

Army Regulation 601–208

Personnel Procurement

The Army Brand and Marketing Program

**Headquarters
Department of the Army
Washington, DC
16 July 2013**

UNCLASSIFIED

SUMMARY of CHANGE

AR 601-208

The Army Brand and Marketing Program

This major revision, dated 16 July 2013-

- o Changes the title from "Recruiting/Reenlistment Advertising Program" to "The Army Brand and Marketing Program" (front cover).
- o Transfers proponentcy from the Deputy Chief of Staff, G-1 to the Assistant Secretary of the Army (Manpower and Reserve Affairs) (title page).
- o Adds responsibility for marketing support for Department of the Army Civilian recruiting (paras 1, 4, 5, and 6).
- o Identifies responsibilities of the Assistant Secretary of the Army (Manpower and Reserve Affairs) for supervising and integrating Army policies and programs pertaining to recruitment, marketing, and brand management, including the alignment of related strategic communication (para 4).
- o Identifies the establishment of the Army Marketing and Research Group as a field operating agency of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (para 4).
- o Deletes policy for marketing support for military reenlistments (para 4).
- o Adds policy to ensure alignment of the Enterprise Army Brand strategy between the Army Marketing and Research Group; the Commanding General, U.S. Army Recruiting Command; the Commanding General, U.S. Army Cadet Command; the Commanding General, U.S. Army Reserve Command; the Commander, U.S. Army Medical Command; and the Director, Civilian Human Resources Agency (para 4a).
- o Identifies the Assistant Secretary of the Army (Manpower and Reserve Affairs) as the proponent of the Partnership for Youth Success (PaYS) Program and establishes relevant policy (para 4a(12)).
- o Adds policy for control of meals, refreshments, hospitality services, and event tickets (paras 4 and 6).
- o Adds the concept and goals of marketing and branding efforts (para 5a).
- o Adds the U.S. Army Brand Portal Web site (paras 5f(c), 6d, and B-4a(7)).
- o Identifies the operation of the U.S. Army Accessions Support Brigade, including its subordinate units, as a direct reporting unit of the Office of the Assistant Secretary of Army (Manpower and Reserve Affairs) (para 8).
- o Deletes requirement for centralized, automatic distribution of materials (para 8).

- o Assigns responsibility for management of the Personal Presentation Item and national Recruiting Publicity Item Programs to the Army Marketing and Research Group and establishes relevant policy (para 9).
- o Adds an internal control evaluation (app B).
- o Adds policy for, and defines concepts of, branding, the Army Trademark Licensing Program, and the Army Brand (throughout).
- o Makes administrative changes (throughout).

Effective 16 August 2013

Personnel Procurement

The Army Brand and Marketing Program

By Order of the Secretary of the Army:

RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

Official:



GERALD B. O'KEEFE
Acting Administrative Assistant
to the Secretary of the Army

History. This publication is a major revision.

Summary. This revision establishes the role of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Army Marketing and Research Group in the Army branding, trademark licensing, marketing, and advertising program. It also explains and expands the definition and control of the Army Brand. This regulation applies to all internal and external Army branding, marketing, advertising, and communications to ensure consistency of the single Army Brand theme unless otherwise authorized by exception.

Applicability. This regulation applies to the Active Army and the U.S. Army Reserve, unless otherwise stated. It also applies to Department of the Army Civilian employment regarding Army branding for all Army communications and recruiting support activities.

Proponent and exception authority.

The proponent of this regulation is the Assistant Secretary of the Army (Manpower and Reserve Affairs). The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. (This includes the establishment of sub-brands for use within the Army for both internal and external communications and marketing.) The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Army internal control process. This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix B).

Supplementation. Supplementation of this regulation and establishment of command and local forms is prohibited unless prior approval is obtained from Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Army Marketing and Research Group, 200 Stovall Street, Hoffman II, Room 4N29 Alexandria, VA 22332–4000.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Army Marketing and Research Group, 200 Stovall Street, Hoffman II, Room 4N29 Alexandria, VA 22332–4000.

Distribution. This publication is available in electronic media only and is intended for command level C for the Active Army and D for the U.S. Army Reserve.

Contents (Listed by paragraph and page number)

- Purpose • 1, *page 1*
- References • 2, *page 1*
- Explanation of abbreviations • 3, *page 1*
- Responsibilities • 4, *page 1*
- Objectives • 5, *page 2*
- Policies • 6, *page 3*
- National marketing and advertising • 7, *page 4*
- The U.S. Army Accessions Support Brigade • 8, *page 4*
- The Personal Presentation Item and national Recruiting Publicity Item Programs • 9, *page 5*
- The Partnership for Youth Success Program • 10, *page 5*

Appendixes

- A.** References, *page 6*

*This regulation supersedes AR 601–208, dated 15 May 1983.

Contents—Continued

B. Internal Control Evaluation, *page 7*

Glossary

1. Purpose

This regulation prescribes responsibilities, objectives, and policies for the U.S. Army's Branding and Marketing Program to recruit Active Army, U.S. Army Reserve (USAR), and Department of the Army (DA) Civilians; it also addresses influencers who support and encourage potential recruits for service in the Army. This regulation further defines and describes the Army Brand and procedures for the proper use of the Army Brand for all Army organizations.

2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

3. Explanation of abbreviations

Abbreviations and special terms used in this regulation are explained in the glossary.

4. Responsibilities

a. Assistant Secretary of the Army (Manpower and Reserve Affairs). The ASA (M&RA) will—

(1) Be responsible for the Enterprise Army Brand, marketing management, trademark licensing, and the Enterprise Strategic Brand Marketing and Communication Plan.

(2) Be responsible, through its field operating agency, the Army Marketing and Research Group (AMRG), for operational execution of this strategy through national marketing and marketing research. The Deputy Assistant Secretary of the Army (DASA) for Marketing and Director, AMRG, is the principal advisor to the Secretary of the Army, Chief of Staff, Army, ASA (M&RA), and other senior Army leadership on Army branding, Army marketing, and marketing and accessions analysis.

(3) Exercise general staff supervision over the Enterprise Army Brand for communications, trademark licensing, recruiting, marketing, and advertising programs for the Army (includes Active Army, USAR, and DA Civilians). Exercise control, through the AMRG, of the Army Brand.

(4) Be responsible, through the AMRG, for national marketing, marketing analysis, and accessions analysis, and for developing best-value strategies and tactics that inform the American people and motivate the most qualified candidates to consider Army service. This is in support of the Active Army and USAR recruiting activities for officers, enlisted, and DA Civilians.

(5) Approve and manage Army trademark licensing requests and ensure compliance with Army Regulation (AR) 27-60, and Department of Defense Directive (DODD) 5535.09.

(6) Be responsible, through the AMRG, for the management and performance evaluation of the Army's advertising contract.

(7) Plan, develop, and execute all national and local marketing activities that support recruiting missions for Active Army, USAR, and the Civilian Human Resources Agency (CHRA).

(8) Provide oversight of the marketing and advertising efforts of the U.S. Army Recruiting Command (USAREC), U.S. Army Cadet Command (USACC), U.S. Army Medical Command, U.S. Army Reserve Command (USARC), CHRA, and other Army commands or organizations to ensure alignment with the Enterprise Army Brand strategy.

(9) Establish guidance for preparation of the AMRG Annual Marketing Plan.

(10) Monitor performance of the branding and marketing program by reviewing, on a quarterly basis, materials and programs planned for the forthcoming two quarters, as well as execution of the Annual Marketing Plan, promoting continuous improvement.

(11) Be responsible, through the AMRG, for operational control of the U.S. Army Accessions Support Brigade (USAASB) and its subordinate units.

(12) Serve as proponent for the Partnership for Youth Success (PaYS) Program.

b. Deputy Chief of Staff, G-1. The Deputy Chief of Staff, G-1 will exercise general staff supervision over the recruiting and reenlistment mission process and status of mission accomplishment for the Active Army and USAR for civilian, officer, warrant officer, and enlisted accessions.

c. Chief, Army Reserve. The Chief, Army Reserve will—

(1) Collaborate with the Director of the AMRG for USAR national recruiting marketing and advertising programs.

(2) Provide policy guidance to USAREC and USACC on local marketing and advertising programs for the USAR as part of the AMRG's Annual Marketing Plan.

d. Commanding General, U.S. Army Recruiting Command. The CG, USAREC will—

(1) Coordinate with the AMRG to ensure alignment to the Enterprise Army Brand strategy.

(2) Report timely cost and metrics data to AMRG for use in the development of the return on investment analysis in the Enterprise Marketing Management System (or other follow on system as designated by the Director, AMRG).

(3) Develop and budget for local publicity and advertising to be used for recruitment of the following personnel:

(a) Non-prior service.

(b) Active duty (for example, enlistment).

- (c) Prior service.
 - (d) Those to be assigned to warrant officer flight training.
 - (e) Those to attend Officer Candidate School.
 - (f) Army Medical Department branches.
 - (g) Judge Advocate General's Corps.
 - (h) U.S. Army Band.
 - (i) USAR non-prior service in coordination with USARC and Office of the Chief, Army Reserve.
 - (j) USAR prior service recruiting in coordination with USARC and Office of the Chief, Army Reserve.
 - (k) Additional special missions (for example, Special Forces, chaplains, linguists).
 - (l) In-service recruiting missions.
 - (4) Provide the AMRG accurate and timely mission status and production reports on a monthly basis.
 - (5) Integrate marketing activities with USACC and Civilian Marketing, where appropriate.
 - (6) Implement controls ensuring authorized use of meals, refreshments, hospitality services, and event tickets for prospects and centers of influence (COIs).
- e. Commanding General, U.S. Army Cadet Command.* The CG, USACC will—
- (1) Coordinate with the AMRG to ensure alignment to the Enterprise Army Brand strategy.
 - (2) Report timely cost and metrics data to AMRG for use in the development of the return on investment analysis in the Enterprise Marketing Management System (or other follow on system as designated by the Director, AMRG).
 - (3) Develop and budget for local and regional advertising and publicity used for Senior Reserve Officers' Training Corps (ROTC) recruiting, enrollment, and retention of—
 - (a) High school graduates enrolled in college as incoming freshmen who enroll in the 4-year program.
 - (b) Community and junior college students who enroll in the 2-year program.
 - (c) Undergraduate and graduate college students on campus who enroll in the Leader's Training Course or Leadership Development and Accessions Course.
 - (d) Students who seek entry into the Simultaneous Membership Program.
 - (e) Students who apply for ROTC scholarships.
 - (f) Students in medical training programs who seek a commission in the branches of the Army Medical Department.
 - (g) Students who seek special programs in business and in science, technology, engineering, and mathematics disciplines.
 - (h) Students who seek part-time options in the USAR and full-time employment in the civilian sector through use of the Employer Partnership Program.
 - (4) Provide the AMRG accurate and timely mission status and production reports on a monthly basis.
 - (5) Integrate marketing activities with USAREC and Civilian Marketing, where appropriate.
 - (6) Implement controls ensuring authorized use of meals, refreshments, hospitality services, and event tickets for prospects and COIs.
- f. Deputy Assistant Secretary of the Army for Marketing/Director, Army Marketing and Research Group.* The DASA Marketing/Director, AMRG will—
- (1) In coordination with the ASA (M&RA), exercise operational control over the USAASB and its subordinate units.
 - (2) Assume responsibility for management of the Personal Presentation Item (PPI) and national Recruiting Publicity Item (RPI) Programs.
 - (3) Administer and execute the PaYS Program.

5. Objectives

a. The Army Brand and Marketing Program will educate and promote service opportunities to service-age citizens and their influencers, focusing on the Army Brand. The Army Brand is more than the logo and tag line; it is the reputation the Army experience delivers and is enhanced by effective, well-coordinated marketing activities. Internal and external communications, as well as associations with other organizations, aligned to a relevant, central Army Brand theme, coupled with message consistency from all Army communication sources, create the Army's inspirational Brand image in the mindset of the market.

b. By raising the understanding of and appreciation for the "value proposition" of service in the Army, and by promoting the Army to the American public as a desirable option, marketing efforts will increase propensity for service in the Army, in both the uniform and civilian components. This will enable the Army to reach accessions, commissioning, and civilian staffing goals with fewer and better-targeted resources.

c. As a part of the program, significant facts about the Army's career opportunities for officer, enlisted, and civilian personnel are furnished to selected persons and groups of influencers such as parents, educators, counselors, coaches, elected officials, and other COIs (see AR 601-2).

d. By contrast, Army organizations attempting to create their own unique and separate brand actually weaken the Enterprise Army Brand efforts, resulting in ineffective and less efficient marketing efforts and wasted resources.

e. Specific objectives of the program are as follows:

(1) Support the recruiting effort by—

(a) Achieving volume, quality, and geographic goals for enlistment of high school graduates in the U.S. Army.

(b) Emphasizing educational opportunities that would allow graduates to meet professional and personal aspirations; obtain technical skills training; receive financial assistance; and qualify for in-service, post-service, and part-time service career opportunities.

(c) Developing best value initiatives that attract the most qualified candidates to Army service opportunities.

(d) Shaping the marketing environment with brand-building activities to ensure future and enduring recruiting success despite shifting external environmental factors that impede recruiting.

(e) Influencing qualified professional personnel to join, as uniformed or Government Civilians, the Army Medical Department as doctors, dentists, nurses, clinicians, and medical specialists by highlighting opportunities for valuable training and rewarding careers.

(f) Publicizing the opportunities for college students and graduates to become U.S. Army officers; educating the American public about officership and the pathways to becoming an officer.

(g) Publicizing the opportunities for highly qualified law students and practicing attorneys to become members of The Judge Advocate General's Corps.

(2) Encourage the transition to other components for the greatest number of highly qualified personnel who choose not to remain in active service and—

(a) Have been trained in critical specialties.

(b) Have demonstrated proficiency and military leadership.

(3) Support DA Civilian recruiting efforts by encouraging a new generation of citizens to serve in the civilian personnel ranks of the Army.

f. The Army Brand consists of symbols, names, insignia, and logos, licensed through the Army Trademark Licensing Program (ATLP), a component of the Army Brand Group, that—

(1) Serves as the unifying image of the Army and enhances that image with the public, and increases public support, interest, acceptance, and desire to serve in the Army.

(2) Operates as legally recognized marks and are invested with goodwill deserving of protection. Licensing these marks brings value to the Army and its Soldiers, DA Civilians, and Families by communicating and reinforcing Army Values to America and the Army's target markets.

(a) The commercial licensing of DA-owned marks, except those relating to the United States Military Academy, will be administered by the ATLP to enhance the Army's image and build brand equity.

(b) Only the ATLP is authorized to license these marks outside of the Army. No Army organization is permitted to modify the design of any Army mark, to include the deletion of the U.S. Army tab or addition of new tabs within the design of the logo.

(c) Information pertaining to the proper use of Army marks is located at <https://www.usarmybrandportal.com>. All organizations should direct their questions to the ATLP coordinator at the following address: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Army Marketing and Research Group, 200 Stovall Street, Hoffman II, Room 4N29 Alexandria, VA 22332-4000.

6. Policies

Army organizations will not create their own unique and separate sub-brands, logos, or tag lines, or contract with separate marketing activities without coordination and approval from the Director, AMRG. Local variations to the Army logo or tag line are not authorized. Army commanders in the institutional and operational Army, local recruiters, professors of military science, and ROTC enrollment officers will monitor and reinforce proper use of the Army logo in external communications, and leverage public affairs products and local and national marketing outreach activities. Nothing in this regulation is intended to limit The Institute of Heraldry's authority over heraldic items (for example, Shoulder Sleeve Insignia, Combat Service Identification Badge, Distinctive Unit Insignia, and so forth.) Accordingly, besides the general policies expressed in AR 360-1 on Army personnel and agencies in commercial advertising activities, marketing policies are prescribed below:

a. High school and college students will be encouraged to remain in school, graduate, and then consider DA Civilian, enlisted, and officer service opportunities. High school students will be contacted only through established school channels and only by recruiting advisors or counselors. This policy does not prevent direct mail (regular postage or email) recruitment of individual students.

b. Qualified speakers, slide presentations, displays, exhibits, and other marketing materials will be made available to counselors, teachers, and civic club leaders to assist them in presenting information on Army programs.

c. Active and Reserve Army organizations communicating externally will reinforce use of the Army logo to ensure awareness of a single Army Brand.

d. The U.S. Army Brand Portal located at <https://www.usarmybrandportal.com> is the Army's centralized online resource of core branding elements that can be used to communicate and represent the Army Brand effectively. The U.S. Army Brand Portal provides key branding elements such as logos, templates, images, and brand guidelines that are available to ensure quality and consistency across Army branded communications.

e. Solicitation of funds from local merchants to advertise for recruiting purposes is prohibited.

f. Requests for cooperation or support from motion picture firms whose commercial productions support the recruiting effort must be forwarded to the Office of the Chief of Public Affairs, Los Angeles Branch (OCPA-LA), for processing in accordance with AR 360-1. A guide to working with the entertainment industry is available from the Office of the Chief of Public Affairs, Los Angeles Branch (OCPA-LA). Such cooperation may include placing material in the lobbies of facilities hosting supported productions.

g. Purchase of recognition items of nominal or modest value for recruitment or retention purposes will be in accordance with AR 601-2.

h. Where authorized by law or regulation, meals, refreshments, hospitality services, and event tickets provided to prospects and COIs for recruiting and influence purposes will be treated as controlled items and managed accordingly.

i. Army personnel, equipment, transportation, or other resources or services will not be provided to civilian-sponsored activities if commercial resources and services available in the public domain could reasonably provide such support, subject to the conditions and exceptions described in AR 360-1.

j. Comparisons of military versus civilian compensation will not be made in either national or local publicity material or advertising directed to the general public, unless approved by the ASA (M&RA).

k. The U.S. Army will not endorse or appear to endorse any commercial firm or product (see AR 360-1 and Department of Defense (DOD) 5500.07-R). Co-branding or sponsorship activities used in support of recruiting activities must be conducted in accordance with these authorities. This does not restrict authorized trademark licensing activities pursuant to Title 10, United States Code, Section 2260 (10 USC 2260).

l. Displays and exhibits produced for promotional activities throughout the Army should be recognizable as recruiting, marketing, or advertising products consistent with Army branding policy.

m. The professor of military science, as the senior Army representative on campus, will be the point of contact and coordinator of all Army marketing conducted on campuses that host Army ROTC detachments.

n. Marketing and advertising programs, exhibits, and materials targeted toward parents, counselors, and other influencers will reflect "Total Army" information to the greatest extent possible (Total Army includes Active, USAR, and DA Civilian employment).

Note. For information regarding Army National Guard marketing and advertising, contact the G-1, Army National Guard.

o. Cooperative agreements between USAREC; USACC; USAR; U.S. Army Training and Doctrine Command; and CHRA, not covered by this regulation, will be addressed in a memorandum of understanding signed by the principals. A copy of the memorandum of understanding must be filed with the AMRG.

7. National marketing and advertising

To accomplish the objectives of the national marketing and advertising program, all available media may be used. Purchasing of national media space or time related to active and USAR missions must be coordinated through the AMRG. CG, USAREC and CG, USACC retain the authority to execute local advertising buys with their field marketing representatives, with oversight from the AMRG.

8. The U.S. Army Accessions Support Brigade

a. The USAASB operates as a direct reporting unit under the ASA (M&RA). The USAASB is under the operational control of the ASA (M&RA), acting through the Director, AMRG.

b. The USAASB supports the AMRG, USAREC, USACC, and USAR recruiting and marketing missions. It maximizes recruiting leads and positive Army impressions to ensure the Army meets the enlisted, warrant officer, and commissioned officer accessions missions.

c. The USAASB consists of a headquarters element, the Mission Support Battalion, the U.S. Army Parachute Team (Golden Knights), and the U.S. Army Marksmanship Unit.

(1) The Mission Support Battalion supports the accessions effort by operating professional touring and convention exhibits.

(2) The U.S. Army Parachute Team (Golden Knights) conducts parachute demonstrations, COI tandem jumps, and media and public speaking engagements. Members participate in national and international skydiving competitions and support the warfighter through research and development, training, and augmentation to contingency operations. Tandem nominations are submitted by ASA (M&RA), AMRG, Office of the Chief of Public Affairs, USAREC, USACC, and USAASB to the U.S. Army Parachute Team (Golden Knights) tandem coordinator operations officer, who confirms nominee suitability in accordance with safety guidelines. The nominee must represent an image consistent with Army Values and mission.

(3) The U.S. Army Marksmanship Unit conducts COI demonstrations, supports civilian and military marksmanship

matches, conducts shooting clinics for high school and college students, and participates in media and public speaking engagements. Members participate in national, international, and Olympic marksmanship competitions and support the warfighter through research and development, training, and augmentation to contingency operations.

9. The Personal Presentation Item and national Recruiting Publicity Item Programs

a. The AMRG Director of Marketing is responsible for the execution, supervision, and evaluation of the PPI and national RPI Programs.

b. PPIs are Army branded items of limited value that are used to generate interest and discussion concerning Army opportunities among prospects and COIs in the civilian community.

c. PPIs must clearly serve to influence recipients or otherwise communicate a recruiting message. They will be marked with an Army message that is consistent with Army branding and advertising standards.

d. PPIs are purchased with appropriated funds. The cost of PPIs for prospects may not exceed \$6.00 each and PPIs for COIs may not exceed \$12 each. The Director, AMRG, may issue a written exception to these limits in appropriate cases.

e. PPIs must be personally presented to prospects or COIs by recruiting personnel. Since they are an extension of the Army marketing and advertising campaign, they may not be presented to DOD personnel.

f. RPIs are publications used by recruiting personnel to support the Active and Reserve Army national recruiting mission.

g. The Commander, USAASB is responsible for the distribution of PPIs and national RPIs and issuance of ordering instructions for account holders. The USAASB supply officer is the point of contact for the Government-owned, contractor-operated Accessions Distribution Center, which maintains PPI and national RPI inventories.

h. The provisions above do not apply to "recognition items," discussed in paragraph 6g.

10. The Partnership for Youth Success Program

a. The PaYS Program is a Secretary of the Army initiative that provides an additional recruiting incentive for new recruits and ROTC cadets.

b. The PaYS Program offers eligible Active and USAR Soldiers and ROTC cadets with the opportunity to interview for a job with a PaYS corporate partner. This opportunity comes at the end of the first term of service (Active Army), after completion of initial entry training (Reservists), or upon completion of ROTC requirements (ROTC cadets).

c. The ASA (M&RA) is the proponent of the PaYS Program. The Director, AMRG, administers and executes the PaYS Program.

d. Participation in the PaYS Program is limited to active Soldiers who receive an Honorable Discharge; Army Reservists who successfully complete their initial entry training; and ROTC cadets who successfully complete their ROTC requirements. For operational details concerning the PaYS Program, contact the program manager at usarmy.knox.hqda-asa-mra.mbx.paysprogrammanager@mail.mil.

Appendix A References

Section I Required Publications

Unless otherwise indicated, publications are available on the Army Publishing Directorate Web site at <http://www.apd.army.mil>.

AR 27–60

Intellectual Property (Cited in para 4a(5).)

AR 360–1

The Army Public Affairs Program (Cited in para 6.)

AR 601–2

Army Promotional Recruiting Support Programs (Cited in paras 5c, 6g.)

DODD 5535.09

DOD Branding and Trademark Licensing Program (Cited in para 4a(5).) (Available at <http://www.dtic.mil/whs/directives/>.)

DOD 5500.07–R

Joint Ethics Regulation (Cited in para 6k.) (Available at http://www.dod.mil/dodgc/defense_ethics/.)

Section II Related Publications

A related publication is a source of additional information. The user does not have to read a related publication to understand this publication.

AR 1–100

Gifts and Donations

AR 1–101

Gifts for Distribution to Individuals

AR 11–2

Managers' Internal Control Program

AR 25–30

The Army Publishing Program

AR 672–8

Manufacture, Sale, Wear, and Quality Control of Heraldic Items

AR 840–1

Department of the Army Seal, and Department of the Army Emblem and Branch of Service Plaques

DAGO 2012–01

Assignment of Functions and Responsibilities within Headquarters, Department of the Army

DAGO 2012–15

Establishment of the Army Accessions Support Brigade and Its Subordinate Units as a Direct Reporting Unit

DAGO 2012–16

Establishment of the Army Marketing and Research Group

10 USC 2260

Licensing of intellectual property: retention of fees

Section III Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate Web site at <http://www.apd.army.mil>.

DA Form 11-2

Internal Control Evaluation Certification

DA Form 2028

Recommended Changes to Publications and Blank Forms

Appendix B

Internal Control Evaluation

B-1. Function

The function covered by this evaluation is the conduct of the Army Brand and Marketing Program by an organization and other functional specialists supporting the Army Brand and Marketing Program.

B-2. Purpose

The purpose of this evaluation is to assist the organization conducting an engagement that is compliant with the Army Brand and marketing principles during the engagement development and execution process in evaluating the key internal controls listed. It is intended as a guide and does not cover all controls.

B-3. Instructions

Answers must be based upon the actual testing of key internal controls (for example, document analysis, direct observation, sampling, simulation, or others). Answers that indicate deficiencies must be explained and the corrective action indicated in the supporting documentation. These internal controls must be evaluated at least once every 5 years. Certification that the evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

B-4. Test questions

a. Marketing plan with internal procedures and controls to implement the strategy.

- (1) Has the lead reviewed and aligned activities to the Army marketing and branding guidance?
- (2) Is a plan in place to conduct in-progress reviews with appropriate stakeholders?
- (3) Is a process in place to monitor marketing progress?
- (4) Is the engagement in compliance with the Army's trademark licensing procedures?
- (5) Have the metrics of success for the marketing plan been identified and coordinated with the AMRG Research Directorate?
- (6) Has a valid cost estimate been constructed and sent to the AMRG for placement against the advertising contract task order?
- (7) Are engagement products aligned to branding guidance located at <https://www.usarmybrandportal.com>?
- (8) Have internal and external environmental risks been identified with mitigation measures in place?

b. Marketing execution.

- (1) Were the requirements coordinated with the AMRG, accessions support brigade, and advertising agency?
- (2) Were the metrics collected during the engagement?
- (3) Are assets safeguarded against waste, fraud, and misappropriation?
- (4) Are programs proficiently and successfully carried out in accordance with applicable laws and regulations?
- (5) Are revenues and expenses applicable to agency operations documented and accounted for accurately?
- (6) Are obligations and costs in compliance with applicable laws?

c. Marketing results.

- (1) Have the results of the engagement been reviewed and analyzed by the AMRG Research Directorate?
- (2) Have the marketing results been captured in an enterprise system (for example, Enterprise Marketing Management System)?
- (3) Did leadership monitor progress to achieve objectives?
- (4) Has all Government furnished equipment been accounted for and returned to proper storage or organization?

(5) Has an after action report been written and disseminated to all stakeholders and the AMRG?

(6) Are best value ideas captured and incorporated into future planning efforts?

d. Personal Presentation Items, national Recruiting Publicity Items, and other value items (such as meals, refreshments, hospitality services, and event tickets).

(1) Are management controls in place to monitor proper use of PPIs and national RPIs?

(2) Are management controls in place to inventory and monitor proper use of meals, refreshments, hospitality services, and event tickets given to prospects and COIs for recruiting and influence purposes?

B-5. Supersession

This is a new checklist.

B-6. Comments

Help make this a better review tool. Submit comments to Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Army Marketing and Research Group, 200 Stovall Street, Hoffman II, Room 4N29, Alexandria, VA 22332-4000.

Glossary

Section I Abbreviations

AMRG

Army Marketing and Research Group

ASA (M&RA)

Assistant Secretary of the Army (Manpower and Reserve Affairs)

ATLP

Army Trademark Licensing Program

CG

commanding general

COI

center of influence

CHRA

Civilian Human Resources Agency

DA

Department of the Army

DASA

Deputy Assistant Secretary of the Army

DOD

Department of Defense

DODD

Department of Defense directive

PaYS

Partnership for Youth Success Program

PPI

Personal Presentation Item

ROTC

Reserve Officers' Training Corps

RPI

Recruiting Publicity Item

USAASB

U.S. Army Accessions Support Brigade

USACC

U.S. Army Cadet Command

USAR

U.S. Army Reserve

USARC

U.S. Army Reserve Command

USAREC

U.S. Army Recruiting Command

Section II Terms

Advertising

a. Local. “Any advertising placed by a company, organization, or individual operating in a limited geographical area such as a city or within a state. Local advertising does not include advertising placed directly with media in local markets by nationwide advertisers, or regional advertising activities that encompass multistate geographic areas” (Source: American Marketing Association Dictionary at <http://www.marketingpower.com>).

b. National. “Any advertising that is placed by a company, organization, or individual that operates on a national or regional (multistate) basis. Some of the advertising may be placed directly with local advertising media, but it is likely that this advertising would be part of the nationwide advertising effort of the company, organization, or individual” (Source: American Marketing Association Dictionary at <http://www.marketingpower.com>).

Annual Marketing Plan

Operationally executes the Enterprise Strategic Brand Marketing and Communication Plan guidance on an annual basis. The development is led by the AMRG Director of Marketing, incorporating operational and tactical stakeholder input. It directly contributes to the achievement of the Army’s goal to sustain the all-volunteer force. The plan identifies relevant prospect and influencer audiences, directing the appropriate brand communication to that audience within the appropriate media at the appropriate time.

Brand (branding)

a. “A customer experience represented by a collection of images and ideas; often, it refers to symbols such as a name, logo, slogan, and design scheme. Brand recognition and other reactions are created by the accumulation of experiences with the specific product or service, both directly relating to its use, and through the influence of advertising, design, and media commentary” (Source: American Marketing Association Dictionary at <http://www.marketingpower.com>).

b. A product, service, concept, or person that is publicly distinguished from other products, services, concepts, or people by design. A successful brand differentiates products, services, concepts, or people and results in achieving the goals of that institution.

Brand equity

The degree to which a brand is best able to meet, or even exceed, the expectations held by the various audiences in a category.

Brand positioning

Describes, in a brand positioning statement, the "mental space" a brand should occupy in the minds of a target audience. Guides an organization’s marketing communication strategies, programs, and tactics. Focuses on elements and associations, which meaningfully distinguish a brand from other organizations providing similar products, services, or opportunities.

Centers of influence

Primarily educators (principals, teachers, guidance counselors, coaches), community leaders, business leaders, and others who are in a position to influence other influencers and prospects, in addition to their own sons and daughters. May be in a position to influence large groups of individuals.

Engagement

The consequence of any marketing or communications interaction or initiative (for example, promotion, sponsorship, education program, recruitment tactics, speech), that involves the exchange of information with a Soldier, recruiter, or Army representative and results in an increased level of brand familiarity. Has the potential to support or recommend consideration of Army service. Engagement can be real or virtual.

Enterprise Army Brand

A critical element in the Army’s effort to increase propensity for service. This is more than the logo and tag line; it is the reputation of value the Army experience delivers and is enhanced by marketing activities. The Enterprise Army Brand is used internally across commands and externally across constituencies - to inform enterprise wide cohesion, drive positive perceptions, and establish a unique and ownable positioning for the U.S. Army. The critical elements of an Enterprise Army Brand strategy include the brand architecture, positioning statement, and hierarchy. The architecture provides a comprehensive understanding of the Army examined in the context of loyalty drivers for the ideal

military, ideal Army, and other military Services. The positioning statement states how the Army distinguishes itself that is relevant, credible, and unique. The hierarchy is the structure that helps rationalize how its portfolio of offerings is organized and how their relationships should be communicated.

Enterprise Strategic Brand Marketing and Communication Plan

Plan developed by the Army Brand Group. The Army Brand Group is a strategy cell, located organizationally within the AMRG, that exists to provide long-term strategic brand marketing and communication expertise, oversight, planning, and guidance to the enterprise. The purpose of the Enterprise Marketing Plan is to support the long-term strategic priorities of Army leadership; for example, sustain the all-volunteer force and, specifically to support the guidance of the ASA (M&RA) across the Fiscal Year Defense Plan. To that end, the Enterprise Marketing Plan is reflective of leadership guidance, relevant environmental considerations, and is inclusive of all Army service (Active Army, USAR, and Army Civilians). Specifically the Enterprise Marketing Plan will: 1) Provide a comprehensive, high-level construct for Enterprise Army Brand development, expansion, and management; 2) Provide strategic brand marketing and communications guidance as well as conduct/provide strategic market research, analysis, and guidance to the enterprise; and 3) Develop within the AMRG a culture of operational efficiency.

Influencers

Primarily parents (ages 35 through 54) of prospects ages 16 through 24; secondarily, spouses, siblings, clergy, teachers, peers, coaches, and guidance counselors.

Marketing

An organizational function and set of processes for creating, communicating, and delivering value to customers and managing customer relationships in ways that benefit the organization and its stakeholders.

Marketing research

Marketing research links the consumer, customer, and public to the marketer through information used to identify and define marketing opportunities and problems.

Qualified military available

A count of youths aged 17 through 24 years who are not enrolled in and attending college, and are mentally, medically, and otherwise eligible for service, without a Service waiver, and who are free of Family commitments that would make them unavailable for duty.

Strategy

The direction a business will pursue within its chosen environment; guides the allocation of resources and effort.

Strategic market planning

The planning process that yields decisions on how a business unit can best compete in the markets it elects to serve.

Value proposition

A promise of value to be delivered and a belief from prospects/influencers that value will be experienced.

Section III

Special Abbreviations and Terms

This section contains no entries.

UNCLASSIFIED

PIN 004372-000