

Tamara Huston, Nelson Perry, Betsy Pfister, and John Zamora

Ka-Bar Cohort III, Team II

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THE FACE OF THE MARINE CORPS INTELLIGENCE ENTERPRISE

Introduction. The Marine Corps Intelligence Enterprise (MCI-E) leadership developed the Ka-Bar program to prepare emerging leaders to effectively lead their teams, meet the enterprise's mission, retain staff, and be prepared for leadership succession. For its capstone project, Ka-Bar Cohort III, Team II, was asked to research what should be "the face" of the enterprise. The team initially defined this as the concept or image that an individual (either inside or outside the enterprise) visualizes when asked about military intelligence in the Marine Corps. Is this mental picture different from, for instance, what an individual visualizes when asked about Marine Corps recruiting, which is well known for iconic images and portrayal of values? This Ka-Bar team quickly realized that currently, the face of the enterprise does not exist. There is no single, unifying concept or image that encompasses the enterprise and enables it to stand out among Intelligence Community members. In short, the enterprise lacks brand recognition. The lack of branding results in stakeholders internalizing a disjointed and incomplete picture of the enterprise, its purpose, capabilities, and intentions, whereas a trusted brand promotes and strengthens the customer relationship and supports unity within an enterprise.

Based on Team II members' practical experience and training in private sector marketing, we assert that the first and most crucial step in remediating this "facelessness" lies in the development and implementation of a comprehensive marketing strategy and associated marketing plans. Every successful corporation that provides products or services focuses a great deal of attention on its marketing strategy and brand. Branding is one of the key components of customer relationship building. While the MCI-E does not sell products, it is mandated to develop and provide military intelligence as its main product and service. Without the benefit of a marketing strategy based on all aspects of the market, the enterprise will not have the

capability to shape and grow its position in the USMC and IC, enhance its products to keep pace with customer needs and changing technology, and strengthen customer relationships.

The question of what should be the face of the enterprise cannot be addressed without examining the need for branding. Rather than tell the reader what the face should be, we provide this paper as a proposal that MCI-E leadership should proceed with developing a way forward in marketing strategy and branding. This paper will briefly analyze the current face of the enterprise, discuss the steps of marketing, describe situation analysis, and provide a case study of a highly successful marketing strategy implementation. Ultimately, we believe the enterprise needs a strategy that enables all components to focus on providing tailored products and services to an identified customer base and committing to a process of customer relationship management to strengthen the enterprise's ability to meet and exceed customer requirements. Our goal is for this paper to be the impetus behind the enterprise's first steps on the path to shaping a recognized and trusted brand.

What is the Face of the Enterprise Today? To underscore the need for a comprehensive assessment of how and what the enterprise is currently communicating both internally and externally, we present some examples of existing web sites and intelligence products. The two web pages shown below are probably the most important entry pages into the MCI-E's online

presence. Yet, their designs do not visually indicate a connection between the two.



Figure 1. I-Department Home Page

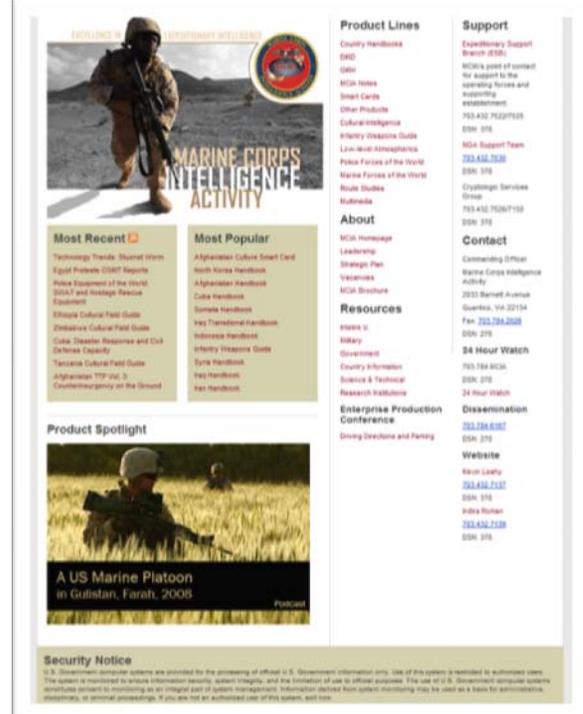


Figure 2. MCIA Home Page

Looking deeper into the I-Department site, most individual branches follow the simple layout shown in Figure 3. However, two branches have a completely different appearance

Intelligence Estimates Branch (IOE)

Branch Head, Intelligence Estimates Branch (IOE)
 COMM: 703-571-2924
 DSN: 671-2924
 (HQMC Code: IO/IOE)

Organization

Points of Contact

Mission
 Intelligence Estimates Branch (IOE) executes HQMC responsibilities concerning Marine Corps Intelligence estimates and planning in order to assist the CMC as a member of the Joint Chiefs of Staff (JCS) and as a Service Chief.

Tasks

- Compile and disseminate finished intelligence to the Commandant, principal staff officers and other designated officers.
- Conduct liaison with the JCS, DIA, NSA, CIA, DoS and other national and departmental intelligence services and organizations in matters pertaining to Intelligence estimates and planning.
- Under the cognizance of the DIRINT, serves as the direct-support intelligence staff for PP&O to assist in the daily operation of the Marine Corps, as well as PP&O joint responsibilities.
- Participate in the formulation of JCS papers concerning both current and estimative intelligence matters.

Figure 3. IOE Page (USMC I-Department Web Site).

HQMC I/IOP: Intelligence Operation & Personnel Branch

Intelligence Opportunities
 RESERVE INTEL
 NATIONAL MODEL

BRANCH HEAD

- OFFICER MOS'S
- ENLISTED MOS'S
- FOREIGN LANGUAGE PROGRAM
- RESERVE INTEL PROGRAM (RCHP)
- INTELLIGENCE TRAINING

DAS AMOS 2700

Branch Head, Intelligence Operations and Personnel Branch

Figure 4. IOP Page (USMC I-Department Web Site).

(Figure 4), lacking a visual indication of even being within the same department, much less having any relation to the other branches. On the four pages shown above, several different seals, logos, or emblems are seen. Elsewhere in the I-Department web site, an “Emblem and Seal” page shows the following:

Emblem and Seal

The Headquarters, United States Marine Corps Intelligence Department emblem is comprised of a shield and banner acknowledging our military heritage. The traditional color for intelligence, blue, is used as the background for the seal. The Marine Corps Eagle, Globe, and Anchor is displayed at the foundation of the seal to signify our dedication to the Corps and serves as a reminder that we exist to support our brethren-in-arms.

The unsolved Rubik's Cube represents the complexity of tod intelligence environment. The bottom face of the cube is adapted from the Intelligence Department's previous seal to recognize our evolution as a community and to represent the institution's core principals. The torch behind the open book, the compass rose, and the oil lamp represent a manifestation of truth in an increasingly globalized environment through the careful application of thought and analysis.

Motto: veritas per sententia (Truth through Purpose)

Figure 5. I-Department Emblem and Seal (USMC I-Department Web

The emblem above is rarely seen elsewhere. In fact, on the IOP web page in Figure 4, a different I-Department seal appears, with a different motto and images (Figure 6).

The figures below (Figure 7, 8 & 9) compare the varying levels of brand consistency on a few intelligence products from MCIA. The MCIA Note (Figure 7) is a primary product line. Its appearance until the recent implementation of the SAVANT system was based on standard HTML and PDF templates. The PDF version shown in Figure 7 (left) is designed for easy customer recognition and recall of both the originator and the product line. The seal, organization name,

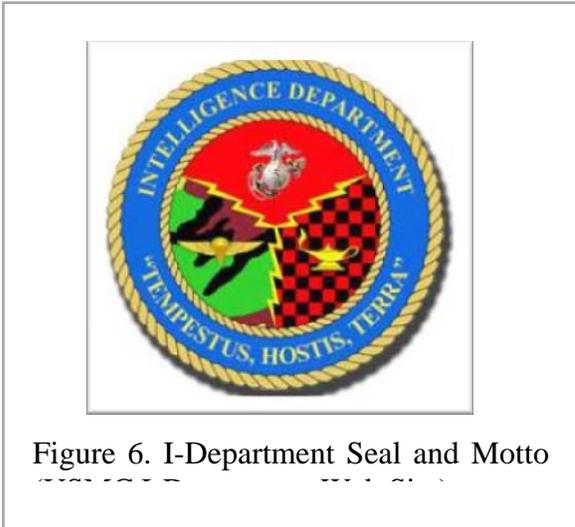


Figure 6. I-Department Seal and Motto

and product line name are prominent, and the use of a template ensures that all items in the product line are uniform in look and content. These are simple elements of branding. Also in Figure 7 (right) is the same product with the pre-SAVANT HTML template. The online version, while identifying the organization and product line in text, has less cues for brand recognition

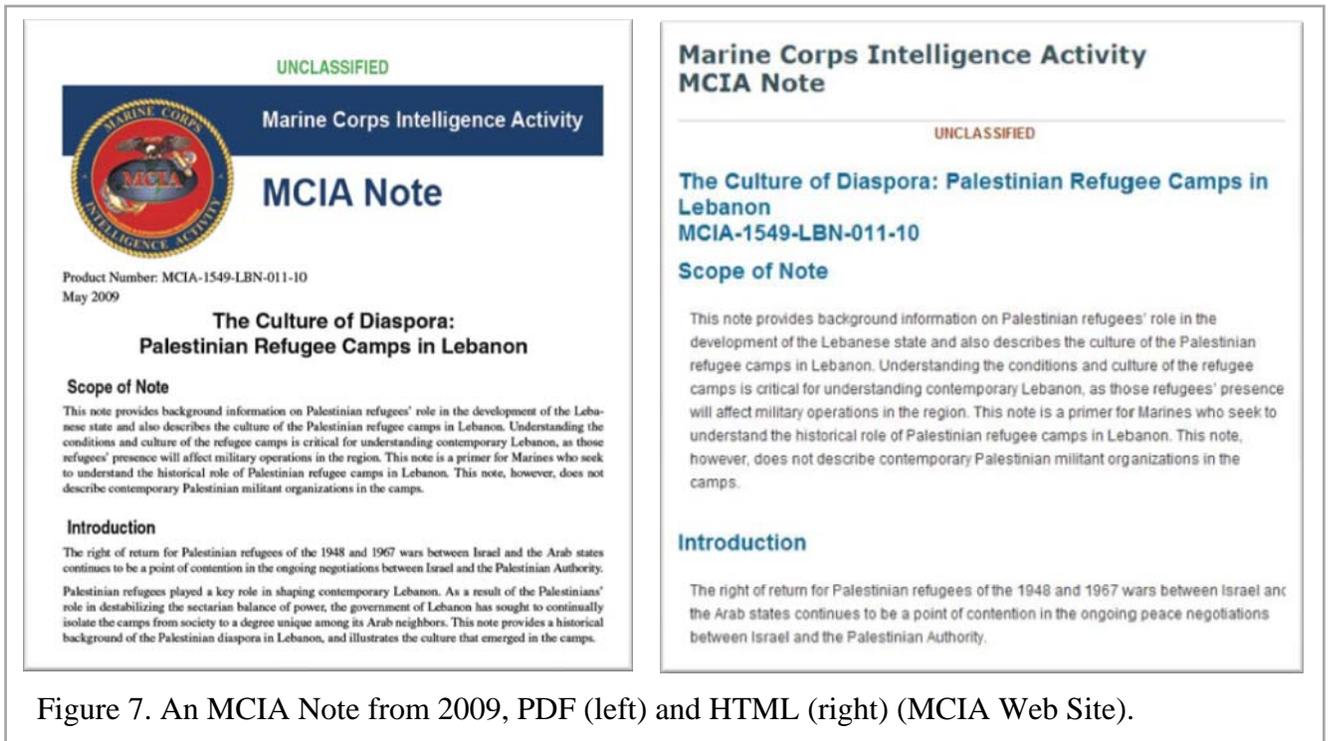


Figure 7. An MCIA Note from 2009, PDF (left) and HTML (right) (MCIA Web Site).

because it lacks the same header graphic as the PDF version.

Next, consider the appearance of some of MCIA's other products. Reference products make up a few of MCIA's primary product lines. A brief review of the products available shows a progression of design over time; however, the passage of time probably does not account for the degree of inconsistency in their appearance (see Figure 8). Randomly clicking through the MCIA web site might give one the impression that MCIA produces 100 types of products.

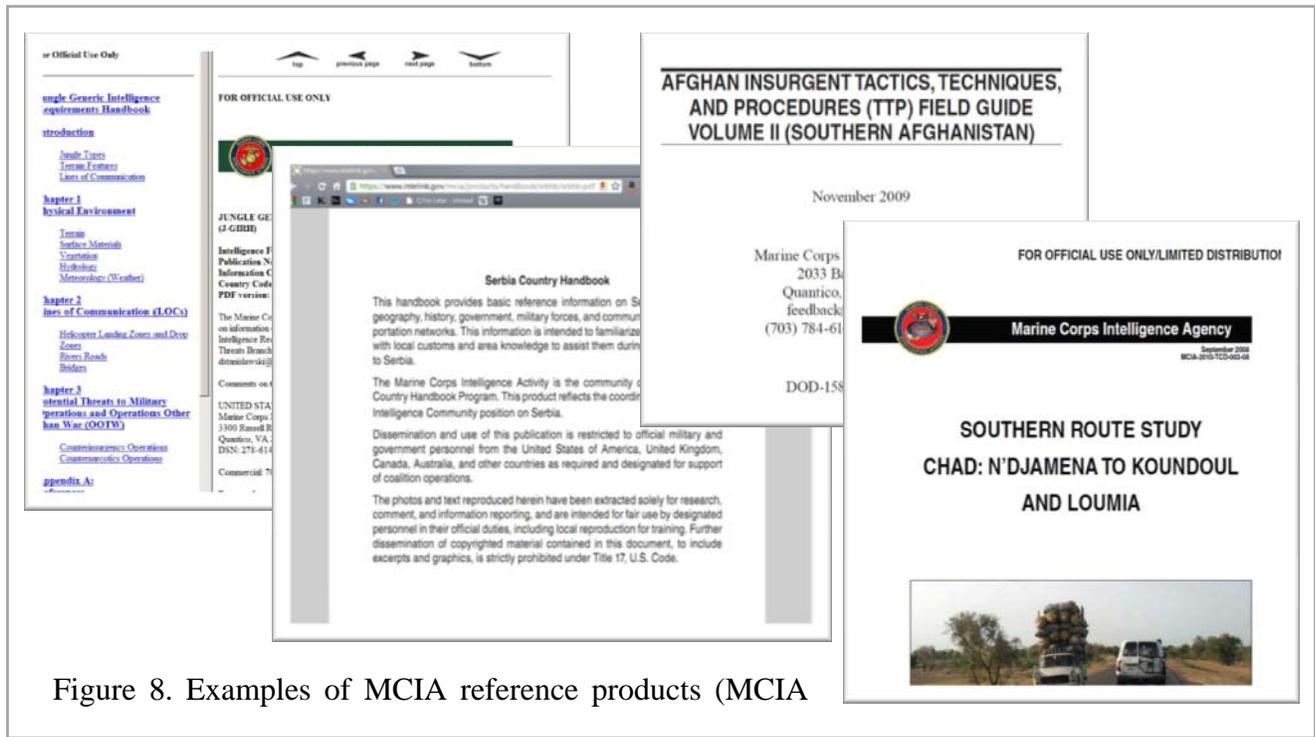


Figure 8. Examples of MCIA reference products (MCIA

Some items display the MCIA seal, some have a plain title page, and some appear to have no formal cover page or even a heading design highlighting the organization's seal. In the past two or three years, MCIA has undertaken some more contemporary products, including new lines of OSINT assessments, cultural intelligence, and even multimedia files designed for mobile devices. Although these new products are attractive in appearance, wide variations in "the face" continue to emerge. For example, compare the main page for a line of OSINT products on the Egyptian uprising to a recent tactical field guide and a product line delivered via Intellipedia (Figure 9). One has no reference at all to the organization; the others have a seal. Arguably, the cover on the CIIG is well designed, but it differs in design from other MCIA field

guides. If a user sees a map background, the red and blue seal, the title in a distressed stencil font, does he or she instinctively know this is an MCIA (or MCI-E) product within a specific product line?

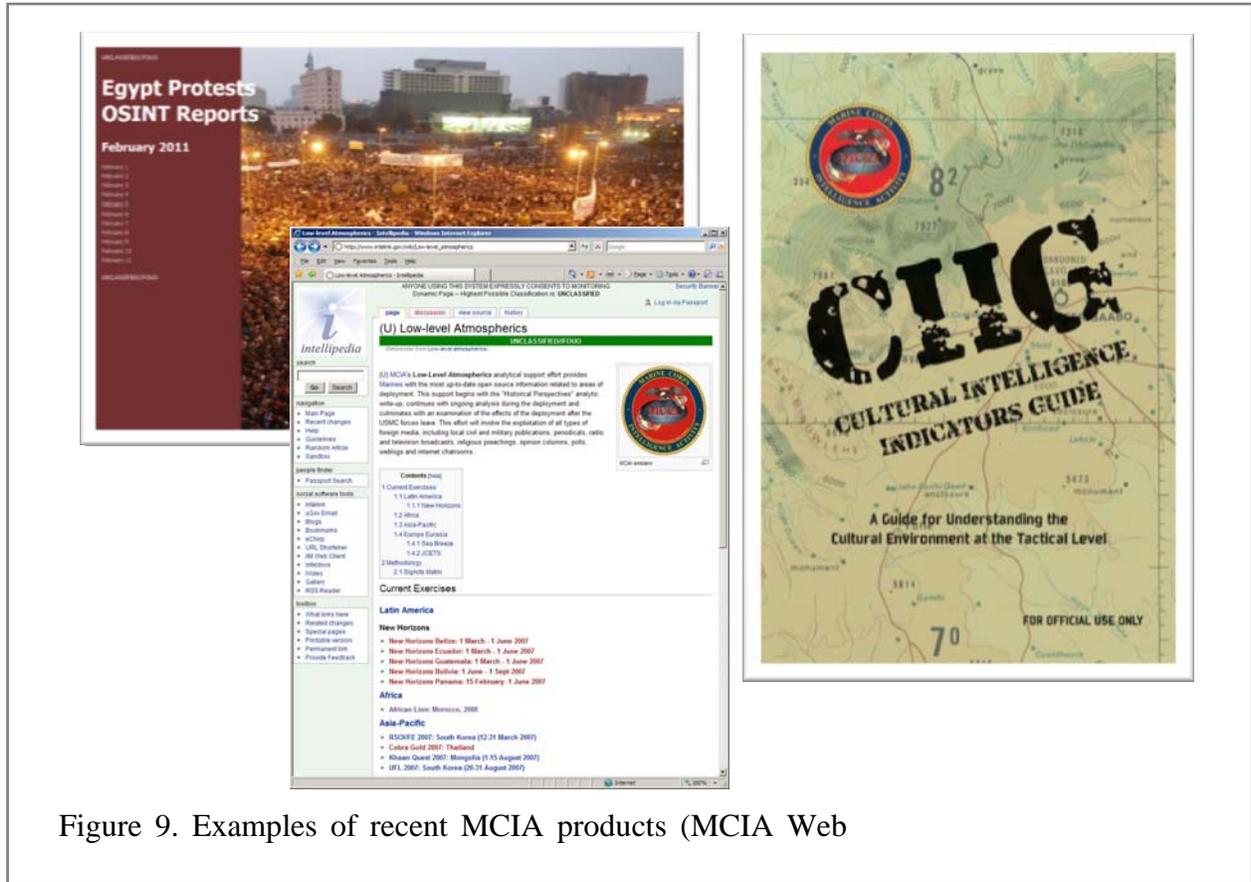


Figure 9. Examples of recent MCIA products (MCIA Web

The move toward more modern graphic design and the use of new media is to be encouraged. The aim here is not in any way to discourage innovation. Rather, we hope the take-away message of this section will be that some strategic communication fundamentals must be decided upon before *any* products are designed. This is even more a critical need with the implementation of the SAVANT production platform. These foundational decisions comprise the marketing strategy; they affect the final output whether it is a better mousetrap or an intelligence product, and they are undertaken with the goal of strengthening a relationship with the customer. The result is a customer base that not only knows the MCI-E's brand on sight, but also prefers and seeks it out. It should be noted that the face, or visual representation, is only a part of these considerations.

Branding is also a customer experience. The product must meet the customer's needs and expectations or no amount of brand recognition will overcome the failure. Determining what products are needed by various customer base segments, providing quality analyses, as well as appropriate product delivery methods, are all key parts of the strategic marketing process. The customer associates a satisfactory (or unsatisfactory) experience in all of these areas with the brand.

Marketing In a Nutshell. Marketing is planning and executing the conception, promotion, and distribution of goods and services that have value to customers while satisfying organizational goals and objectives. To cultivate current relationships and create new ones, the enterprise needs to successfully match its current and future products and services to the wants and needs of its customers. This simple concept is often overlooked in the Intelligence Community where the market appears less competitive than in the business sector (Ferrell and Hartline 4; Thompson, Strickland, and Gamble 3). Nevertheless, the enterprise does not have a "captive audience" in an age of online intelligence dissemination. An organization that fails to meet its customers' needs and expectations will find itself supplanted by other intelligence



providers.

Step 1. Strategic Vision and Mission Statements. Developing a brand begins with strategic vision and mission statements. The next step is to set goals and objectives; these

underlie the marketing strategy, which ultimately leads to a marketing plan (Ferrell and Hartline 23; Thompson et al. 18). These steps map out the company's direction, short- and long-range performance targets, and approaches it intends to use to achieve targeted results.

A vision statement is future oriented and represents where the organization is headed and where it wants to go. It concisely defines the organization's purpose, and is the inspiration and framework for strategic planning. According to the book *Leading Change*, a sensible vision plays the most important part in a successful transformation. Without this key part, "a transformation effort can easily dissolve into a list of confusing and incompatible projects that can take the organization in the wrong direction or nowhere at all" (Kotter). The enterprise does not appear to have a published "vision" titled as such. However, the Marine Corps Intelligence, Surveillance, and Reconnaissance-Enterprise (MCISR-E) Roadmap envisions both an end state and an intelligence operating concept that, taken together, may constitute an MCI-E vision:

End State. The desired end state is the development of a fully integrated, collaborative ISR enterprise that provides timely intelligence and counter-intelligence to fulfill operating force and supporting establishment requirements. The Enterprise must be sustainable and remain responsive and adaptive, capable of addressing new challenges and opportunities as they emerge through 2025 and beyond.

Intelligence Operating Concept. The Service intelligence operating concept is the Marine Corps Intelligence, Surveillance and Reconnaissance Enterprise (MCISR-E), defined as: "The synergistic integration of all Service ISR elements into a single capability or system that is networked across all echelons and functional areas including the operating forces, supporting establishment, systems and personnel in order to achieve superior decision making and enhance lethality." (MCISR-E Roadmap 4)

By contrast, a mission statement is more specific to what the organization can achieve. It defines customers, critical processes, and desired levels of performance. (Ferrell and Hartline

12; Thompson et al. 24). By answering the questions, “Who are we?” “What do we do?” and “Why are we here?” it is the cornerstone for the marketing strategy and plan (Ferrell and Hartline 20, 25). The MCISR-E Roadmap provides the following for the enterprise:

Mission. Develop an ISR enterprise to meet the specified and implied tasks identified in the MCSCP and across the following MCISR-E core competencies:

a. Provide Comprehensive ISR support to MAGTFs across all domains and the ROMO.

b. Man, train, and equip Marine Corps ISR forces and capabilities in coordination with Service stakeholders and DoD standards.

c. Monitor and defend against threats to Service assets, missions or capabilities in coordination with appropriate agencies.

d. Provide services and specialized detachments to support Joint Force and National Intelligence Community requirements. (MCISR-E Roadmap 3)

Step 2. Strategic Goals and Objectives: The enterprise should then state strategic goals and objectives for desired and expected outcomes in accordance with the mission statement (Ferrell and Hartline 35). Strategic goals are broad statements of what an organization intends to achieve within the framework of the vision and mission. For example, the MCISR-E Roadmap identifies goals to “build the MCISR enterprise, professionalize the intelligence workforce, institutionalize predictive analysis, and improve process proficiency” (2). Objectives are specific statements that contribute to the achievement of the strategic goals. (Thompson et al 26). While it seems implied that these goals all serve the customer, in working toward a customer-focused marketing strategy this would probably be a stated goal.

Step 3: Marketing Strategy: The next step is developing an enterprise marketing strategy that enables the enterprise to focus limited resources on the best opportunities to increase productivity and achieve sustainable, competitive results. Marketing strategies contain high-level rules that direct activities to meet the strategic mission, vision, goals, and objectives (Ferrell and Hartline 12; Thompson et al 3). A situation analysis, described below, is a common method for developing a marketing strategy.

Situation Analysis. After defining its vision, mission, goals, and objectives, the key to developing the enterprise marketing strategy will be a thorough analysis of its environment, known as a situation analysis. A situation analysis defines an organization’s operating environment at a specific point in time. Performing a situation analysis will allow the enterprise to identify its competitive position, operating condition, and general state of internal and external affairs, and provide the context and knowledge for planning. An expanded list of situation analysis questions tailored to the enterprise is provided in Appendix A. In general, however, it should consider the following (Ferrell and Hartline 47):

Table 1. The Basics of Situation Analysis.

Internal Environment	Customer Environment	External Environment
Review of current objectives, strategy, and performance	Who are our current and potential customers?	Other agencies’ production, capabilities
Availability of resources	What do customers do with our products?	Fiscal constraints
Organizational culture and structure	Where, when, and why do customers obtain our products?	Technological advancements

Analyzing the internal environment includes assessing the enterprise’s current goals, objectives, performance, and how well the current strategy works. The internal analysis includes reviewing current and anticipated levels of resources, as well as current and anticipated cultural and structural issues that could affect marketing strategies (Ferrell and Hartline 71).

Analyzing the customer environment includes an examination of the customers in MCI-E’s target markets. Ferrell and Hartline suggest collecting information using the expanded five W’s model: who, what, where, when, why, and how. Who are our current and potential customers? What do they do with our products? Where and when do they obtain our products? Why do customers select or not select our products? How do they select them? (71).

Finally, analyzing the external environment includes factors that directly and indirectly impact marketing activities, such as competition, economics, political and regulatory issues, as

well as technological and socio-cultural aspects. This part of the situation analysis also includes identification and examination of a set of competing organizations in order to monitor and hopefully anticipate their current and future actions (Ferrell and Hartline 58).

A situation analysis generates large quantities of data that requires a comprehensive analysis of the data in order to understand it in context of why people, products, and organizations perform the way they do. For example, customer analysis is important to understand the heavy users, product analysis is important to understand the relationship between its features and the needs of the customers, and competitor analysis is important to understand where another organization's strengths and weaknesses are in comparison to that of the enterprise (Ferrell and Hartline 47).

Extensive resources are needed to prepare a thorough situation analysis, so it is imperative that it be well organized, systematic, and supported (Ferrell and Hartline 47). The enterprise should also maintain the ability to assess the current situation in real time – especially with regard to changing trends in the external environment. Because good planning and decision making requires analysis of a considerable amount of data, the enterprise should perform situation analysis well in advance of formulating its marketing strategy and plans.

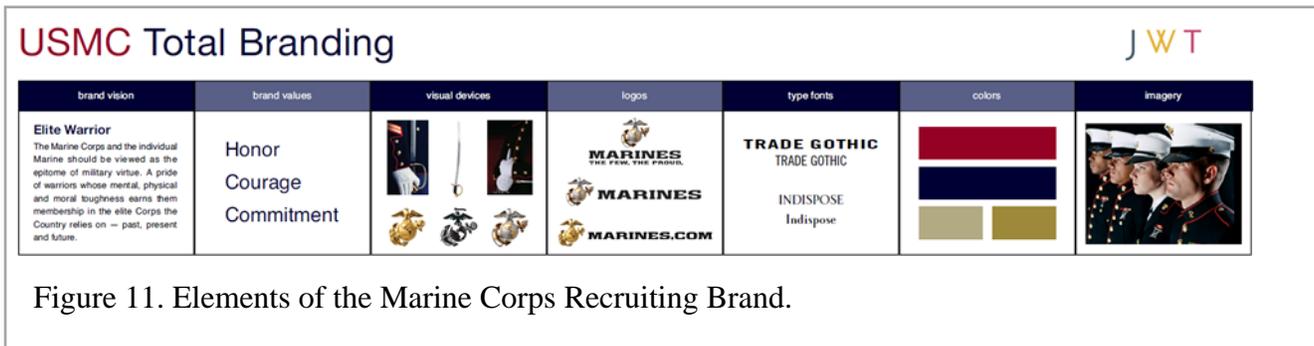
While we advise employing the services of a professional marketing firm to collect and analyze situation data, a couple of examples of how to approach the situation analysis are contained in Appendix B.

Step 4: Marketing Plans. The final step in marketing is executing a marketing plan, which describes specific actions the enterprise will take to support the strategy and achieve strategic goals and objectives.

Marketing Case Study: Marine Corps Recruiting. The Marine Corps Recruiting Command has successfully met recruiting quotas for each of the past ten years. The Recruiting Command has devoted considerable time and effort to developing a successful marketing strategy, which exposes as many potential recruits as possible to the Marine Corps' message. This section summarizes the details of this successful marketing strategy as described by Mr.

Dan Weidensaul, Deputy Assistant Chief of Staff for Advertising with the Marine Corps Recruiting Command located at Marine Corps Base Quantico.

The Recruiting Command has partnered for 63 years with JWT (previously J. Walter Thompson) to effectively communicate the message that the United States Marine Corps and the individual Marine embodies the epitome of military virtue, and ensure that the Marine Corps voice is “One of quiet power and reverence befitting an institution this country has looked to as its protector for more than two centuries.” (Brand Guide 01).



The foundation for this marketing strategy is brand recognition, which is achieved by consistent branding. To support this, Marine Corps Recruiting Command uses a guide to convey the correct use of United States Marine Corps brand elements. The guide helps the Marine Corps and its marketing partners create content that accurately communicates the brand essence through consistent and appropriate use of carefully defined visual components (Brand Guide 01; Weidensaul).

The Marine Corps Recruiting Brand Guide addresses three critical elements of Marine Corps branding:

- **The Marine Corps Logo**, which is the proper combination of a wordmark and the Marine Corps Eagle, Globe and Anchor.
- **Typography**, which consists of an approved family of type fonts.
- **Color Usage**, which consists of an approved palette of specific colors.

Applying the concepts of the Marine Corps Recruiting Command's brand elements to an enterprise marketing strategy will enable the enterprise to create a more immediately recognizable brand and message, thereby increasing the power of its communications and creating a greater brand voice for the enterprise. The recruiting marketing strategy is aimed at driving potential enlistees through the steps of an "enlistment behavior model" (USMC Advertising 101; Weidensaul). Figure 13 provides a look at the steps recruiters use to sell the image of the Marine Corps to its customer base, which includes the entire enlistable population (enlisted and officer candidates, prior and current Marines, other service members, and key segments of the U.S. public), as well as influencers such as parents and educators. If we were to adapt this model to an enterprise marketing strategy, we might redefine some of the terms shown in Figure 13 in the following ways:

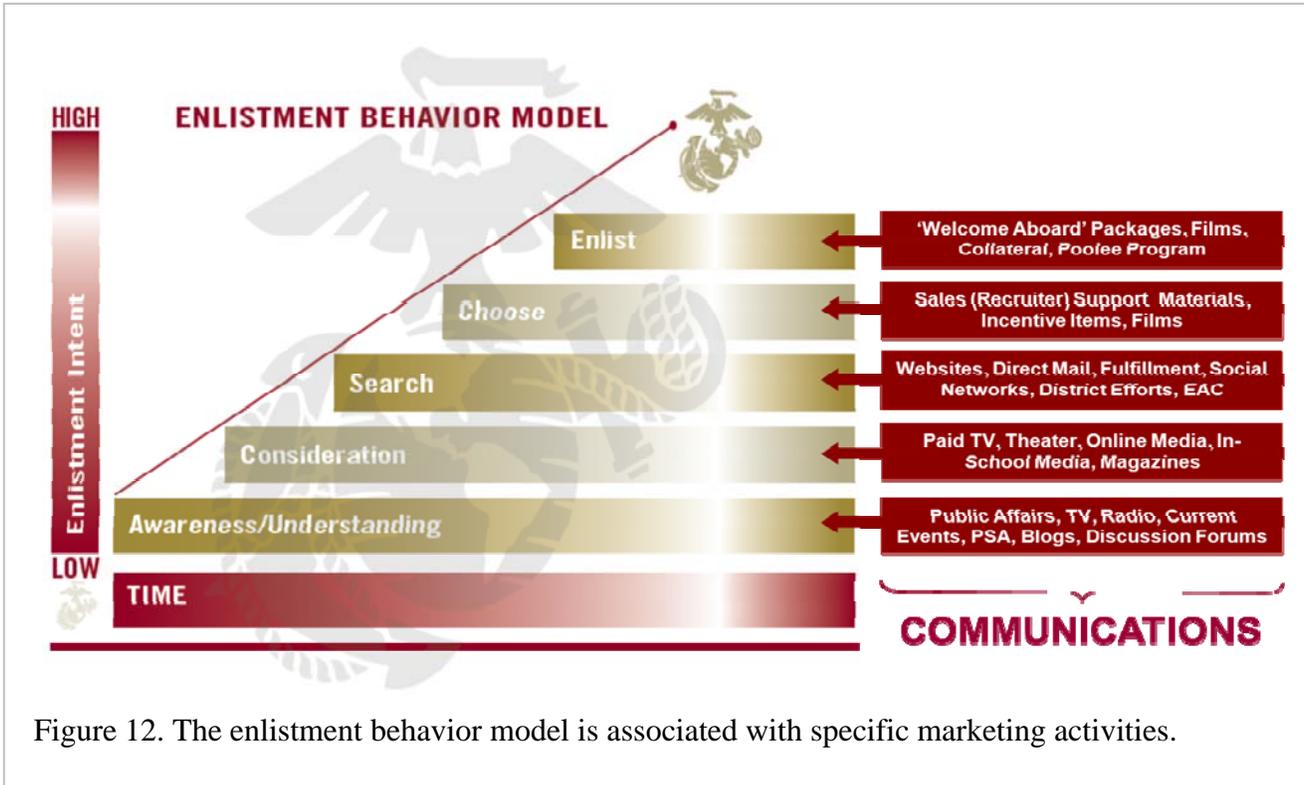


Figure 12. The enlistment behavior model is associated with specific marketing activities.

Enlistment Intent (Low to High). The MCI-E’s equivalent to enlistment intent within this type of model would be the potential customer’s propensity to select MCI-E intelligence products and services over those of other agencies. Brand exposure (coupled with positive prior experience) results in moving more rapidly through the phases of the model.

Phase I. Awareness and Understanding. Raising awareness is a key function of marketing. Some of us on Team II have had the experience of mentioning MCIA to potential customers in the Marine Corps and the IC, only to be asked what MCIA is. Awareness can be built by providing a general overview and description of MCI-E product lines and available support services, and of other developmental enterprise products or support that can be produced and provided by the enterprise to fulfill consumer needs. What do potential enterprise customers understand about the enterprise, why it exists, and what it can do for them? The message to build understanding involves the vision, goals, and mission of the enterprise.

Phase II. Consideration. The Marine Corps Recruiting Command wants its awareness building efforts to lead to potential recruits considering enlistment in the USMC. Likewise, the

MCI-E's efforts should lead to a new customer's desire to try MCI-E products and support. The message to the customer may provide samples of enterprise products and showcase customer vignettes that validate why consumers rely on enterprise products and services, and how the enterprise makes a difference to them. Advertising can also be conducted to reemphasize awareness and understanding of available enterprise products or support services.

Phase III. Search. The enterprise needs to provide consistently designed, user friendly web sites on all networks that consumers can access to browse through enterprise products or to request support services. The idea is to make it as easy as possible for a customer to seek, access, or request MCI-E intelligence, even to the extent that we count how many times a person has to click to get what they want. Sites should re-emphasize and integrate the messages of awareness, understanding, and consideration of enterprise products and support.

Phase IV. Choose. Knowing that customers can go to other agencies that provide intelligence in broad topic areas, the desired end state is that customers will initially choose to satisfy their requirements through the MCI-E. Another way to make it easy for them is to prominently identify designated enterprise points of contact for request and assistance. For Marine Corps Recruiting Command, Recruiters do most of the work at this stage; however, they still ensure that either a toll-free phone number or a web address (www.marines.com) is on every communication they produce.

Phase V. Enlist. The culmination of successful marketing for the Recruiting Command is the enlistment. For the MCI-E, it involves customers who consistently, preferentially seek out the enterprise for all intelligence requirements. Once a relationship like this is developed, it has to be maintained. A regular follow-up and consumer satisfaction process is critical to ensure customers know they are not forgotten. A satisfied consumer becomes a repeat customer who has an established relationship with the enterprise.

The use of the enlistment behavior model and supporting Marine Recruiters with targeted marketing tools at each stage have enabled Marine Corps Recruiting Command to reach a diverse audience of potential customers and consistently meet their recruiting and

retention goals while other services struggle. This model illustrates one method that could be adapted to support an MCI-E marketing and branding strategy.

Recommendations.

1. Intelligence Department should develop a concise strategic vision and mission for the entire enterprise. This would ensure a singular voice and focal point not only for the enterprise, but also for its customers. A vision statement should be a brief, overarching embodiment of where the organization is going. The MCISR-E Roadmap is not a vision statement by this definition.
2. Intelligence Department should develop and/or re-evaluate strategic goals and objectives for the enterprise within the context of customer-focused marketing. The goals and objectives should translate the enterprise strategic vision and mission into specific, measurable milestones that can be used to support a marketing strategy.
3. Intelligence Department should oversee the development of a marketing strategy that focuses on building and strengthening customer relationships. Customer-focused marketing strategies have been shown to achieve tremendous results. In customer-focused marketing, the customer drives the entire process behind the product (Aboud 2009). While not all of the MCI-E's product lines or their characteristics can be driven by customers due to policy mandates, this team believes that a greater customer focus can be a more integral part of intelligence production than is currently the case. We recommend partnering with a professional firm to develop a new enterprise marketing strategy and brand identity.

Conclusion. Team II interpreted the question about the MCI-E's face to be a question of branding, which is itself a question of marketing. We determined that the MCI-E currently has no "face." There are many different types of communication occurring between the enterprise and its audiences both internal and external. We believe that a well-constructed marketing strategy would enable the enterprise to develop a consistently applied brand that is immediately recognizable and desired by all customer segments. Like the successful example of the Marine Corps Recruiting Command, we should work with an experienced marketing partner firm to analyze our customers' needs, wants, and capabilities and develop a customer-focused strategic model for developing customer relationships and providing them with products they trust and seek. With a clear customer-focused marketing strategy, everyone in the enterprise

will be better equipped to develop products that meet specific needs and foster relationships resulting in loyalty and repeated business (Ferrell and Hartline 13).

Appendix A: Situation Analysis Template

The template provided below expands upon Table 1 and is adapted from Ferrel and Hartline's Marketing Strategy, 3rd Edition, book companion web site. We believe that analysis of these variables will provide the foundation for a sound marketing strategy for the MCI-E.

1. The Internal Environment

a. Develop marketing goals and objectives

i. Identify the MCI-E's current marketing goals and objectives.

1. State how these goals and objectives are:

a. Consistent with the MCI-E's mission, the external environment, and customer needs, wants, and preferences

b. Review of current and anticipated resources

i. Describe the current state of the MCI-E's organizational resources (e.g., financial, capital, human, experience, relationships with key suppliers or customers). How are the levels of these resources likely to change in the future?

ii. If resource levels are expected to change, how can the enterprise leverage additional resources to meet customer needs better than competitors?

iii. If additional resources are not available, how can the enterprise compensate for future resource constraints (lack of resources)?

c. Review of current and anticipated cultural and structural issues

i. In terms of marketing strategy development and implementation, describe the positive and negative aspects of the current and anticipated culture of the enterprise. Examples could include:

1. The MCI-E's overall customer orientation (or lack thereof); emphasis on short-term versus long-term planning; willingness of the MCI-E's culture to embrace change; internal politics and power struggles; overall position and importance of the marketing function; general employee satisfaction and morale.

2. The Customer Environment

a. *Who are the MCI-E's current and potential customers?*

i. Describe the important identifying characteristics of the MCI-E's current and potential customers:

1. *Demographic*
2. *Geographic*
3. *Psychographic*
4. *Product usage*

ii. Identify the important players in the process of accessing the MCI-E's products:

1. *Those who search & collate senior leader's read-books (act of accessing)*
2. *Users (actual product user)*
3. *Influencers (influence the decision on where to obtain products)*

b. *What do customers do with the MCI-E's products?*

i. Seeking and accessing

1. *In different types of situations/needs/time constraints*

ii. Consumption

1. *Characteristics of heavy users; light users*

c. *Where do customers obtain the MCI-E's products?*

i. Identify where the MCI-E's products are obtained:

1. *Online at originator web site*
2. *Requests for printed items*
3. *Requests sent to analysts*
4. *Passed from user to user*
5. *Other web sites; LNI, Intellipedia links, etc.*

ii. Identify any trends in patterns across these outlets (e.g., how e-publication has changed the way the MCI-E's products are obtained, how Gen X/Yers prefers to access products).

- d. *When do customers seek/access the MCI-E's products?*
 - i. Under the MCI-E's control
 - 1. *Briefings, MTTs offered to customers*
 - 2. *Opt-in email newsletters*
 - ii. Not under the MCI-E's control
 - 1. *Prep for deployments or exercises*
 - 2. *Periodic meetings (i.e., OAGs)*
- e. *Why (and how) do customers select the MCI-E's products?*
 - i. Describe the basic benefits provided by the MCI-E's products relative to competing products.
 - ii. Describe the degree to which the MCI-E's products fulfill customers' needs relative to competing products.
 - iii. Describe how customers' needs are expected to change in the future.
- f. *Why do potential customers not seek the MCI-E's products?*
 - i. Identify basic customer needs that are not being met by the MCI-E's products.
 - ii. Identify the features, benefits, and advantages of competing products that cause non-customers to choose them over the MCI-E's products.
 - iii. Identify problems with the MCI-E's distribution or other convenience issues that cause non-customers to look elsewhere.
 - iv. Describe the potential for converting non-customers into customers.

3. The External Environment

- a. *Competition*
 - i. Identify the MCI-E's major competitors.
 - ii. Identify the characteristics of the MCI-E's major competitors with respect to:
 - 1. *Mission*
 - 2. *Customer segments*
 - 3. *Products*

4. *Strengths and weaknesses*

b. *Technological Advancements*

- i. Identify ways that changing technology affects the MCI-E's customers with respect to:
 1. *Searching for products*
 2. *Ease of access (MCI-E vice other agencies)*
- ii. Identify ways that changing technology affects the way the enterprise or the industry operates with respect to:
 1. *Analysis and Production*
 2. *Dissemination*
 3. *Customer relationship management*
 4. *Partnerships and collaboration*
- iii. Identify current technologies that the enterprise does not use to the fullest potential.
- iv. Identify future technologies that may increase opportunities for the enterprise.

c. *Sociocultural Trends*

- i. Identify changes in society's demographics, values, and lifestyles that affect the MCI-E's customers.
- ii. Explain how these changing demographics, values, and lifestyles affect the MCI-E's:
 1. *Products (features, benefits, branding)*
 2. *Distribution (convenience, efficiency)*
 3. *Promotion (message content, delivery, feedback)*
 4. *People (human resource issues)*
- iii. Identify any problems or opportunities created by changes in the diversity of the MCI-E's customers and employees (e.g., age, culture, technological savvy)

Appendix B: Approaching the Situation Analysis

One common way of gaining insight into potential customers' needs and preferences is conducting customer surveys. Often the best way to find out what a customer perceives is to ask. Surveys are best developed by professionals who are trained to avoid leading or biased questions, but for quick results, anyone can employ several useful tools online. Below is a notional survey developed using Google Docs, intended to help characterize the customer's perceived value of enterprise products of various types and how customers prefer to access them.

Marine Corps Intelligence Enterprise Customer Survey

Thank you for participating. Your responses to this short survey will help us provide you with better products and services.

In general, do you believe MCI-E products are relevant to your needs?

1 2 3 4 5

No, MCI-E products are not at all relevant to my needs. Yes, MCI-E products are highly relevant to my needs.

What types of MCI-E products have you accessed in the past month?

- MCI-A Note
- Country Handbook
- I-Department Briefing
- Intelligence Bn INTSUM
- System Threat Assessment
- Long Range Threat Assessment
- Podcast
- Smartcard
- Open Source Update
- I have not accessed any MCI-E products in the past month.
- Other:

For what subject areas do you normally look to MCI first?

- Cultural
- Political
- Terrorism
- Scientific & Technical
- Maps
- Other:

What publication format do you prefer MOST often?

- Electronic document - HTML
- Electronic document - PDF
- Audio (i.e., podcast)
- Video
- Printed pocket sized documents
- Printed letter sized documents
- Powerpoint slides
- Other:

Would you like to receive a weekly email summary of new MCI-E products?

- Yes
- No

What changes would you like to see in MCI-E products?

Figure 13. An Example Customer Survey.

Another useful method is structured brainstorming, a common analytic technique often undertaken by multidisciplinary groups (Tradecraft Primer 27). Structured brainstorming is not the ideal way to approach questions that persons outside the enterprise can best answer. However, some questions can be answered within. For example, Team II contains members from four different functional components of MCIA, and the team applied this method to defining and categorizing the MCI-E's potential customer base. The results follow in Table 2. :

Table 2. Brainstorming Results for MCI-E Customer Base and Groupings

INTERNAL FACE				EXTERNAL FACE		
1	2	3	4	5	6	7
INTERNAL MARINE CORPS CUSTOMERS/DECISION MAKERS	INTERNAL MCI-E STAFF	OTHER INTEL PARTNERS AND CONSUMERS	SENIOR LEADERS/DECISION MAKERS	SCHOOLS/TRAINEES	POTENTIAL HIRES	EXTERNAL NON-GOV'T ORGS
Commandant of the Marine Corps	Assigned Military	Combatant Commands	POTUS	Marine Corps Intelligence Schools (MCIS)	Prospective hires: high school, college, grad students	Press/media
DIRINT/I-Dept.	Civilian Marines	Non-IC DoD <ul style="list-style-type: none"> • Naval Criminal Investigative Service • Air Force Office of Special Investigations 	Legislators	PME Schools i.e. Command & Staff College	Potential recruits	Industry
Other HQMC Departments	Contractors	Non-IC U.S. Gov't Agencies	NSC	USMC Training and Education Command		Commercial Vendors
Marine Corps Intelligence Centers (MICs)		Allies and Coalition Partners	Secretary of Defense	USMC Recruiters and Career Retention Specialists		
Operating Forces <ul style="list-style-type: none"> • Marine Air Ground Task Force (MAGTF) and Special Purpose MAGTF – MEFs/MEBs/MEUs • MEF Intelligence Cell (MIC) • Intelligence Bns • Other Intelligence Cells • Infantry G1/G2/G3/G4/G5/G6 • Aviation G1/G2/G3/G5/G6 		IC Partners <ul style="list-style-type: none"> • National Geospatial-Intelligence Agency • National Reconnaissance Office • National Security Agency • Defense Intelligence Agency • Missile and Space Intelligence Center • National Center for Medical Intelligence • Central Intelligence Agency • Department of Energy 	Joint Chiefs of Staff			

INTERNAL FACE				EXTERNAL FACE		
1	2	3	4	5	6	7
<ul style="list-style-type: none"> • Marine Logistics G1/G2/G3/G4/G5/G6 • Anti Terrorism/Force Protection sections • Radio Bns • Radio Detachments • Marine Reserve Forces and Detachments 		<ul style="list-style-type: none"> • Department of Homeland Security • Department of State Bureau of Intelligence and Research • Department of the Treasury • Drug Enforcement Agency Office of National Security • Federal Bureau of Investigation • Office of Naval Intelligence • Air Force ISR Agency • Air Force Intelligence Analysis Agency • National Air and Space Intelligence Center • Army INSCOM/NGIC • United States Coast Guard Intelligence Coordination Center • National Intelligence Council • National GEOINT Committee • National HUMINT Committee • National Intelligence and Production Board • National MASINT Committee • National Open Source Committee • National SIGINT Committee • Weapons and Space Systems Intel Committee • Scientific and Technical Intel Committee 				
<p>Acquisitions Customers</p> <ul style="list-style-type: none"> • Marine Corps Combat Development Command (MCCDC) • Marine Corps Systems Command (MCSC) • Marine Corps Operational Test and Evaluation Activity (MCOTEA) 						

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