



IN THE LOOP

ARMY ENTERPRISE MARKETING OFFICE NEWSLETTER
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Falling into Autumn

As we Fall back into Autumn, the AEMO staff has set up shop in their new location at Quincy Court. Our CMO offers new leadership professional development while product managers shape strategy for new campaigns. With more staff on board, we also look West for regional marketing. Halloween and Veterans Day mark occasions for fun and reflection.

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From the CMO

Maj. Gen. Alex Fink introduces new AEMO LPD Series: Setting Our Organizational Culture

The famous management consultant Peter Drucker once said, “Culture eats strategy for breakfast.” While this quote is amazing for its simplicity and the proper importance it places on culture, at AEMO we prefer tweaking the quote just slightly: “Culture eats breakfast with strategy...and then culture and strategy go out to lunch together, eat dinner together, and then have drinks together as they solve all the organization’s problems.” The point is, strategy and culture must work together if either are to be effective. This belief is exactly why I am introducing a new format for our AEMO Learning & Professional Development (LPD) series that we will begin in January 2022.

To better understand the interaction of AEMO culture and strategy, we must understand where we came from and where we are going. When we stood up AEMO over two years ago, it was necessary for our teammates to develop a survival mode of work habits focused on accomplishing one’s own tasks to ensure the team endured. Many teammates were covering down on several roles and were starting from scratch. The virtue of collaboration is important, but when one is learning multiple roles and trying to stand up a new organization, it is difficult to realistically take the time to learn about and collaborate on the work of others as well. In just two years, AEMO also experienced an increase of over 400% rapid growth in personnel. This occurred amidst a nationwide pandemic that forced the team to learn how to telework on the fly while trying to connect and work with Accessions partners spread out across the country and multiple time zones. Trust is a cornerstone value for almost any successful organization, but it’s hard to develop over Microsoft Teams with people you’ve rarely spent time with, or even met, in person. Given all of the organizational and environmental change occurring at AEMO, it is imperative that we continue to put thought and time into ensuring our culture stays true to our virtues of being a trusting, collaborative, and agile team. At our cornerstone, trust, dignity and respect remain my top priorities and focus for our organization.

As the environment surrounding an organization changes, cultures must also continue to adapt. Prominent organizational design psychologist Edgar Schein’s research shows there are five main mechanisms for reinforcing desired change into culture:

- Organizational design & structure,
- Organizational systems & procedures
- The design of physical space,
- Stories/myths/legends & parables
- Formal statements about organizational philosophy.

From the CMO Continued

Maj. Gen. Alex Fink introduces new AEMO LPD Series: Setting Our Organizational Culture

AEMO intentionally created cross-functional teams with product managers and workstream leads as well as a new marketing sync format to establish a more collaborative organizational design. We designed the open concept of the physical space at the new Quincy Court office to encourage collaboration and transparency. I would like to continue to develop AEMO as a flat organization that fights against bureaucratic tendencies to become a more agile organization. These are all great examples of Schein's mechanisms being used to reinforce AEMO's culture over the last two years. Our new LPD series designed and led by Maj. Kevin Kumlien will further reinforce this culture by establishing an organizational system focused on learning and professional development while also incorporating a social element that will help solidify the stories, myths, legends, and parables of AEMO.

Beginning in **January 2022**, AEMO will have a 90-minute LPD session once a month, in person for all of AEMO. I will kick off every LPD, followed by a 55-minute block of learning dedicated to building AEMO task cohesion. These topics will vary by month. We will have a brief period for Q&A, and then end the formal LPD with a new tradition dedicated to focus on building AEMO parables. This time will allow individuals to publicly recognize teammates in our organization for ways that they went above and beyond to collaborate with and help out their fellow AEMO teammates. Following the 90-minute LPD session, AEMO will have an optional breakout social hour focused on building social cohesion among our teammates and getting to know each other better.

I want the impact of a flat organization that celebrates collaboration, agility, initiative and even mistakes. Meanwhile a majority of us have spent our careers in government service defined by hierarchy, processes, and to be blunt, bureaucracy. As AEMO continues to build towards a more agile organization, this will require a culture where teammates trust one another and are comfortable communicating ideas for improvement up and down the rank structure. Taking one afternoon per month at AEMO and dedicating it to learning, professional development, and cultural growth will help ensure that our culture won't be simply eating strategy for breakfast. Instead, our culture will support our strategy so the two can work hand in hand towards making us a more trusting, collaborative and agile team focused on making the Army the most irresistible full-time or part-time life choice for our nation's youth.



Major General Fink

Maj. Gen. Alex Fink, U.S. Army Reserve, is currently on active duty as the Chief of Army Enterprise Marketing in Chicago, Illinois. In this role, he leads a team that built the Army's marketing capability from the ground up, transforming Army marketing into a modern, agile, data-informed organization.

Salute to Veterans

Fall 2021

November 11 is commemorated as Veterans Day, when we honor the brave men and women from all walks of life who have stepped forward to serve and defend our nation throughout our history. Here, some AEMO staff give shout-outs to the special veterans in their lives.



Maj. Tom Bazemore

I'd like to recognize my grandpa, Ray Dowling. Grandpa enlisted in the Marine Corps straight out of high school, afraid he'd miss the Korean War by pursuing college football. A real Devil Dog, he celebrated his "birthday" every November 10th, until his passing June 1, 2019. He was quick to strike up conversation with any Marine he met, bonding over shared experiences from Parris Island to Diego Garcia. He, and his family, was very proud of his service and decision to answer the call.

Maj. Steve Carlson

I'd like to recognize my dad, Bruce Carlson, for serving in the U.S. Army Signal Corps from 1977-2007 and then as a DA Civilian on the IPPS-A project until 2016. His spending nearly 40 years in the signal corps taught me a valuable lesson: Appreciate your S6.

Lt. Col. Avon Cornelius

I'd like to give a shout out to my father who served 23 years in the military and set the example for my brother and I to continue a life of service.

Laura DeFrancisco

Shout out to my Army family – my dad who served for 34 years including two tours in Vietnam. And my brother who served for 6 years deploying to Haiti and Somalia with the 10th Mountain Division. Dad lived the Army Values and set the example of duty, honor, and service. Beat Navy!



Maj. Austin "DZ" Dziengelewski

Shout out to my Great Grandpa Edward Tkacz who liberated Dachau during World War II. Miss you grandpa!

Maj. Sheen Rubin

I am shouting out to my uncle, CSM(R) Alonzo Smith because he pushed me to commission as my initial enlisted tour ended. His career spans 33 years culminating as the 101st Airborne Division and III Corps Command Sergeant Major before retiring to Georgia in 2017. He continues to serve on the Wounded Warrior Project Board of Directors. His wife, Sandra, is also an Army veteran.

Who's Who

Fall 2021

Maj. Tom Bazemore

Joined AEMO in July as a Marketing Officer in Data and Digital Infrastructure in the Strategy, Innovation, and Data Directorate. Prior to AEMO, he served as an instructor in economics and finance at West Point. He and his wife Brandy, both 2009 West Point graduates, just welcomed their third son to the family, Patrick Joseph. A possibly future Army Marketer?

Fun Fact: Maj. Bazemore is a Kansas City Barbeque Society Lifetime Member – a competition judge and table captain.

Maj. Julian Gilbert

Joined AEMO in July as a marketing Officer in Creative Development and Production in Marketing Execution Directorate. Prior to AEMO, he served with the 25th Infantry Division at Schofield Barracks, Hawaii.

What drew you to marketing? The prospect of spending a full winter in Chicago

Fun Fact: Travelled to 40+ countries, climbed Mount Kilimanjaro, SCUBA diver, & avid ice hockey player

Capt. Mike Hafen

Recently joined AEMO from University of Illinois, Chicago where he was the Assistant Professor of Military Science at Illinois Institute of Technology. Serves as the U.S. Army Special Operations Command liaison to AEMO, the Strategy, Innovation, and Data Directorate where he communicates the on behalf of the ARSOF enterprise to AEMO. From St. George, Utah, he attended Westminster College, Salt Lake City, Utah.

What drew you to marketing? The opportunity inform and influence people about the Army.

Fun Fact: I practice and compete in Brazilian Jiu Jitsu.

Maj. Nicole Miner

Joined AEMO in September 2019 making her one of the early staff members on the team! She is the Chief of Owned Channels (GoArmy.com) and is responsible for marketing efforts on GoArmy.com and the redesign of the Next Generation GoArmy.com. Born to a military family – Home is where the heart is – and is a graduate of the U.S. Military Academy at West Point.

What drew you to marketing? The opportunity to join a new and growing team while sharing the Army's message appealed to me. I was excited to learn more about marketing and gain a new experience while founding a new organization and functional area.

Fun Fact: I am a certified yoga instructor and have a background in Performance Psychology. My passion is working with all types of performers helping them to achieve their highest level of success.

Product Management Branch

Maj. Sheena Rubin

The U.S. Army Enterprise Marketing Office's Strategy, Innovation, and Data Directorate is nearly at capacity. The Product Management branch is fully manned and operating full speed ahead. The team, led by Lt. Col. Avon Cornelius, is integrating across work streams bringing campaigns into development for launch next year.

Maj. Mark Boychak (Enlisted Lead), Maj. Erika Zimmerman (Officer Lead), and Maj. Sheena Rubin (Army Civilian, Army Medical, In-Service and Army Special Operations Forces Lead) round out AEMO's inaugural Product Managers (PdM). We also have Capt. Michael Hafen, U.S. Army Special Operations Command (USASOC) liaison to AEMO, on board serving as the subject matter expert for Army Special Operations Forces marketing efforts.



Lt. Col. Avon
Cornelius

Hometown:
Hampton, VA

Favorite thing
about Fall is
the fashion



Maj. Mark
Boychak

Hometown:
Frackville, PA

Favorite thing
about Fall is
college football



Maj. Erika
Zimmerman

Hometown:
Houston, TX

Favorite thing
about Fall is
taking time off
to be with her
family



Maj. Sheena
Rubin

Hometown:
Fayetteville, NC

Favorite thing
about Fall is
the upcoming
holiday season



Capt. Michael
Hafen

Hometown: St.
George, UT

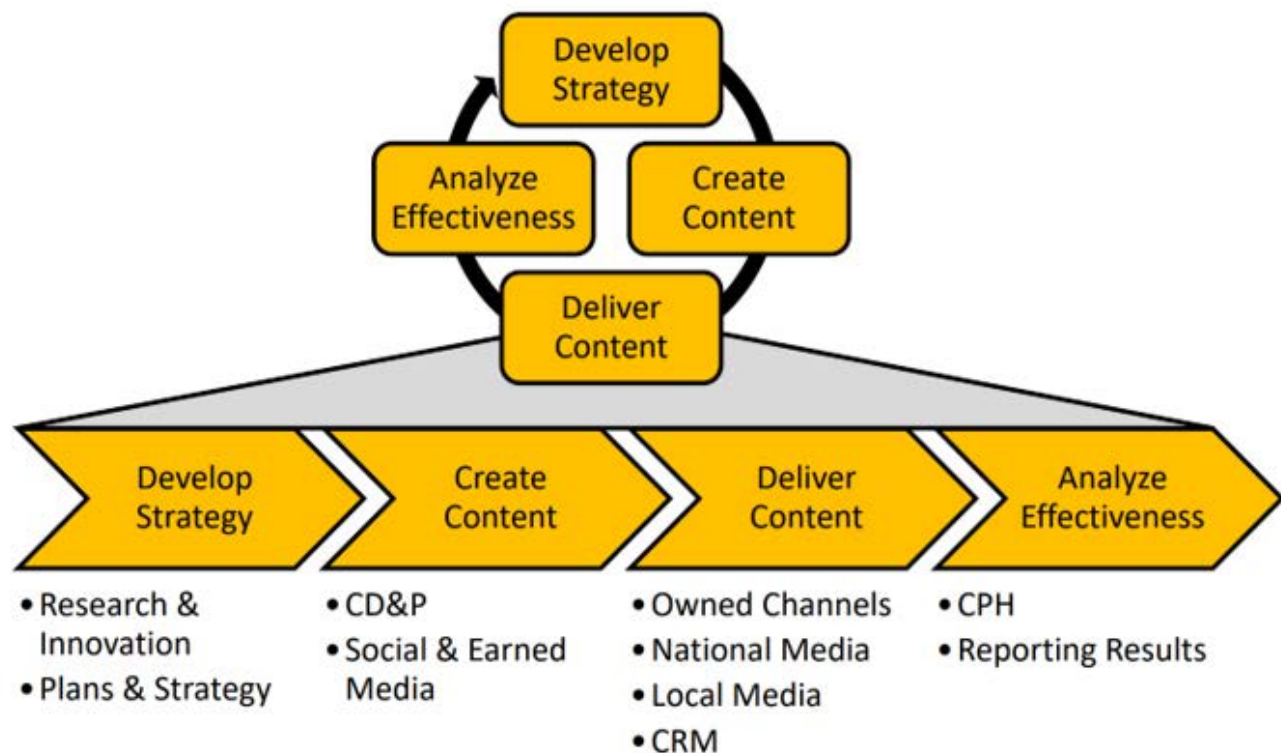
Favorite thing
about Fall is
the changing
colors

PdMs cultivate the strategic management of a product and its effects. They are responsible for developing the business strategy, specifying marketing requirements, general management, and in-life product optimization. Not to confuse product managers with project managers, the mission of a PdM, simply put, is to deliver successful products. The path to accomplishing that mission is complex considering our organization's structure.

An analogy used to communicate this role is that of a conductor and the orchestra. The conductor never plays an instrument, but is responsible for ensuring the orchestra collectively delivers an amazing performance. Successful conductors understand each section, dynamics and engage with all musicians diplomatically. They manage the group's influence to keep the music moving at a steady, unified pace. The use of right language (or air drawn shapes) to drive everyone toward a successful performance is imperative. No difference here in AEMO!

Product Management Branch Continued

Maj. Sheena Rubin



The product management branch recently hosted U.S. Army Cadet Command, U.S. Army Recruiting Command and U.S. Army Special Operations Command separately in Chicago over the past month. The engagements facilitated productive discussions on various topics creating better alignment for future operational activities and priorities. We look forward to maximizing visiting stakeholders at Fort Knox, Ky. in December to further build our relationships.

This is the Way!

JBLM Behind the Scenes

Fall 2021

AEMO recently completed a two week production in Seattle and Joint Base Lewis-McChord (JBLM) for an upcoming marketing campaign on Officership in support of U.S Army Cadet Command. The Creative, Development and Production team spent months coordinating with the First Corps public affairs team as well as colleges throughout the Pacific Northwest. The shoot featured Soldiers currently serving on JBLM as well as cadets from the University of Washington, Pacific Lutheran, Central Washington, and Southern Oregon universities. AEMO leadership thanks Lt. Gen. Xavier T. Brunson, America's First Corps commanding general, for his participation and hosting this production. This campaign is expected to be released in the summer of 2022.

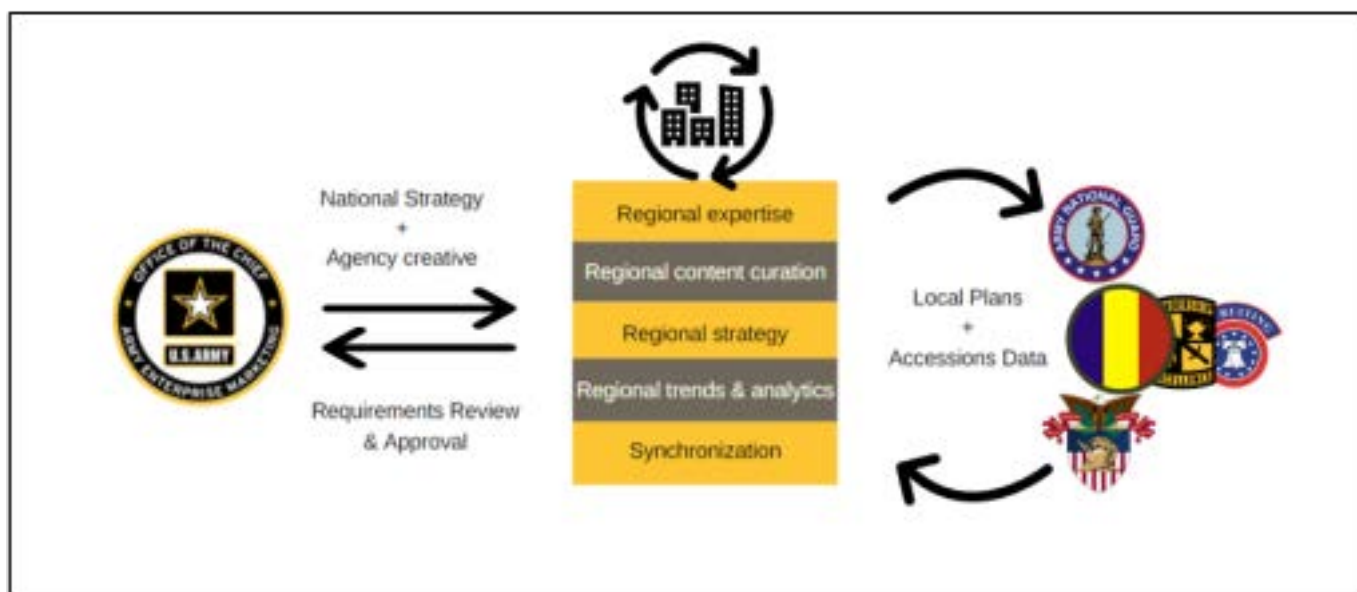


Army Marketing Goes West

Regional Marketing Becoming a Reality

By Leslie A. McBride

Army's first regional marketing office is expected to open in Los Angeles in the spring of 2022. The Western Regional Marketing Office is the first of five offices across the country to coordinate and synchronize marketing plans and provide a regionally relevant marketing strategy designed to enhance accessions partners. The office mirrors successful cooperative marketing concepts used by companies such as Lowes and Ford. The Regional Marketing structure provides value to national marketing and accessions partners by integrating, linking, and leveraging marketing activities at all levels. It is comprised of a small group of Army marketing officers, primarily project managers and market analysts. Through a collaborative effort, these officers will develop and test regionally relevant strategies.



The four marketing officers selected for the team are Maj. Alex Willard, Director of Operations; Maj. Kyle Stramara, Performance Analyst; and project managers Maj. Steven Maxwell and Maj. Leslie McBride. In coordination with the proponent office, the team has successfully worked through the force management process and expect to establish the office at Joint Base Los Alamitos in the spring of 2022. The office will primarily operate remotely to maximize immersion and outreach opportunities, using the permanent location as a collaborative center.

The team has been working with regional stakeholders, and AEMO work steams to develop the Western Regional Marketing Program. The team's priority is to understand the marketing environment through strategic analysis of the western region. The strategic analysis developed using David Aaker's Strategic Marketing Management Model created research supported foundation to act as a future guide for market optimization, research, pilot programs, and funding requests. In addition, the strategic analysis will inform the western regional marketing strategy for implementation beginning in FY 23.

Army Marketing Goes West

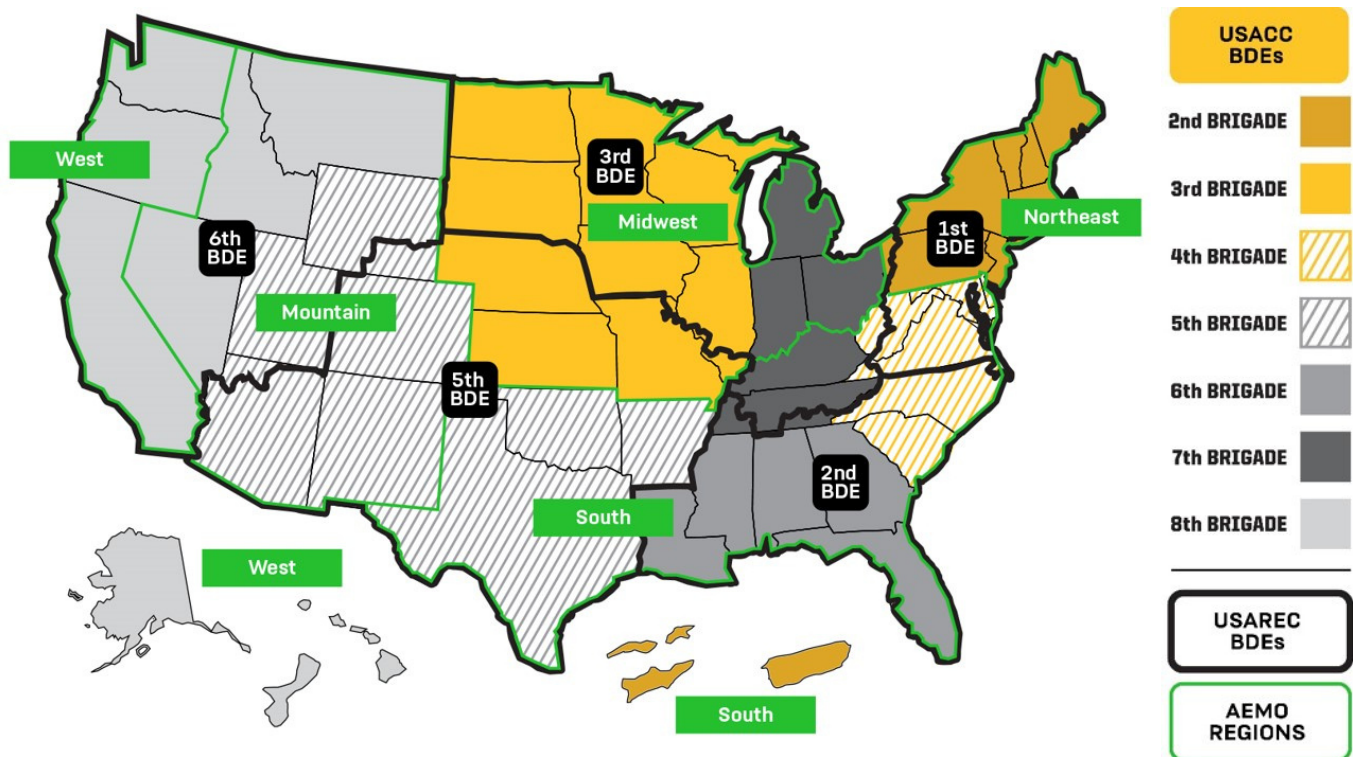
Regional Marketing Becoming a Reality Continued

By Leslie A. McBride



Once the office is operational, it will enhance AEMO's and accession partner's capability by providing consistent data-driven insight. As the office continues to grow, it will offer various services, including funding accountability, local marketing plan development, enhanced customer insights, national-local marketing integration, regionally curated content development, data-driven testing, and experiment development. The Western Regional Team is excited to spearhead the next stage of Army Marketing implementation and meet West coast marketing challenges.

Western Regional Marketing Office celebrating Cubs victory at Wrigley.
(left to right McBride, Willard, Maxwell, Stramara)



Halloween Event

Fall 2021



AEMO staff celebrates Halloween with teambuilding and costumes galore in our new office space at Quincy Court.



JAMRS

Fall 2021

The Joint Advertising, Market Research & Studies program (JAMRS) is the Department of Defense's (DoD) official program responsible for joint marketing communications, market research and studies. JAMRS directly supports the Office of the Secretary of Defense (OSD) and the joint force through three primary lines of efforts:

- Promoting the value of military service through joint-level outreach efforts targeted primarily at the Adult Influencer market.
- Maintaining the official "rolodex" of the youth market and providing prospect lists to services.
- Ensuring that the shared information needs for military recruiting are performed once for the entire Department. Market research examines the factors critical to the success of sustaining an all-volunteer force.

JAMRS research also informs service recruiting commands, federal government agencies, and Congress to help ensure recruiting efforts are directed in the most efficient and beneficial manner possible. JAMRS works closely with DoD Accession Policy to advise on matters such as the estimated number of Qualified Military Available youth in the market. JAMRS also serves as the DoD's authoritative source on youths' propensity for military service.

How JAMRS supports the Army

Ongoing JAMRS efforts can be found supporting AEMO endeavors throughout the marketing funnel. There are seven continuous studies that JAMRS conducts to deliver insights critical to marketing operations. One example that has application throughout the funnel is the Army's Ad Tracking Study. This initiative provides quarterly data and insights on Army ad campaign awareness, reaction, and recall among the Army's recruits, influencer, Army National Guard and Army Reserve markets, respectively. Rotating modules in the Ad Tracking Study for Recruits include: sources of military impressions and media habits (winter); events and sponsorships (spring); brand perceptions (summer); and social media usage (fall). The insights collected are briefed quarterly to each accession partner and can also include further analysis on special topics of interest, as requested by the organization.

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JAMRS Continued

Fall 2021

JAMRS Support to AEMO

AEMO provides a FA58 Marketing Officer to be the JAMRS liaison for the Army, currently held by Maj. Andy Boyd. This role is dual-hatted to (1) serve as the service component point of contact and (2) provide internal support to ongoing JAMRS functions. In this capacity, the officer helps ensure JAMRS, Accession Policy, and other OSD-level activities are integrated and synchronized with Army marketing and recruiting efforts in order to provide maximum, timely value to the enterprise.



