



# Strategic Marketing U.S. Army BOSS Program

Lead Senior Market Research IMCOM G9

**12 September 2017**

Installation Management Command integrates and delivers base support to enable readiness for a globally-responsive Army

**We are the Army's Home**

Serving the Rugged Professional

# Agenda

- Program History
- Recent Research
  - DoD MWR Customer Satisfaction Index
  - Stakeholder Surveys
    - Marketing Directors
    - BOSS Presidents
    - FMWR Advisors
    - Garrison CSM
- Roadmap to Change
- Breakout Discussion
- Brief out

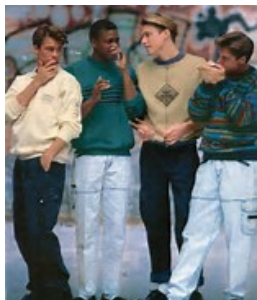


# BOSS Program is 28 years old

## “Better Opportunities for Single Soldiers”



1989



# THE VOICE OF THE SINGLE SOLDIER



2017



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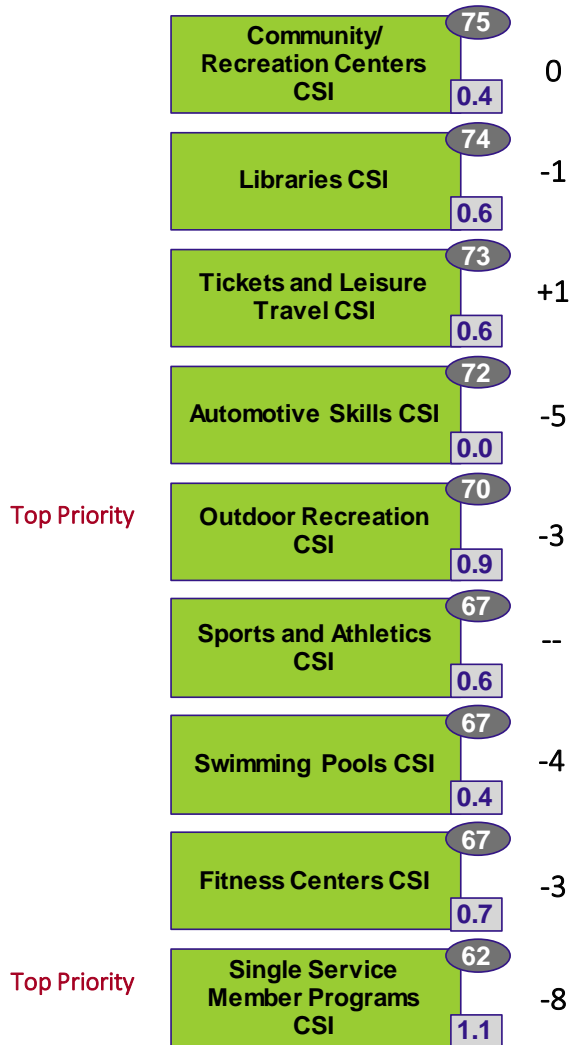
# Recent Research: DoD MWR Customer Service Index (CSI)

- Methodology
  - Data collected 25 Oct 2016 – 1 Feb 2017
  - Random sample, responses are weighted based on DoD demographics
  - Despite low response rate (n=1,335), data is statistically valid; there is confidence in the direction of the trends
- CSI Modeling Framework
  - Measured nine Cat A/B Programs
    - Fitness Centers, Libraries, Sports and Athletics, BOSS, Community/Recreation Centers, Automotive Skills, Outdoor Recreation, Swimming Pools, Tickets and Leisure Travel
  - Index measures
  - Impacts
  - Outcomes
    - Unit Cohesion, Resilience, Retention, Readiness
  - Program Improvement Priority Matrix



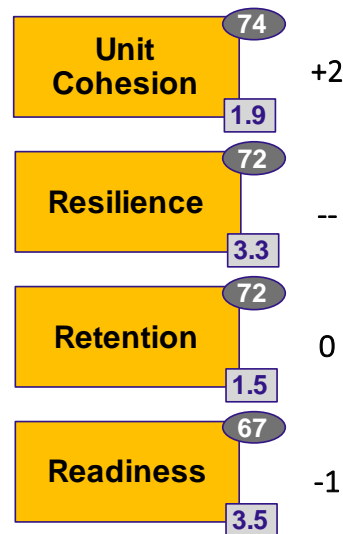
# Dod MWR Army CSI Model - 2016

(Score change vs. 2014)



Within the context of this study, scores in the 60s are characterized as "fine but could use work," the 70s as "good job but keep working on it" and the 80s as "excellent – keep it up."

At the program level, as well as MWR CSI, scores in the mid-70s are expected. It is unlikely that any program will or should achieve a score greater than 85.



Scores

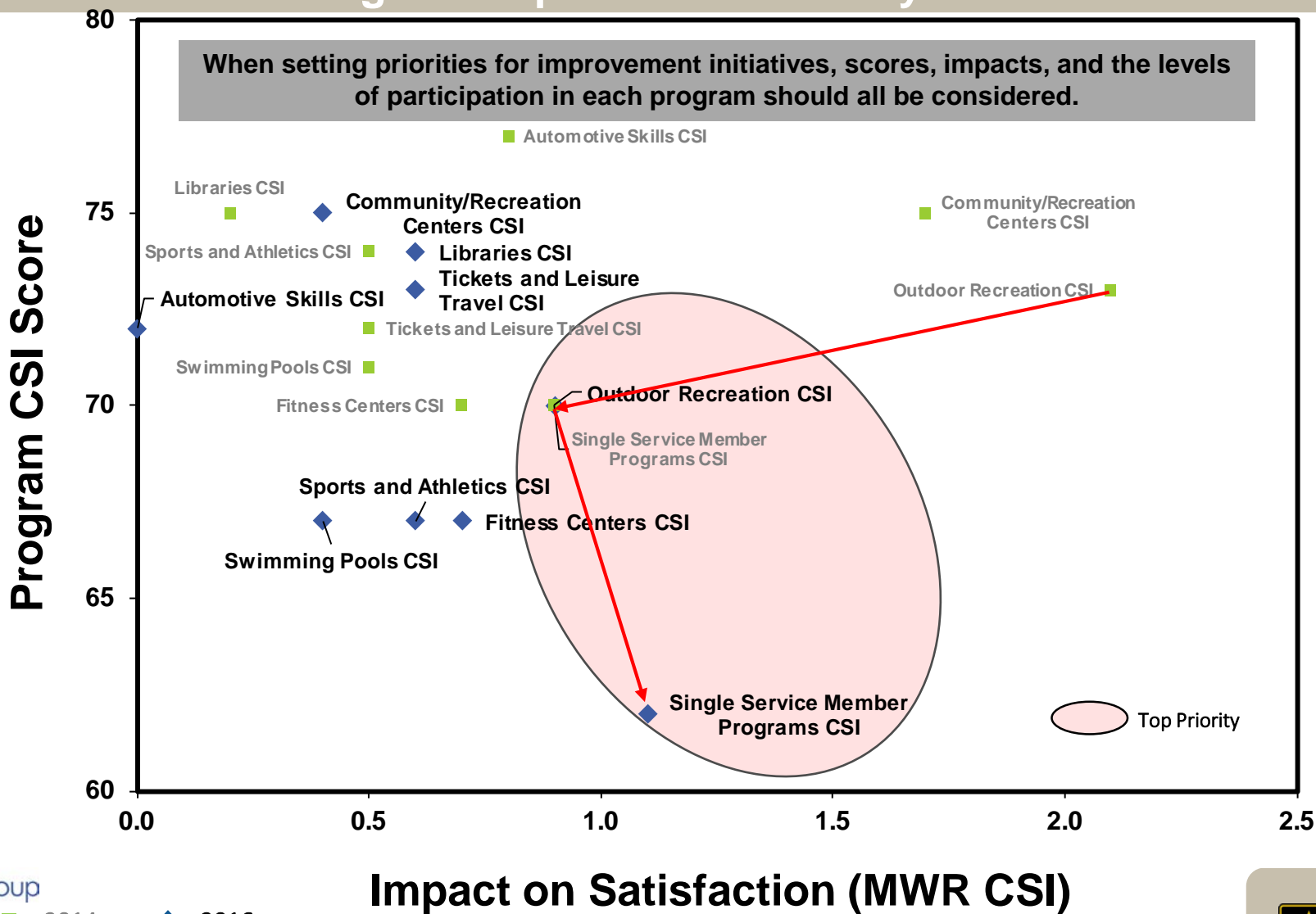
Impacts

The performance of each dimension on a 0 to 100 scale. Dimension scores are made up of the weighted average of the corresponding survey questions.

The change in MWR CSI or an outcome measure that results from a five-point change in a driver score.

# Dod MWR Army CSI Model - 2016

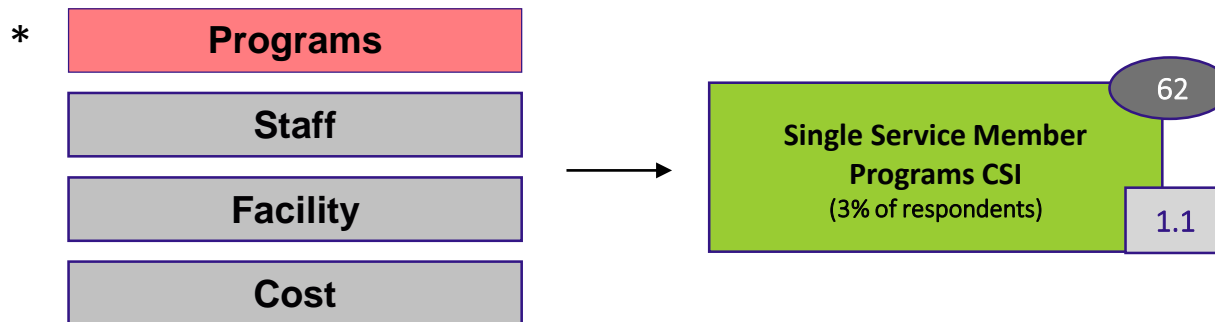
## Program Improvement Priority Matrix



- **Single Service Member Programs**

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- **Top Priority**





# BOSS Program - usage

## DOD MWR CSI Survey

Usage – Single Service Member Programs	Single Service Member Programs (2009)	Single Service Member Programs (2011)	Single Service Member Programs (2014)	Single Service Member Programs (2016)
<b>Never</b>	<b>25%</b>	<b>22%</b>	<b>35%</b>	<b>37%</b>
<b>Occasionally</b>	<b>36%</b>	<b>43%</b>	<b>34%</b>	<b>--</b>
<b>Several times a year</b>	<b>19%</b>	<b>20%</b>	<b>15%</b>	<b>37%</b>
<b>Several times a month</b>	<b>14%</b>	<b>9%</b>	<b>10%</b>	<b>18%</b>
<b>Several times a week</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>5%</b>
<b>Daily</b>	<b>2%</b>	<b>3%</b>	<b>2%</b>	<b>3%</b>

“Occasionally” response removed from 2016 survey

2016 DoD MWR Customer Satisfaction Survey – Army

# BOSS Program – reasons for non use

## DOD MWR CSI Survey

A new question was added to the 2016 survey asking respondents the reasons why they did not use MWR programs and services at their current installations. 70% of eligible non-user respondents cited no interest in using Single Service Member Programs.

Single Service Member Programs – Reasons Not Used~	% of Non-Users	% of Eligible Non-Users
Not interested	44%	70%
Not eligible	57%	--
Lack of time	11%	18%
Location not convenient	3%	4%
Do not have transportation	2%	3%
Lack of parking	2%	4%
Hours do not fit schedule	4%	6%
Cost too high	2%	3%
Geographically separated from main installation	6%	9%
Other	7%	11%

~Multiple responses allowed



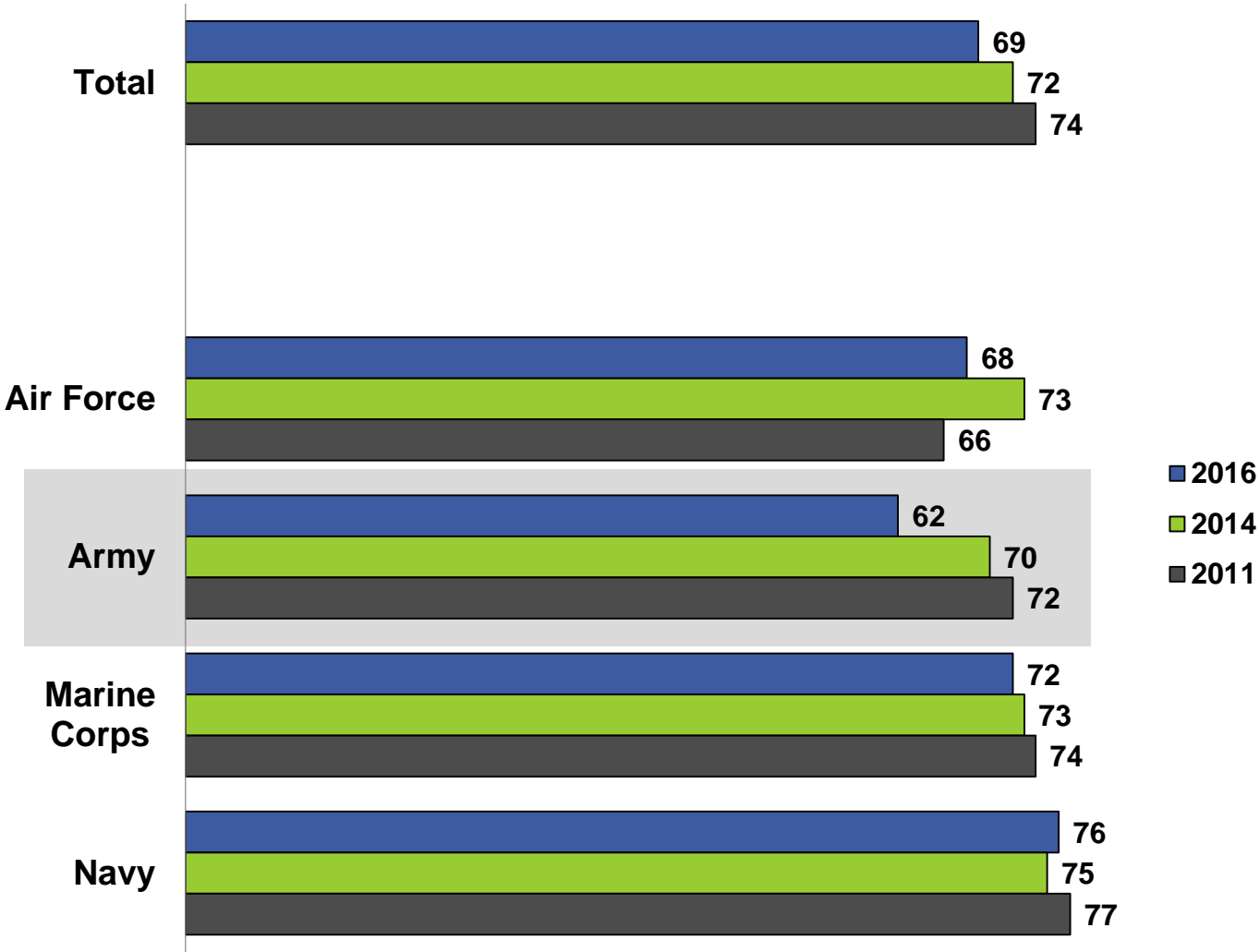
# BOSS Program - usage

## DOD MWR CSI Survey

The following are areas of concern raised regarding the Better Opportunities for Single Soldiers program in open-ended comments.

- **Lack of general awareness of program and activities**
- **Advertising/promotion of programs** (e.g., need for greater/more consistent messaging)
- **Lack of activities/programming for older single soldiers and younger single officers**
- **Uneven/unfair implementation of programs and initiatives**
- **Prices for programs and activities**
- **Perceived budget challenges**

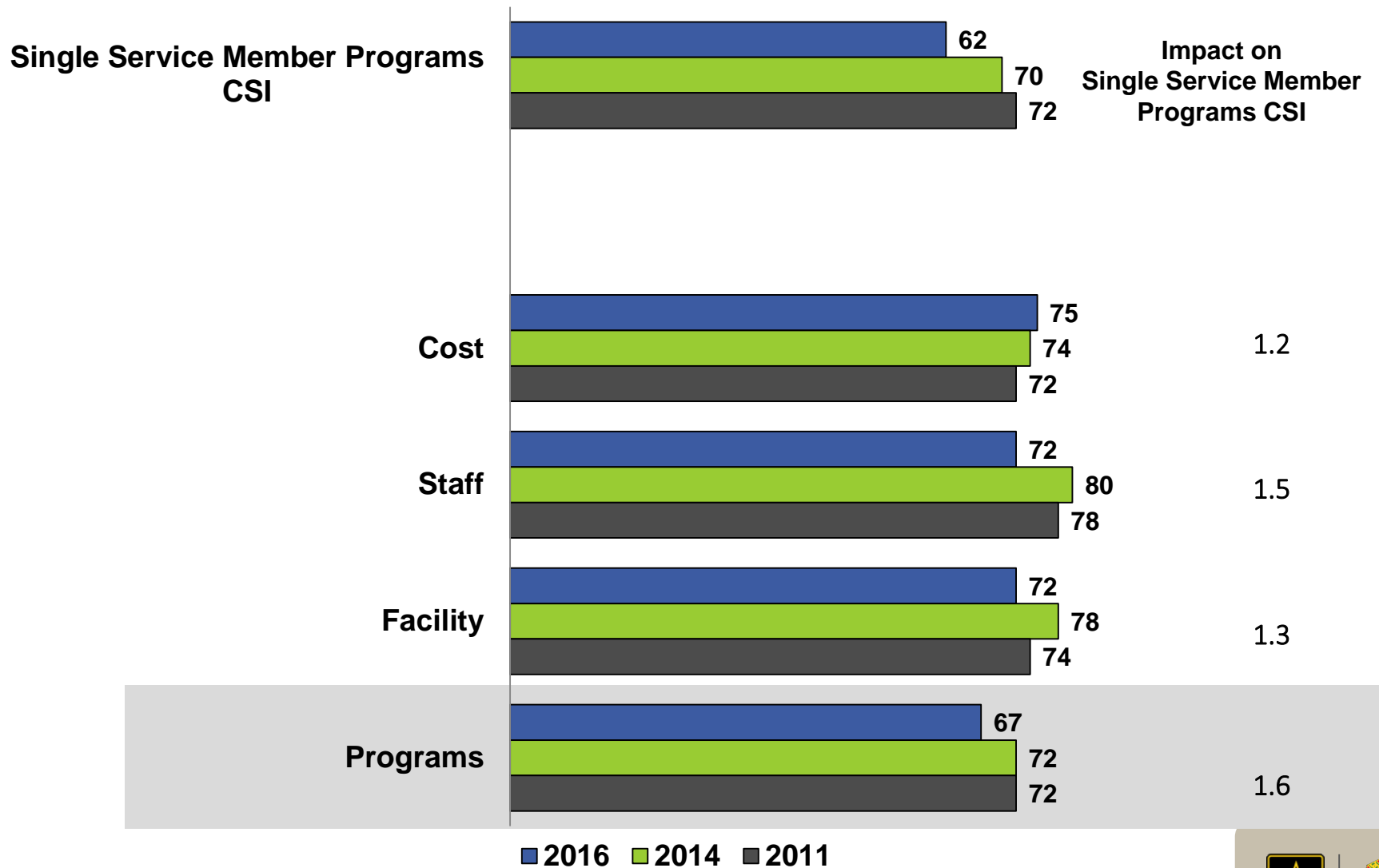
# Single Service Member Programs CSI Service Comparison



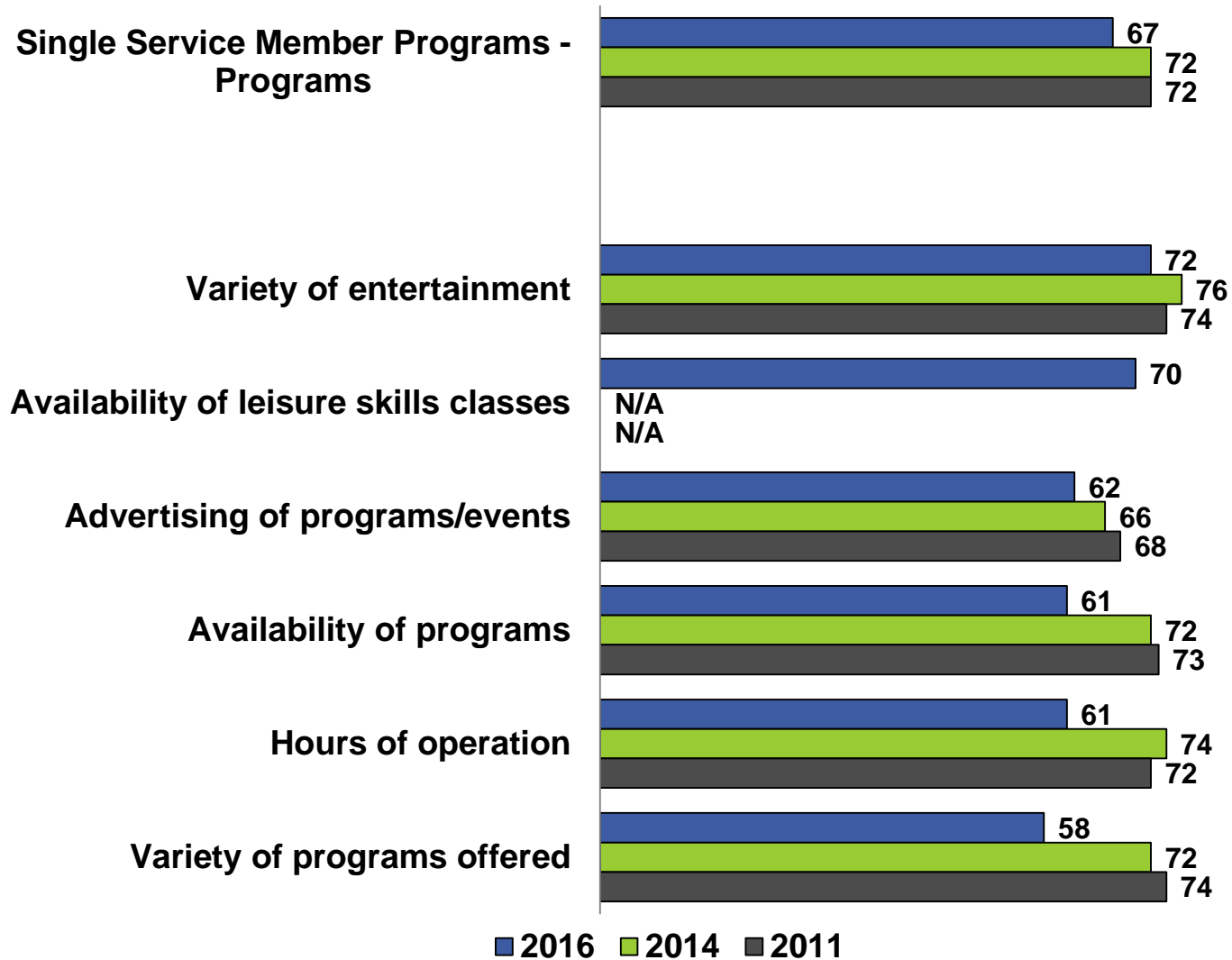
2016 DoD MWR Customer Satisfaction Survey – Army



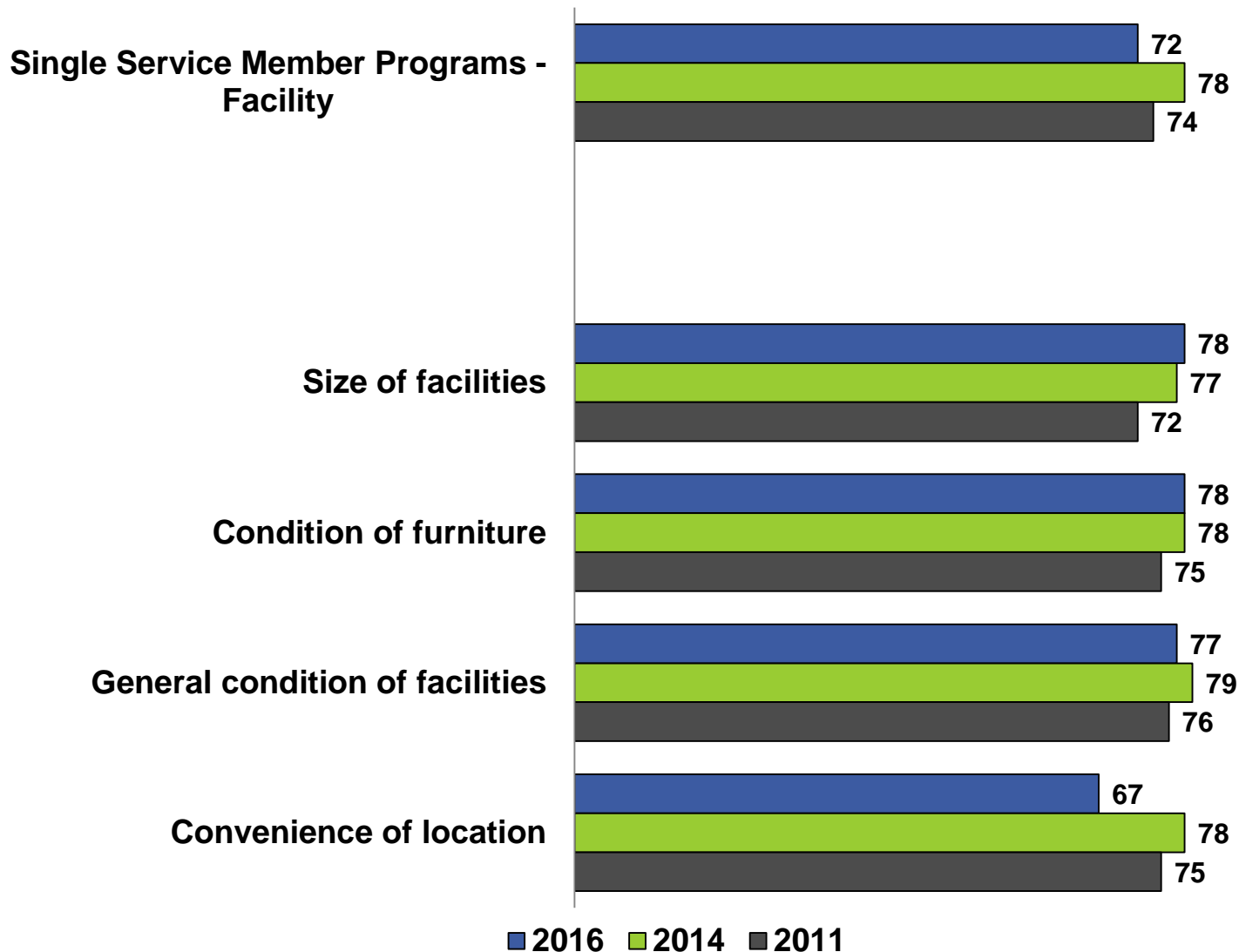
# Single Service Member Programs CSI Drivers



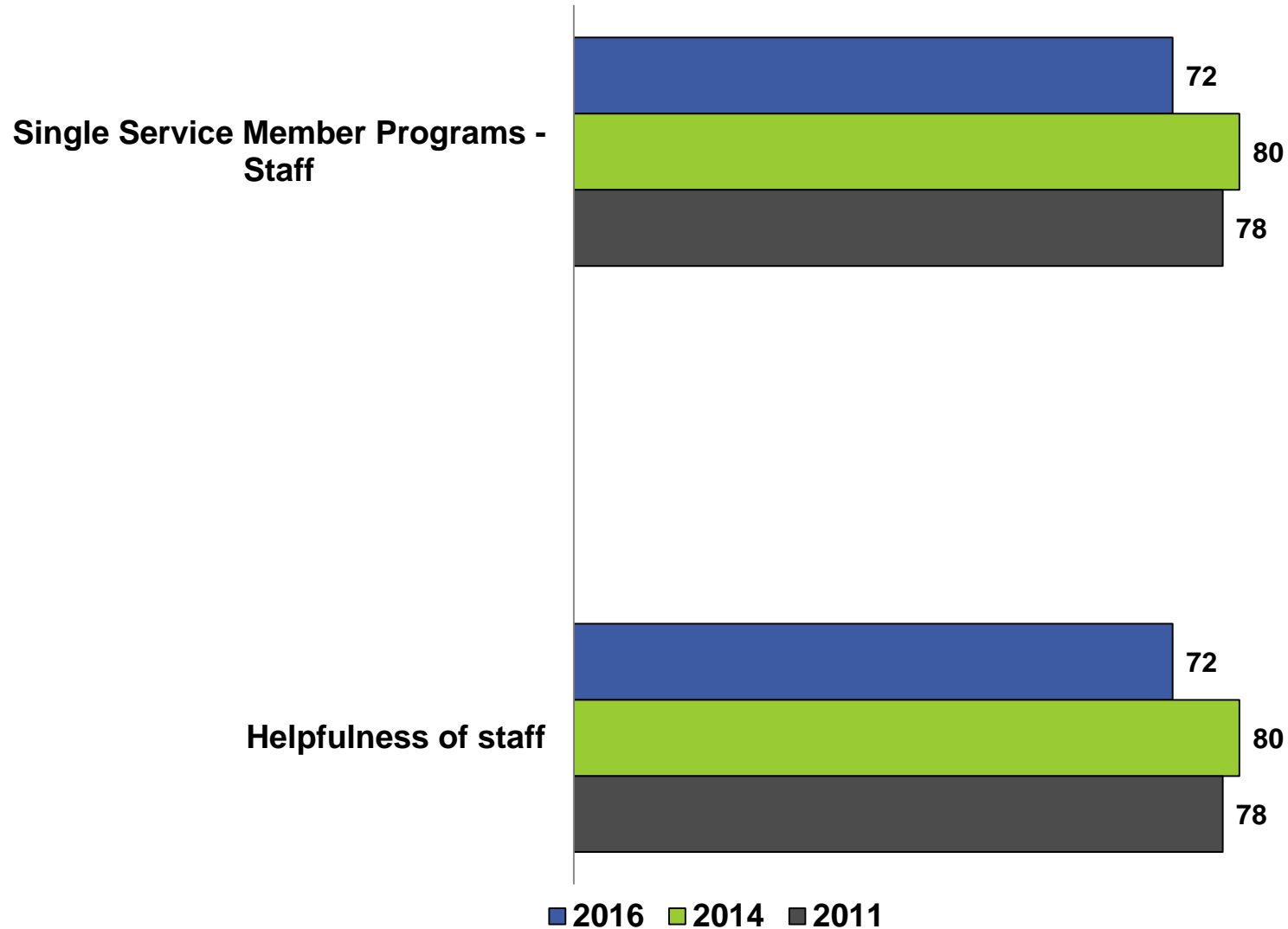
# Single Service Member Programs – Programs



# Single Service Member Programs – Facility



# Single Service Member Programs – Staff



■ 2016 ■ 2014 ■ 2011





# DoD MWR Army CSI Model - 2016

## Unit Participation and Satisfaction

“Does your unit participate as a group in MWR activities or programs?”

	Unit Participates in MWR	Unit Does Not Participate in MWR
Program	CSI Score	CSI Score
MWR CSI	70	63
Fitness Centers	71	64
Swimming Pools	70	65
Automotive Skills	74	71
Community/Recreation Centers	77	72
Single Service Member Programs	78	47
Libraries	78	72
Tickets and Leisure Travel	75	71
Outdoor Recreation	74	68
Sports and Athletics	69	64

Unit Participation in MWR = positive effect on overall ratings of MWR CSI

Unit Participation in MWR = positive ‘halo effect’ on ratings of all MWR programs regardless of whether respondents use them with their unit.



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# 2017 BOSS Stakeholder Surveys

Marketing, BOSS Presidents, FMWR Advisors, Garrison CSM

## Survey distributed online to Marketing Directors

- Conducted 27 June through 14 Aug 2015
- 42 responses received

## Survey distributed online to BOSS Presidents & FMWR Advisors

- Conducted 14 Aug through 5 Sept 2017
- 59 responses received
  - 51% (n=30) BOSS President/Vice President/Representative
  - 44% (n=26) FMWR Advisor

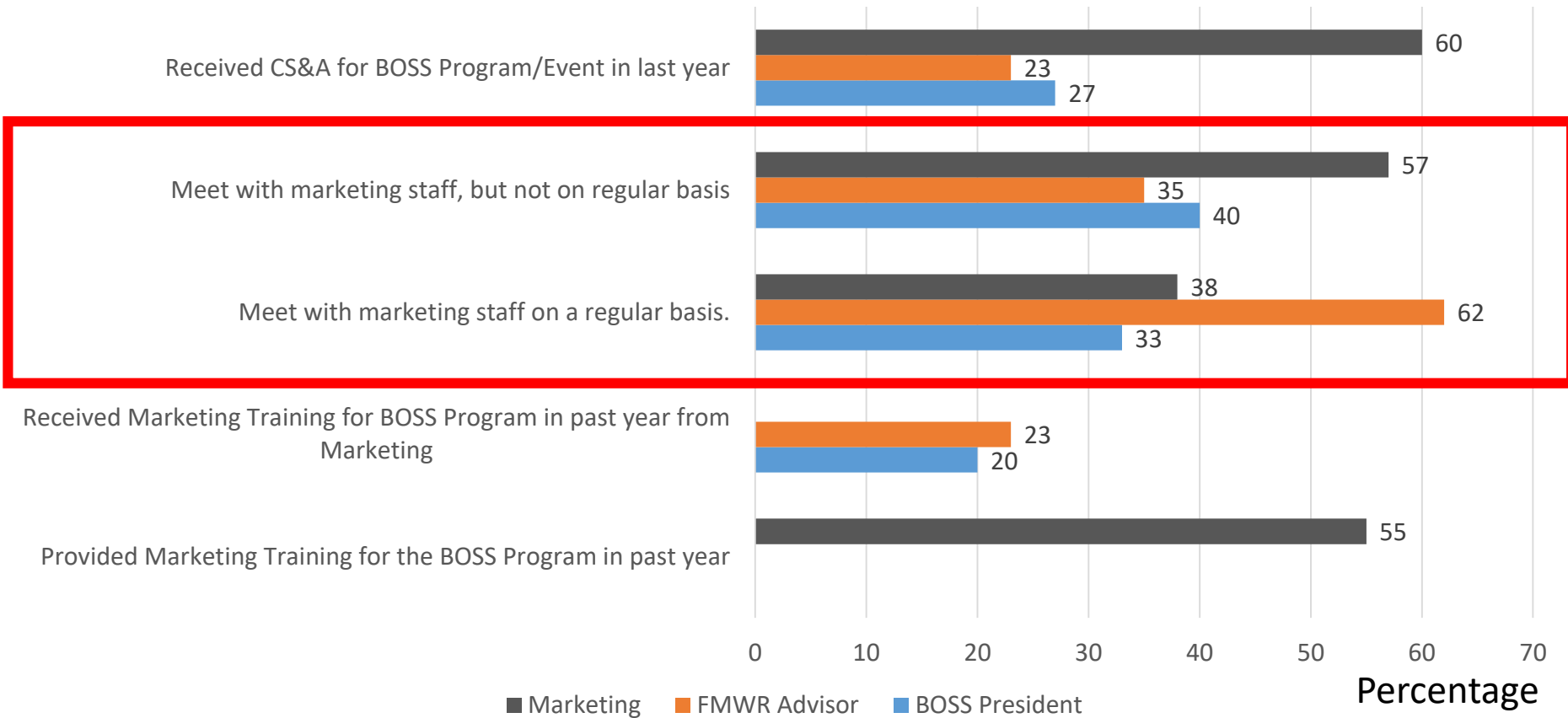
## Survey distributed online to Garrison CSM

- Conducted 24 Aug through 6 Sept 2017
- 16 responses received



# Marketing Training, Consultation & CS&A

Comparison of Marketing Directors, BOSS Presidents & FMWR Advisors

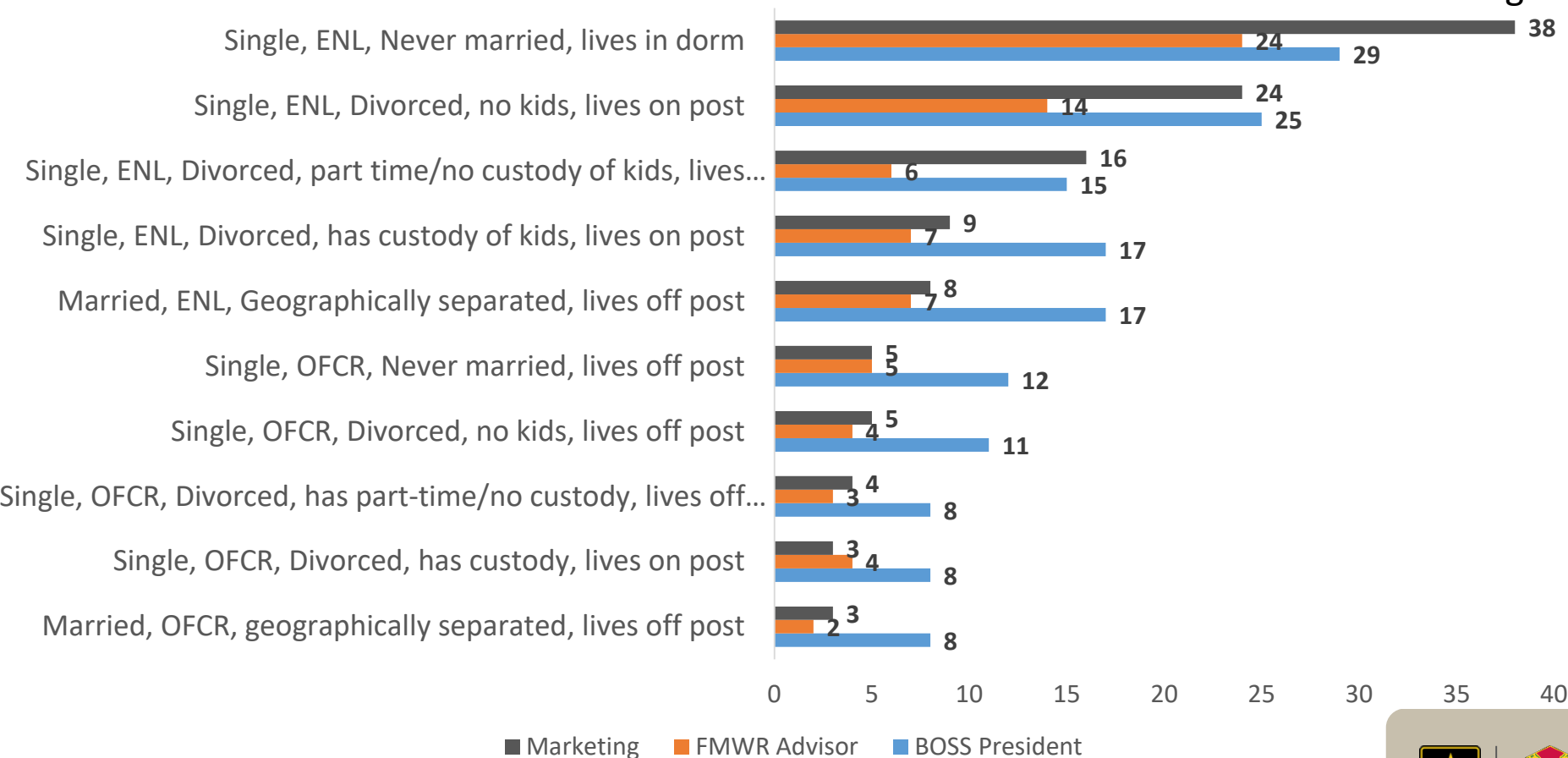


# Core BOSS Market

## Better Opportunities for Single Soldiers

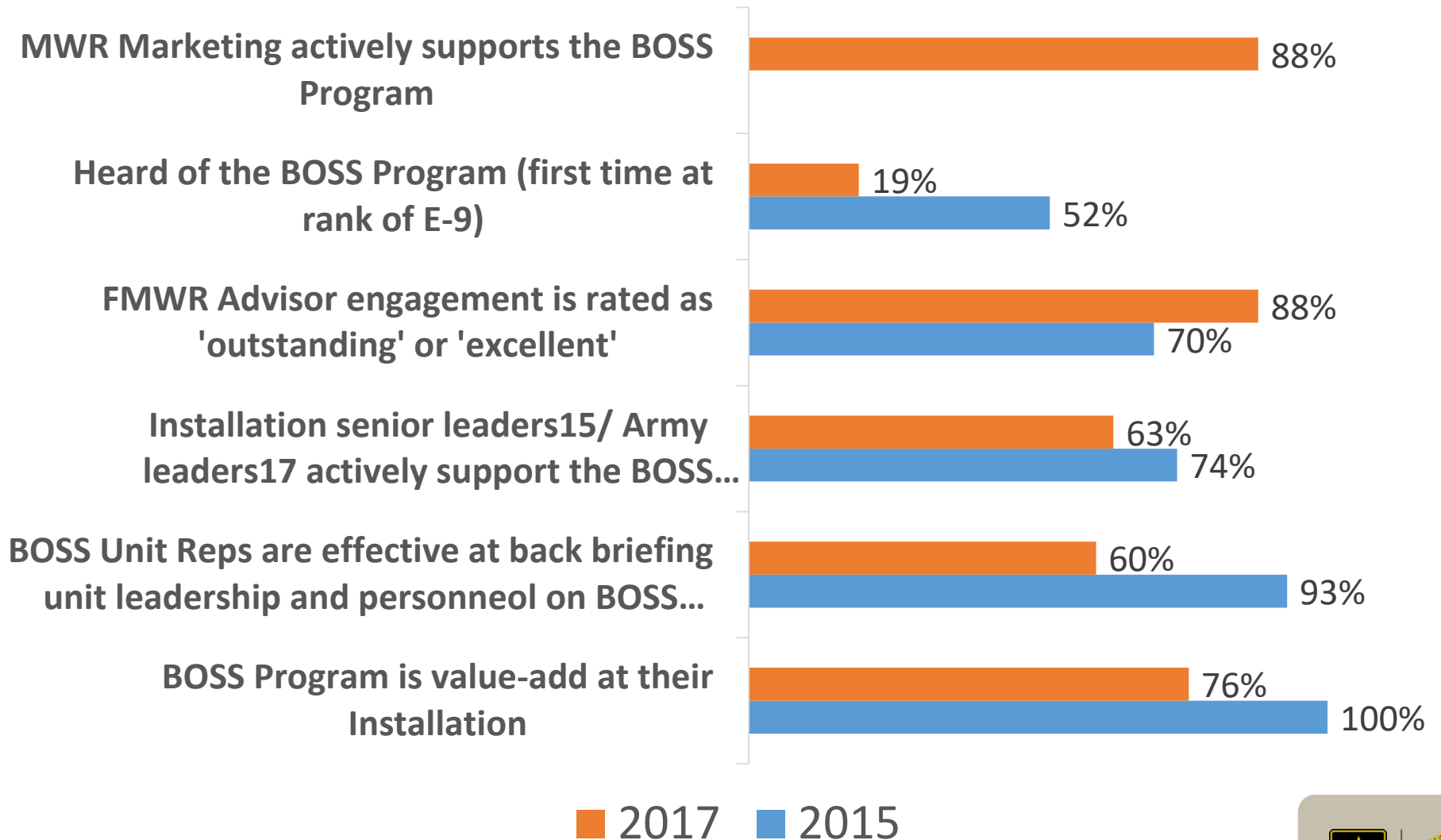
Who would you consider is your core BOSS Market?  
(select all that apply)

Percentage



# Garrison CSM Survey

## Better Opportunities for Single Soldiers



# 2017 Garrison CSM Survey

## Better Opportunities for Single Soldiers

- In your opinion, what is the value of Better Opportunities for Single Soldiers (BOSS) to the Army mission?

*“It gives Soldiers the chance to try new activities **and get involved in the community and forge new relationships**. Life Skills program does provide opportunities for them to gain new skills that are beneficial to them and their units.”*

*“It builds resiliency in our Soldiers and allows them an **outlet from the barracks life**.”*

*“The BOSS Program is an avenue for Soldiers to **learn and grow** while also building key **communication skills**”*

*“It creates more **dependable and adaptable** Soldiers”*

*“I don’t believe the BOSS Program has any value to the Army’s mission. **It may be time to reassess this program** to see if the Army should retain it. I have never seen any data on how this program contributes to retention of Soldiers, unit cohesion, or preparing Soldiers for combat. The Army invests a lot of money into BOSS, but I don’t see any return on the investment aside from Soldiers ‘having fun’”*



# 2017 Garrison CSM Survey

## Better Opportunities for Single Soldiers

### In your opinion, why don't more single Soldiers participate in BOSS?

*"Need to **understand** what the young **SMs are using to communicate...TEXT, FB, etc.**"*

*"What I have noticed, is when **Garrison CSM is involved** with the BOSS events and weekly/monthly meetings we get better support from the units and more participation during the planned events"*

*"Soldiers are busy doing their jobs! With the Army downsizing and the constant rotation of deployments, **most Soldiers want to spend their time off away from Army stuff.** Moreover, the Army has changed of the last years and so has technology. **Soldiers have more options** of things to do than we had twenty years ago"*

*"**Information flow.** Most of the time the information does not make it down to the Soldier level. I encourage unit BOSS Reps to get in front of unit formations and put out BOSS information every opportunity they get.*

*"I think most don't want to go through the effort of having to **volunteer to raise funding**"*





# 2015 Garrison CSM Survey

## Better Opportunities for Single Soldiers

How could the FMWR Advisor be more involved?

**\*\*Overwhelmingly comments indicated “nothing or N/A”**

*“Needs to be his/her **sole job so the SMs have access to them.** Also the BOSS President should be attached to the Garrison”*

*“Supporting, encouraging and **taken lead to train our BOSS President**”*

*“**Marketing**”*

*“More **advertisement**”*



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- The Journey (Activity)
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# Life Skill Post Event Surveys

## Better Opportunities for Single Soldiers

- 12 Question online survey
- Open from 6 Apr 2016 to 9 Mar 2017
- 539 completed responses/ representing
- 97 unique Life Skill Events
- Rate how much value gained by participating in Life Event
- Examples of Life Events in each learning objective area



# Life Skill Post Event Surveys

## Better Opportunities for Single Soldiers

- Life Events align to five primary learning objective areas
- Examples:
  - Personal Character **(16 events)**
    - Escape Room Teambuilding, Take A Ride
  - Earning Skills **(27 events)**
    - Customer Service, Learn a Language, CPR Certification, Tax Talk, Tightly-Whitey's Laundry Class
  - Health and Nutritional Wellness **(10 events)**
    - Cooking class, Self Defense, Drunk Driving Prevention
  - Physical Strength **(32 events)**
    - White Water Rafting, Fishing Trip, Outdoor Survival
  - Emotional Stability **(9 events)**
    - I love ME book, Resiliency Thru Art



# Life Skill Post Event Surveys

## Better Opportunities for Single Soldiers

- Life Events teach primary learning objectives in five areas:

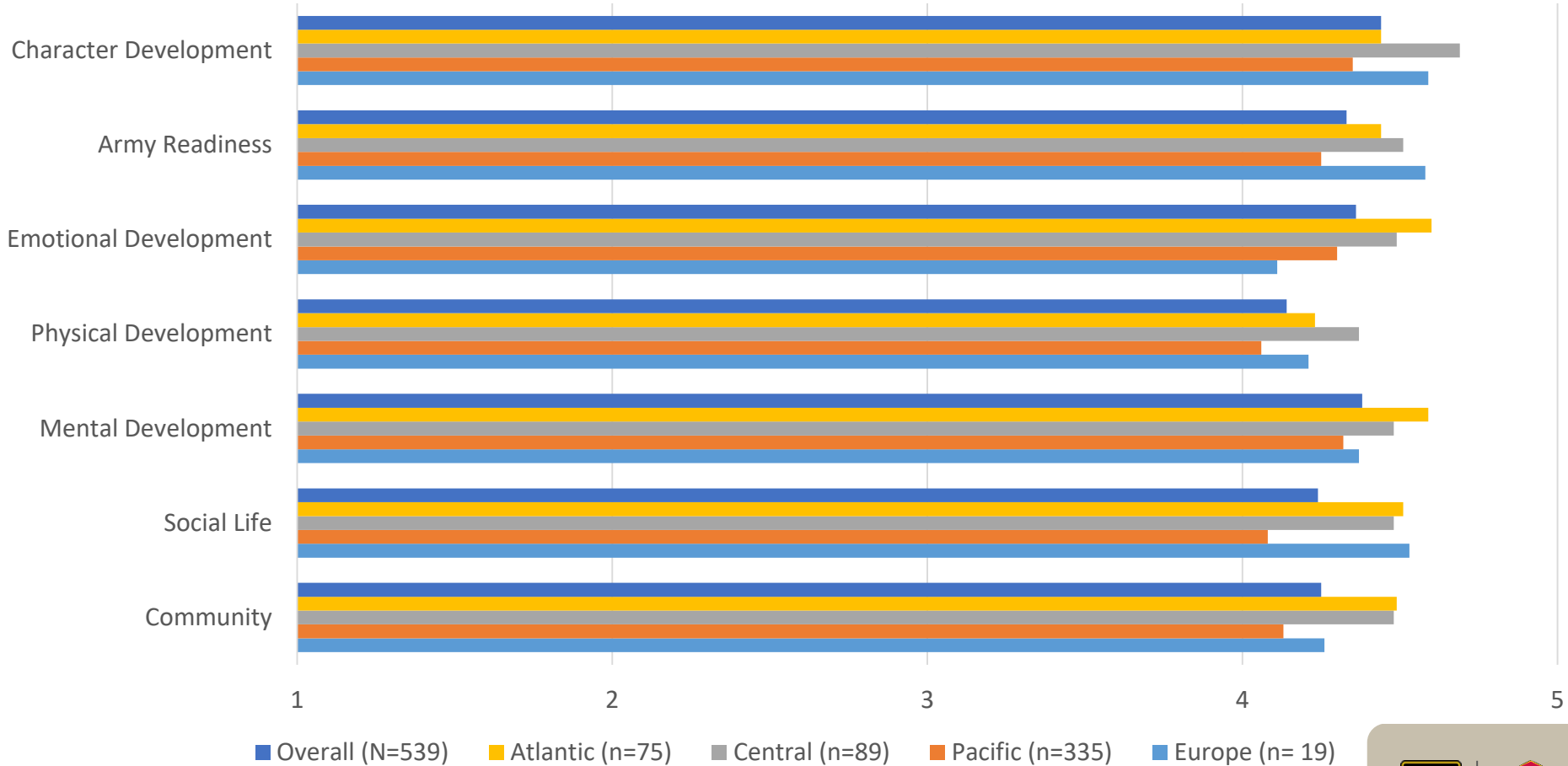
Impact to...	Personal Character	Earning Skills	Health & Nutritional wellness	Physical strength	Emotional Stability
Community	<p>Analysis Plan: Impact ratings by Region Learning Objectives and impact ratings</p>				
Social Life					
Mental Development					
Physical Development					
Emotional Development					
Army Readiness					
Character Development					
Character Development					



# Life Skill Post Event Surveys

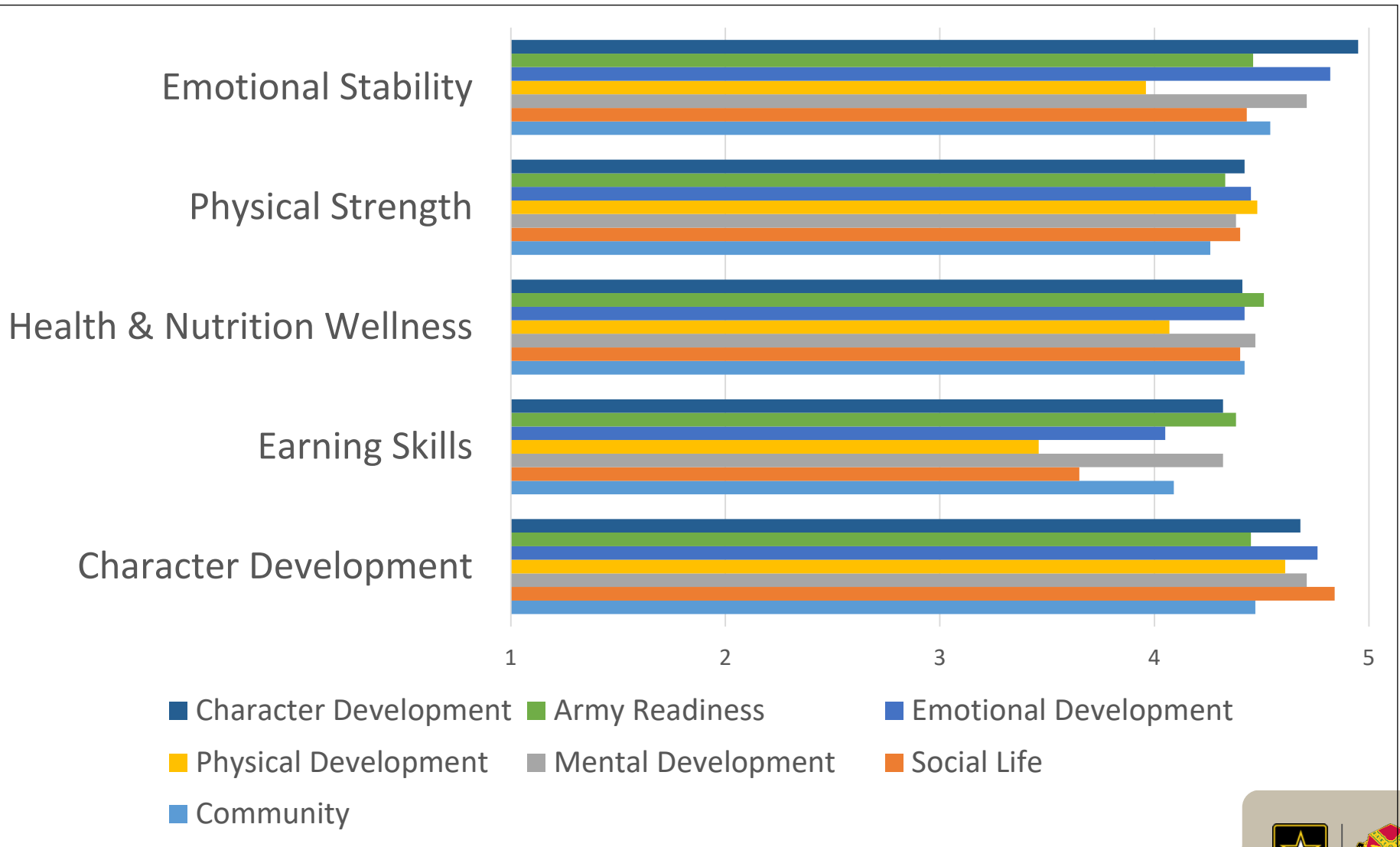
## Better Opportunities for Single Soldiers

BOSS Participant ratings of 'impact to...' on Post Life Skill Event Survey



# Life Skill Post Event Surveys

## Impact Ratings BY Learning Objective Areas



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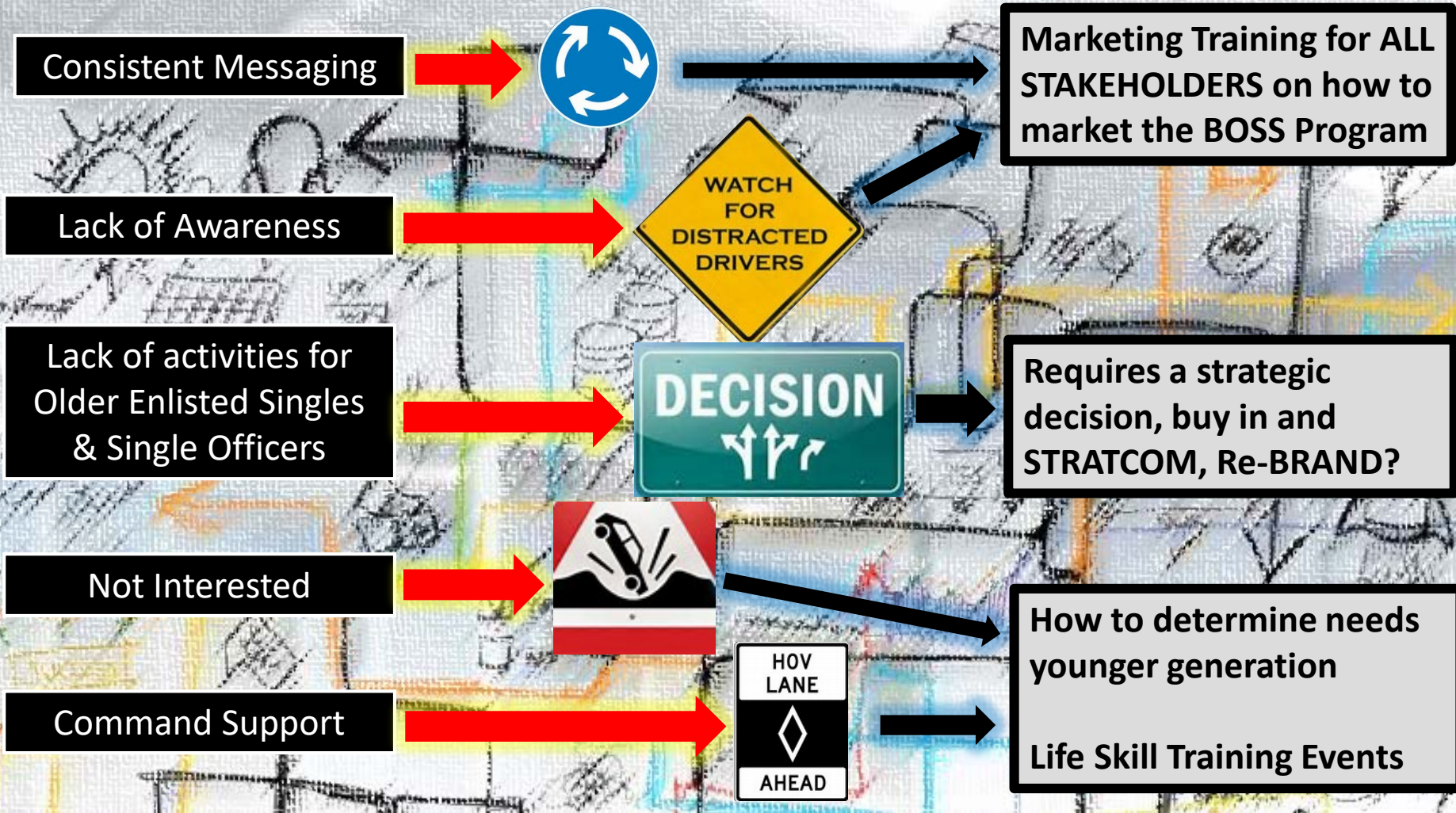
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**Review online reports**





# Roadmap to Change



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# Brief Out



# End of Brief

