



# IN THE LOOP

ARMY ENTERPRISE MARKETING OFFICE NEWSLETTER  
ISSUE 14 • WINTER 2022



## Winter in the Loop

Spring has almost arrived in Chicago but the weather would say otherwise. Celebrating the holidays and each other, AEMO is on the brink of springing forward into new campaigns for 2022. As Illinois begins lifting COVID restrictions, the city is starting to open up.

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# AEMO Kicks Off First LPD Session

Maj. Kevin Kumlien

Maj. Gen. Alex Fink, chief marketing officer, mentioned in his article “AEMO LPD Series: Setting Our Organizational Culture” (In The Loop, Issue 13) introducing the AEMO LPD series, that strategy and culture must work together. AEMO continues to strive towards becoming a more collaborative and agile organization built on the foundations of trust, dignity and respect. With this goal in mind, AEMO kicked off its Learning and Professional Development (LPD) series on March 4. The initial LPD session highlighted how the AEMO 101 series was developed from an academic theory based perspective with the intention of focusing on two areas of growth: culture and cohesion. More specifically, this LPD event focused on building social cohesion (the closeness/bonds between individual employees) with two activities centered on getting to know our AEMO teammates on a deeper level.

Fink opened the event with a CMO Update discussing what AEMO is doing to address the difficult accessions environment from a marketing perspective, as well as a preview of some upcoming potential changes to AEMO task organization and FA58 roles and responsibilities. The CMO Update will remain a part of each monthly LPD session as a way for Fink to voice the most important updates with all AEMO teammates at one time.

Maj. Jason Bogardus and Maj. Kevin Kumlien, who both came to AEMO after teaching in the Department of Behavioral Sciences and Leadership at West Point for the previous three years, led the main portion of this AEMO 101 LPD. The two former assistant professors used their teaching experience to lead the participants through team development exercises that asked AEMO teammates to open up with one another in small groups. The exercises focused conversations around who each teammate is beneath their resume, titles and surface level appearances, as well as an example of a hero in their life and the values of that person who they most admire. Initial feedback indicates that participants appreciated being able to share important parts of their life that has made them the person they are today.



The LPD concluded with Fink setting the example for a new AEMO LPD tradition known as coronitas or “little crowns.” Coronitas is an opportunity for AEMO teammates to recognize another teammate for something special that they did over the last month to go above and beyond by collaborating or exhibiting some other AEMO value. The idea behind coronitas is that over time, parables, myths and legends of great teamwork and collaboration will emerge from these sessions and become interwoven into the AEMO culture.

# LPD Session (Continued)

Lt. Col. Avon Cornelius was the first recipient of an AEMO Coronitas recognizing the amazing work he has done in his new role of Product Management Branch Chief. Fink highlighted how Cornelius took on a new leadership role within AEMO that was only a concept and ran with somewhat ambiguous guidance to create a cross functional line of product managers that have greatly enhanced collaboration across the AEMO work streams.

People and culture remain Fink's top internal priority for the Army Enterprise Marketing Office. The first LPD session showed that AEMO is serious about devoting time out of busy schedules to prioritize and consciously think about improving the organizational culture. AEMO will always focus on finding ways to enhance the marketing strategy of the U.S. Army with an emphasis on helping meet accessions goals and maintaining a long-term vision for stewarding the Army's brand in the minds of the American public. It's just that the "strategy" at AEMO won't be getting eaten by "culture for breakfast" any time soon. Rather, the strategy will be supported by a culture that is continually strengthened through developmental and team building activities like the AEMO 101 LPD series.



## Major Kevin Kumlien

Major Kevin Kumlien is a Marketing Officer (FA58) currently serving in the Army Enterprise Marketing Office since July 2021. Kevin is the Research Integration Lead in the Strategy, Innovation, and Data Directorate and helps oversee the AEMO Learning and Professional Development program.



# AEMO Promotions

Winter 2022

## Col. Erica Iverson – Strategy, Innovation and Data Director (SIDD)



Erica Iverson was promoted to the rank of Colonel in a ceremony at the Pritzker Military Museum and Library Dec. 3, 2021. Maj. Gen. Joseph McGee, 101st Airborne Division commander, administered the oath of office in front of family, friends and colleagues. Col. Iverson is originally from Vermillion, South Dakota, and received her BS from Creighton University, a Masters in Legislative Affairs from George Washington University, and Executive MBA from Quantic School of Business. She joined AEMO in the spring of 2021. SIDD focuses on strategic level actions and long-term Army marketing goals and initiatives; analyzes market trends, emerging technology, and industry best practices to identify opportunities for innovation; integrates insights gained from data and research to develop the direction and assessment framework for national and regional marketing efforts

## Maj. Michael Hafen – Liaison Officer with U.S. Army Special Operations Command



Mike Hafen was promoted to the rank of Major on Feb. 17, 2022. Maj. Hafen joined AEMO from University of Illinois, Chicago where he was the Assistant Professor of Military Science at Illinois Institute of Technology. From St. George, Utah, he attended Westminster College, Salt Lake City, Utah. In his current role, he communicates on behalf of Army special operations forces to AEMO.

# AEMO Promotions (Continued)

Winter 2022

## Andrew Lardner – AEMO Cloud Manager



Mr. Andrew Lardner was promoted to GS-14 AEMO Cloud Manager in January 2022. Andrew joined AEMO in 2020 as the AEMO IT Specialist. Andrew grew up in Illinois and Indiana, attending the University of Illinois Champaign/Urbana. His 17 years in government service includes the Department of State and National Geospatial Intelligence Agency where he worked with cloud technologies, preparing him for his new role at AEMO. “His previous expertise in cloud operations and his recent work on the AEMO cloud migration will be instrumental as we continue to modernize Army marketing,” said Maj. Gen. Fink, director of Army Marketing, of Andrew’s selection to this position. As the Cloud Manager, Andrew will help move AEMO’s EMMS and GoArmy projects move to the Army cloud and support them in this new environment.

## Col. John Horning – Marketing Execution Director



John Horning was promoted to the rank of Colonel February 2022. He joined AEMO as the Director of Marketing Execution this summer following graduation from the Army War College. Col. Horning is originally from Houston, Texas and is a 1994 graduate of the United States Military Academy. Marketing Execution develops appealing and informative creative executions that communicate the benefits of Army service to our target market in an engaging way, and then distributes those executions using national, local, and social media and our own GoArmy.com website.



# Labor ROI Framework

Maj. Austin Dziengelewski

## How Does Labor Fit Into the Army Marketing Return on Investment Framework?

The draft AR 601-208 defines Return on Investment (ROI) as: “(the) measurement of the positive benefits relative to the marketing monies spent. It is a measurement of efficiency that applies at the individual project level, all the way through the national-aggregate level. ROI accounts for variables including, but not limited to qualified leads, signed contracts, Soldiers who enter initial entry training through those who graduate. The application of these variables in determining ROI is defined in DA Pam 601-208.”

The framework is simple: marketing money goes in, and Initial Entry Training (IET) graduates come out:

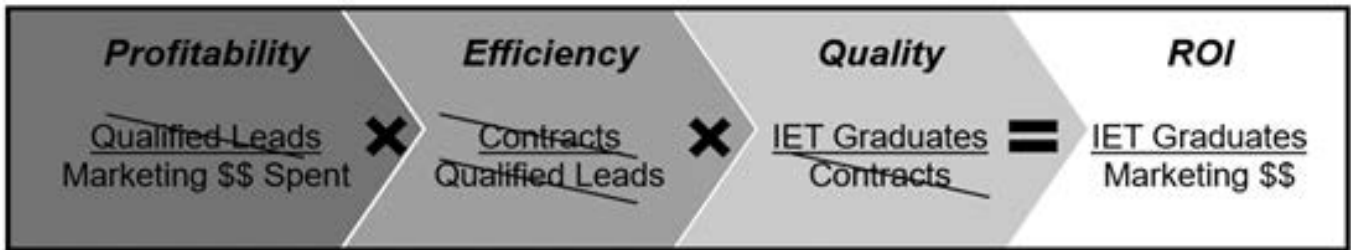


Figure 1. The Army Marketing ROI Framework

When discussing ROI, a question that frequently comes up is how this framework accounts for recruiter labor. And whether or not recruiter labor should be included in ROI calculations or not. Let’s expand this question to include three different types of labor we see in AEMO: contractor labor funded by Operations and Maintenance, Army (OMA) VAMP, DA Civilian labor funded by OMA FAAC, and military labor funded by Military Personnel, Army (MPA).

Contractor labor is the easiest to fit into the ROI framework. AEMO’s contract with DDB gets funded with advertising dollars in the form of VAMP, and by definition it is the Marketing dollars spent in the ROI framework. Lowering the cost of contractor labor will increase our ROI and make AEMO and the U.S. Government more efficient.

Although not VAMP, costs of AEMO’s DA Civilian Labor should also be included in the ROI framework. This money is indeed “marketing monies” as defined in AR 601-208. The purpose of AEMO’s DA Civilians is to support AEMO in its efforts to use marketing activities to make IET graduates. If AEMO becomes more efficient and needs less DA Civilians to create the same amount of IET graduates, then the U.S. Government will spend less money, and the Army will get more positive benefits for its money spent and increase its ROI.

# Labor ROI Framework (Continued)

Using the ROI logic of contracting labor and DA civilian labor, one would assume that military labor should follow suit. After all, the Army major working at AEMO and the sergeant at USAREC both get salaries, and those are true costs to the U.S. Government. However, this is not the case. The U.S. Army military strength level is set by Congress in the National Defense Authorization Act and units do not operate at 100% strength. The Army issues the Army Manning Guidance (AMG) and gives priority in terms of percentage to unit's MTOE or TDA. If the Army's marketing efforts become more efficient and less recruiters are needed and less military personnel are needed at AEMO, the U.S. Government does not save any actual money. [Note: This is not technically true. Army recruiters receive recruiter incentive pay and Chicago BAH is above the national average, so the U.S. Government would save money by reducing recruiters and AEMO military members. However, these costs are minimal when compared to base pay.]

The U.S. Government just allocates its labor more effectively towards other units.

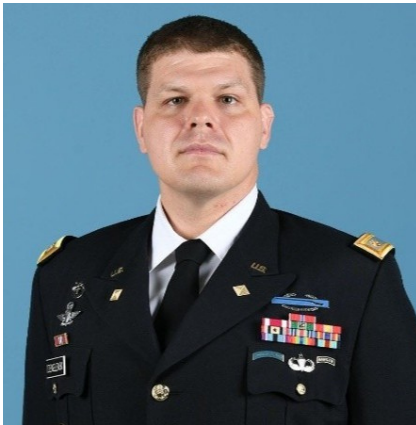
	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4
<b>AGGREGATE MANNING LEVEL</b>	Minimum: 100%	Planned at 95% Minimum: 90%	Planned at 85% Minimum: 70%	Planned at 80% Minimum: 65%
<b>SPECIFIC POSITIONS / ORGANIZATIONS or TYPE UNITS</b>	<p>FOR INCLUSIVE LIST OF CATEGORY 1 FORCES, SEE ANNEX B.</p> <p><b>INCLUDES:</b></p> <p><b>Basic Training:</b></p> <ul style="list-style-type: none"> <li>Initial Entry Training Commander / Executive Officer / Platoon Leader / First Sergeant</li> <li>All Drill Sergeants (BCT/AIT)</li> </ul> <p><b>Recruiting:</b></p> <ul style="list-style-type: none"> <li>USAREC Commanders</li> <li>All Recruiters</li> </ul> <p><b>MTOE Units:</b></p> <ul style="list-style-type: none"> <li>Brigade and below</li> <li>SFABs (All-volunteer units)</li> </ul> <p><b>Special Operations Forces:</b></p> <ul style="list-style-type: none"> <li>USASOC Units and TSOCS</li> <li>Special Forces Groups</li> <li>75<sup>th</sup> Ranger Regiment</li> </ul> <p><b>Others:</b></p> <ul style="list-style-type: none"> <li>Observer Controller Officers / NCOs (JRTC, NTC, JMRC, MCTP, First Army)</li> <li>IMCOM Garrison HHC Company-Grade CDR / 15G</li> <li>SHARP Sexual Assault Response Coordinator / Victim's Advocate</li> <li>USFK, 8th ARMY HQ, USARI, 21D HQs</li> <li>Futures Command</li> <li>Military Personnel Exchange Program (MPEP) positions</li> </ul>	<p>FOR INCLUSIVE LIST OF CATEGORY 2 FORCES, SEE ANNEX B.</p> <p><b>INCLUDES:</b></p> <p><b>Combatant Commands:</b></p> <ul style="list-style-type: none"> <li>Officers</li> </ul> <p><b>Others:</b></p> <ul style="list-style-type: none"> <li>SFAC</li> <li>Cyber Mission Force HQ</li> <li>CTCs HQs (JMRC/NTC/JRTC/ MCTP)</li> <li>MEPCOM</li> <li>TRADOC Platform Instructors</li> <li>USACC Faculty</li> <li>USMA Faculty</li> </ul>	<p>FOR INCLUSIVE LIST OF CATEGORY 3 FORCES, SEE ANNEX B.</p> <p><b>INCLUDES:</b></p> <ul style="list-style-type: none"> <li>CORPS/DIV HQs</li> </ul> <p><b>Others:</b></p> <ul style="list-style-type: none"> <li>TRADOC CoEs</li> <li>USAREC</li> <li>USACC Staff</li> <li>USMA Staff</li> <li>First Army</li> </ul>	<ul style="list-style-type: none"> <li>Office of the SA/CSA, HQDA, JS/OSD, Joint HQ</li> <li><b>ACOMs:</b> FORSCOM HQ, TRADOC HQ, AMC HQ</li> <li><b>ASCCs:</b> SDDC HQ, USASOC HQ, SMDC HQ, USARCENT HQ, USAREUR HQ, USARCYBER HQ, USARPAC HQ, USARAF HQ, USARNORTH HQ, USARSOUTH HQ</li> <li><b>DRUs:</b> IMCOM HQ, INSCOM HQ, ATEC HQ, MEDCOM HQ, USACE HQ, HRC, USAASC, USARC HQ, CDC HQ, USAWC, MDW HQ</li> </ul>

ACOM – Army Commands  
 ASCC – Army Service Component Commands  
 CSA – Chief of Staff of the Army  
 DRU – Direct Reporting Units  
 JS – Joint Staff  
 SA – Secretary of the Army

Figure 2. Sample Active Component Manning Guidance

# Labor ROI Framework (Continued)

Marketing creates value within the Army by enabling the U.S. Government to reduce its overall expenditures but also to allocate its labor more efficiently. In recent years, USAREC was a top priority fill and used borrowed military manpower. USAREC was over strength, and labor was allocated to it that could have been allocated to brigade combat teams. When AEMO conducts marketing activities that takes the burden away from recruiters to acquire, activate, and engage prospects, less recruiters are needed for the Army to meet its accession requirements. That means more Soldiers will be available to fill operational positions in the Army, increasing its overall combat power. In future years, AEMO objectives and key results should not only consider the ROI of IET graduates in terms of marketing dollars, but also the manning strength of the accessions enterprise.



## Austin "DZ" Dziengelewski, CDFM

Major Dziengelewski is a Marketing Officer (FA58) currently serving in the Army Enterprise Marketing Office since 2020. DZ is the lead of the Central Performance Hub within the Strategy, Innovation and Data Directorate.



# Meet Alex Faulkner

## AEMO Visual Information Specialist

Originally from Northwest Indiana, Alex spent 10 years in California before moving back to his hometown a couple years ago. He received his BS in Computer Graphics Technology, and a minor in Art and Design from Purdue University, but maybe even more impressively, he also received a “Ducktorate” in Human Resource Management and a “Mouseters” in Professional Development and Leadership from the Disney University during internships in Florida and California.

The Army Enterprise Marketing Office is Alex’s first job with the Federal government which means it’s also his first time working with the Army. Prior to AEMO, he was a digital designer for Makita Tools and picked up freelance work from time to time. He joined AEMO in September 2020 because he wanted to work for a company that actively helps people, saying, “The Army does a lot of good and I’m proud to be part of the AEMO team!”

Since arriving at AEMO, Alex had the opportunity to tour the U.S. Army Recruiting Command’s Marketing Engagement Brigade at Fort Knox, Ky. to get some design ideas and inspiration. One of his first assignments was to design the AEMO logo. Among other things, he also lays out AEMO’s quarterly newsletter “In The Loop” where this article is published, and designed the Chicago skyline mural which greets visitors to AEMO’s office in downtown Chicago. “It’s exciting to see things I’ve worked on hanging on the walls,” Faulkner said.

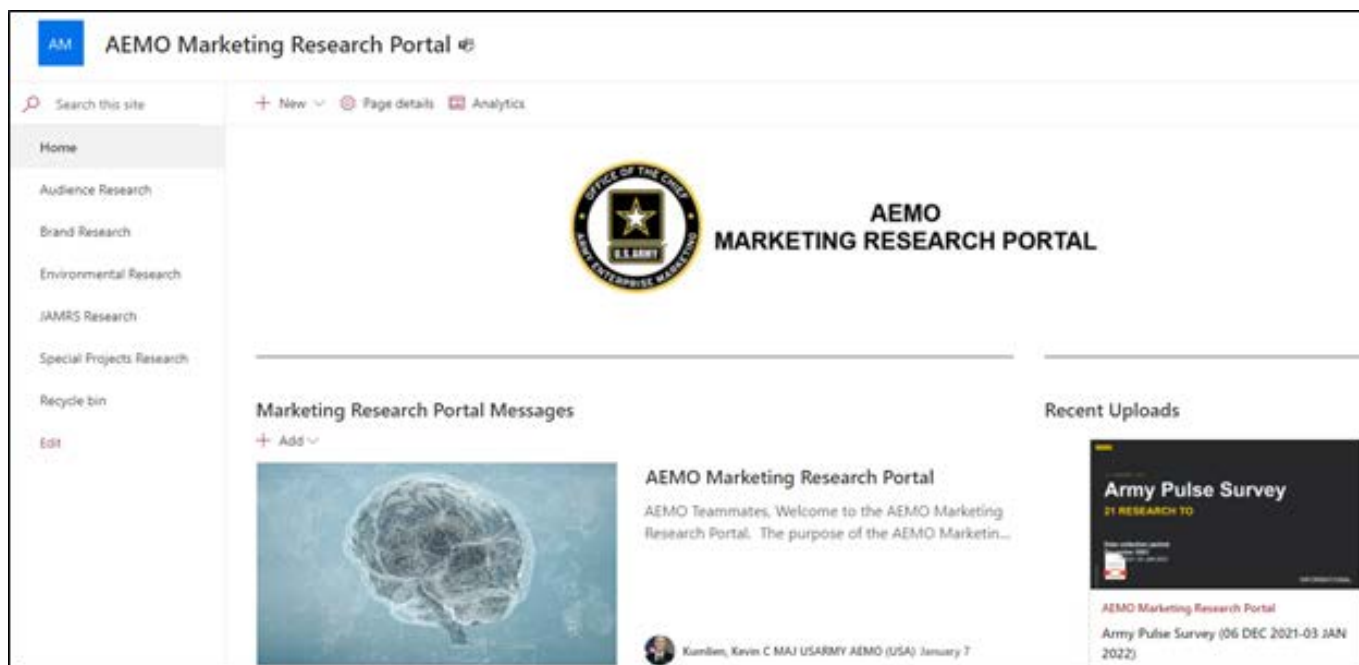


Something Alex is excited about in this role is that he gets to work on a wide range of projects, both digital and print, and has had a chance to work with nearly everyone at AEMO. One of the biggest upcoming projects he’ll be working on is an asset management repository. It’s still very early in the process, but he’ll be involved in uploading every AEMO marketing asset and campaign for easy access and sharing. “It’ll be a great way to see what we’ve done over the years and track our growth.”

# New Marketing Research Portal

Maj. Kevin Kumlien

The AEMO Marketing Research Portal launched in February with the goal of increasing collaboration and improving ease of access to the latest and historical marketing research produced by AEMO and our Team DDB partners. The AEMO Marketing Research Portal is a Microsoft Teams – SharePoint based research repository that provides restricted access to approved partners across the accessions enterprise. The portal is part of an initiative to continue to make AEMO a more agile and collaborative organization.



Screen shot of the AEMO Marketing Research Portal home page.

Research documents on the portal are organized into four main categories: audience research, brand research, environmental research, and special research projects. Having all AEMO research files in one location makes it simple for users to browse for popular ongoing publications such as the Army Pulse Survey, as well as historical research documents such as Segmentation or the Gen Z Ethnographic work. The portal also carries a limited number of pertinent JAMRS research documents for quick access (primary access to the full array of JAMRS research is still provided through OPA.mil).

Users wishing to gain access to the portal can fill out a survey request form at the following link: <https://forms.osi.apps.mil/r/ZZstTJdjY9> (portal access request will be reviewed by AEMO and approved based on need to know and duty position). The AEMO Marketing Research Portal is a temporary solution that will provide a basic research repository until the Army transitions fully to the cloud, at which point AEMO will look to build a cloud-based research portal with expanded data sharing capabilities.

# AEMO 2021 Holiday Office Gathering

Maj. Kevin Kumlien

As the AEMO team continues to grow, so do the office traditions. On December 15, 2021, AEMO hosted a lunchtime holiday office gathering featuring the first-ever AEMO Holiday Bakeoff and a white elephant gift exchange. The inaugural AEMO Holiday Bakeoff had some stiff competition, however Capt. Mike Monday was a clear winner with his homemade rum cake while second place went to Col. Erika Iverson with her homemade chocolate covered cherry confections. Not that anyone is counting, but the Strategy and Innovation Directorate has now taken down Most Creative and Best Overall Costumes at the Halloween office party, as well as first and second place in the bakeoff. Rumor has it that Marketing Execution, Business Management, and AEMO Headquarters staff are not taking the defeat lightly and are all preparing for a strong creative push for AEMO spring/summer team building activities.



The event was emceed by none other than Gary Washington, the 7th generation, twice removed, third cousin of George Washington. Gary is an AEMO fable who has been known to show up to team events to bring the celebration and energy. He showered attendees with his vocal talent starting off the party with a rendition of Frank Sinatra's "Fly Me to the Moon" and everyone's holiday favorite "Jingle Bells." His Cousin Eddy themed "Christmas Vacation" outfit really helped tie the AEMO family photo together.

The festivities continued with an office white elephant gift exchange. Some of the most sought after gifts were stolen multiple times, including a taco-saurus rex plastic taco holder, a hot orange MJ t-shirt, as well as a small "screaming goat" action figure. Maj. Tom Bazemore swooped in for a late white elephant steal of some quality knit Christmas socks proving once and for all that you can't go wrong getting a good pair of socks for a dad gift at any occasion.

People and Culture continue to be Maj. Gen. Fink's top priority as the AEMO team expands. With COVID restrictions hopefully continuing to trend in a positive direction, the AEMO team looks forward to building on the positive momentum and starting even more AEMO family traditions and gatherings throughout 2022.



