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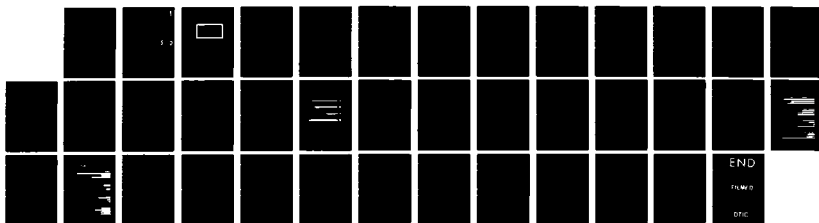
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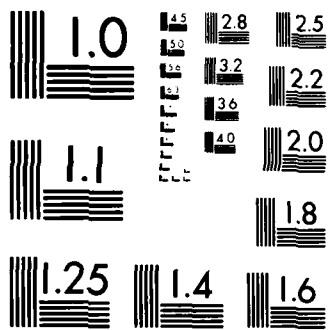
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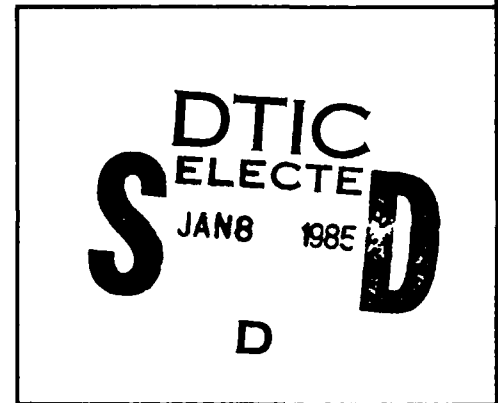
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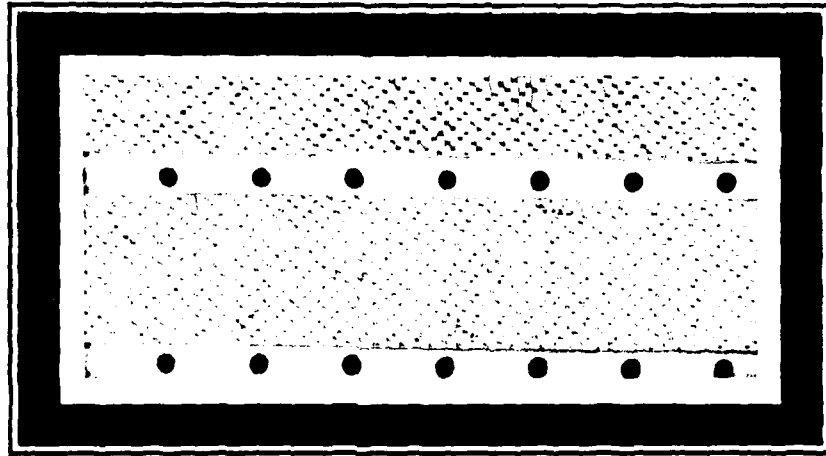
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**SEGMENTATION OF THE
NON-PRIOR SERVICE MARKET**

November, 1981

Prepared for:

Office of Assistant Secretary of Defense
(Manpower, Reserve Affairs and Logistics)
The Pentagon
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19. ABSTRACT (Continue on reverse if necessary and identify by block number) The Reserve Component Attitude Study (RCAS) is an annual series from 1978 to 1982 surveying the propensity of men and women to enlist in the Selected Reserve Forces (Guard/Reserve). The study is conducted through a random digit dialing telephone survey of the NPS respondents. The veterans sample was selected from listings provided by the Department of Defense. In 1983 RCAS underwent a reconfiguration and was renamed Veterans Attitude Tracking Study (VATS). The purpose of RCAS is to discover issues relevant to enhancing the number and quality of those enlisting in National Guard and Reserve Forces. Data was collected to determine individuals' reasons for wanting to enlist in the Guard/Reserve from samples of Prior service (PS) men and women and Non-prior (NPS) service men and women. Individuals sampled were divided into categories of those with a negative propensity to enlist and those with a positive propensity to enlist.			
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This is a study on the Segmentation of the NPS Market. It was conducted as a supplement to RCAS 1980. The major results of this study are reviewed with respect to their implications for developing differentiated strategies for enhancing Guard/Reserve advertising and promotion in the different demographic segments identified. The research reported indicates:

- o Differentiable markets exist. There are five: Working Singles, High Schoolers, Old Married, Collegiate, and Minority.
- o The markets are of sufficient size that the development of different strategies may be cost-effective, and
- o The markets differ among themselves with respect to:
 - Enlistment propensity,
 - Psychographic and attitudinal variables, and
 - Determinants of enlistment propensity.

The report recommends the following strategies which emphasize Guard/Reserve fulfillment of particular needs for each market:

- o Working Singles -- self-improvement
- o High Schoolers -- Growing Up
- o Old Married -- Partner Support
- o Collegiate -- Leadership Needs
- o Minority -- Social Needs

EXECUTIVE SUMMARY

Purpose

The Narrative Volume for the Reserve Components Attitude Study (RCAS) describes the propensity of young men and women to enlist in the National Guard or Reserves. The report also describes attitudes and psychographics associated with enlistment propensity and recommendations for enhancement of recruiting effectiveness in the overall Non-Prior Service market, based on those factors.

The Non-Prior Service market comprises diverse segments, however, educationally, occupationally, etc. Therefore, different strategies for enhancing promotion of enlistment opportunities might be developed for those segments in a productive and cost-effective manner.

This paper reports a study of the data from RCAS Wave III designed to test the feasibility of market segmentation among NPS respondents, and to draw appropriate implications from the results.

Results

Five different clusters are identifiable among NPS respondents to Wave III of RCAS, on the basis of demographic variables such as age, marital status, and educational background. These clusters differ among themselves in propensity to enlist in the National Guard or Reserves, and on associated attitudinal and psychographic variables. These differences suggest that use of marketing strategies targeted to specific demographic segments may indeed be productive.

The following table summarizes the relevant data and suggestions for each of the five demographic segments identified. The table shows important characteristics of each segment, the percentage of respondents in each and their average enlistment propensity. It also shows several attitudes important to enlistment propensity in each of the demographic segments and indicates a suggested advertising theme for each of the segments. Each of the results and implications are described in more detail in the extended discussion that follows.

CLUSTERS AND SUGGESTED STRATEGIES

<u>DEMOGRAPHIC CLUSTER</u>	<u>PERCENT OF SAMPLE</u>	<u>GENERAL ENLISTMENT PROPENSITY¹⁾</u>	<u>ATTITUDES IMPORTANT TO ENLISTMENT PROPENSITY</u>	<u>SUGGESTED ADVERTISING THEME</u>
"WORKING SINGLES" YOUNG UNMARRIED WORKING	30%	12.3	UNIT PRIDE ACHIEVING GOALS USEFUL ON RESUME	SELF-IMPROVEMENT
"OLD MARRIETS" OLDER MARRIED OWN HOME MORE DEPENDENTS, INCLUDING PRE-SCHOOLERS DON'T PLAN MORE SCHOOL SPOUSE WORKS	26%	9.8	PARTNER SUPPORT	(DISCARD)
"HIGH SCHOOLERS" YOUNG LIVING WITH PARENTS UNEMPLOYED	20%	15.3	MATURITY ACHIEVING GOALS	GROWING UP
"COLLEGIATES" YOUNG NOW IN SCHOOL; RECEIVING FINANCIAL AID WORKING PART-TIME	13%	13.5	SEVENTARY OPPORTUNITIES ACHIEVING GOALS ACCEPTANCE OF NEED FOR MILITARY	LEADERSHIP NEEDS
"MINORITIES" DON'T KNOW PARENTAL EDUCATION LOW GRADES IN HIGH SCHOOL HAVE MORE SIBLINGS LIKELY TO BE BLACK OR HISPANIC	11%	15.4	FRIENDS JOINING MILITARY NEED TO BE WITH OTHER PEOPLE ATTITUDE TOWARD A NATIONAL SERVICE REQUIREMENT	SOCIAL NEEDS

1) AVERAGE SCORES (SEE NARRATIVE VOLUME); SCORES RANGE FROM 0 (LOW) TO 39 (HIGH).

DISCUSSION

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SEGMENTATION OF THE NON-PRIOR SERVICE MARKET

PURPOSE

The research reported here was designed:

- To determine whether or not differentiable segments of the Non-Prior Service (NPS) market exist, and if so, to describe the size and composition of those segments.
- To determine whether or not those segments differ among themselves with respect to:
 - Propensity to enlist in the Guard or Reserves,
 - Relevant psychographic and attitudinal variables,
or
 - Determinants of propensity to enlist.
- To suggest strategies based on those differences that may be applied to each of the identified segments through appropriate media.

ASSUMPTIONS

Different marketing strategies may be more effective with different persons. It is productive to develop and to implement these strategies, if a number of conditions are met:

- Differentiable market segments do in fact exist.
- These groups of persons, or market segments, are of sufficient size that the development of different strategies is cost-efficient.
- Different strategies are likely to be more effective in (most of) the different segments than is a single overall strategy.
- The strategies do not conflict with one another -- that used with one segment does not contradict that used with other segments.
- The different segments can be reached effectively by targeted use of media.

METHOD

Various approaches to segmentation of the NPS samples could be utilized. For example, the respondents could be differentiated into homogeneous groups according to their demographics, their attitudes, or the factors that most affect their propensity to enlist in the National Guard or Reserves. In this research, the respondents were segmented according to their demographic characteristics, since demographically homogeneous groups can be most readily reached directly by the appropriate selection of media.

A host of potential demographic bases of segmentation remains. For example, traditional beliefs about the differential appeal of the military to men and to women suggest dividing respondents by gender. Similarly, the traditional structures of recruiting efforts suggest dividing respondents into groups in high school or finishing high school, and groups beyond high school. The initial segmentation problem is to determine which demographic bases offer the greatest discriminability among otherwise homogeneous groups of respondents.

A set of 24 demographic variables, shown in Figure 1, was chosen from the data available in the 1980 RCAS Tracking Study (Wave III). Respondents were randomly separated into two subsamples, and the data from each were analyzed independently with Singleton's clustering program.

The optimal statistical solution divided the respondents in each group into five distinct clusters. A comparison of the solutions in each of the independent groups showed that the statistically-defined segments were virtually identical -- in

FIGURE 1

POSSIBLE DEMOGRAPHIC BASES FOR SEGMENTATION

SEX

AGE

MINORITY GROUP MEMBERSHIP

LIVING ARRANGEMENTS

- LIVING WITH PARENTS
- HOME OWNERSHIP

SCHOOLING

- YEARS OF FORMAL EDUCATION
- AVERAGE HIGH SCHOOL GRADES
- CURRENTLY IN SCHOOL
- PLANNING FURTHER SCHOOLING
- FINANCIAL AID

PARENTAL FAMILY

- PARENTAL EDUCATION (4 VARIABLES)
- NUMBER OF SIBLINGS

PERSONAL FAMILY

- MARITAL STATUS
- NUMBER OF DEPENDENTS
- PRE-SCHOOL CHILDREN
- SPOUSE EMPLOYMENT

WORK

- EMPLOYED OR UNEMPLOYED
- NUMBER OF HOURS WORKED (2 VARIABLES)

FRIENDS JOINING MILITARY

other words, the obtained segmentation is reliable and is not dependent upon the particular subsample of respondents chosen.¹⁾ The remaining analyses were based on the data combined across the two subsamples, according to the clustering weights developed in the first subsample.

- 1) Two additional checks on the clarity of the statistically-defined segments were carried out. First, a multiple discriminant analysis (MDA) showed that the segments were significantly different from one another with respect to each of the demographics studied, both as individual variables and as a set of variables. Second, membership in segments based upon the MDA was compared with membership based upon the original cluster analysis. The match is almost perfect.

RESULTS

Characterization of the Segments

The five different groups that emerged from the clustering analyses can be characterized as follows:

- Young, unmarried persons, on their own -- "Working Singles"¹⁾
- Persons still in high school, who are not working and who are living with their parents -- "High Schoolers"
- Married persons, somewhat older, with more dependents (many being in the pre-school age range) -- "Old Marrieds"
- Persons in school, working part-time, and receiving financial aid for their schooling -- "Collegiates"
- Persons likely to be members of a minority group, who have received lower grades in high school, and do not know about the education of their parents -- "Minorities"

The percentage of NPS respondents falling into each segment in this wave of RCAS, and a description of the variables differentiating each from the overall sample is given in Table 1.²⁾

-
- 1) These names are meant only as a short-hand reminder of some of the salient characteristics of each segment. They are not to be taken as characterizing all members of each segment.
 - 2) These percentages are not strictly projectable to the population, since the Wave III sample was not an age-matched national probability sample.

TABLE 1

RESULTS OF NPS CLUSTER ANALYSIS
5-Cluster Solution

<u>CLUSTER NAME</u>	<u>Variable</u>	<u>RESULTS</u>	
		<u>Cluster</u>	<u>Total Sample</u>
1.	WORKING SINGLES (30.1%)		
	Few dependents	1.1	1.6
	Working	100%	67%
	Not married	97%	69%
2.	HIGH SCHOOLERS (20.4%)		
	Youngest segment	19.7 yrs	21.5 yrs
	Living with parents	77%	48%
	Unemployed	100%	33%
3.	OLD MARRIEDS (26.0%)		
	Older	23.6 yrs	21.5 yrs
	Married	97%	31%
	Own home	59%	21%
	More dependents	2.5	1.6
	Few plan more schooling	16%	24%
	Spouse works	85%	26%
	Have pre-schoolers	54%	21%
4.	COLLEGIATES (12.9%)		
	Young	19.8 yrs	21.5 yrs
	Now in school	83%	33%
	Receiving financial aid	35%	17%
	Working part-time	70%	11%
5.	MINORITIES (10.6%)		
	Don't know parental education	53%, 84% (M,F)	7%, 12%
	Low grades in high school	2.6 (C+/B-)	2.1 (B)
	Have more siblings	3.8	2.9
	More likely to be black or hispanic	35%	15%

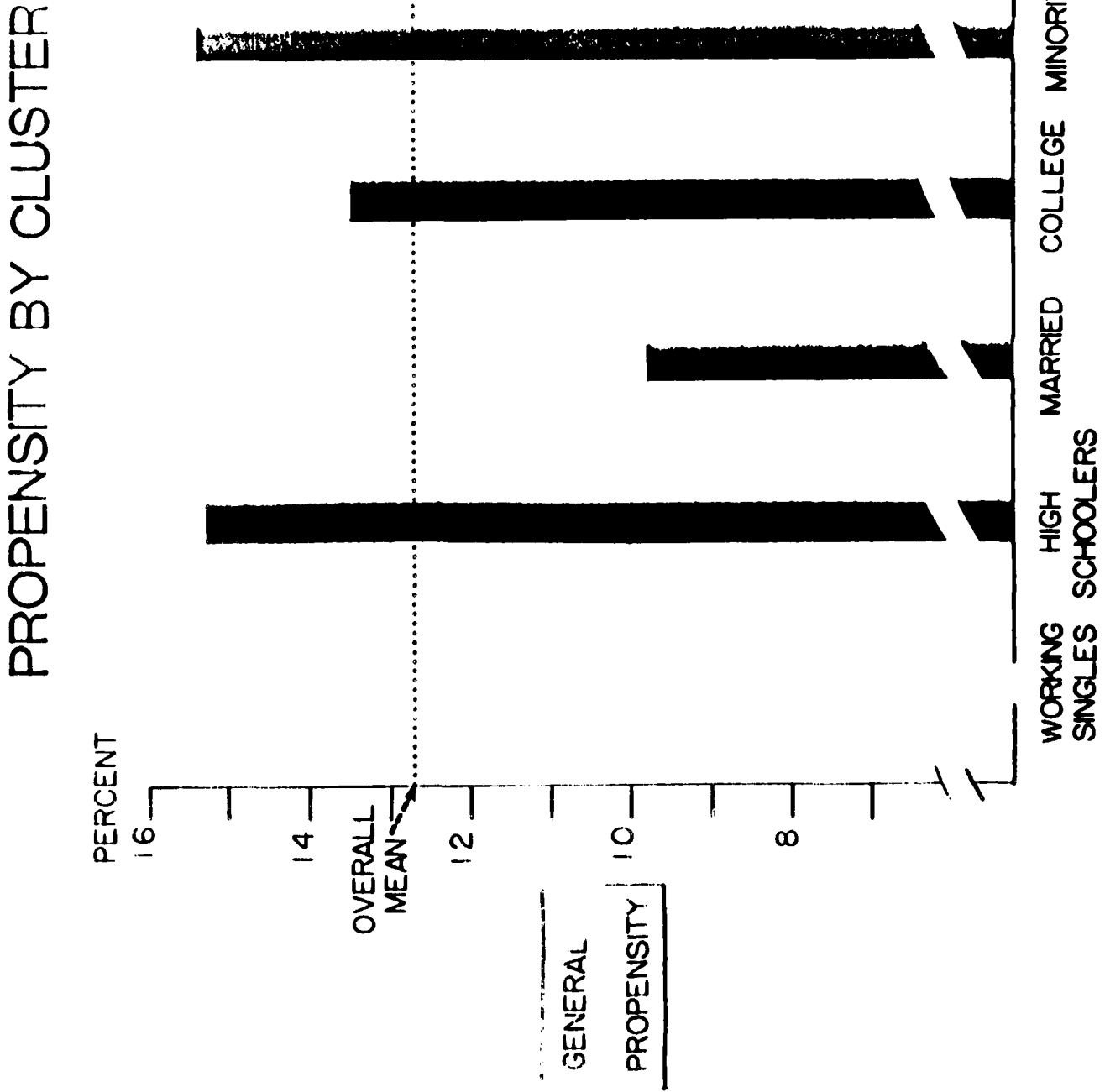
General Propensity Differences Among Segments

As shown in Figure 2, members of the different segments have different levels of propensity to enlist in the National Guard or Reserves. The general propensity of the Minorities and of the High Schoolers is above the average for the entire sample (indicated in the figure by the dashed line). That of the Collegiates and that of the Working Singles is close to the average, and that of the Old Marrieds is lower--and significantly below that of any of the other groups.¹⁾

To recapitulate, it has thus far been shown that there are differentiable demographic segments of the NPS market and that those several segments differ among themselves with respect to propensity to enlist in the National Guard or Reserves. It remains to be shown that the several segments also differ among themselves with respect to relevant psychographic and attitudinal variables or with respect to determinants of propensity to enlist, in order to target particular strategies for enhancing recruitment to particular demographic segments. These issues are addressed in the remainder of this section. The implications of these various differences for strategies to enhance enlistment are discussed in the final section of this report.

-
- 1) It may be worth returning, for a moment, to the question of other bases of demographic segmentation. As noted earlier, gender would seem a reasonable a priori basis for discriminating between respondents. However, the cluster analysis did not show that gender is a useful segmentation basis, overall. Still, gender could be used to refine the Old Marrieds into two separate segments, since the demands of marriage and child-rearing affect men and women differently. Such a supplementary analysis was therefore carried out. While the propensity of men in the Old Married group was significantly greater than that of the women, it was still far lower than that of members of the other segments. Furthermore, subsequent analyses did not offer any greater insight into the dynamics of these two different groups; neither did any clear strategic approaches emerge that would justify keeping the groups separate from one another.

FIGURE 2



Psychographic and Attitudinal Differences

Responses to selected psychographic and attitudinal variables from RCAS Tracking Wave III are presented for each demographic segment and for the total NPS sample in Table 2. The response rates for particular demographic segments that differ from the overall response rate by five percentage points or more are printed in boldface type. These are discussed below.

1. **Work:** The members of various segments differ with respect to where they expect to be working, in ways that are generally predictable.
 - Members of the "Minorities" segment, for example, see themselves as relatively unlikely to be working at a desk job, and relatively likely to be working in a factory setting.
 - In contrast, "Collegiates" see themselves as relatively likely to be in a sales job, and unlikely to be in a factory setting.

Furthermore, members of the "Minorities" segment are least likely to believe they have civilian-acquired skills that merit advanced pay or grade in the Guard/Reserve. They are also least likely to say they would be looking for a particular job if they were to join the Guard/Reserve.

Members of the "Working Singles" segment are most likely to believe they now have skills that merit advanced pay or grade in the Guard/Reserve. Perhaps for this reason, relatively few believe Guard/Reserve service would be a useful addition to their resume. In contrast, "High Schoolers" are particularly likely to feel Guard/Reserve service would be useful on their resumes.

TABLE 2

RESPONSES TO SELECTED VARIABLES BY SEGMENTS

VARIABLE ^{a)}	TOTAL SAMPLE	DEMOGRAPHIC SEGMENT				
		WORKING SINGLES	HIGH SCHOOLERS	OLD MARRIEDS	COLLEGIATES	MINORITIES
Feel likely to work:						
In a factory	18%	15%	18%	20%	6%	32%
At a desk	46%	51%	48%	43%	47%	38%
In sales	33%	31%	38%	28%	39%	33%
If would join Guard/Reserve, would do so for specific job	52%	56%	53%	48%	59%	44%
Believe have skill of value to Guard/Reserve	58%	65%	60%	53%	55%	50%
Believe Guard/Reserve service useful on resume	48%	45%	61%	40%	52%	50%
Looking to change routine in life	60%	61%	71%	50%	60%	64%
Looking for way to earn extra money	72%	66%	73%	63%	77%	79%
Believe Guard/Reserve likely to help achieve life goals	27%	26%	34%	20%	24%	41%
Spent most of first ten years:						
On farm	14%	10%	12%	21%	14%	14%
In city	34%	34%	37%	30%	34%	43%
In suburb	28%	34%	26%	22%	31%	21%
Close relative in career military	33%	30%	32%	37%	30%	34%
Friends recently joined military	28%	32%	33%	21%	26%	32%
Feel likely to enlist in Guard/Reserve:						
Standard propensity measure	15%	15%	21%	5%	16%	23%
If received credit for civilian-acquired skills	25%	24%	31%	13%	28%	37%
If weeknight drills	30%	29%	38%	20%	29%	40%
If 2 year enlistments	29%	28%	39%	16%	31%	40%
If cash bonus of \$3,000	37%	35%	50%	24%	42%	43%
If tuition assistance of \$2,000 for up to 4 years	37%	33%	50%	25%	38%	49%
If low interest loan of up to \$10,000 available	34%	32%	47%	22%	36%	46%

a) See Narrative Volume for copy of questionnaire and discussion of key variables.

2. **Current Outlook:** Members of the "Old Married" segment are least concerned with changing the routine in their lives and with finding a means of earning extra money. They are also least likely to believe that Guard/Reserve service can help them (more than another part-time job or activity) to achieve their life goals.

"High Schoolers" are most likely to be looking for some change in their lives, and many feel that Guard/Reserve service can help them achieve their life goals.

Members of the "Minorities" segment are most likely to be looking for a way to earn extra money, and they are also most likely to feel Guard/Reserve service can help them achieve their life goals.

"Collegiates" are very likely to be looking for a way to earn extra money, but relatively few believe Guard/Reserve service can help them achieve their life goals.

3. **Background Variables:** Members of the "Old Married" segment are most likely to have been reared on a farm. Perhaps farm-reared persons are likely to marry and to begin raising a family early. Although such persons have historically been highly motivated to serve their country (note the disproportionately high percentage of Old Marrieds with fathers and other relatives who have served in the military), they may be unlikely to do so under current sociopolitical conditions. This may explain why the data do not support the hypothesis that persons reared on farms should have higher propensity than others to enlist in the military.

4. **Enlistment Incentives:** Members of the "Minorities" and "High School" segments are consistently highest in enlistment propensity, regardless of the incentive or the change of requirements considered, as shown in Table 2. Members of the "Old Married" segment are consistently lowest.

A review of the increments to standard enlistment propensity associated with each of the incentives or changes in requirements considered helps place overall response rates in context. These increments are shown in Table 3.

- The increment for the several incentives -- particularly tuition benefits -- is relatively low for members of the "Working Singles" segment. Those respondents are not especially responsive to any of the changes in benefits or requirements considered.
- Responses from members of the "High Schoolers" segment offer a marked contrast. The "High Schoolers" are responsive to almost every change considered -- particularly the several potential incentive programs.
- Members of the "Old Marrieds" segment are low in response to almost every change considered. Only with respect to the possibility of weeknight unit drills do they respond (more positively) than the average member of the overall sample.

TABLE 3

INCREMENTS IN ENLISTMENT PROPENSITY ASSOCIATED WITH CHANGES IN REQUIREMENTS AND INCENTIVES CONSIDERED^{a)}

ENLISTMENT CONDITIONS	TOTAL SAMPLE	DEMOGRAPHIC SEGMENT				
		WORKING SINGLES	HIGH SCHOOLERS	OLD MARRIEDS	COLLEGIATES	MINORITIES
Base: (Standard)	(15%)	(15%)	(21%)	(5%)	(16%)	(23%)
Credit for civilian-acquired skills	+10%	+9%	+10%	+8%	+12%	+14%
Weeknight drills	+15%	+14%	+17%	+15%	+13%	+17%
2 year enlistments	+14%	+13%	+18%	+11%	+15%	+17%
Cash bonus of \$3,000	+22%	+20%	+29%	+19%	+26%	+20%
Tuition assistance of \$2,000 for up to 4 years	+22%	+18%	+29%	+20%	+22%	+26%
Low interest loan of up to \$10,000 available	+19%	+17%	+26%	+17%	+20%	+23%

a) Increments in segments differing from overall increment by five percentage points or more printed in boldface type.

- "Collegiates" respond more positively than the average member of the sample to the question about a civilian-acquired skills program. They are particularly positive to discussion of a cash bonus incentive.
- Members of the "Minorities" segment are very responsive to all but one of the changes considered. They are less positive than average to discussion of a cash bonus.

Determinants of Propensity to Enlist

Much of the earlier work in RCAS has focused on the determinants of enlistment propensity. Efforts have been made to refine consideration of variables that are predictive of enlistment propensity, such as attitudes toward the military, and to delete from consideration those that are not, such as perceived ability to pass entrance requirements.¹⁾

Of interest here, a number of the variables are particularly predictive of enlistment propensity in certain demographic segments, but not in others. The pattern of variables important to different segments is of great value in developing differentiated advertising and recruiting strategies.

Two criteria were used to decide which variables should be considered important determinants of propensity in each segment. First, responses to a question of interest had to be significantly

1) Overall, the variables considered accounted for over 68 percent of the variation in general propensity among respondents in the NPS data for Wave III of RCAS. The share of the variance thus "explained" compares quite favorably with the results of other behavioral studies.

correlated with enlistment propensity, even when other predictors were taken into account. Second, enlistment propensity had to be highly sensitive to that variable. That is, enlistment propensity had to have high elasticity -- a unit change in response to the question of interest had to be predictive of a sizeable change in enlistment propensity.

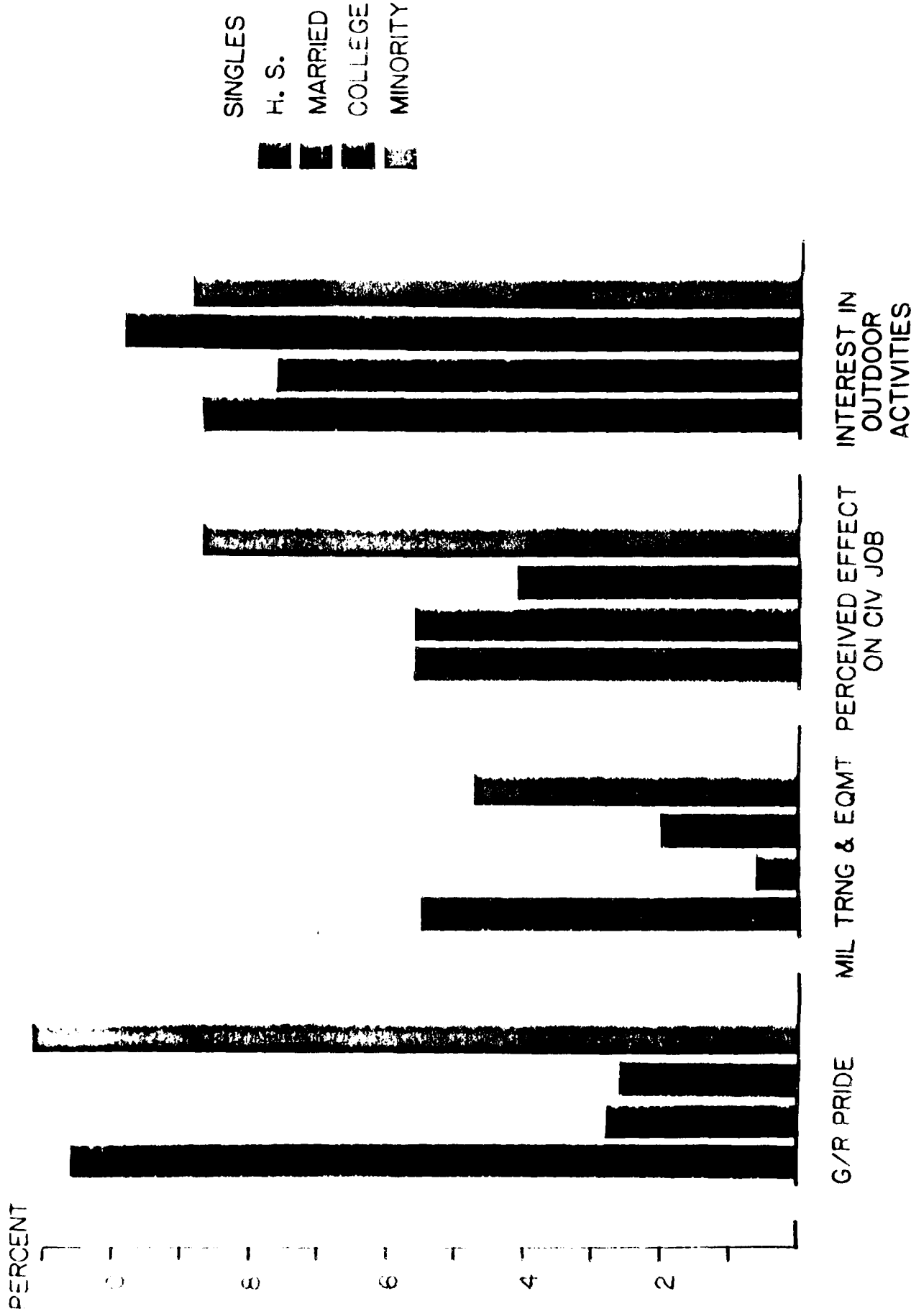
The elasticity of enlistment propensity for each of several variables of particular importance to one or more demographic segments is shown in Figures 3 and 4. In each case, the elasticity of enlistment propensity for the variable indicated is presented for each demographic segment. It is shown as the percentage change expected in general enlistment propensity for a unit change in the indicated variable. Several predictors that are of particular relevance to members of the "Working Singles" segment and the "High Schoolers" segments are shown in Figure 3. Several that are of particular relevance to members of the "Collegiates" segment are shown in Figure 4. The relationships between enlistment propensity and the several predictors are discussed below. A brief description of the predictor itself prefaces each discussion.

First Set of Predictor Variables (Figure 3): Four variables among those examined are significantly correlated with enlistment propensity and have their highest elasticity among members of the "Working Singles" or the "High Schoolers" segment. Most also have high elasticity among members of the "Minorities" segment.

- Agreement or disagreement with several attitude statements has been found to measure respondent perceptions of the National Guard and Reserves as a respected group in the community, able to elicit pride among its participants. Propensity to enlist in the Guard/Reserve is particularly related to this attitude among members of the "High Schoolers" and the "Working Singles" segments. (Elasticity is also high among members of the "Minorities" segment, as shown in the figure. However, in this

ELASTICITIES OF PREDICTOR VARIABLES, 1

FIGURE 3



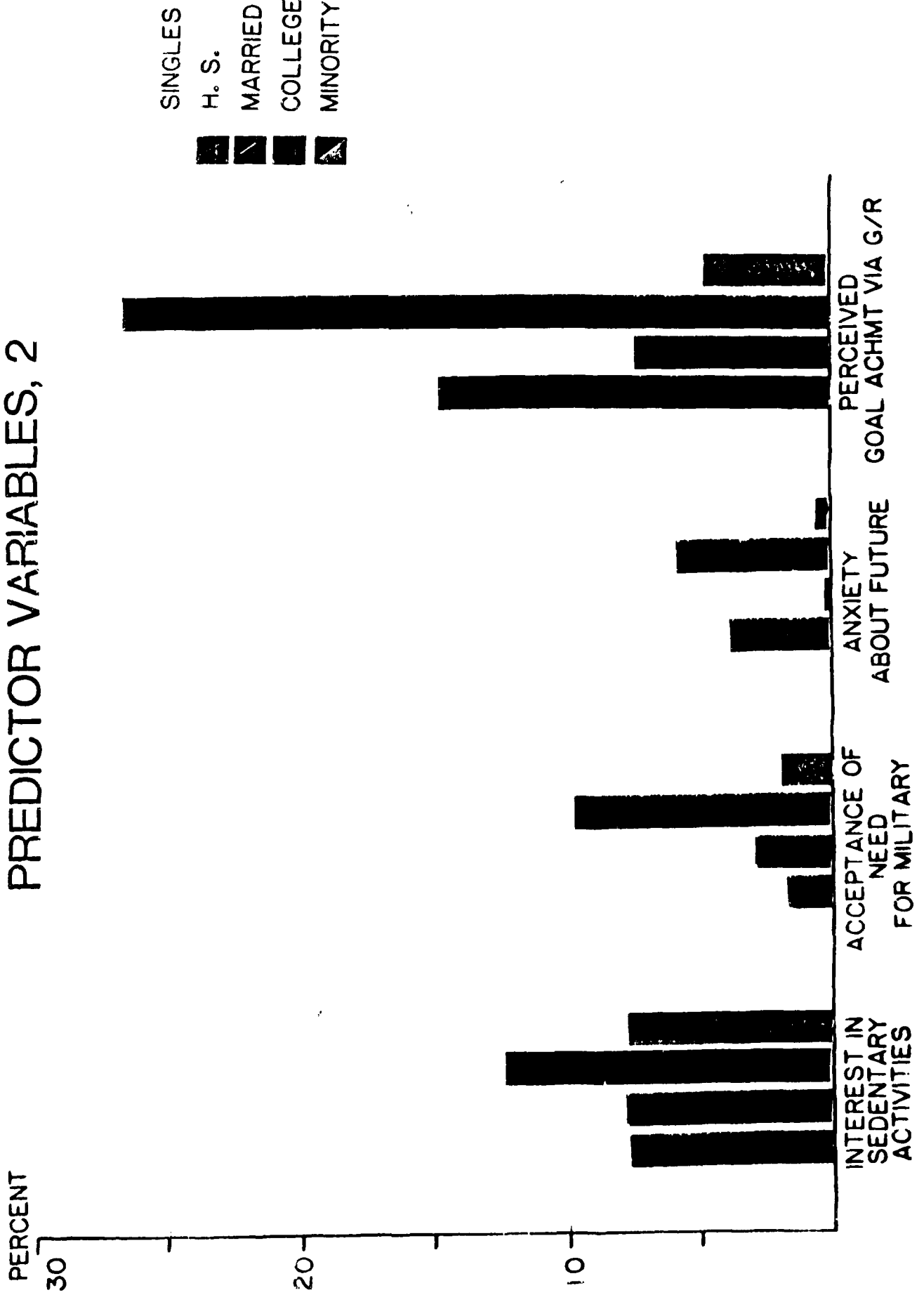
case as in several others, the correlation does not meet conventional standards of statistical significance, given the relatively small size of the "Minorities" segment.)

- Agreement or disagreement with several attitude statements has been found to measure respondent perceptions of the training available in the military services, and of the equipment provided. Enlistment propensity among "Working Singles" is particularly related to this perception. (Elasticity is also high among members of the "High Schoolers" and "Minorities" segments, but again, the correlations do not reach conventional levels of statistical significance.)
- Respondents were asked whether or not they believe Guard/Reserve service would enhance one's resume, in the eyes of an employer. Enlistment propensity is highly related to the belief this would be so among "Working Singles" and "Old Marrieds."
- Respondents were asked the degree to which they enjoy various activities, among which were fishing, hunting, and camping. Enlistment propensity is highly related to reported enjoyment of these activities among "High Schoolers," "Old Marrieds," and "Collegiates."

Second Set of Predictor Variables (Figure 4): Four other variables among those examined are significantly correlated with enlistment propensity and have their highest elasticity among members of the "Collegiates" segment.

ELASTICITIES OF PREDICTOR VARIABLES, 2

FIGURE 4



- Respondent enjoyment of various sedentary activities, such as reading, was measured at the same time as their interest in outdoor activities. Enlistment propensity is particularly related to reported interest in sedentary activities among "Collegiates" and "Old Marrieds." (While the elasticities are also high among other groups, the correlations with enlistment propensity do not reach conventional levels of statistical significance.)
- Agreement or disagreement with several statements has been found to measure beliefs about the need for the military. Enlistment propensity is highly related to this attitude among members of the "Collegiates" segment. (Surprisingly, enlistment propensity is related to a tendency to reject this belief among members of the "Minorities" segment. This apparent anomaly may arise because members of that segment differentiate most strongly between service in the Active Forces and service in the Guard/Reserve. It may be that those respondent who believe most strongly in the need for the military are likely to have high propensity for Active Forces service only.)
- Respondents were asked whether they perceived prospects for the future as better, the same, or worse than the present. Enlistment propensity is particularly related to anxiety about the future among "Collegiates" -- those who are most anxious are most likely to have high enlistment propensity.

- Respondents were asked whether they felt better able to achieve their life goals through Guard/Reserve service or through some other part-time activity or job. Enlistment propensity was highly related to the feeling that Guard/Reserve service would be helpful to life goal achievement among members of all segments except the "Minorities." The relationship was particularly high among "Collegiates."

Additional Variables: A number of other variables among those examined are significantly correlated with enlistment propensity, and have their highest elasticity (of 5 percent or more) in other demographic segments. The variables and their elasticity in each segment are shown in Table 4; relationships that meet conventional standards of statistical significance are indicated by boldface type. They are discussed below.

- Agreement or disagreement with several statements was used to measure concern with achieving maturity. Enlistment propensity was highly related to maturity concerns among "Working Singles," "High Schoolers," and "Old Marrieds."
- Two items were used to measure respondent perception that their enlistment would receive social support. First, they were asked the level of perceived support from others important to them, such as parents, teachers, and friends. Second, they were asked the level of perceived support from their spouse, fiance(e) or boyfriend or girlfriend. Enlistment propensity is highly related to general perceived support among members of all segments other than "Minorities." It is also highly related to perceived support from spouse among "Old Marrieds" or from fiance(e) or boyfriend or girlfriend among "Working Singles."

TABLE 4
ELASTICITIES OF PREDICTOR VARIABLES, 3

<u>VARIABLE</u>	<u>DEMOGRAPHIC SEGMENT</u>				
	<u>WORKING SINGLES</u>	<u>HIGH SCHOOLERS</u>	<u>OLD MARRIEDS</u>	<u>COLLEGIATES</u>	<u>MINORITIES</u>
Concern with maturity	6%	8%	7%	0	2%
Perceive that important others would be pleased by enlistment	9%	9%	7%	9%	11%
Perceive spouse/opposite sex friend would be pleased by enlistment	8%	5%	12%	6%	5%
Desire to be with others	6%	1%	3%	-5%	12%
Friend(s) recently joined military	6%	7%	0	6%	14%
Approve of national service requirement	3%	1%	0	3%	10%

- Two other social variables were also studied. Agreement or disagreement with several statements was used to measure respondent desires to do things with others, rather than alone. Respondents were also asked whether close friends had recently joined the military. Enlistment propensity was particularly related to each of these variables among members of the "Minorities" segment. It was also highly related to both among "Working Singles." (Enlistment propensity was negatively related to the desire to be with others among "Collegiates," but not at conventional levels of statistical significance.)
- Respondents were asked their attitude toward imposition of a national service requirement. Enlistment propensity was particularly related to approval of such a program among members of the "Minorities" segment.

IMPLICATIONS

The major results of this study are reviewed in this section, with respect to their implications for developing differentiated strategies for enhancing Guard/Reserve advertising and promotion in the different demographic segments identified.

The data that have been presented show that:

- Differentiable markets exist,
- The markets are of sufficient size that the development of different strategies may be cost-effective, and
- The markets differ among themselves with respect to:
 - Enlistment propensity,
 - Psychographic and attitudinal variables, and
 - Determinants of enlistment propensity.

An attempt has been made in what follows to suggest a strategy for each demographic segment that is:

- Based on psychographic or attitudinal variables or determinants of propensity of particular importance to members of that segment,
- Not likely to conflict with any strategies suggested for use with other segments, and
- Communicable by appropriate use of media.

These strategies are presented solely for DoD management consideration and review in the light of other policy, budgetary, and media availability factors.

The suggestions for the different demographic segments are summarized in Figure 5, along with a repetition of the percentage of each in the RCAS Wave III sample. A list of particular related variables on which each suggestion is based is also included in the figure. The suggestions are discussed in turn, below.

Working Singles

The enlistment propensity of members of the "Working Singles" segment is at the average level for the entire sample. Many see themselves as working at desk jobs in the near future and many believe they now have skills that would merit advanced grade or pay in the Guard/Reserve. Compared to members of other segments, they are less concerned with finding a way to earn extra money. The enlistment propensity of these respondents is particularly related to their attitudes concerning pride in the Guard/Reserve and concerning the training and equipment offered. Their propensity is also related to the perception that Guard/Reserve service would help in achieving their goals and would enhance their resumes.

The factors just reviewed suggest that an emphasis on service in the Guard/Reserve as a means of self-improvement may be particularly useful with members of the "Working Singles" segment. Implementation of such an advertising and promotion theme should include stress on the quality of the training opportunities and equipment available to Guard/Reserve participants, the pride this engenders, and the value it offers in civilian life. This advertising and promotion theme should be accompanied by efforts to enhance the fulfillment of these promises wherever necessary.

FIGURE 5

P O S S I B L E C L U S T E R - D I R E C T E D E M P H A S E S

WORKING SINGLES (30%) -- SELF-IMPROVEMENT

- UNIT PRIDE
- TRAINING
- ACHIEVING GOALS
- USEFUL ON RESUME

HIGH SCHOOLERS (20%) -- GROWING UP

- MATURITY
- ACHIEVING GOALS

OLD MARRIED (26%)

- PARTNER SUPPORT
-- OTHERWISE, DISCARD --

COLLEGIATE (13%) -- LEADERSHIP NEEDS

- SEDENTARY OPPORTUNITIES
- ACHIEVING GOALS
- ACCEPTANCE OF NEED FOR MILITARY

MINORITY (11%) -- SOCIAL NEEDS

- FRIENDS JOINING MILITARY
- NEED TO BE WITH OTHER PEOPLE
- ATTITUDE TOWARD A NATIONAL SERVICE REQUIREMENT

High Schoolers

The enlistment propensity of members of the "High Schoolers" segment is particularly high. Many of them are looking for a change in their routine, and many believe Guard/Reserve service would be useful on their resumes, and would help them achieve life goals. In addition, many have friends who have recently joined the military. The enlistment propensity of "High Schoolers" is particularly related to maturity concerns, perceived social support, and the belief that Guard/Reserve service would help in the achievement of their life goals.

The factors just reviewed suggest that an emphasis on the part that Guard/Reserve service can help play in the growing up process may be particularly useful with "High Schoolers." The strategy for the "Working Singles" would stress getting ahead, and would be aimed at the relatively mature young person with a set of goals in mind. In contrast, the strategy for the "High Schoolers" would assume a less mature target person, more concerned initially with finding direction and establishing goals than with finally achieving those goals.

Old Marrieds

The enlistment propensity of members of the "Old Married" segment is significantly lower than that of members of any other segment. Furthermore, these respondents are least attracted by most incentive programs considered, least concerned with changing the routine in their lives, or with earning extra money, and least likely to believe Guard/Reserve status would help them achieve life goals or would be useful on their resumes. Their enlistment propensity is most highly related to perceived support from their spouse.

It may be most cost-effective to ignore the "Old Marrieds" in future efforts to enhance enlistment. However, this demographic segment is large, and it may be undesirable to ignore members of it in an enlistment campaign. If any efforts are directed toward members of this segment, those efforts should be directed at increasing social support for their enlistment and the perception of social support for enlistment.¹⁾

Collegiates

The enlistment propensity of members of the "Collegiates" segment is just above the average for the entire sample. These respondents tend to be looking for ways to earn extra money, and they would be particularly attracted by an incentive program of cash bonuses. Their enlistment propensity is highly related to the perception that Guard/Reserve service would help them achieve their life goals, to concern with the future, and to interest in sedentary activities. They also say that they would be looking for a particular job if they were to join the Guard/Reserve. Finally, their enlistment propensity is related to the perception of social support for enlistment and to a belief that the military is essential to the nation.

The factors just reviewed suggest that an emphasis on fulfilling the needs of "Collegiates" for leadership opportunities may be productive with members of this demographic segment. Such an approach should stress the belief of members of this segment in the military and should stress the highly goal-directed nature of their interests. However, it is hypothesized that many of the respondents in this segment are considering Guard/Reserve service as commissioned officers, rather than as enlisted personnel, given

1) See ARBOR's 19 June 1981 memo for further discussion of perceived social support among married respondents. In particular, that memo calls attention to the finding that there seems to be more spouse support for enlistment in the Guard/Reserve than is perceived by male NPS respondents.

their educational backgrounds and the relationship between enlistment propensity and interest in sedentary activities.¹⁾

Minorities

The enlistment propensity of members of the "Minorities" segment is well above the average for the entire sample. Members of this group feel particularly likely to work in a factory setting. They are also relatively unlikely to feel they have a particular skill to offer the Guard/Reserve -- one that would merit advanced grade or pay, and they are relatively unlikely to say they would be seeking a particular job if they were to join the Guard/Reserve. They are likely to be looking for a way to earn extra money, and to feel that Guard/Reserve service would help them achieve their life goals. Finally, their enlistment propensity is highly related to acceptance of a universal national service program, to a desire to do things with others, and to the likelihood that close friends have recently joined the military.

The factors just reviewed suggest that an emphasis on Guard/Reserve fulfillment of social needs may be particularly useful with members of the "Minorities" segment. These respondents tend not to feel they have particular skills, and their enlistment propensity is not particularly related to concerns about achievement or the future. Rather, their interest in working with others, their belief in the appropriateness of common sacrifice, and their sensitivity to what close friends have done all suggest that an emphasis on the present and on the social rewards of Guard/Reserve service would be most productive with members of this demographic segment.

1) The data in RCAS Wave III do not permit separation of enlistment propensity by perceived likelihood of obtaining a commission. The questionnaire for RCAS Wave IV has been modified to gather data that will permit this.

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