712CD

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PRESENTED IN:

<table>
<thead>
<tr>
<th>WORKING GROUP</th>
<th>DENOMINATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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**U.S. Army Custom Segmentation System**

**PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)**

G2 - Center for Accessions Research, U.S. Army Accessions Command
Fort Knox, Kentucky

**ABSTRACT**

U.S. Army
Custom Segmentation System

Ms. Linda Clingan
G2 - Center for Accessions Research, U.S. Army Accessions Command
Fort Knox, Kentucky
Outline

• Where I work – USAAC – G2
• Understand who the Army’s Target Audience is
  – Explain the challenges to the Army
• Segmentation Overview
  – Show Army Recruiting Command Geographies
  – Explain Market Segmentation
  – Show what Army Custom Segmentation (ACS) is
• Give examples of Army Custom Segments
  – Discuss how the Army uses Segmentation
    • 1st Recruiting Brigade
  – Discuss the future of Army Custom Segmentation
Where Do I Work?
• USAAC was established by general order on 15 February 2002
• Subordinate command of TRADOC
• Integrated C2 of the recruiting and initial military training for:
  - Officer
  - Warrant officer
  - Enlisted forces
• Meets human resource needs of the Army
Mission

➤ Conduct research, studies and analysis for Army accessions

➤ Develop future concepts, initiatives and innovations to achieve command’s strategic vision

➤ Conduct testing and experimentation of those concepts

➤ Integrate internal and external research to support the development of strategic plan

➤ Integrate the initiatives of the subordinate commands
Understanding the Army’s Market
Who is the Army’s Target Market

- 17-24 year old males and females
- High school diploma graduates
- Score high on military test
- Physically fit (must meet medical, weight and fitness standards)
Refining the Market for FY07

- Potential Market minus - Cat IV - Non-HSDG
  - Target Market minus - IIIB - I-IIIA Females - Waivers (1.2 M)

- Total Market minus - Disqualified - Medically - Morally - Dependent - Overweight
  - Even with a waiver, less than half are able to serve

- Fully Qualified 8.8 M (Less than 3 of 10)
  - Limited number of Non-HSDG and CAT IV are able to serve
  - Recruiters must focus on finding the Prime Market (7.1%)

Market Location

17-24 Qualified Military Available by County

Clusters found in and around major US population centers.

Source: Woods & Poole
What are the Challenges in Army Recruiting?
Challenges to Army Recruiting

• **Influencers**
  – Mothers, fathers, friends, teachers, coaches, clergy

• **Other Services**
  – Air Force, Navy, Marines, Coast Guard

• **Colleges**
  – College is first choice for high school grads and their parents

• **Work Force**
  – Companies are now recruiting students who score high on SAT/ACT for internships and will pay for college

• **Global War on Terrorism (GWOT)**
Where is Army Recruiting?
What is Market Segmentation?

Demographics
Credit Card Spending
Media Usage
Leisure Activities

Cluster Algorithm

Segment 42
Segment 22

“Red, White & Blues”

“Young Influentials”
Market Segmentation

Market segmentation is individual or intergroup differences in response to marketing-mix variables.

Criteria for segments:

- The segments must exist in the environment.
- The segments must be identifiable.
- The segments must be reasonably stable.
- The segments must be efficiently reached.

Presumptions about segments:

- Different demands in a product or service category,
- Respond differently to changes in the marketing mix.
Lifestyle Segmentation

Claritas PrizmNE®

- Household assigned 1 of 66 Segments (150 variables).
- Assigned Segment based on ZIP+4 (10-12 Households).
- Based on syndicated survey data and survey research.
- Updated Annually.

Cluster Algorithm

Demographics
Credit Card Spending
Media Usage
Leisure Activities

Segment 42
Segment 22

“Red, White & Blues”
“Young Influentials”
Why Segment?

- Select target markets
- Prioritize marketing investments
- Help determine future opportunities
- Help understand buyers’ wants and needs
- Increase efficiency in product development process
- Make marketing communications more efficient and effective

**Claritas PrizmNE®**
What is Army Custom Segmentation?

I love my family and friends.

I'm very Patriotic.

College is important to us.

I plan to get married.

Show me the money.

I love my family and friends.

I'm very Patriotic.

College is important to us.
The Equation

Lifestyle Segmentation
+ **Attitudes** about Army service
+ **Motivators** for Army service
+ **Barriers** for Army service

---

**Army Custom Segmentation (ACS) System**
Army Custom Segments

• Translate market research and customer analysis into action:
  – Predictive Modeling
  – Direct Marketing
  – Customer Profiles
  – Reach Markets of Opportunity

• Create customer groups from custom Army market segments

• Use customer groups for directed marketing to send the right message in the right medium to the right target at the right time
The Methodology

- 66 PRIZM<sup>NE</sup> Segments
- 7 Building Blocks
- 39 Tactical Segments
- 10 Strategic Segments

- grouped by propensity for military service.
- demographic differences in attitudes toward the Army
- clustered for attitudinal similarities
## Army Custom Strategic Segments

<table>
<thead>
<tr>
<th>Strategic Segment</th>
<th>Motivators</th>
<th>Barriers</th>
<th>Military Propensity Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Obligation &amp; Education</td>
<td>High Most</td>
<td>Low</td>
<td>232</td>
</tr>
<tr>
<td>2. Duty &amp; Tradition</td>
<td>Moderate</td>
<td>Low</td>
<td>159</td>
</tr>
<tr>
<td>3. Cautious Crossroads</td>
<td>Moderate Most</td>
<td>High Most</td>
<td>137</td>
</tr>
<tr>
<td>4. Skill Seekers</td>
<td>Moderate</td>
<td>High</td>
<td>135</td>
</tr>
<tr>
<td>5. Fence Sitters</td>
<td>Low</td>
<td>Low</td>
<td>105</td>
</tr>
<tr>
<td>6. Just a Job</td>
<td>High Few</td>
<td>Moderate</td>
<td>102</td>
</tr>
<tr>
<td>7. Family Matters</td>
<td>Moderate</td>
<td>Moderate</td>
<td>95</td>
</tr>
<tr>
<td>8. Show Me</td>
<td>Moderate</td>
<td>High</td>
<td>80</td>
</tr>
<tr>
<td>9. Not For Me</td>
<td>High Few</td>
<td>High</td>
<td>77</td>
</tr>
<tr>
<td>10. Settled In</td>
<td>Low</td>
<td>Moderate</td>
<td>47</td>
</tr>
</tbody>
</table>
# U.S. Army Macro Segments for Broad Communications

<table>
<thead>
<tr>
<th>What do they want?</th>
<th>“Defenders”</th>
<th>“Unrealized Dreams”</th>
<th>“Have it Nows”</th>
<th>“Option Seekers”</th>
</tr>
</thead>
<tbody>
<tr>
<td>To protect their beliefs, family, friends and country</td>
<td>To find a path and reach their goals</td>
<td>To gain status by acquiring things and experiences</td>
<td>To be in charge of their own destiny</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What do they believe?</th>
<th>Important to do the “Right thing”</th>
<th>Important to be a “Solid Guy”</th>
<th>Important to be recognized by others</th>
<th>Important to have choices in life</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Attitude to Military</th>
<th>Admire military/feel military family/serve when needed</th>
<th>Realize that military can be a catalyst, but think they can always join ‘later’</th>
<th>Military is a means to an end to get rewards</th>
<th>Military provides training &amp; benefits, but you have to sacrifice too much</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Motivators</th>
<th>Service to country, Personal development, New challenge, Army is honorable occupation</th>
<th>Leadership and Personal Devel., Job Security, Path to a better job, A way to express their character</th>
<th>A place to make something of self, Become a leader, Joining with friends, Adventure, Exciting, Physical fitness</th>
<th>Money for college, Technical skills, Job training and access to jobs, Financial benefits</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Typical profile</th>
<th>Primarily Caucasian HS or Living at Home</th>
<th>Primarily Caucasian 2-yr College/Tech or SODO, or Working</th>
<th>Primarily Hispanic HS or Some College</th>
<th>Primarily African American HS or Some College</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Associated Army Strategic Segments</th>
<th>#2 Duty &amp; Tradition</th>
<th>#5 Fence Sitters</th>
<th>#3 Cautious Crossroads</th>
<th>#4 Skills Seekers</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1 Obligation &amp; Education</td>
<td>#10 Settled In</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Macro Segments cover 79% of Propensed Prospects and 79% of Production

Propensed Source: DoD Youth Poll Wave 10
Production Source: USAREC Data Warehouse as of 2 May 06
Snapshot: ACS Strategic Segment 3

“Cautious Crossroads”

- **Top Motivators**
  - Wanted to be in Army
  - Responsibilities that Others my Age Don't Get
  - Physically Challenging
  - Adventurous
  - Army Best Option
  - Strong Tradition of Service

- **Top Barriers**
  - Army puts people like me in most dangerous jobs
  - Army doesn't provide enough technical training
  - Army doesn't have much status
  - Friends would disapprove
  - Disadvantage with respect to my peers
  - Don't believe Army will deliver on promises
  - Moral or religious beliefs

- Comprised 10.7% of all 17-24 year old contracts during FY03-06.

- Represents 10.14% of all 17-24 year olds

**Strategic Segment 3**

17-24 Population Distribution by Race/Ethnicity

- Caucasian: 0%
- African-American: 29%
- Hispanic: 52%
- Other: 19%

**Messaging for this group may be most effective in terms of overcoming barriers rather than targeting motivators.**
Dominant Strategic Groups by Zip Code

Note: Red represents most propensed segment, blue is least propensed

G2/Center for Accessions Research
1st Recruiting Brigade

- Use past production and ACS ground counts to calculate penetration rate by station, company and battalion (at zip code level).
- Multiply the highest penetration rate for each station by the station’s tactical segment ground counts to calculate potential.
- Use messages in the tactical marketing guide to put together the appropriate verbal communications to reach the primary segments in each station’s area.
# Recruiting BN Potential by Segment

## Intelligence Preparation of the Market - Battalion

<table>
<thead>
<tr>
<th>TACTICAL SEGMENT</th>
<th>1A RCTG BN ALBANY</th>
<th>AS OF RCM: APR</th>
<th>PCT YTD RCTG DAYS: 68.98%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>QMA POPULATION</td>
<td>% QMA POPULATION</td>
<td>FY POTENTIAL</td>
</tr>
<tr>
<td>TS01</td>
<td>8,317</td>
<td>0.73%</td>
<td>19</td>
</tr>
<tr>
<td>TS02</td>
<td>13,429</td>
<td>1.18%</td>
<td>20</td>
</tr>
<tr>
<td><strong>TS03</strong></td>
<td><strong>38,545</strong></td>
<td><strong>3.39%</strong></td>
<td><strong>112</strong></td>
</tr>
<tr>
<td>TS04</td>
<td>27,388</td>
<td>2.41%</td>
<td>94</td>
</tr>
<tr>
<td>TS05</td>
<td>72,387</td>
<td>6.37%</td>
<td>51</td>
</tr>
<tr>
<td>TS06</td>
<td>15,764</td>
<td>1.39%</td>
<td>29</td>
</tr>
<tr>
<td>TS07</td>
<td>26,504</td>
<td>2.33%</td>
<td>30</td>
</tr>
<tr>
<td>TS08</td>
<td>15,090</td>
<td>1.33%</td>
<td>21</td>
</tr>
<tr>
<td>TS09</td>
<td>8,852</td>
<td>0.78%</td>
<td>19</td>
</tr>
<tr>
<td>TS10</td>
<td>13,060</td>
<td>1.15%</td>
<td>36</td>
</tr>
<tr>
<td>TS11</td>
<td>20,237</td>
<td>1.78%</td>
<td>32</td>
</tr>
<tr>
<td>TS12</td>
<td>11,453</td>
<td>1.01%</td>
<td>33</td>
</tr>
<tr>
<td>TS13</td>
<td>2,918</td>
<td>0.26%</td>
<td>7</td>
</tr>
<tr>
<td>TS14</td>
<td>5,937</td>
<td>0.52%</td>
<td>17</td>
</tr>
<tr>
<td>TS15</td>
<td>5,451</td>
<td>0.48%</td>
<td>13</td>
</tr>
<tr>
<td>TS16</td>
<td>7,322</td>
<td>0.64%</td>
<td>6</td>
</tr>
<tr>
<td>TS17</td>
<td>14,740</td>
<td>1.30%</td>
<td>14</td>
</tr>
<tr>
<td>TS18</td>
<td>17,395</td>
<td>1.53%</td>
<td>30</td>
</tr>
<tr>
<td>TS19</td>
<td>23,086</td>
<td>2.03%</td>
<td>66</td>
</tr>
<tr>
<td><strong>TS20</strong></td>
<td><strong>140,007</strong></td>
<td><strong>12.32%</strong></td>
<td><strong>272</strong></td>
</tr>
<tr>
<td>TS21</td>
<td>12,074</td>
<td>1.06%</td>
<td>17</td>
</tr>
<tr>
<td>TS22</td>
<td>38,532</td>
<td>3.39%</td>
<td>101</td>
</tr>
</tbody>
</table>
1st Recruiting Brigade

- “Must Keep” zip code:
  - Army takes at least 50% of the DoD contracts
- “Must Win” zip code:
  - Army takes less than 50% of the DoD contracts
- Use ACS ground counts by zip and marketing guide to find and speak to prospects in order to take over the “Must Win” zip codes
## Army Custom Segmentation Context

<table>
<thead>
<tr>
<th>“National”/Strategic</th>
<th>“Regional”/Operational/Tactical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Past Production</td>
<td>Past Production</td>
</tr>
<tr>
<td>Know who you want.</td>
<td>ID “must keep”/“must win”</td>
</tr>
<tr>
<td>Targeting</td>
<td>zip codes</td>
</tr>
<tr>
<td>Where are they?</td>
<td></td>
</tr>
<tr>
<td>Broad Reach</td>
<td>Current sales force issue</td>
</tr>
<tr>
<td>What do we say?</td>
<td>In the “must keep”/“must win” zips:</td>
</tr>
</tbody>
</table>

- Recruiters say? ✓
- Local Advertising/posters? ✓

Use Army Custom Segmentation to speak to motivators, barriers and attitudes.
Tactical Marketing Guide

Tactical Segment #1

TACTICAL SEGMENT 1
(Strategic Segment 1: Obligation & Education)

OVERVIEW
Tactical Segment 1 is comprised of predominately full-time high school or early college Hispanic students. Tactical Segment 1 has a very high propensity to join the military and ranks second only behind Tactical Segment 13. These Hispanic students, age 16 to 20, come from households of middle to downscale economic status that can be typically found in Town & Country and Second City neighborhoods. Besides the military, these teens are looking at attending college.

DEMOGRAPHICS
Tactical Segment 1 is a small group, making up only 0.84% of the target population.

Brigade:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Side</th>
<th>Penetration Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>4th</td>
<td>112</td>
</tr>
<tr>
<td>2</td>
<td>5th</td>
<td>110</td>
</tr>
<tr>
<td>3</td>
<td>2nd</td>
<td>103</td>
</tr>
<tr>
<td>4</td>
<td>6th</td>
<td>93</td>
</tr>
<tr>
<td>5</td>
<td>3rd</td>
<td>82</td>
</tr>
</tbody>
</table>

Battalion:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Bn</th>
<th>Penetration Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>44th</td>
<td>152</td>
</tr>
<tr>
<td>2</td>
<td>65th</td>
<td>150</td>
</tr>
<tr>
<td>3</td>
<td>14th</td>
<td>141</td>
</tr>
<tr>
<td>4</td>
<td>4G</td>
<td>137</td>
</tr>
<tr>
<td>5</td>
<td>2G</td>
<td>126</td>
</tr>
<tr>
<td>6</td>
<td>3G</td>
<td>130</td>
</tr>
<tr>
<td>7</td>
<td>3N</td>
<td>129</td>
</tr>
<tr>
<td>8</td>
<td>6C</td>
<td>129</td>
</tr>
<tr>
<td>9</td>
<td>1G</td>
<td>127</td>
</tr>
<tr>
<td>10</td>
<td>4E</td>
<td>122</td>
</tr>
</tbody>
</table>

Top Motivators
- Rank
  - Friends joined
  - Leadership skills
  - Wanted to be in Army
  - Responsibilities that others my age don’t get
  - Commitment, loyalty, & dedication
  - Improve myself & develop potential to fullest

Top Barriers
- Moral or religious beliefs
- Army puts people like me in most dangerous jobs
- Disadvantage with respect to my peers
- Army doesn’t have much status

PRODUCTION CHARACTERISTICS (FY03 06 17 24 Year Old Contracts)

SUMMARY
In summary, Tactical Segment 1 belongs to Strategic Group 1, Obligation & Education. Their demographic make-up is primarily young high school and early college Hispanic students. This segment has a very high likelihood to join the military ranking second overall. They are small but a prime target for the Army with low maintenance. These potential recruits find the Army appealing, have positive perceptions of both the military and Army, and their family supports the military choice. Likely, many of these potential recruits will seek out the Army, and require very little direct marketing.

Obviously, the theme for messaging should focus on patriotism and personal development. The key will be to not waste too much effort on these individuals, as you will be to some degree “preaching to the choir.” The potential challenge for this group, outside of wasting effort on over-selling this group, lies more in attracting this potential recruit to the Army as opposed to the other service types.

Strategic Marketing Guide

Strategic Segment #3 – Cautious Crossroads

STRATEGIC GROUP 3: CAUTIOUS CROSSROADS

OVERVIEW
Strategic Group 3, Cautious Crossroads, is comprised of younger (age 16-19) non-Caucasian individuals, having completed high school or vocational education. This younger group is defined as living in mid-size households, working in a part-time role, and likely to leave the military, thereby being the alternate choice for this group.

DEMOGRAPHICS
Cautious Crossroads accounts for 10.0% of the 16-24 year old population in the United States, making it the fourth largest of the ten strategic groups.

<table>
<thead>
<tr>
<th>Strategic Group 3</th>
<th>16-24 Population Distribution by Race/Ethnicity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caucasian</td>
<td>52%</td>
</tr>
<tr>
<td>African-American</td>
<td>20%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>19%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Penetration Index</th>
<th>Penetration Ranking</th>
<th>% of all Strategic Group</th>
<th>Volume Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>6th Rung</td>
<td>162</td>
<td>1</td>
<td>36.5%</td>
</tr>
<tr>
<td>5th Rung</td>
<td>26</td>
<td>2</td>
<td>17.6%</td>
</tr>
<tr>
<td>4th Rung</td>
<td>23</td>
<td>3</td>
<td>21.8%</td>
</tr>
<tr>
<td>3rd Rung</td>
<td>20</td>
<td>4</td>
<td>16.0%</td>
</tr>
<tr>
<td>2nd Rung</td>
<td>15</td>
<td>5</td>
<td>16.0%</td>
</tr>
<tr>
<td>1st Rung</td>
<td>14</td>
<td>6</td>
<td>100%</td>
</tr>
</tbody>
</table>

PRODUCTION CHARACTERISTICS

- Cautious Crossroads contracts comprised 10.20% of all 17-24 year old contracts during FY01-04. They are over-represented in contract production with a production index of 1.26 (Strategic Group 3 represents 7.99% of all 17-24 year olds).
- This group is significantly (20%) less likely to yield TSC-I/IHA recruits. Only 56.3% of these contracts were TSC-I/IHA compared with 70.2% of all 17-24 year old contracts.
- Race/Ethnicity Production Statistics:

<table>
<thead>
<tr>
<th>Group 3 Provided</th>
<th>Caucasian</th>
<th>African-American</th>
<th>Hispanic</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Group 3 (17-24 Rung)</td>
<td>0%</td>
<td>57.64%</td>
<td>55.10%</td>
<td>10.25%</td>
</tr>
<tr>
<td>% of FY01-04 Contracts from Group 3</td>
<td>0%</td>
<td>48.29%</td>
<td>43.10%</td>
<td>8.56%</td>
</tr>
<tr>
<td>Production Index for Group 3</td>
<td>N/A</td>
<td>175</td>
<td>01</td>
<td>44</td>
</tr>
</tbody>
</table>

- In comparison with total USAREC 17-24 year old contracts, recruits Cautious Crossroads are:
  - Just as likely to be female
  - Just as likely to be of non-Caucasian
  - Almost three times more likely to be non-citizens
  - Not as likely to be a high school graduate, or hold a high school diploma or GED at time of contract
  - Somewhat less likely to be married
  - Significantly (20%) less likely to go Combat Arms and significantly (24%) more likely to go Combat Support
The Future for Army Custom Segmentation?
What’s Next?

- Refine the market by:
  - Updating survey’s, data, and ad tracking results
  - Transitioning from demographics to psychographics

- Arm Recruiters with “Tools”
  - Availability of custom targets for their prospects:
    “send the right message in the right medium to the right target at the right time”

- Tactical Segmentation:
  - Promote the use of Army Custom Segmentation among ALL recruiting brigades
  - Develop creative material that can be used at the local level which corresponds to the Strategic/Tactical Segments
    - Posters
    - Radio Spots
    - Print Ads
    - Direct Mail
“Soldiers deserve the ultimate respect because they are fighting for everyone…the Army is made up of strong people…. People who are willing to work together and who put everything on the line.”

Source: McCann Worldgroup U.S. Army Recruit Study, September 2005
US Army Custom Segmentation System

Abstract

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Keywords:

Recruiting, marketing, segmentation,

The US Army has incorporated the use of geo-demographic segmentation for market research and analysis for over 10 years in order to determine market potential and identify markets of opportunity for recruiting. This type of segmentation system is advantageous because it is responsive, and since it is tied to geography the Army can use it to target for direct mail, events, etc. However, geo-demographic segmentation has limited efficiency and effectiveness in Army recruiting because the system addresses whole family demographic and behavioral attributes and does not address potential applicant behavior and, more importantly, attitudes. To address this shortfall, the Army pursued development of a custom segmentation system. The objective of the project was to build a segmentation scheme that links geographic and attitudinal attributes of the target market in order to 1) build a bridge between marketing and sales forces, 2) send the right message to the right individual at the right time, and 3) effectively and efficiently target and engage selected portions of the youth market. The result is the Army Custom Segmentation System, comprised of 39 Tactical Segments with differing attitudes, motivators, barriers and demographics. These segments are aggregated to 10 Strategic Segments that are used mainly for messaging. One USAREC Brigade has been utilizing and tracking the Army Custom Segment System. What 1st Recruiting Brigade has been doing will be presented.