment of \$1.7M to direct mail to over 3.2M female prospects in FY17, producing an estimated 21,592 leads
- We include women in all advertising, specifically depicting them “doing their job” (as opposed to showing them in training)
 - Anthem: Female Engagement Team
 - Battle Up: Logistics Officer in a combat scenario



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- **“Battle Up” TV (and Digital Video) Advertisement**
 - 2017 Investment: production \$5M; TV/Digital \$1.8M to date, \$4.1M total planned
 - Reach Male 18-24: 52% (84M impressions [x6])
 - Reach Female 18-24: 30% (26M impressions [x2])
 - Total Reach 18-24: 41% (111M impressions [x4])
 - Total Scale Media program: 35% female reach, 65% male
- **Semper Fidelis All American Program / Battles Won Academy**
 - Background. Celebrates the fighting spirit of high-achieving, civic-minded, athletic youth for the purpose of making both youth and adult advocates
 - 2017 Investment: selection tour \$600K; academy \$1.7M
 - Geographic location: selection tour, nationwide; academy, Washington D.C.
 - Frequency: annual (2017 inaugural event)
 - Participants: Rising Seniors (~96 youth; 50/50 Male/Female); Adult Mentors (~96; one per youth)
 - Objectives: cognitive – increase understanding of and/or interest in the Marine Corps (all participants); behavioral – increase requests for information about the Marine Corps (prospect aged youth) and demonstrated advocacy of the Marine Corps (youth and adult influencers)



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- **Summer Leadership Character Development Academy (SLCDA)**
 - Background. Beta test in 2012 to see if MCB Quantico could support a program modeled after USNA Summer Seminar Program. Original intent was diversity recruiting at top-tier high schools (e.g., private, elite, exclusive) throughout the country. Planned and executed exclusively by MCRC IMA Marines.
 - 2017 Investment: \$24K MCRC funding, covering Students' billeting and messing. Student pay their own transportation costs. IMA DET Marines (RSO's) two-week AT is funded via Marine Forces Reserve at approximately \$395K.
 - Geographic location: selection process, nationwide; academy, Quantico, VA
 - Frequency: Annual, weeklong event held in July, limited by RSO availability (Reserve Annual Training) and billeting accommodations aboard MCB Quantico, VA.
 - Participants: Rising Juniors and Seniors (400+ applicants, 188 attended; 60/40 Male/Female split)
 - Objectives: cognitive – increase understanding of and/or interest in the Marine Corps; behavioral – increase requests for information about the Marine Corps (prospect aged youth) and demonstrated advocacy of the Marine Corps (youth influencers)
- **Educators, Key Leader and Coaches Workshops**
 - Background.
 - 2017 Investment: \$1.743M
 - Geographic location: MCRD Parris Island, SC; MCRC San Diego: Quantico, VA
 - Frequency: 24 annually at MCRDs; 2-3 annually at Quantico, VA
 - Participants: ~2,000 Educators, Coaches, Administrators, Civic Leaders, Media
 - Objectives: cognitive – increase understanding of the Marine Corps (all participants); behavioral – demonstrated advocacy of the Marine Corps (adult influencers) and 3rd party validation via informed news reports (media)



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➤ **CrossFit Games**

- **Background.** The US and globally televised CrossFit Games has emerging teen divisions – 14-15 and 16-17.
- **2018 Investment:** In FY18, the Marines intend to sponsor the 16-17 year old male and female element of the CrossFit Games (alongside other branding and engagement opportunities). Dollar figure TBD.
- **Geographic location:** athletes come from across the nation and world; games occur in Madison, WI
- **Frequency:** annual
- **Participants:** Rising Juniors and Seniors (50/50 Male/Female)
- **Objectives:** cognitive – increase understanding of and/or interest in the Marine Corps; behavioral – increase requests for information about the Marine Corps (prospect aged youth) and demonstrated advocacy of the Marine Corps (youth and adult influencers)

➤ **City Partnerships**

- **Background.** Initiated in 2016 with the intent of aligning each of our O6-level District commands with a city that shares the Marine Corps' fighting spirit – having innovated and adapted in order to remain relevant and to face civic ills or injustice.
- **2017 Investment:** \$600K
- **Geographic location:** Detroit, Baltimore, Chicago, New Orleans, Dallas, Oakland
- **Frequency:** year-round engagement opportunities with an annual culminating event
- **Participants:** City and partnership dependent; youth and adults
- **Objectives:** cognitive – increase understanding of and/or interest in the Marine Corps (all participants); behavioral – increase in requests for information about the Marine Corps (prospect aged youth) and demonstrated advocacy of the Marine Corps (adult influencers)



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➤ Sports & Team Focused Engagements

➤ Max Preps/CBS Sports High School Athlete of the Month

- Utilizing expansive media platform to recognize exceptional female and male athletes each month
- \$1.6MM investment reaches 1.3MM females 18-34 (900k are between the ages of 18-24)
 - <http://www.maxpreps.com/marines/article.aspx?id=cac14213-d126-4f73-9d63-a03c47142e97>

➤ Reebok Ragnar Relays

- Working with female-oriented fitness brand, Reebok, fielded a team of 12 Marines – male and female – who ran 241 miles during a Ragnar Relay in honor of the 241st birthday of the USMC
- http://www.marines.com/news/-/news-story/detail/news_09nov16_marines-run-241-miles-in-honor-of-birthday



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➤ **Wrestling**

- With USA Wrestling and National Wrestling Coaches Association, focus on the fast-growing sport of wrestling among coaches and high school females to identify prospects primed to achieve standards of recently opened MOSs
 - FY17 \$250,000 investment; reached in excess of approximately 13,000 high school female wrestlers
 - 25% of all USAW events Marines activated onsite in 2017 were female-only tournaments
 - <http://usatodayhss.com/2016/womens-wrestling-experiencing-exponential-growth>



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Example from outside the realm of recruiting

➤ Marine Corps JROTC

- Background. Managed by the Marine Corps Training and Education Command. Not a recruiting command program.
- 2017 Investment: 261 programs
- Geographic location: Nationwide
- Frequency: Enduring
- Participants: Approx. 37,000 (142 is avg. unit size); 38% female
- Objectives: cognitive – increase understanding of the Marine Corps, military services in general, and develop quality citizens



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Questions



Community outreach/engagement programs, events and activities being used to generate Military Service interest among women under the age of 17 (cont.)

Backup

FY2018 Working Calendar of Engagement Events



Community outreach/engagement programs, events and activities being used to generate Military Service interest among women under the age of 17 (cont.)

Name/Event Type	Start Date	End Date	Location	Objective	Engagement Tactics
Magic City Classic	OCT-TBD	TBD	Birmingham, AL	Awareness /Lead Generation	Workshops/Career Booth/Awareness
NLLSA Convention	OCT-TBD	Oct-TBD	TBD	Awareness /Lead Generation	Workshops/Career Booth/Awareness
WBCA Coach of the Year Presentations	1-Oct	1-Jan	At school locations	additional engagement	Awareness
SASE National Conference and Career Fair	12-Oct	14-Oct	Chicago, IL	Awareness /Lead Generation	Workshops/Career Booth/Awareness
TMCF	20-Oct	24-Oct	Washington D.C.	Awareness with High Ach Col	Workshops/Career Booth/Awareness



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Name/Event Type	Start Date	End Date	Location	Objective	Engagement Tactics
SHPE Convention	1-Nov	5-Nov	Kansas City, MO	Awareness /Lead Generation	Workshops/Career Booth/Awareness
MEAC Student Athlete Advisory Council	3-Nov	4-Nov	Norfolk, VA	Awareness /Lead Generation	Awareness
Great Minds in STEM	TBD	TBD	Pasadena, CA	Awareness /Lead Generation	Workshops/Career Booth/Awareness
Bayou Classic	24-Nov	TBD	New Orleans, LA	Awareness/Lead Generation	Booth/Awareness/Leadership Awards
CIAA Volleyball Championship	NOV TBD	NOV TBD	TBD	Awareness /Lead Generation	Awareness



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Name/Event Type	Start Date	End Date	Location	Objective	Engagement Tactics
CIAA Football Championship	NOV TBD	NOV TBD	TBD	Awareness /Lead Generation	Awareness
AVCA	DEC	DEC	TBD	Key Influencer/Awareness	Awareness
CAPE	JAN	DEC	Multiple Locations TBD	Awareness/Key Influencer	Meetings with key influencers
Battles Won Challenge Tour	MAR-MAY	SEPT-OCT	TBD	Awareness	onsite physical and mental competition
City Partnerships	JAN	DEC	Baltimore, Chicago, Dallas, Detroit, New Orleans, Oakland	Awareness/Key Influencer Engagement	Signage/COI Event (up to the Districts)



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Name/Event Type	Start Date	End Date	Location	Objective	Engagement Tactics
WCWA National Championships	FEB	FEB	Oklahoma City, OK	Awareness	Signage, booth space, speaking engagement
UNCF	FEB	MAY	Multiple Locations TBD	Awareness/Key Influencer/Lead Generation	Activation area, workshop
CIAA	FEB	NOV	Charlotte, NC	Awareness/Key Influencer/Lead Generation	Activation area, workshop, award presentation, speaking role
Black College Expo	FEB-MAR	OCT	Houston, Atlanta, Los Angeles, DC/MD, Oakland	Awareness/Key Influencer/Lead Generation	Activation area, speaking role
Hispanic Heritage Foundation (HHF)	FEB	MAY	TBD	Awareness/Key Influencer/Lead Generation	Activation area, workshop, speaking role



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Name/Event Type	Start Date	End Date	Location	Objective	Engagement Tactics
Society of Asian Scientists and Engineers National Conference (SASE)	FEB	OCT	TBD	Lead Generation/ Key Influencer	Activation area, workshop
USA Rugby 7s	2-MAR	4-MAR	Las Vegas, NV	Awareness	TBD
National Society of Black Engineers (NSBE)	21-25 MAR	NOV	Pittsburgh, PA	Awareness/Key Influencer/ Lead Generation	Activation area, workshop + fall regional conferences in Nov
Women in Aviation (WAI)	22-MAR	24-MAR	Reno, NV	Awareness/Key Influencer/ Lead Generation	Activation area, workshop
Women's Basketball Coaches Association (WBCA)	29-MAR	1-APR	Columbus, OH	Awareness/Key Influencer	Workshop, award presentations, speaking role



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Name/Event Type	Start Date	End Date	Location	Objective	Engagement Tactics
MAES - Latinos in Science and Engineering	MAR	MAR	TBD	Awareness/Key Influencer/Lead Generation	Workshop, speaking role
National Black Law Students Association (NBLSA)	MAR	MAR	TBD	Awareness/Key Influencer/Lead Generation	Activation area, workshop, speaking role, mentoring
USAW Girls Folkstyle Nationals	MAR	MAR	Oklahoma City, OK	Awareness	Signage, Booth Space, Speaking engagement, Announcements during event, Color Guard
MEAC	MAR	NOV	Norfolk, VA	Awareness/Key Influencer/Lead Generation	Activation area, workshop, award presentation, speaking role
Penn Relays	26-APR	29-APR	Philadelphia, PA	Awareness/Key Influencer/Lead Generation	Activation area, workshop, award presentation



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Name/Event Type	Start Date	End Date	Location	Objective	Engagement Tactics
2018 Semper Fidelis All-American Selection Tour	APR	JUN	Nationwide	Awareness/Key Influencer Engagement	RSs equipped with Backdrop, Pull-up banner, posters and palm cards, invitation kit to be given out to student and influencer at event. Content captured for online promotion by Marines as well as agency
CBS/MaxPreps HSAOTM	JAN	JUN	Nationwide	Awareness	Athletes of the month recognized in their community. Content captured and posted online
NWCA CEO Leadership Academy	MAY	MAY	Edwardsville, IL	Awareness/Key Influencer Engagement	Signage and speaking engagement



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Name/Event Type	Start Date	End Date	Location	Objective	Engagement Tactics
Coaches Workshop	MAY	MAY	TBD	Key Influencer Engagement	
Fleet Week	MAY	MAY	TBD	Awareness	Social Media executions in the area
CrossFit Regionals	MAY	JUN	TBD	Awareness	Media elements, booth space activation
Educators Workshop	JUN	JUN	TBD	Key Influencer Engagement	
Battles Won Academy	JUL	JUL	Washington, DC	Awareness/Shaping/Key Influencer Engagement	Signage, speaking opportunities, Marine Day at Quantico, Marine Integration via Marine Mentors, additional athletic, community service and team building events



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SLCDA	JUL	JUL	Washington, DC		
Rugby World Cup 7s	20-JUL	22-JUL	San Francisco, CA	Awareness	TBD
USAW Junior and Cadet National Championships	JUL	JUL	Fargo, ND	Awareness/Key Influencer Engagement/Lead Generation	Title Sponsorship, Signage, Booth activation, speaking engagements, color guard, team mentors (Marines assigned to teams), MCFOP. NOTE: This is the National engagement. There will be ongoing engagements with local clubs and state leaders in the months prior to this event



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National Urban League (NUL)	JUL	AUG	Columbus, OH	Awareness/Key Influencer/Lead Generation	Activation area, workshop, speaking role, mentoring
CrossFit Games	AUG	AUG	Madison, WI	Awareness	Media elements, booth space activation
NWCA CEO Leadership Academy	AUG	AUG	Daytona Beach, FL	Awareness/ Key Influencer Engagement	Signage and speaking engagement
Marine Week	SEPT	SEPT	TBD	Awareness/ Key Influencer Engagement/ Lead Generation	TBD - Marine takeover of the city
Photoville Phase II	SEPT	SEPT	Brooklyn, NY	Awareness	USMC Photo Exhibit on site, speaking opportunities at exhibit



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NWCA CEO Leadership Academy	AUG	AUG	Daytona Beach, FL	Awareness/ Key Influencer Engagement	Signage and speaking engagement
Marine Week	SEPT	SEPT	TBD	Awareness/ Key Influencer Engagement/ Lead Generation	TBD - Marine takeover of the city
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Magic City Classic	OCT	OCT	Birmingham, AL	Awareness/Key Influencer/Lead Generation	Activation area, speaking role, Battle of the Bands
USMC Birthday	NOV	NOV	TBD	Awareness	Social Media execution
Bayou Classic	20-NOV	26-NOV	New Orleans, LA	Awareness/Key Influencer/Lead Generation	Activation area, workshop, award presentation, speaking role, Battle of the Bands
Society of Hispanic Professional Engineers (SHPE)	NOV	NOV	TBD	Awareness/Key Influencer/Lead Generation	Activation area, workshop, mentoring