

Phase Line 2: Customer and Product Knowledge

Introduction

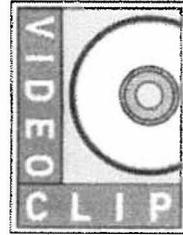
Purpose: Understand your role as planner in identifying your potential customers and what the Army National Guard offers that might be of interest to them.

Outcomes:

- Understand customer types and what motivates each type to enlist or extend.
- Be able to apply knowledge of market segments to be better prepared for prospecting and interviewing.
- Be aware of the many features that the Army National Guard offers customers and the benefits associated with those features.
- Know where to obtain information about customers and prospects using the RWS.

Video Testimonial: Customer and Product Knowledge

Instructions: Watch and listen as Army National Guard RRNCOs comment the importance of knowing your customer and your product.



In 1636, the Massachusetts Bay Colony patterned its armed force after the English militia systems. All males between 16 and 60 were obligated to own arms and take part in the defense of the community. The Army National Guard continues its historic mission of providing defense of the nation and the community.

For more information, visit www.1800GoGuard.com.

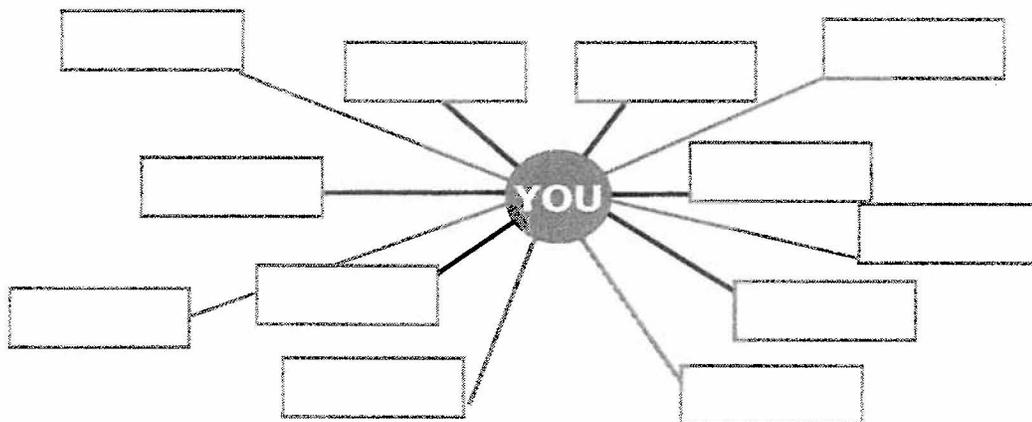
Activity: Who are your customers?

What do you think of when you hear the word “customer?” Someone who buys something? Someone who’s at the receiving end of a “sales pitch?” That definition might work in some sales situations, but not this one.

As part of the **PACES** roles you are a salesperson who is doing much more than selling a product or a service. You are helping people make a decision about a way of life. **That makes you a consultant and guide.** As such, you serve a wider customer base than the student, prior-service person, or Soldier at ETS.

Your customer is anyone — and everyone — who influences the decision. You are the critical connection that shapes the image of the Army National Guard for potential prospects, COIs, and VIPs.

***Instructions:** To map your customer landscape, think about the “customers” in your own territory. The list is larger than you might at first think. Complete the diagram below to get an idea of your customer “map.” Come up with at least three customers who were not mentioned in the group brainstorming.*



Five Market Segments

While motivators and values are unique to each individual, Army National Guard marketing research has identified certain “clusters” of characteristics. These are summarized into five market segments. Understanding these general motivators and values can help you as you research your market. It can give you a heads-up of what might be interesting and how to plan your conversation.

***Instructions:** Read each market segment profile and write on the line what you think is the category assigned to it. You have five minutes.*

Careerist (“I want to find a career”)
Climber (“I want to succeed”)
Traditionalist (“I was born into this”)

Shopper (“When I grow up...”)
Seeker (“I need to get squared away”)

Market Segments

Motivated to serve as a Soldier because of military family history or longstanding childhood ambition to have Soldier adventures and experience traditional military ideals and values.

Self-motivated, low-income recruit from poor economic area; looks to military service for opportunity, income, tuition assistance, and job training in order to escape poverty.

Self-motivated, middle-income recruit with college options; shops other services and opportunities; chooses the Guard to claim independence, seek personal challenge, pay for college, and get more well-rounded educational experience.

Motivated by ambitions for a specific career that military training and experience will help them achieve; chooses the Guard for opportunity to select specific MOS and get hands-on training and college education while serving.

Looking for a role model, something to do, or to put his or her life back on track; Guard offers structure, discipline, and a chance to find direction in a transitional time.

Citizen. Warrior. Defender of Freedom. One person can make a big difference in the defense of our country and community. Someone willing to serve, to help protect those who cannot protect themselves. Are you that person? Now is the right time to stand up and be counted. The men and women of the Army National Guard invite you to join their elite fighting team. Come train part time...so you can always be ready to answer the call. Become a citizen-warrior in the Guard.

— Message to customers on 1-800-GoGuard

“Flexible, adaptive, and competent Soldiers infused with the Army’s warrior culture fight wars and win the peace. Soldiers are trained in many different fields, but they must be, first and foremost, elite combatants prepared to defend themselves, their fellows, and their nation.”

In the face of a rapidly changing theater of operations, General Schoomaker, U.S. Army Chief of Staff (2004), has personally called for a return to this most fundamental of creeds. The modern Guard, active now on battlefields around the world, must be prepared for battle at all times. There is no such place as “behind the lines” anymore.

The Motivators and Values that Drive Decisions

Motivators

People make choices that meet a need, satisfy a want, or fulfill a desire. That combination of needs, wants, and desires that leads a person to choose one action over another is a **motivator**.

Motivators are the “what” — the needs, wants, desires, and wishes that cause a person to act.

- Motivators can be positive (e.g., want an education) or negative (e.g., to avoid job options that are mostly low paying).
- Motivators can be short term (get money to buy a car) or long term (training to get a better job).
- They can be practical (extra income) or represent ambitious goals (become a senator).

Finding out about motivators will give you the information you need in order to share information about how the Army National Guard can help satisfy that need, want, or desire.

1. List your own motivators for joining the Army National Guard.

2. What is it about the Army National Guard that helped fulfill those motivators for you?

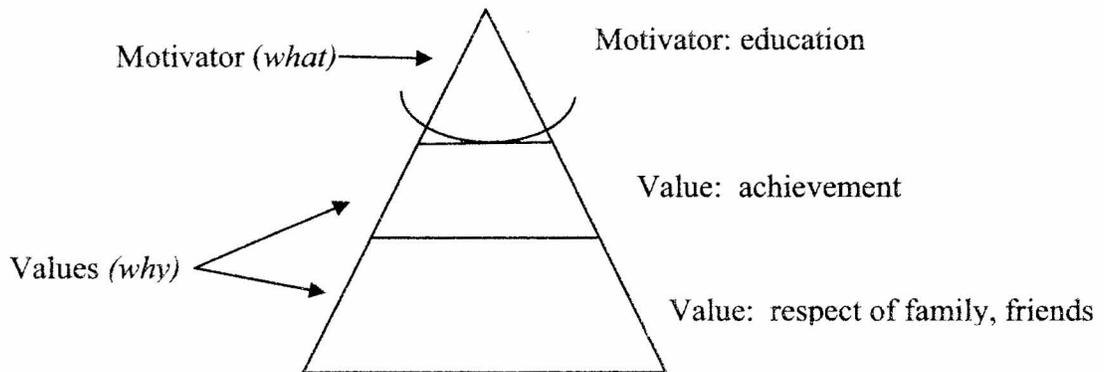
Values

Satisfying a motivator is often enough to get someone interested and in a “buying” frame of mind. But to gain commitment to the Army National Guard — to a way of life that is more than just a job — you need to understand the values that could drive that decision.

Values are the “why” — the inner drivers that influence the motivators.

- Values are what we live by — things such as loyalty, family, respect, discipline, achievement, patriotism, independence, and so forth.
- Going back to the motivators above, a value behind a motivator for education might be achievement and/or to gain the respect of family and friends. The value behind money for a car might be independence.
- While motivators might get someone interested in the Army National Guard, over the long term it is our values that will make it a true commitment.

Think of an iceberg. Motivators are like the tip of the iceberg – easy to see. Prospects can often easily tell you their motivators. Values lie deeper, and require some work on your part to uncover and understand, as illustrated in the example below. We’ll look at how to uncover motivators and values in Phase Line 4.



1. What do you consider your “values?”

2. How have they helped you to stay committed to the Guard?

Winning Hearts and Minds

When making a decision as important as joining the Army National Guard, both the heart (emotions, feelings, intangibles) and the mind (logic, practicality, knowledge, tangibles) are in the mix. The prospect, applicant, or Soldier may be thinking:

Motivators

- What are the benefits of this decision?
- Is this something that I can do?
- Do I need the skills the Army National Guard will teach me?
- Can I be more successful with this knowledge?
- Can I benefit from education/training?
- Do I want to maintain a full-time career outside of military service?

Values

- How can I best serve my country and my community?
- I want a sense of being part of something bigger than myself.
- I can have a greater sense of pride in myself.
- I'll get respect and make something of myself.
- The discipline fits with how I see myself in the future.

Bottom Line: Always look for the values that are behind the motivators. Those are what will have the greatest influence on a decision as important as becoming a member of the Army National Guard.

“When I am faced with a decision... I dredge up every scrap of knowledge I can. I call in people. I telephone them. I read whatever I can get my hands on. Use my intellect to inform my instinct. I then use my instinct to test all this data. ‘Hey, instinct, does this sound right? Does it smell right, feel right, fit right.’”

— General Colin Powell
Former chairman, Joint Chiefs of Staff;
U.S. Secretary of State, 2000–2004

What the Army National Guard Offers

Now that you've seen how motivators and values influence decisions of the people who are your customers, how do you meet those needs? What does the Army National Guard have to offer?

This is where your product knowledge becomes critical. Does that mean you have to know every minute detail of everything that's available? No. And, while it helps to have as much product information as possible in your head, that will come with experience. Right now, it's important to know the basics and where to go to get the product information you need.

Some aspects of the Army National Guard are *tangible* — something that can be seen, observed, or measured — and others are *intangible* — something that is a feeling and is more personal and internal.

Tangible aspects could include (fill in some additional possibilities below):

- Experience
 - Working on vehicles
 - Leading a team
 - _____
- Training
 - MOS
 - Special courses
 - _____
- Education
 - Montgomery GI Bill
 - Tuition assistance
 - _____
- Money
 - Regular paycheck
 - _____

Intangible aspects could include (fill in some additional possibilities below):

- Tradition
 - Be part of one of the first American military organizations
 - Sense of belonging
 - _____
- Honor
 - Shared values
 - Pride
 - _____
- Adventure
 - Deployment
 - Camaraderie
 - _____
- Service
 - Community
 - Family
 - Patriotism
 - _____

As you think about what the National Guard offers, it helps to keep the acronym **THE TEAMS** in mind — **T**radition, **H**onor, **E**xperience, **T**raining, **E**ducation, **A**dventure, **M**oney, and **S**ervice.

1. Which part of **THE TEAMS** was your reason for joining?

2. Which part of **THE TEAMS** is your reason for staying?

Both *tangible* and *intangible* aspects can be powerful motivators. Yet, while it may be easier to talk about the tangible, it's the intangible that may (in the long run) be more important.

“We must be willing to deal with the difficult issues. We must have the courage to tell it like it is — good or bad. We must be willing to deal with the challenges that have often just been pushed to someone else to deal with later. Courage to live the Army values is represented by your ability to face your fear, to act on your training and convictions to carry the day. We must possess the strength of character to do the right things.”

— From “What the Army Guard Should Be”
Lt. General Roger C. Schultz

Features and Benefits: What's the difference?

Selling is not a process of telling everything there is to know about the product. That's called "feature dumping" or "dump trucking" and rarely works. Successful salespeople know that when offering any product or service, they need to talk about features *and* benefits. The same holds true when you are discussing what the Army National Guard can offer.

Feature: What it is (a description of a program or aspect of the Army National Guard)

Benefit: Why it matters (what it does for the individual; how it fits with his or her motivators and values)

You may have used the word benefit in the past more generically. In CCS a benefit refers to the payoff of a feature – why it can help the person achieve their motivators and values.

It helps to think of a simple example: a feature of a personal music player might be 8 GB of memory. The benefit of this feature to a music lover is the ability to carry a music library of thousands of songs. This feature may not be a benefit to every customer, but it matters a great deal to some.

When presenting the Army National Guard, be sure to think in terms of features *and* benefits. Features alone may leave the individual thinking, "That sounds okay, but what does that do for me?" It's your job to make that link.

If the customer can say, "So what?" after you've finished your glowing description, you have not stated the **benefit to that individual**. You have not connected *what* the Army National Guard can do to *why it matters* to him or her.

Identify one feature about the Army National Guard that appealed to you. What was it, and what was the benefit to you?

Defend what you love the most.

You cherish freedom, your country, your friends, and family. Serve in the Army National Guard and you'll defend America, its values, and those you love most. You'll normally train part time, but you'll be ready to serve whenever or wherever you are needed. So you can go to college or work full time. In the Guard, you'll train to be a warrior — ready to serve anytime, anywhere.

— Excerpt aimed at prospects from
www.1800GoGuard.com

Activity: So What?

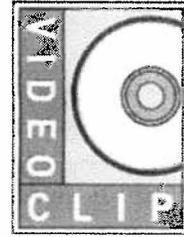
Instructions: Your group will be assigned a letter of THE TEAMS. Work with your team to think of specific features and benefits related to that letter. There may be more than one benefit for a feature. Then you will think of possible motivators and values that someone might have to make each feature and its benefits matter.

THE TEAMS LETTER: _____

Feature	Benefit	Possible Motivators (what)	Possible Values (why important)

Video Model: Motivators, Values, Features, Benefits

Instructions: Watch and take notes as SSG Hunter thinks through the motivators and values of candidates to best fill an open role in the unit.



Virtual Armory is a comprehensive web site for information about the Army National Guard and the features and benefits that you can offer as you recruit, retain, and manage attrition. Go to www.virtualarmory.com and browse the information. You can find what you want as well as stay in touch with other National Guard RRNCOs.

Activity: Where to Find Product Knowledge

Instructions: Work with your team to complete this grid based on your knowledge of Army National Guard tools and resources. Be prepared to share your information with the rest of the group after the exercise.

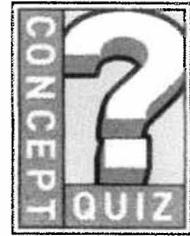
Army National Guard offers...	Tangible/Intangible	This includes...	Information sources
Tradition	Intangible	Proud history Record of service in wars and conflicts	
Honor	Intangible	Soldier's Creed Community service Patriotic duty Army values	
Experience	Tangible and Intangible	Active duty Deployment Sense of camaraderie Leadership	
Training	Tangible	MOS-specific training Your choice of specialty	
Education	Tangible	Montgomery GI Bill Tuition for college (varies by state)	
Adventure	Intangible	Deployment Weekend drills Military action	
Money	Tangible	Tuition Montgomery GI Bill Paycheck Benefits Retirement	
Service	Intangible	Protecting community Defending way of life Patriotism Democratic ideals Military tradition	

Summary

- Certain characteristics are common to groups of people who are interested in a career in the military. This is the basis for the five market segments identified by Army National Guard market research.
- Product knowledge lets you help applicants make good decisions and guide Soldiers in their career development.
- Motivators are the needs, wants, desires, and wishes that drive actions. Values are the principles behind them. They are the “why” behind the “what” of motivators.
- Features of the Army National Guard are the “what it is”; benefits of the Army National Guard are what that feature means to the individual. How does it address a motivator or value? Why is it important to that individual?
- The intangible aspects of the Army National Guard often have more power and appeal; the tangible provide the rational reason for doing what’s in your heart.

Concept Quiz: Customer and Product Knowledge

Note: Some questions may have more than one correct answer.



Review Questions

1. One of the RRNCO best practices is to be an NCO first. How does this relate to the concept of product knowledge?

2. How is the RRNCO part of the brand promise? List at least two ways.

3. What is the Army National Guard brand promise? _____

Phase Line 2

1. _____, as defined in CCS, are the needs, wants, desires, and wishes that cause a person to act.

2. _____ are the internal drivers that shape choices and influence the motivators.

3. Motivators reveal what's in the customer's _____.

4. Values reveal what's in the customer's _____.

5. What are the five market segments that market research has identified for ARNG? Fill in the missing market segments below.
 - a. Traditionalist
 - b. _____
 - c. Shopper
 - d. _____
 - e. Seeker

6. Which of the above is the market segment that reflects the largest segment of current ARNG membership? _____

7. Features that address the facts, something you can touch or feel, appeal to the mind, and Montgomery GI Bill and paycheck are descriptions of the _____ aspects of the Army National Guard.

8. Features that address the feelings and appeal to the values are _____ aspects of the Army National Guard.

9. **THE TEAMS** is an acronym used to summarize the tangible and intangible aspects of the Guard. Fill in the missing words of the acronym below.
 - a. T _____
 - b. Honor
 - c. E _____
 - d. Training
 - e. Education
 - f. A _____
 - g. Money
 - h. Service

Phase Line 2, Homework Assignment #1: Features of the Guard

Due Date: Beginning of next class day.

Purpose: The purpose of this homework assignment is to continue to practice thinking through the features of the Army National Guard.

Instructions:

- *Work individually. Each person in your team takes a different letter of THE TEAMS.*
- *Identify 10 more features of the ARNG for your letter. Be specific.*
- *Fill out a Features and Benefits chart for each feature.*

Feature	Benefit	Possible Motivators (what)	Possible Values (why important)
1.			
2.			
3.			
4.			

Feature	Benefit	Possible Motivators (what)	Possible Values (why important)
5.			
6.			
7.			
8.			
9.			
10.			