

## Army Enterprise Marketing and Behavioral Economics Officer (FA58)

### 1. Introduction

a. *Purpose.* The American people expect the U.S. Army to be the world's premier land combat force. To achieve this goal, the Army must be comprised of talented volunteers who represent our principal source of competitive advantage. To acquire this talent, the Army relies on effective marketing to attract, employ, and retain talent by building awareness, setting expectations, and shaping preferences. In other words, Army Marketing's purpose is to communicate our *Employment Brand* – who we are, what we do, what we value, and what type of people thrive with us, as well as our *Employee Value Proposition* – the true benefits of Army service as an employer of choice. To do this successfully, the Army, led by Functional Area 58 (FA58) officers, must find and create marketing opportunities and leverage marketing approaches grounded in marketing theory, behavioral economics, social sciences, decision sciences, economics, psychology, systems engineering, and statistics.

(1) In a strategic context, Army Marketing manages the Army's brand towards the American public, media outlets, Soldiers, veterans, influencers, and prospects. Strategic marketing looks at the Army brand holistically, applies brand management, and determines the market strategy that best communicates the value proposition of Army service.

(2) In an operational context, Army Marketing translates strategic branding into tangible modes of advertising through targeted campaigns. In practice, this requires delivering creative content, within the appropriate communication channel, to generate the desired marketing effect. Data analysis, leveraging the latest research and industry insights, informs this process and helps ensure messages remain both relevant and effective.

(3) In a tactical context, Army Marketing determines the best delivery channel for advertisements, given the contextual factors within local markets, known as *content delivery*. This activity is the most nuanced and requires an understanding of the Army's strategic goals, customer psychographics, appropriate data analytics, and marketing capabilities. At this level, Army Marketing is tightly nested with the Army's accessions force through lateral coordination from Regional Marketing Offices (RMOs).

b. *Proponent information.* The FA58 Proponent is the Assistant Secretary of the Army, Manpower and Reserve Affairs (ASA (M&RA)). In accordance with AR 601-208, Paragraph 1-7, the Office of Economic and Manpower Analysis (OEMA) at the United States Military Academy ([FA58ArmyMarketing@westpoint.edu](mailto:FA58ArmyMarketing@westpoint.edu)) will serve as the FA58 Proponent on behalf of the ASA M&RA.

c. *Functions.* Enterprise Marketing and Behavioral Economics officers (FA58s) provide the talent for the Army Enterprise Marketing Office (AEMO) and Accessions Enterprise. In broad terms, Army Marketing must ensure there is a valuable return on investment for the Army's marketing expenditures relative to the success of its accessions. This is accomplished through the development and implementation of targeted campaigns outlined within the Annual Marketing

Plan (AMP). The development of product-oriented marketing strategies, requires FA58s to initially specialize within a stage of the *Army Marketing Cycle* (Figure 1).

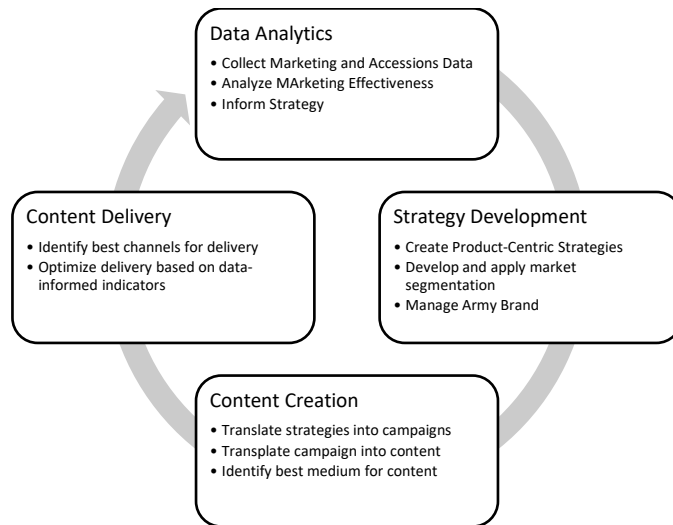


Figure 1: The Army Marketing Cycle

d. *Assignment locations*. FA58 allows officers to live in locations across the Accessions Enterprise and often within major metropolitan areas such as New York City, Chicago, San Antonio, Atlanta, and Los Angeles. With few exceptions, FA58 officers will be assigned to the Army Enterprise Marketing Office in Chicago at least once in their career. Officers may serve in Accession Headquarters at Fort Knox or Fort Eustis, Regional Marketing Offices, the United States Military Academy, the National Capital Region, train with industry, or pursue post-graduate degrees.

## 2. Officer characteristics required

a. *Characteristics required of all Enterprise Marketing and Behavioral Economics officers*.

FA58 officers are both creative and analytical thinkers who synthesize market signals and data to develop branding and marketing strategies in support of the Army Accessions Enterprise. FA58 officers must be:

(1) Soldiers first. Their prior careers as basic branch officers, combined with marketing knowledge and experience, helps them translate strategic concepts into effective messaging by communicating the Army brand, value proposition, and ways to serve.

(2) Educated in marketing, economics, or related fields. FA58 officers should have a relevant, in-residence, graduate degree in the field of marketing, behavioral economics, decision sciences, or have substantial professional experience in the field of marketing, usually through a prior career.

(3) Creative and unconstrained. Officers are not constrained by conventional ways of thinking; they can develop novel solutions in times of ambiguity.

(4) Consistent in demonstrating a pattern of excellence. These officers have excelled as company-grade officers and shown superb professional and academic performance.

(5) Experienced in leading diverse teams. Effective leaders can leverage unique skills and talents as wide-ranging as creative arts to data analytics and can integrate civilian teammates and the contributions of skilled contractors to solve complex challenges.

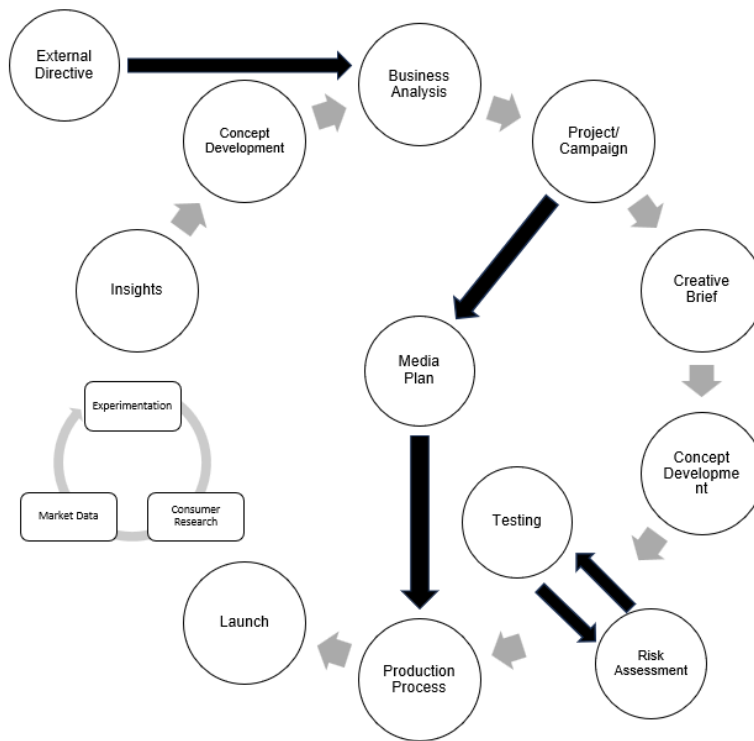


Figure 2: Army Marketing Campaign Process

*b. Unique knowledge and skills of an Enterprise Marketing and Behavioral Economics officer.* FA58 officers integrate their experience of military service and knowledge of marketing to aid Army senior leaders and the Accessions Enterprise in effectively communicating the value proposition of Army service. They serve as creative visionaries, content innovators, marketing strategists, and marketing data analysts to ensure synchronization of the Army's brand across multiple unit echelons while executing the Army Marketing Campaign Process (Figure 2). Depending on a marketing officer's skillset, FA58s can be assigned within one of three marketing directorates.

(1) Strategy, Innovation, and Data. Responsible for product management, research and innovation, data and performance, and development of the AMP.

(2) Marketing Execution. Responsible for content development and production, integrated and earned media, and owned channels.

(3) Regional Marketing. Responsible for the lateral coordination and execution of strategic, regional, and local marketing activities within the Accessions Enterprise.

*c. Selection of FA58 officers.* The Office of Economic and Manpower Analysis (OEMA – FA58 Proponent on behalf of the ASA (M&RA)) is responsible for the selection of FA58 officers using a talent-based competitive selection process. An officer’s prior experience in a basic branch or functional area provides an important perspective on what it means to serve as a Soldier. Applicants to FA58 demonstrate their ability to combine this perspective with additional talents, knowledge, skills, and behaviors applicable to the roles of Army Marketing. FA58 assesses applicants using a relevant case study exercise, resume exercise, interviews, and incorporates other aspects of a candidate’s profile to ensure a thorough, holistic, and fair evaluation of an applicant’s talents and potential fit within Army Marketing.

*d. Training/qualification of a FA58 officer.* FA58 officers are expected to maintain a level of technical expertise in the fields of marketing, behavioral economics, and the decision sciences. This expertise may extend to related fields of contracting and marketing agency management: contract support, surveillance, risk analysis, obligating funds, invoicing, adjustment, and negotiation.

(1) Qualification for designation as a FA58. Due to the technical and creative requirements of FA58, not all Army officers are qualified or well-suited to become FA58 officers. Officers should meet the education or experience requirements of FA58 to be selected or demonstrate the academic ability and desire to meet education requirements, usually through Advanced Civil Schooling and attendance at a rigorous, in-residence graduate program. FA58 requires that officers have a graduate degree related to the field of marketing such as business administration, behavioral economics, decision sciences, or have substantial professional experience in the field of marketing, usually through a prior career. Most FA58 officers earn their graduate degree through Army ACS or similar programs that allow an officer to earn a graduate degree while serving as a full-time student in residence. If officers do not possess a relevant graduate degree or experience, they must demonstrate the academic potential to gain admittance to a top-tier marketing-related graduate program through ACS, which represents the initial step prior to continuation into an FA58 assignment. The FA58 Proponent will make determinations of ACS eligibility, admittance, and utilization assignments.

(2) Initial training/education. Initial training for FA58 officers begins with a graduate-level integration curriculum (Army Fundamentals Marketing Course) run by the FA58 Proponent, which provides a requisite understanding of marketing fundamentals and data analysis. The course features panels and lecture events from Army Marketing leaders, corporate executives, industry professionals, and marketing practitioners. The course must be completed within one year of designation as an FA58 officer. The FA58 Proponent Director may provide exceptions to this timeline based on an officer’s circumstances.

(3) Mid-grade military education. Successful completion of MEL4/JPME I level producing course (usually Distance Learning Common Core or Satellite ILE and an Individual Qualification Course (IQC) in lieu of AOC, or successful completion of Resident, Satellite, or Distance Learning ILE with AOC portion).

(4) Advanced education. FA58 officers are offered the opportunity to pursue additional training, professional education courses, and practitioner certifications directly related to the field of marketing. These courses will typically be offered by leading civilian educational institutions or marketing associations either in residence or online and will give officers an in-depth understanding of relevant marketing insights and practices. These courses, conferences, and certification opportunities allow an officer to pursue specialization and expertise within the field of marketing and behavioral economics. Depending on availability, officers may be eligible for Training with Industry or marketing-related fellowships.

### 3. Officer development

a. Officer development model. The FA58 officer development model focuses on providing a range of experiences that facilitate an officer’s professional development while ensuring talent matching across marketing directorates and accession assignments. FA58 has many career paths, depending on professional and personal interests, and encourages officers to match their talents with available jobs across Army Marketing. This model represents a hybrid system that supports both generalization and specialization. Not every officer will follow a specific pathway. Since FA58 officers may only serve in one or two jobs while at a certain rank, all FA58 billets are considered Key Developmental as are commands and other nominative leadership roles outside the functional area, though officer competitiveness within the career field is contingent on acquiring experience across multiple directorates and assignments.

RANK		CAPTAIN	MAJOR	LTC	COL
YEARS OF SERVICE		5 to 10	11 to 16	17-22	23-30
EDUCATION	PROFESSIONAL MILITARY EDUCATION	CCC	MEL4: RES. ILE or AMFC w/CC	SSC [FELLOWSHIP]	
	MARKETING EDUCATION [ACADEMIC]	MASTERS IN MARKETING FIELD	PHD [OPTIONAL]		
	MARKETING EDUCATION [CONTINUING]	OPEN ENROLLMENT OR INSTITUTION PARTNER	OPEN ENROLLMENT OR INSTITUTION PARTNER	OPEN ENROLLMENT OR INSTITUTION PARTNER	OPEN ENROLLMENT OR INSTITUTION PARTNER
	ADDITIONAL TRAINING	COR	COR/TWI	COR/TWI/PCC	COR/PCC
OCCUPATION	INITIAL ASSIGNMENTS	ADVANCED CIVIL SCHOOLING	AMP MGR BRANCH MGR [NOT COR] RMO ANALYST ACCESSION HQ ANALYST JAMRS LNO ADMISSIONS, USMA	BRANCH CHIEF RMO, OPS STAKEHOLDER CHIEF PROPOSER	DIRECTOR, SIDD DIRECTOR, EXECUTION DIRECTOR, REGIONAL M&RA LNO
	SUBSEQUENT ASSIGNMENTS	PRODUCTION MGR INSTRUCTOR, USMA	PRODUCT MGR BRANCH MGR [COR] RMO PROGRAM MGR BN S3/XO MARKETING RESEARCH CELL	PRODUCT CHIEF RMO CHIEF BN CMD	AEMO COS BDE CMD

Figure 3: Officer Development Model

b. Lieutenant development. FA58 does not have any lieutenants.

c. Captain development. Approximately 10% of FA58 are captains who serve in developmental positions at the United States Military Academy or the Army Enterprise Marketing Office. The FA58 career path does not support captains serving in operational roles outside of these assignments except for trainees and students. Officers may be selected for FA58 as captains between their 5th and 11th year of service. Prior to transitioning to FA58, officers will

be experienced and successful in their basic branch, having completed the Captains' Career Course.

(1) Education. Most selected FA58 officers will have completed ACS with an MBA, Business/Marketing Analytics degree, or other related graduate degree in the fields of marketing, behavioral economics, or decision sciences. If officers do not possess a graduate degree in marketing, the FA58 Proponent office will decide on ACS candidacy. This determination is contingent on the desires of the officer, the officer's prior experience with marketing, graduate testing aptitude, and the needs of FA58.

(2) Assignments. Marketing officers are often selected while completing an ACS utilization tour. Officers will complete their full tour before conducting a permanent change of station in support of FA58. Some officers selected for FA58, while still serving their utilization tour, may have the opportunity to work on marketing projects or research before reporting to their first assignment as a Marketing Officer. These opportunities are dependent on the officer's existing professional obligations. For example, FA58s stationed at West Point as faculty members due to ACS utilizations may have the opportunity to begin conducting marketing research and working on projects with the Marketing Research Cell, the FA58 Proponent, and OEMA.

(3) Developmental and subsequent assignments. Since FA58 officers are usually selected as senior captains, the combination of basic branch assignments with initial marketing officer assignments provides a sufficiently broad experience to build a successful career in Army Marketing.

(4) Self-development. FA58 officers should take opportunities to broaden their knowledge of marketing through courses, professional readings, and research into marketing related topics.

*d. Major development.*

(1) Education. Completion of a MEL4/JPME I level producing course (usually Distance Learning Common Core or Satellite ILE and an Individual Qualification Course (IQC) in lieu of AOC, or completion of Resident, Satellite, or Distance Learning ILE with AOC portion) prior to being eligible for selection to lieutenant colonel.

(a) FA58 officers may satisfy the ILE IQC education requirement by completing an in-residence graduate degree related to the fields of marketing such as an MBA, DBA, or MS in Marketing or Data Analytics, behavioral economics, or similar, and complete the FA58 integration course also known as the AMFC. Officers seeking to satisfy their ILE IQC education requirement must submit their graduate transcript to the FA Proponent for approval. Approval is contingent upon the officer's completion of a degree directly related to marketing, behavioral economics, or data analytics, and the degree being earned in residence.

(b) FA58 majors will, every two years, pursue educational opportunities, coordinated by the FA58 Proponent office, to become experts in the various roles of Army Marketing, usually consisting of executive-level education courses or marketing practitioner education courses, professional certifications, and industry training courses.

(c) Majors may be selected by the FA58 Proponent office to pursue a doctoral degree in a field such as marketing, business administration, analytics, or behavioral economics at a leading civilian education institution through the ACS program.

(2) Assignments. FA58 officers will likely serve their first assignment at AEMO headquarters where they will apply their knowledge and skills within the Marketing Execution (MX) or Strategy, Innovation and Data Directorate (SIDDD). In limited cases, officers may serve their first assignment at an AEMO regional office, part of the Regional Marketing Directorate (RMD), or within an accession headquarters (TRADOC, USAREC, or USACC). All FA58 assignments are considered Key Developmental (KD) assignments.

(3) Developmental and subsequent assignments. Following an FA58 officer's initial assignment, marketing officers may be assigned to AEMO regional offices or an accession headquarters where they will help direct, integrate, and synchronize the Army's marketing activities, strategies, and brand alignment. FA58 has a Training with Industry (TWI) program, which may place select FA58 officers with industry-leading marketing corporations to learn from marketing practitioners.

(4) The following are considered appropriate initial assignments for FA58 majors.

- (a) JAMRS LNO (National Capital Region)
- (b) Branch Managers (MX and SIDDD)
- (c) RMO Marketing Analyst (RMD)
- (d) USMA Admissions
- (e) AMP Manager

(5) The following are considered appropriate second assignments for FA58 majors.

- (a) Product Managers (SIDDD)
- (b) RMO Program Managers (RMD)
- (c) Accessions HQ Marketing Analyst
- (d) Marketing Research Cell (OEMA)
- (e) Accessions Battalion Executive/Operations Officer

(6) Self-development. FA58 majors will actively pursue organizational and self-development opportunities to maintain professional competency within the marketing field. Additionally, FA58 majors should consider publication in academic and practitioner journals to showcase excellence, organizational achievement, and advancement of scholarly insight across the marketing field.

*e. Lieutenant colonel development.*

(1) *Education.* Lieutenant colonels that have displayed high performance and potential and have completed a master's degree in a field approved by the FA58 Proponent, before being selected for lieutenant colonel, or if joining through direct commission have substantial prior professional

experience in marketing, behavioral economics, or the decision sciences. A select number of officers will pursue an advanced degree in a doctoral program approved by the FA58 Proponent, sponsored through ACS. Additionally, a select number of lieutenant colonels will have the opportunity to attend SSC or a Fellowship equivalent.

(2) Key developmental assignments. All FA58 lieutenant colonel billets are considered KD positions.

(3) Developmental and broadening assignments. FA58 lieutenant colonels should seek assignments within the Functional Area that directly contribute to, and develop, the Army marketing profession to include accession battalion commands or Professor of Military Science assignments within USACC. Additionally, the FA58 Proponent may select lieutenant colonels for the Training with Industry program. FA58 lieutenant colonels are expected to serve in positions of increased responsibility and leadership in support of the marketing enterprise which may include OCLL, HRC, HQDA G-1, and OCPA.

(4) The following are considered appropriate initial assignments for FA58 lieutenant colonels.

- (a) Branch Chief (MX and SIDD)
- (b) RMO Operations Chief (RMD)
- (c) Stakeholder Marketing Chief
- (d) FA58 Proponent

(5) The following are considered appropriate second assignments for FA58 lieutenant colonels.

- (a) Product Chief (SIDD)
- (b) RMO Chief (RMD)
- (c) Accessions Battalion Command

(6) Self-development. Marketing lieutenant colonels should attend industry conferences and training courses related to their areas of focus and pursue professional development programs such as continuing executive education sponsored by the FA58 Proponent office.

*f. Colonel development.*

(1) Education. FA58 colonels will have completed a master's degree in a field approved by the FA58 Proponent before being selected for colonel or have substantial prior professional experience in marketing. A select number of colonels will have the opportunity to attend a resident SSC or Fellowship equivalent.

(2) Key developmental assignments. All FA58 colonel billets are considered KD positions.

(3) Developmental and broadening assignments. Officers selected for colonel will seek assignments within the Functional Area that directly contribute to and develop the Army Marketing profession. These positions could include command-level positions within the Accessions Enterprise or at marketing-related offices such as the Office of the Secretary of



Defense Personnel & Readiness or as an advisor to a senior leader of another military component. Colonels contribute to the Functional Area by serving in critical assignments within the Accessions Enterprise.

(4) The following are considered appropriate assignments for FA58 colonels.

- (a) Director of Strategy and Innovation
- (b) Director of Marketing Execution
- (c) Director of Regional Marketing
- (d) Senior Marketing Advisor (ASA M&RA)
- (e) Chief of Staff, AEMO
- (f) Accessions Brigade Command

(5) Self-development. Marketing colonels should attend industry conferences and training courses related to their areas of focus and pursue professional development programs such as continuing executive education sponsored by the FA58 Proponent office.

#### **4. Warrant officer development**

The FA58 does not have warrant officers.

#### **5. Reserve component officers**

*a. General.* The FA58 career field is not currently available in the U.S. Army Reserve or the U.S. Army National Guard. All RC officers (TPU, IMA, and NGB) may fill an FA58 billet if appropriately trained but are still managed in their basic branch. These officers fulfill similar roles and missions as their Active Army counterparts; however, the range and scope of possible RC assignments are somewhat more limited than those found within the Active Army.

*b. Assignment opportunities.* RC officers interested in serving in the AEMO Chicago or AEMO regional offices should contact their career manager for information on future opportunities to serve in FA58 billets across the Army Marketing enterprise.

*c. Mobilization.* Mobilization requirements may exist for officers filling FA58 billets.

*d. Education opportunities.* Officers selected by the RC to serve in marketing-related billets may also be selected to attend the FA58 Marketing Officer Integration Course (Army Marketing Fundamentals Course). This is a low-density course and not every selected RC officer will be able to attend.