Headquarters U.S. Air Force

Integrity - Service - Excellence

Public Affairs Measurement and Analysis

Developing Insights & Driving Decisions

U.S. AIR FORCE

Colonel Sean Monogue
USAF Public Affairs

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PA Core Functions

- Trusted Advice and Counsel
- Airman Morale and Readiness
- Public Trust and Support
- Global Influence and Deterrence

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Lines of Effort

	OUTPUTS	OUTTAKES	OUTCOMES
Engage the Media	✓	✓	In Progress
Develop and sustain Partnerships	✓	✓	In Progress
Connect with American Public	✓	✓	In Progress
Communicate with Airmen	✓	✓	In Progress
Educate and Inform Key Decision Makers	✓	✓	In Progress

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Measuring Trust and Confidence

The “big” ideas:

- Big Data, Modelling, and Predictive Analytics is key for resource allocation
- Explore the intersection of Output / Outtake measures to uncover Outcomes
- PR for PA is not inherently bad … internal controls must support a culture of engagement
- Additional leading and lagging indicators for the health of external relationships are available and needed (beyond Gruning)

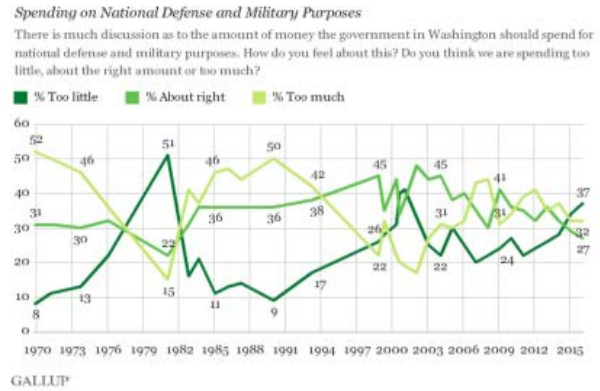
Big Data & Predictive Analytics

Americans Have More Confidence in the Military Than any Other Societal Institution

	Great Deal/Quite A Lot of Confidence In 2016
The military	73%
The police	56%
The church or organized religion	41%
The medical system	39%
The presidency	36%
The U.S. Supreme Court	36%
The public schools	30%
Banks	27%
Organized Labor	23%
The criminal justice system	23%
Television news	21%
Newspapers	20%
Big business	18%
Congress	9%

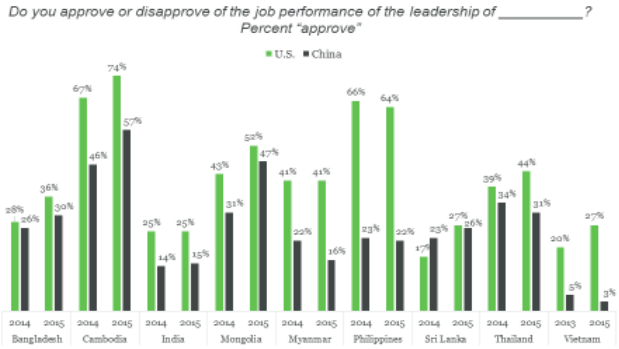
13 GALLUP

More Americans than in Recent Years Say the Country is Spending Too Little on its Military



14 GALLUP

Little Change in Balance of Approval Between China's and U.S. leadership in 2015



17 GALLUP

Economic Concerns More Generally Make Up About 40% of all "Most Important Problem" Mentions

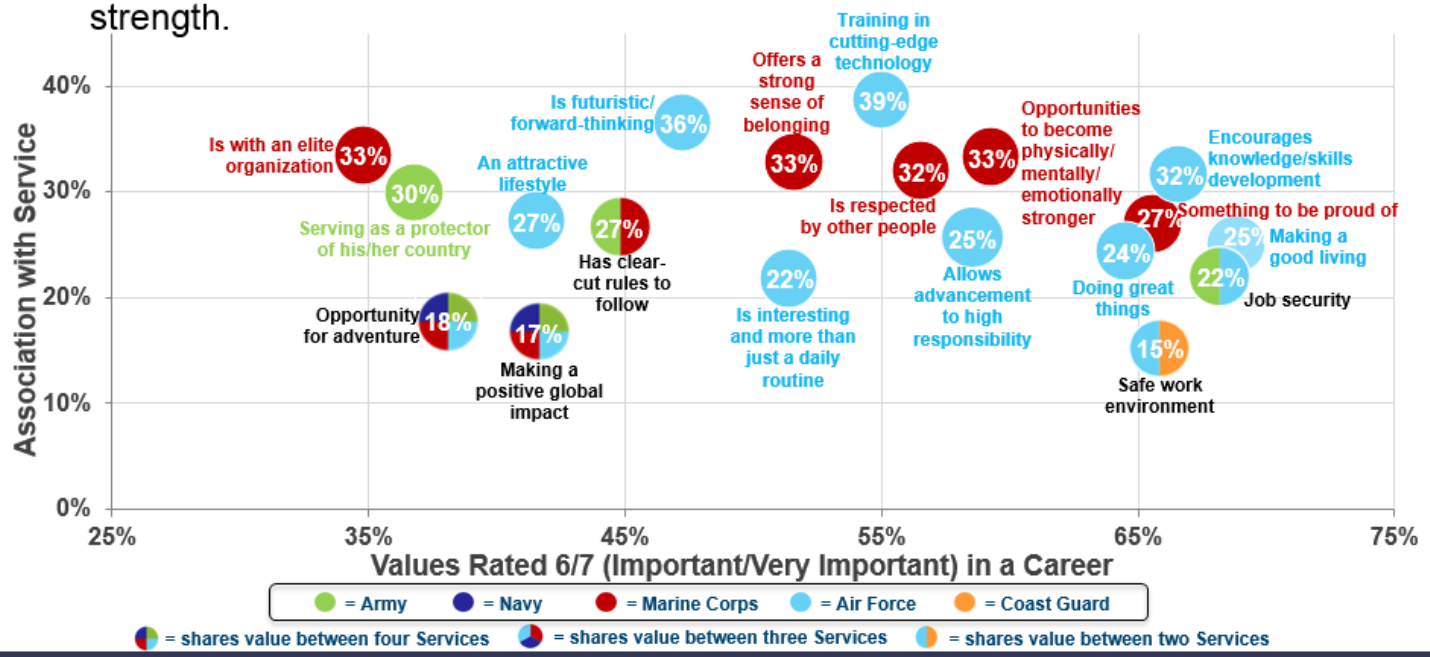
	March 2016	April 2016	May 2016
Economy in general	17%	17%	18%
Dissatisfaction with government	15%	13%	13%
Unemployment/Jobs	11%	9%	9%
Immigration	8%	8%	7%
Race relations/Racism	6%	7%	5%
Federal budget deficit	5%	5%	5%
Elections/Election reform	5%	4%	5%
Terrorism	6%	6%	4%
Healthcare	8%	5%	4%
National security	3%	5%	4%
Education	4%	4%	4%
Poverty/Hunger/Homelessness	3%	4%	4%
Gap between rich and poor	3%	3%	4%

15 GALLUP

Big Data & Predictive Analytics

Career Values

- Both the Air Force and Marine Corps have strong ownership of various career values among Influencers; the Air Force is associated with technology and lifestyle benefits, while the Marine Corps is viewed as offering prestige and strength.



Note: When value is shared between Services, the percent displayed is an average for those Services.

Source: Military Ad Tracking Study (Influencer Market) Wave 49

JAMRS

27

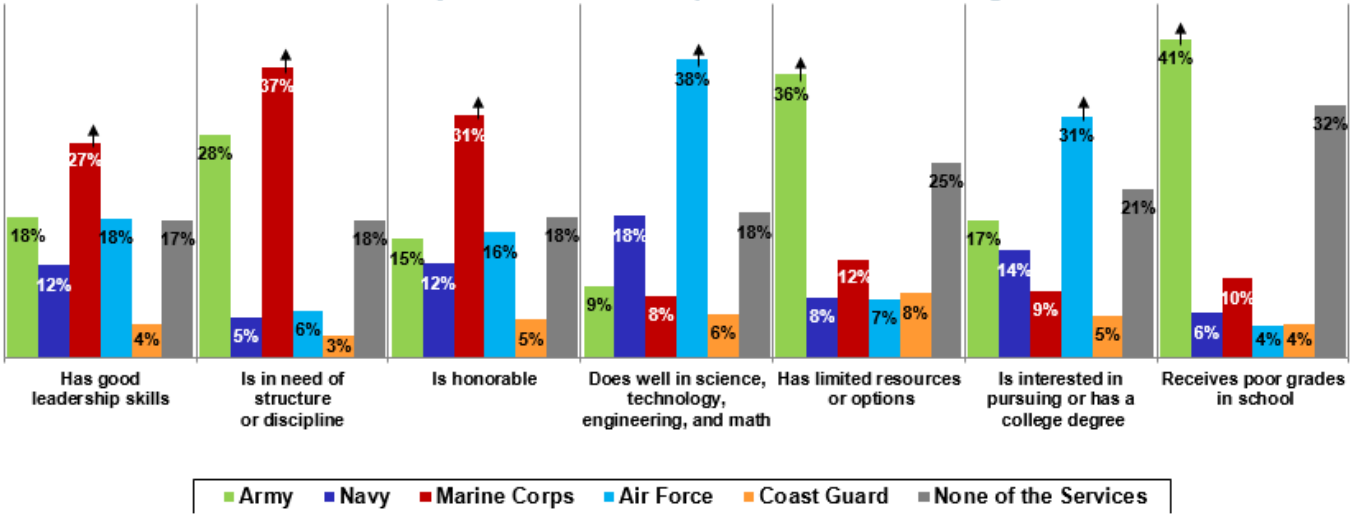
Questions: val_a-t: "Below is a list of potential job benefits. How important is each of these benefits to you in selecting a career?" val2_a-t: "Which Service do you most associate with each of the following benefits?"

Big Data & Predictive Analytics

Characteristic Associations

- Influencers associate the Marine Corps with someone who has good leadership skills, needs structure/discipline, and is honorable, while they associate the Air Force with someone who does well in STEM subjects and wants to pursue or has a college degree.
- Influencers would recommend the Army to a person who has limited resources/options and someone who receives poor grades in school.

Which Service would you recommend to a person with the following characteristics?



Source: Military Ad Tracking Study (Influencer Market) Wave 49

JAMRS

↑ = Significantly higher than all other Services

30

Questions: char_a-i; "Which Service recommend to a person with the following characteristics? Has good leadership skills; Is in need of structure or discipline; Is honorable; Does well in science, technology, engineering, and math; Has limited resources or options; Is interested in pursuing or has a college degree; Receives poor grades in school."

For Official Use Only

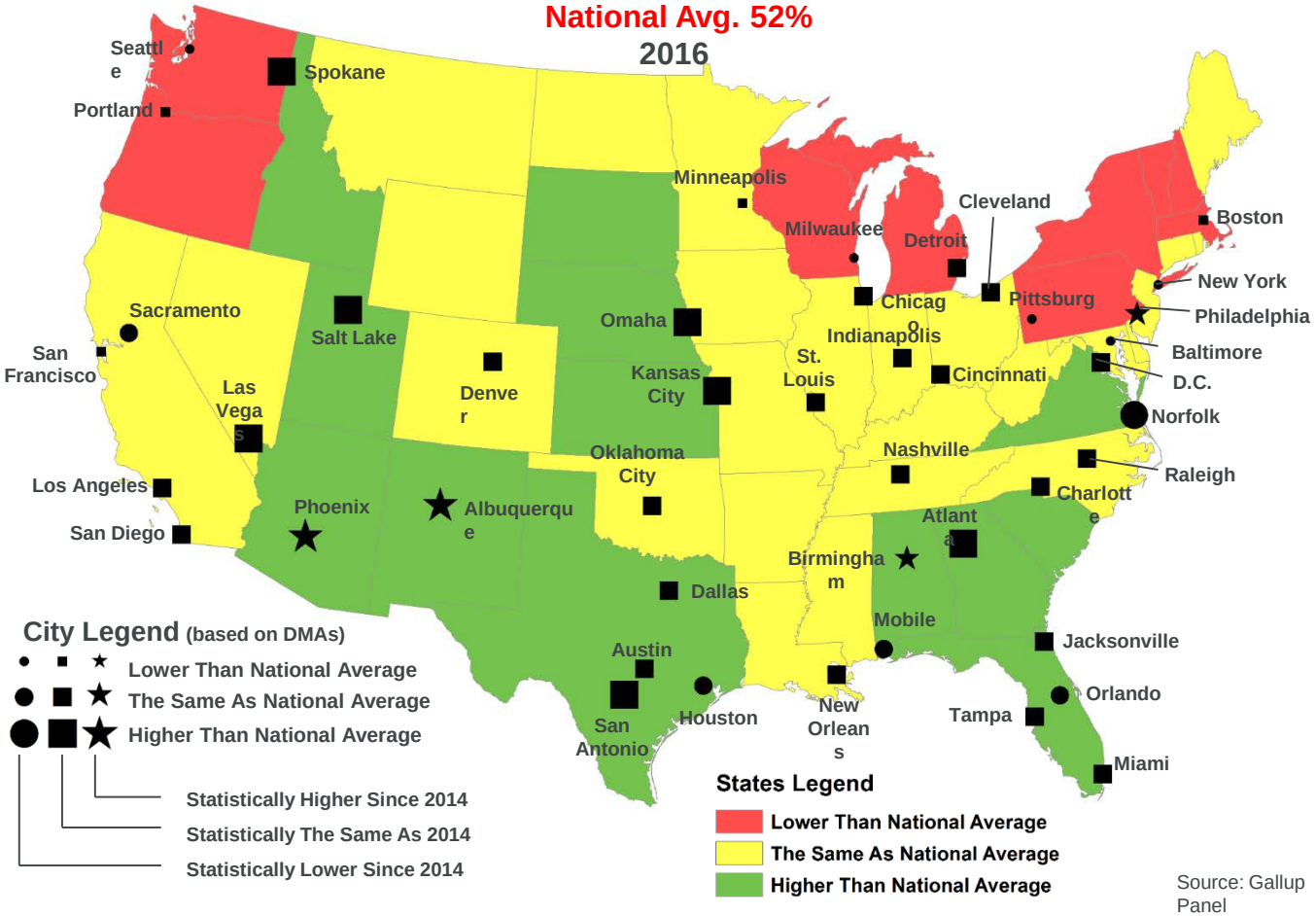
Would Recommend The Air Force

Percent Who Say They Would Recommend The Air Force to A Child or Grandchild

(4s and 5s on a 5 point scale: 1 - Not At All Likely, 5 – Extremely Likely)

National Avg. 52%

2016



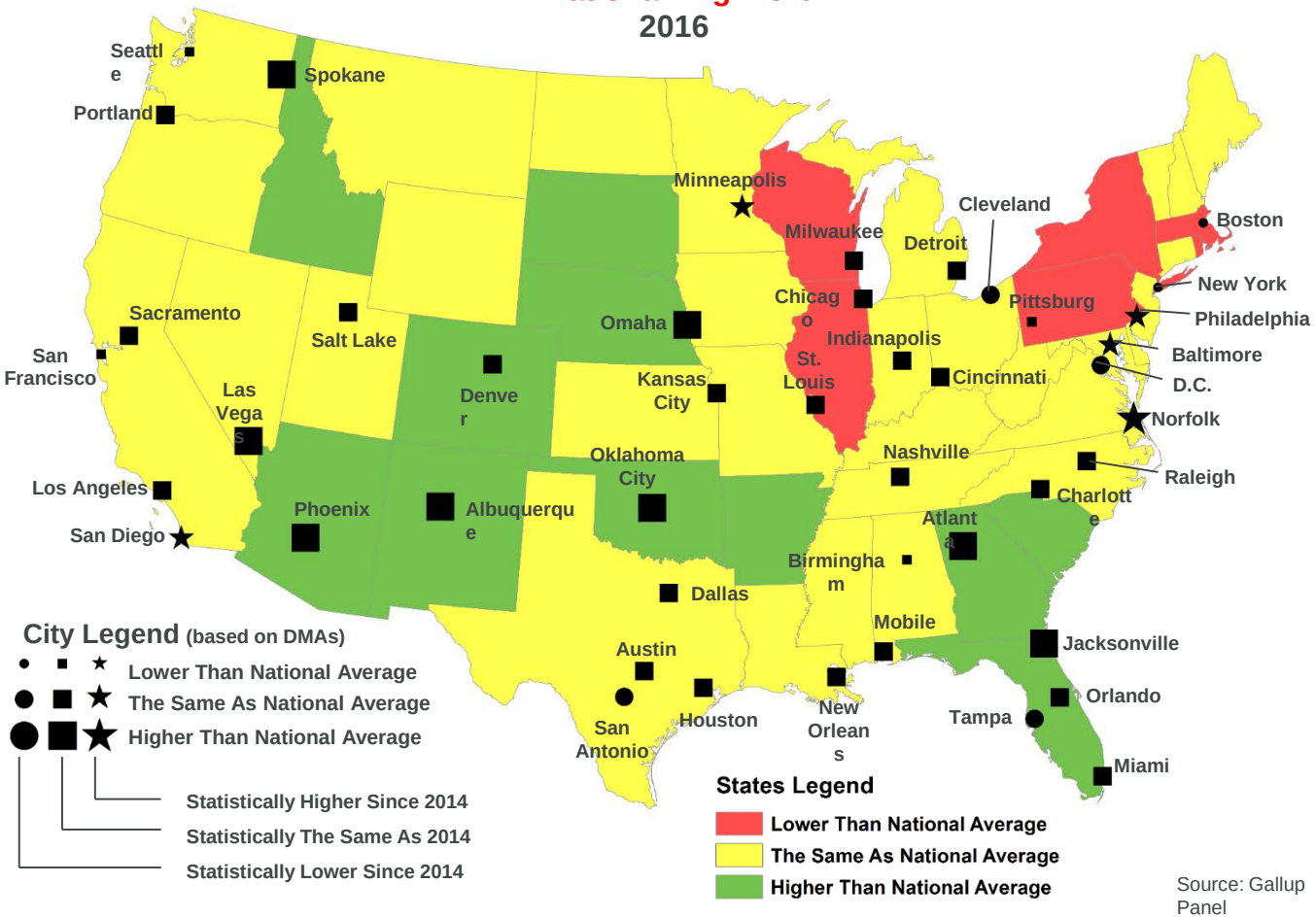
Source: Gallup Panel

Knowledge of The Air Force

Percent Who Say They Know Some or A Lot About the Air Force

National Avg. 48%

2016



Source: Gallup Panel

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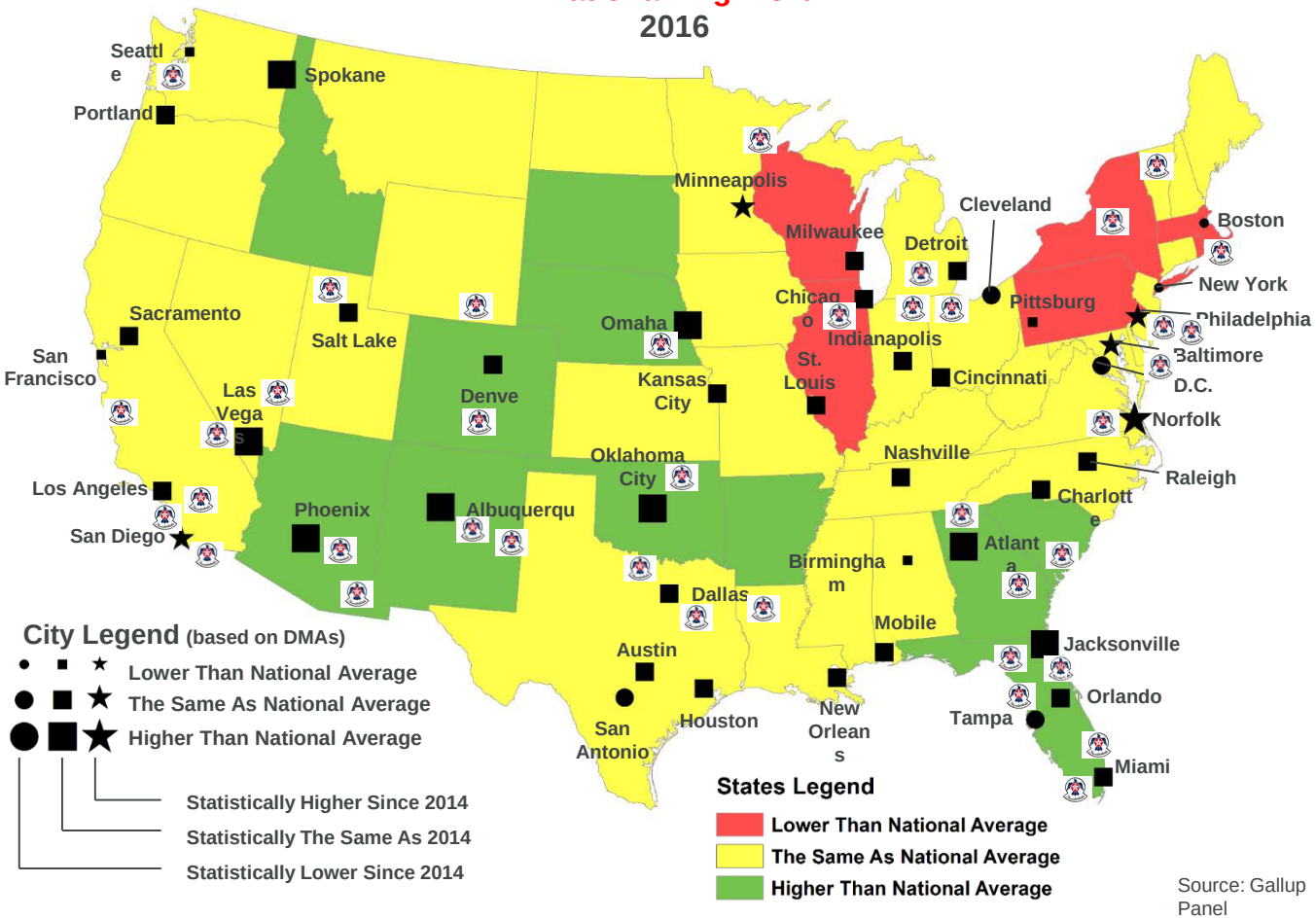

Source: Gallup Panel

Big Data & Predictive Analytics

ICAS U.S. AIRSHOWS 2014

U.S. AIR FORCE

Big Data & Predictive Analytics

2014 Thunderbird Map

notes military air show
notes civilian air show

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Big Data & Predictive Analytics

Now, add in Bands, Media Coverage, Open Houses, ANG / AFR Bases, Commercials, ROTC, Gold Bar Recruiters, Sporting Events, Recruiting Statistics …

- We know a few things:
  - NASCAR events w/flyovers generate 21% more leads
  - Airshow leads up 43% w/Thunderbirds
  - Flyovers translate into jumbotron messages, recruiting space, and Airmen appreciation events
- What we'd like to know:
  - Is it better to double up on bands and Thunderbirds or disperse assets?
  - Is public sentiment a leading or lagging indicator for recruiting?
  - Do Airshows in under-represented populations make a difference?
  - What's the right re-visit frequency?
  - Thunderbirds and Blue Angels … does it matter?

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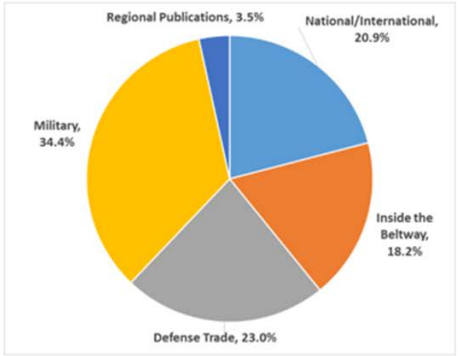
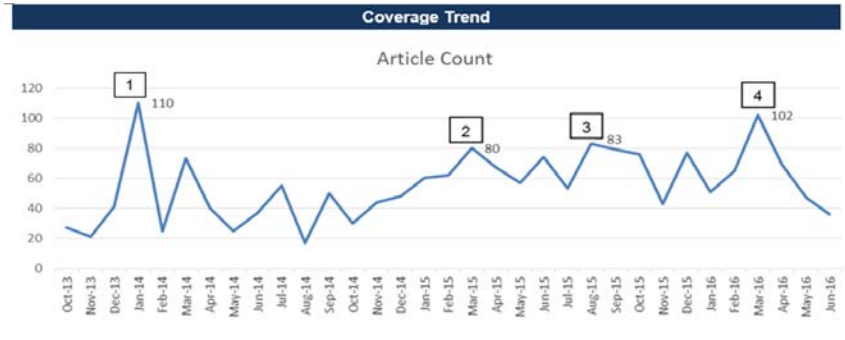
The intersection of different measures

Quality Engagement Tracking





National / International	Regional Publications	Inside the Beltway	Military Publications	Defense Publications
Associated Press	San Antonio Express	The Washington Post	Military.com	Defense News
Fox News	The Daily Caller	Politico	Air Force Times	Breaking Defense
UPI	Dayton Daily News	The Hill	Stars and Stripes	Air Force Technology
Reuters	NY Daily News	The Washington Times	Military Times	Inside Defense.com
CNN		National Journal	Air Force Magazine	IHS Jane's
Christian Science Monitor		Foreign Policy		Defense One

A Culture of Engagement (Supported by internal communication, goals, and measures)

- Timely, credible, transparent, and consistent engagement with stakeholders is critical to long-term success
- Speed is critical … communication processes cannot operate effectively under the “normal” staff battle rhythm
- Context is important and requires the active engagement of commanders, SMEs, and others
- Engagement must happen early and often, across multiple channels / audiences
- Listening and seeking advice is critical to building effective partnerships
- Effective media and legislative engagement is the backbone of transparency and credibility
- Airmen are the experts and must be empowered to engage

PR for PA

U.S. AIR FORCE

Air Force Communication Assessment

Air Force Association
Air, Space and Cyber Conference 2016
30 September 2016

Air Force Public Affairs

Strategy

Develop larger aerospace conversation by advancing airpower innovation across service branches, industry and commerce, international partners and allies, government, academia, interagency teams and media. SAF/PA planned and executed communication efforts as a direct extension of SecAF and CSAF priorities:

- Synchronize Air Force spokesmen and messaging
  - AFA theme directed purposeful briefs and concentrated effort
  - USAF Communication Waypoints provided foundational themes
  - Graphic consistency across platforms provided unity to disparate voices
- Extend audience reach beyond conference attendees
  - Leveraged multiple platforms (Facebook, Twitter, AF.mil, Blog, Blue Tube)
  - Directed internal audiences to one-source consolidated information on AF.mil
- Amplify Air Force narrative from senior leaders to action officers
  - Executed robust plan for interviews, media round tables and think tank events
  - America's Airmen booth bridged policy to implementation and impact
  - Parallel CSAF Civic Leader Conference maximized advocate development

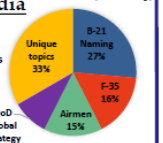
Print Media

(As of 28 Sep)

87 Unique Articles

4.7M Circulation

399M Unique Visitors



Narrative Themes

Social Media

8,488 Twitter Posts

495+ Facebook Posts

174M Total Potential Impression

Twitter

- #ASC16 used in 60% of AFA posts
- Most popular topics
  - #B-21, #Raider—1,008 total mentions
  - #CJCS--261 mentions
  - #F-35--243 mentions
- Robust CSAF Keynote live tweeting
  - 38 original tweets from CSAF acct: retweeted 400+ times, 860+ favorites
  - 3 *Defense One* reporters live tweeted angles of same event

Facebook

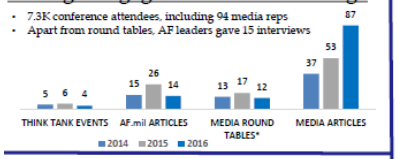
- 36 USAF, SecAF, CSAF acct posts; combined reach of 14.6M+
- Facebook video viewership 578K+

B-21 Branding

SecAF unveiled the "Raider" name and connected it to WWII history. This graphic rendering was used extensively in B-21 print coverage and social media.

Strategic engagements drove coverage

- 7.3K conference attendees, including 94 media reps
- Apart from round tables, AF leaders gave 15 interviews



Top outlets by article count

Air Force Communications Assessment

Air Force 69th Birthday Celebration
30 September 2016

Air Force Public Affairs

STRATEGY

The 69th Air Force birthday celebration presented opportunities to develop robust engagements, communicate key messages and strengthen key partnerships. In line with the SecAF and CSAF priorities, SAF/PA's synchronized, planned communication efforts were designed to:

- Expose outside audiences to the Air Force and America's Airmen through imagery, interactive content, and community engagement
- Highlight historical, current and future examples of Airmen bringing airpower to the Joint Fight
- Ensure audiences are familiar with how the Air Force embraces inclusiveness and agility through partnerships in a global environment

Snapshots & Highlights*

Event	Communication Efforts	Initial Impact
Sporting event flyovers w/ 30 s. video for stadiums	18 NFL games, 11 NCAA football games, 3 NASCAR races, US Open, 2 MLB games, USAF marathon	2M total in stadium audiences, several sports teams amplified #AFflyover, #AFBday to fan bases
Band Events	42 Worldwide AF Birthday band events: 3 NCR, 3 National Harbor, 5 AFA, 31 globally	Performances at NCR engaged 630; National Harbor--3.2K; AFA--4.1K; Worldwide--125K
Social Media	Three initial 30-sec videos + event coverage; rapid Instagram captures/ shares; live video feed of Tattoo; AF marketing product push	Video content reach 5.8M+; #AFBDay—5.3K+ posts; Bday Logo 1.6K retweets, 1.9K likes; image of running wounded warrior on Wash. Redskins field 22K Instagram likes
MAJCOMs	AF balls; cake-cutting events; civic leader inclusion; base social media; commanders calls	12,576 participants in special birthday events; social media reach 3.2M; 7,049 social media reactions
NYC Times Square Ads	3 Times Square HD screens; donated ad space ($76K) for AF video products	1.5M visitor, international tourist impressions
Capitol Cake Cutting	SecAF, Member remarks; CSAF Toast; Ceremonial Brass Quintet, Air Force Strings	Full room of 300: 5 members, 225 staffers, 75 DoD
Pentagon Cake Cutting	SecAF remarks; Ceremonial Brass, AF Band vocalist, Honor Guard	500+ Total Force Airmen, joint service members
AF Twilight Tattoo at JBAB	CSAF Assumption of Responsibility; Ceremonial Brass, Max Impact Band, Air Force Strings; USAF Honor Guard; 3 flyovers	Engaged 822 audience members, DVs: 45 GOs, 25 SES, 15 OSD officials, 25 civic leaders, 13 NATO Air Chiefs
Salute to AF at JBA	5-hour live Fox5 DC broadcast program + social media	130K live viewers in NCR region; 150Kvia social media
AF Night with Nationals w/ flyover	Airmen-lined field; wounded warrior first pitch; Max Impact Band, Singing Sergeants; field events; mascots in ABUs	Engaged 29.6K fans; 400 Airmen participated; robust, frequent birthday messaging
AF Night with Redskins w/ flyover	Wounded warrior ran team onto field; Singing Sergeants; Drill Team; Color Team; field events	Engaged 80.6K fans
Wreath Laying at AF Memorial	SecAF, CSAF POW/MIA ceremony; Ceremonial Brass Quintet; Color Team	30 members of the public attended; CSAF Facebook tribute reached 21K+

*Data is still being collected and analyzed on all activities. Full analysis will be available after collection is complete.

Air Force Contributions to Nepal Earthquake Relief Efforts

Air Force Public Affairs

Social Media

Total SM posts: 14,593+

Original AF Posts: 16
Total Posts: 9,000+
Impressions: 95M+

SECAF/CSAF/AMC
Posts: 75+
Likes: 12,500+
Shares: 8,700+

Traditional Media

13 National/Regional/Trade Publications

"What the Air Force is Sending to Nepal to Help With Earthquake Relief" (27 April 15)
The Washington Post

"US Air Force Transports Rescue Teams for Nepal Earthquake Recovery" (27 April 15)
Military.com

"US Air Force, Special Forces Teams Provide Nepal Aid Support" (27 April 15)
VOA

Themes In Coverage

- C-17 Rapid Transport
- Global Reach Through Aerial Refueling
- Airmen ready to answer the call
- Delivering humanitarian relief and comfort

Telling the Air Force story

AF Combat Camera:
7 Videos Produced
620+ Media Segments
96M+ Viewers

AF Photojournalism:
32 Photos Posted
789 Media Pulls
4,625 Web Views

AF.MIL stories
3 Articles
11,779 Page Views

Aim High…Fly, Fight, Win

U.S. AIR FORCE

External Relationships
Monitoring Trust and Confidence

MEASURABLE INDICATORS

- Time to process requests for information (RFIs)
- Frequency of consultation / relationship building
- Time to process media queries
- Frequency of media embeds
- Number/Scope of externally mandated reports

RESULTS

- More collaborative relationships
- Increased Understanding
- Shared Approaches to Problem Solving
- Expanded Sources of Ideas
- Greater Flexibility for Program Implementation
- More Prominent “Airmen’s” Voice

- Tap into feedback from interlocutors
- Monitor shared content through owned channels
- Read the tea leaves … maintain robust expertise in Qualitative assessment and monitoring