




# IN THE LOOP

ARMY ENTERPRISE MARKETING OFFICE NEWSLETTER  
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 Maj. Michael Monday

## Summer in the Loop

Spring has sprung into summer in Chicago and that means baseball! Crosstown rivals South Sider Sox and Northside Cubbies both honored the Army during games. Summer in the Army also means staff changeovers. AEMO also launched not one but two new campaigns. Go behind the scenes of “Know Your Army” and “Passions.”

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# Chicago Cross-Town Rival Baseball Teams Honor the U.S. Army

Maj. Gen. Alex Fink was recognized as the “Hero of the Game” during the Chicago White Sox home opener on April 12 at Guaranteed Rate Field on Chicago’s South Side. The “hero of the game” program recognizes military leaders in the area. Members of the AEMO staff attended the game as part of the recognition.



Maj. Sheena Rubin was recognized during USO’s military salute at the Chicago Cubs game at Wrigley Field on April 21. Maj. Rubin’s daughter Sienna was able to witness the recognition and enjoy the Cubs game.





# AEMO Launches Two New Campaigns

Summer 2022

When it comes to recruiting Gen Z, the Army is facing a challenge of relevance, not reverence. Research shows that 75% of 16- to 28-year-olds admit they know little or nothing about the Army. This general lack of awareness can lead to misperceptions of Army service. With that, AEMO launched two new marketing campaigns this spring focused on closing the knowledge gap.

**“Know Your Army”** launched March 21 and highlights the wealth of Army benefits that can help today’s youth achieve their personal and professional goals, now and in the future. The campaign aims to close the significant knowledge gap that exists between youth and the U.S. Army; a gap which leads to misperceptions of Army service and greater uncertainty that the Army is a match for the futures they seek. Research tells us that today’s youth want security and stability more than ever, but few recognize the Army as the path to achieve that. The campaign’s creative approach draws a connection between what youth want and Army benefits, positioning service as a smart choice and investment in their futures, both personally and professionally. The campaign’s five, 15-second video spots use a relatable and fact-based tone to authentically connect viewers to storylines depicting the impact of Army’s unmatched benefits on Soldier lifestyles and wellbeing.





# Two New Campaigns (Continued)

Summer 2022



Behind the scenes at the “Passions” production shoot

Launched May 18, the third chapter of the “What’s Your Warrior?” campaign titled “**Passions**” continues to close the knowledge gap so that youth can see how their unique passions and abilities are needed in today’s Army. Research tells us that today’s youth are a purpose-driven generation seeking meaningful careers that align with their passions, skills, and talents. The campaign’s creative approach connects prospects’ passions with Army roles in unexpected ways by revealing how their version of ‘purpose & passion’ has a match in the Army. Through four, 30-second video spots, “Passions” shows how a range of surprising Army careers tie back to Gen Z’s top passions in STEM, service, design, academics, exploration, adventure, and leadership.



# Who's New

Summer 2022

AEMO welcomes two new people to the team in the midst of many departures.

## Alexandra “Lexi” Andrew



Is AEMO's new Executive Assistant coming from the Army Reserve Personnel Action Center, Fort Snelling, Minnesota. Originally from Milwaukee, Wisconsin, Lexi and her 16-year-old son Aidan joined us in Chicago in May. Lexi loves to volunteer and has been a Court-Appointed Special Advocate for children as well as an International Ambassador/Sponsor for USA Compass.

## Brian Bethea



Is AEMO's new Human Resources Specialist coming from Department of Homeland Security, just a few blocks away from AEMO's office. Brian has 28 years of combined Active and Army Reserve service. Originally from New Jersey, Brian has been in Chicago for 19 years, first arriving in the area when stationed at Fort Sheridan. Brian has three adult children – his son who served in Special Forces for a few years and two daughters who are teachers in North Carolina.



# AEMO Promotions

Summer 2022

Please join us in congratulating the following AEMO team members on their recent promotions.

## Lt. Col. Nicole Miner



Nicole Miner was promoted to the rank of Lieutenant Colonel in a ceremony on April 8, hosted at Ican Collective, a Black Woman Owned space in Chicago's South Loop, to bring awareness to the beautiful diversity within the area. Lt. Col. Miner joined AEMO in September 2019 and serves as the Owned Channels Branch Chief overseeing goarmy.com. Raised as an "Army Brat," she was surrounded by family members both in person and online with many Army connections, including her father Lt. Col. (ret.) Clint Miner and God Mother Col. (ret.) Bette Washington. Lt. Col. Miner's significant other Kevin participated in the pinning of her new rank. She also gave special recognition to her Uncle Col. (ret.) Pete Mekkelson, a Vietnam veteran, who was buried in Arlington National Cemetery last October and his wife, Aunt Sue. Lt. Col. Miner's mother, Vernitha Miner, a special needs classroom specialist, was also recognized as teacher of the year by her school in Kennesaw, Ga., as part of ceremony.

## Maj. Jacob Thomson



Jacob "Jake" Thomson was promoted to the rank of Major on May 1. Originally from Denver, Maj. Thomson is a campaign support manager and works on AEMO's owned channels ([www.goarmy.com](http://www.goarmy.com)) within the Marketing Execution Directorate.



# AEMO Promotions

Summer 2022

## Glenna Wood



Glenna Wood was promoted to GS-14 Program Manager where she serves as a Deputy to the Business Management Director as lead for the teams handling Acquisition and Financial matters. Ms. Wood has been involved in Army advertising business since working at Leo Burnett in Chicago a few Army contracts ago. She married a Soldier and stepped out to have twins (boy and girl who just turned 15) and started civil service in 2012. Now living in Bardstown, Ky., she is a “bulldog mom and a soccer mom and happiest when I have my toes in the sand.”

## Lt. Col. Herman E. Bulls Jr.



Herman Bulls was promoted to the rank of Lieutenant Colonel in a ceremony on May 6. Bulls serves as the Strategy Branch Chief in the Strategy, Innovation and Data Directorate. Originally from Fairfax Station, Virginia, Bulls joined AEMO in July 2020. He'd like to give special thanks to his wife Jennifer and children Connor, Quinn and Kennedy for all their support to help his family reach this milestone. And thanks also to his mother, father and brothers for their continued support and participation in the promotion ceremony along with friends and AEMO peers.

## Maj. Michael Monday



Michael Monday was promoted to the rank of Major in a ceremony on May 24, accompanied by his wife Gretchen and youngest son Kristoff (his other boys, Nolan and Shane, were in school). This momentous occasion for the Monday family will be his last promotion within the Army, having decided to retire in 2024. Major Monday enlisted in the Army in 2001 serving in the field artillery for eight years. He then commissioned joining the officer ranks serving in armor, then an intelligence officer, finishing his career as an FA58 marketing officer with the AEMO family at AEMO. “The Army has played a major role in my life, and I wouldn’t change it one bit,” said Monday.

# How Does AEMO Measure Marketing Performance?

Maj. Austin Dziengelewski

Measuring marketing performance is challenging. The leads, contracts, and accessions that the Army generates are a factor of many things, to include prospect's attitudes, policy decisions, marketing media channel investments, creative decisions, external factors such as unemployment and world events, and sales (recruiting) operations. Within the Army Accession's Enterprise, there appears to be a knowledge gap with regards to the different attribution methodologies available to give "credit" to a marketing activity. AEMO uses a variety of attribution methodologies to help give insight to these factors and enable the Army to make sound marketing decisions. It is incorrect to view one's attribution methodology as a "single source of truth." The more correct view is to see these methodologies as different lenses that provide different insights. The four attribution methodologies AEMO currently uses is first touch attribution, last touch attribution, multi-touch attribution (MTA), and the marketing mix model (MMM).

Let's assume that there is an 18-year-old prospect named "Walter" and he is enjoying an evening in his household on February 24, 2022. Walter watches an NBA game on cable television and views an Army Passions campaign commercial. He receives a news alert on his iPhone regarding the Russian invasion of Ukraine. As a result, he considers joining the U.S. Army because he would be interested in defending NATO. After the NBA game, he watches YouTube on his computer and sees a Know Your Army ad. Due to this, he searches "Army benefits" in the Bing search engine and clicks on the GoArmy.com paid search ad that appears at the top of the search results page. He then submits an electronic Business Reply Card (eBRC) and becomes a lead. Which marketing activity gets credit for the lead? The answer depends on what attribution model is used.

Walter's first point of contact with Army marketing is on television. This is not a digital engagement, so we cannot digitally trace Walter's eBRC submission to television using a Marketing Activity Code (MAC). AEMO has no record of Walter engaging with the Army's television campaigns. Does this mean the Army cannot measure television performance? No, but more on this later.

Walter's second point of contact with Army marketing is the Know Your Army YouTube ad. When Walter clicks on this ad, we can assign him a MAC for YouTube. This is the first time Walter becomes "visible" to us in the Army's marketing system of record, Enterprise Marketing Management System (EMMS). This is Walter's "first touch" before he becomes a lead, and is the marketing activity AEMO gives credit to using first touch attribution.



# How Does AEMO Measure Marketing Performance? (Continued)

Maj. Austin Dziengelewski

Walter's third point of contact with Army Marketing, and the last point of contact before he becomes a lead, is paid search. When Walter clicks on the paid search ad, we assign him a MAC for paid search. Since Walter submits an eBRC after he clicks this, AEMO gives paid search the credit for Walter becoming a lead using last touch attribution. Currently, the plurality of AEMO's leads come in through paid search.

First touch methodology and last touch methodology are different lenses to explain the effectiveness of marketing activities. First touch methodology puts the weight on awareness activity thus is a valuable lens to understand awareness activities and what gets Walter's foot in the door. Last touch methodology puts the weight on activities that result in the lead, or what seals the deal. Currently AEMO's monthly Central Performance Hub (CPH) report uses last touch methodology which is a marketing industry standard for attribution. The idea behind this is the "sale" matters most of all. After all, if Walter searched "Army benefits" and got an ad to join the Marines or to become a barista at Starbucks and clicked there, the YouTube ad would have been for nothing.

Is it really accurate to say that paid search did all the work? A weakness of both first touch and last touch attribution is that it gives credit to a single marketing activity, when in reality it was both marketing activities working together to drive Walter to become a lead. Multi-touch attribution (MTA) uses modeling and algorithms to assign partial credit to each marketing touch point. Walter has two measurable touchpoints – the Know Your Army YouTube ad and paid search. MTA can say it was really 70% of the YouTube ad and 30% of the paid search that caused Walter to become a lead. Obviously multi-touch attribution is better, but a weakness of it is that it's complicated, it requires a set logic, and it takes time to conduct the analysis.

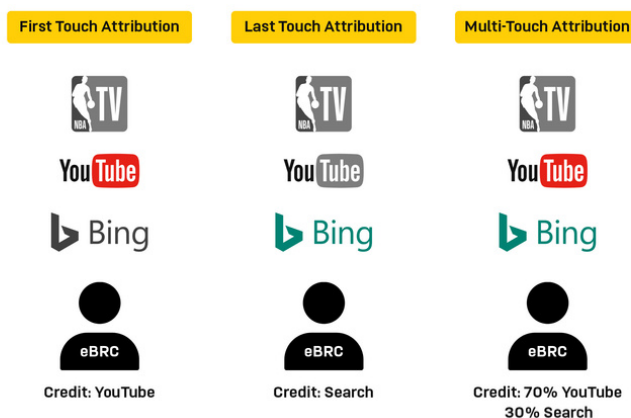


Figure 1: Attribution Methodologies. Using First Touch Attribution, Walter's eBRC is credited to his first digitally traceable marketing engagement (YouTube). Using Last Touch Attribution, Walter's eBRC is credited to the last digitally traceable marketing engagement (Bing Paid Search) before eBRC submission. Multi-Touch Attribution gives partial credit to both digitally traceable engagement. The Army ad on NBA television receives no credit in any of these methodologies because it cannot be digitally linked to Walter's eBRC.

# How Does AEMO Measure Marketing Performance? (Continued)

Maj. Austin Dziengelewski

What about the Passions television ad Walter saw? Does it get no credit? How does AEMO determine if television is effective? AEMO has tools to determine this, but it is outside of the capability of first touch / last touch / multi-touch attribution. AEMO primarily uses the Marketing Mix Model (MMM) to gain insights beyond that which the previous methodologies can obtain. MMM works by separating the marketing activity from the MAC. This enables AEMO to run a multivariate regression model that explains leads with several variables, such as media spend by channel, impressions by channel, and external events such as the Russian invasion of Ukraine. The model then explains these leads in terms of those variables. For example, if the Army obtained 100,000 leads between January and March, MMM is able to say that 30,000 (30%) of leads were explained by Passions TV ads, 20,000 (20%) of leads were explained by YouTube Ads, 10,000 (10%) of leads were explained by paid search, 10,000 (10%) of leads were explained by the Russian invasion of Ukraine, and 30,000 (30%) of leads cannot be explained by any variables in the model. Since AEMO knows how much money they spent in Passions TV ads during this time period and they know how many leads the models explained, MMM gives AEMO insight on its cost per lead. It also gives AEMO insight on exogenous factors and their effects on accessions. Past MMMs have shown that exogenous events, such as the Russian invasion of Ukraine used in this example, have a major positive impact on the Army's leads and contracts!

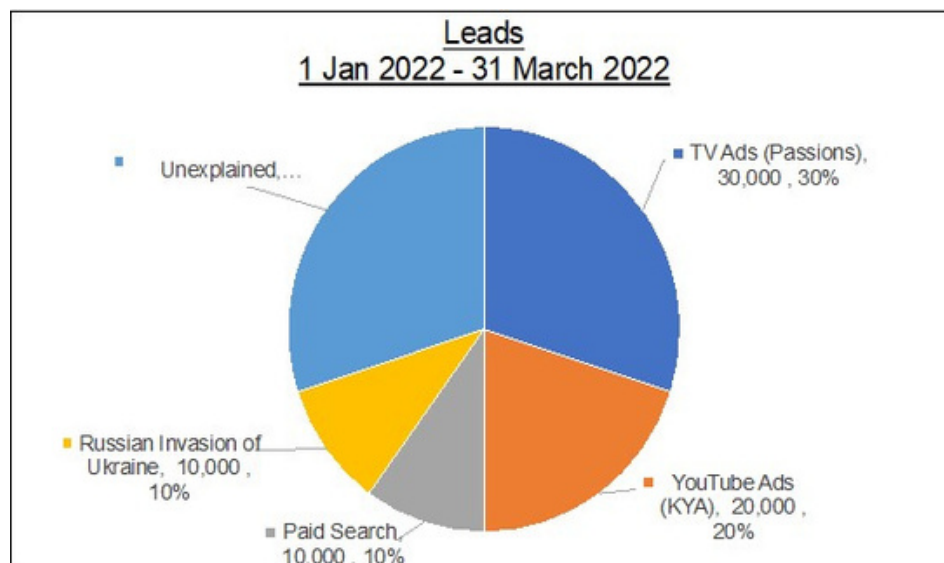


Figure 2: Marketing Mix Model (MMM). MMM cannot describe Walter's specific customer journey before submitting his eBRC. However, it does use statistical analysis such as multivariate regressions to determine what marketing activities get credit for a group of eBRCs. It can also explain external factors and their effects on eBRCs such as unemployment and international events.

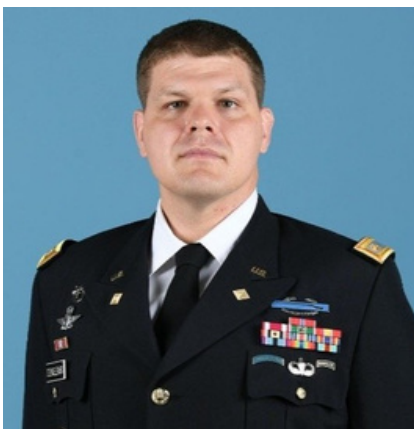


# How Does AEMO Measure Marketing Performance? (Continued)

Maj. Austin Dziengelewski

MMM does have several weaknesses. The first one is that MMM cannot explain any single prospect's journey, so unfortunately for Walter, it does not provide an explanation on what marketing activity affected his prospect journey the most. The second is that it is slow. The MMM requires a large data set and then time to run the model. AEMO currently conducts the MMM quarterly, but about 2 months after the end of the quarter. MMM is also very poor at picking up the impact of small activities because there isn't a large enough movement in the data set for the model to pick up any explanatory value. Lastly, the MMM is only good at showing the short-term impacts of marketing activities. Awareness activities that are involved in brand-building that may have long term positive impacts on leads and contracts may show up as being inefficient using MMM. AEMO is researching data analytics methods that can better show the long-term impact of its awareness marketing activities that will be especially important showing the value of its brand refresh scheduled to occur in FY2023.

So what attribution model is the right one to use? First touch and last touch attribution is best used in making small, short-term (weekly / monthly) media investment optimizations and when trying to understand an individual's customer journey. MTA is best used to make medium term decisions as it pertains to particular prospects. MMM is best used to make medium-term (quarterly / yearly) investment decisions. The most important take away is that all these methodologies are tools that marketers combine with research and development to make the best decisions for the organization. As new technologies are developed in the marketing analytics space, AEMO will adapt to ensure we are optimizing to the best possible advertising mix.



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.

# Farewells

Summer 2022

Spring and summer brings a number of changes within the AEMO team. We bid farewell to a few teammates, some of whom were among the first staff.

## Col. Erica Iverson



Col. Iverson departed AEMO in June to attend the Army War College at Carlisle Barracks. During her year as the director of the Strategy, Innovation and Data Directorate (SIDD), Iverson implemented many initiatives but maybe the most lasting impression is her love and respect for all things Star Wars. “This is the way!”

With Col. Iverson’s departure, Col. John Horning transitioned from Marketing Execution to be the SIDD director while Lt. Col. Shannon Johnson now takes the reigns of Marketing Execution Directorate.

## Lt. Col. Levi Pope



One of AEMO’s earliest members has left Chicago for the sunny shores of Hawaii, taking command of the 125th Finance Battalion with the 25th Infantry Division. Lt. Col. Levi Pope joined AEMO in October 2019 to administer the budget and transition the former office to what it is today. One of his first actions was the launch of the “What’s Your Warrior?” campaign, the first from the Army’s new advertising agency, DDB. Pope was responsible for explaining the financial aspect of the campaign and other agency activities. He says he is proud of all the creative work AEMO and Team DDB delivered to the American public and was seen by so many people.

## Maj. Chris Blackwell



Maj. Blackwell arrived at AEMO in December 2019 and served as the Acquisitions Chief and Program Manager in the Business Management Directorate. One of the things he liked most was working with such unique skillsets across both the Army and Industry, and how everyone was eager to learn and accomplish common goals. Maj. Blackwell left AEMO in May and is now the Executive Officer for the Director of the Rapid Capability and Critical Technologies Office (RCCTO) in Huntsville, Alabama.



