Army Digital Strategy

Army Media and Communication

8 January 2016

Army Digital Strategy

Contents

Introduction

1.   The rapidly evolving digital landscape is changing how the Army communicates. Digital proliferation has given consumers far greater discretion about how, where and when they receive information. Consequently, the Army now exists in a world of increasingly fierce digital competition; we must find and engage our audiences because they will not all come to us. To achieve this, our channels of communication must be carefully selected and our digital content timely, relevant and engaging.   This strategy will set out how Army Media and Communication (AMC) will harness digital to promote the Army, explain what the Army does and support recruitment and retention.

2.   90% of UK adults are now on-line and 93% of 16-24 year olds have a social media profile. Digital technology is pervasive: according to a recent poll, half 16-24 year olds check their phones within 5 minutes of waking up and two fifths check it last thing at night.[1] This is not just a youth phenomenon; smartphones are now the most commonly owned internet-enabled device among all age groups: ownership has jumped from 27% of 45-54s in 2010 to 74% in 2014.[2] Smartphones host an array of social media across the generations, 45-54 year olds are now the fastest growing demographic on Twitter while 16-24 year olds have abandoned more 'traditional' social media such as Twitter and Facebook in favour of a growing collection of social media such as Instagram, Periscope and Snapchat.

3.   The impact of digital technology on media consumption has changed the way to reach most audiences. For example, a twenty-four year old Swedish blogger living in Bristol (PewDiePie) has 34 million followers giving him a *daily* reach that far exceeds even the most popular newspapers and television shows. The Army needs to employ its tradition of learning and adapting to find ways to exploit these new patterns and behaviours through relevant and engaging content that is shared by digital brand ambassadors and inspires our audiences.

34 million followers

400% greater than The Sun's daily reach

42% higher than each episode of *Ant and Dec's Saturday night Takeaway*

* Adam Chalk, Google UK. *AMC Digifest, 5 Nov 15*

4.   Despite advances in technology and the proliferation of information, awareness and understanding of the Army is not increasing significantly. In a 2014 poll,[3] 52% of respondents claimed to know nothing or just a little about the British Army. However, we remain a popular institution with 80% of respondents of the same poll recording a favourable opinion of the Army. Unfortunately, this popularity does not necessarily translate into positive action: only 39% of respondents would personally encourage others to join. Deciphering this is difficult but it appears that a narrative of sympathy fuelled by service charities and media coverage of casualties eclipses popular understanding of the role of the Army and its importance and relevance to society.

5.   Digital is arguably the most powerful, and certainly the most immediate, tool with which the Army can change popular perception and inform the public of what we do and why. This strategy will support an Army

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[1] Deloitte Media Consumer 2015, The Signal and the Noise.
[2] *Ibid.*
[3] ICM Unlimited, Public Attitudes towards the British Army: Reputation Tracker. Dated November 2014.

narrative, an Army branding strategy and an Army marketing plan. Together, this hierarchy of strategies and plans will enable us to raise awareness of the Army, deepen public understanding of the role of the Army and encourage positive engagement on behalf of the Army.

Objectives – the ends

6.   This digital strategy is aligned with the Government Digital Strategy and the soon to be published 2015 Defence Digital Communications Strategy and sets out a path to connect with our audiences in a timely, relevant and engaging way to PROMOTE the Army, EXPLAIN what the Army does and SUPPORT recruitment and retention. The graphic below illustrates the Army's four principal roles that will be promoted and explained on social media.

Fight the UK's enemies

Protect the UK

A warfighting Army, persistently engaged overseas and connected positively at home

Deal with disaster

Prevent conflict

7.   The Army digital strategy is aimed at all those responsible for using social media to communicate in an official capacity. It includes formation, brigade and unit media personnel. It will establish a common digital approach for use across the Army's external digital channels and set clear objectives for proactive external digital communication. It will also highlight best practice[4] in order to make Army digital communications more effective.

Who are our target audiences?

8.   The Army aims to be as widely understood and popular as possible. However, digital best practice directs that audiences should be carefully segmented in order to find the most appropriate channel to reach them and to tailor content for maximum effect. AMC is currently tendering a commercial 'usability study' of the Army

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[4] As defined by The Government Communication Service Modern Communications Operating Model, dated Nov 15.
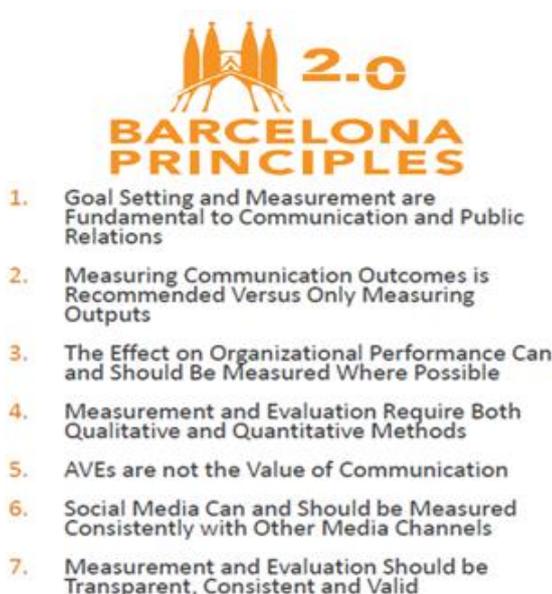
website which will deepen our understanding of those audiences already using the Army website. Our usability study will seek to establish what our current users are looking for on digital and why. This will enable the Army to tailor content for specific audiences to achieve our digital objectives. Annex A outlines AMC's initial analysis of those audiences we seek to reach, what they might want from Army digital and what the Army needs of them. The usability study will underpin this analysis with empirical data from our existing audiences.

What does success look like amongst our target audiences?

THINK	• Increased AWARENESS of the Army • Improved UNDERSTANDING of the role and purpose of the Army
FEEL	• Growth in PERCEPTION of the Army as high quality, relevant and important institution
DO	• Greater ENGAGEMENT in support of the Army e.g. Increased recruiting, improved retention and wider public advocation and support of the Army.

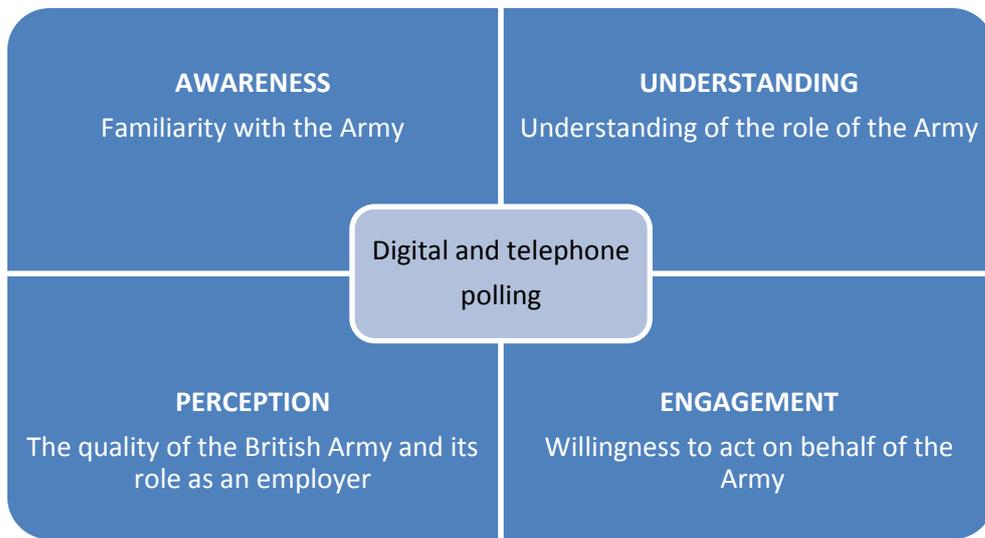## How will we measure success?

9.   The advent of social media provides the opportunity to listen, react, garner opinion, research and respond in order to gather empirical data with which to measure success. AMC's aspiration to develop an Insight and Evaluation team will enable AMC to operate in-line with the Government Communication Service Evaluation Framework and the mandated Barcelona 2.0 principles outlined below:

2.0 BARCELONA PRINCIPLES

1. Goal Setting and Measurement are Fundamental to Communication and Public Relations

2. Measuring Communication Outcomes is Recommended Versus Only Measuring Outputs

3. The Effect on Organizational Performance Can and Should Be Measured Where Possible

4. Measurement and Evaluation Require Both Qualitative and Quantitative Methods

5. AVEs are not the Value of Communication

6. Social Media Can and Should be Measured Consistently with Other Media Channels

7. Measurement and Evaluation Should be Transparent, Consistent and Valid
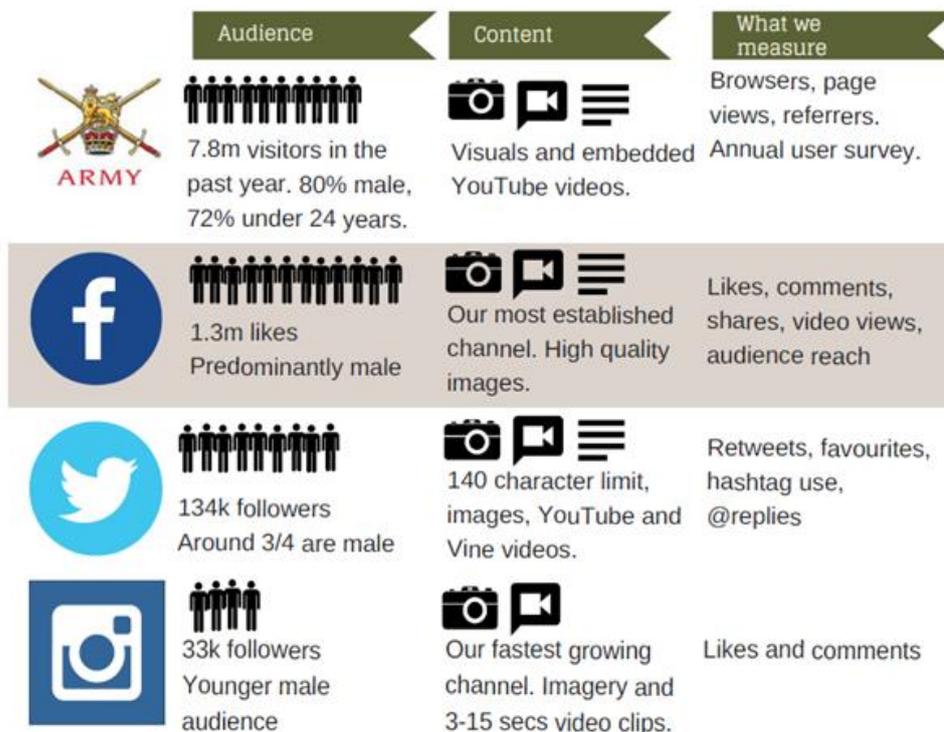
*AVE = Advertising Value Equivalents

10.   The empirical data underpinning the successful introduction of the Barcelona Principles will be derived from a combination of digital analysis using a new suite of digital tools (see para. 20) and annual polling of our

existing social media audience complemented by on-going telephone polling conducted by ICM[5] on the Army's behalf. The ICM Unlimited poll has been amended to reflect the framework below which will build on existing data trends exploring respondents' awareness, understanding and perception of the Army as well as respondents' likelihood to engage with the Army.

AWARENESS	UNDERSTANDING
Familiarity with the Army	Understanding of the role of the Army

Digital and telephone polling

PERCEPTION	ENGAGEMENT
The quality of the British Army and its role as an employer	Willingness to act on behalf of the Army

What are we doing now?

10.   The Army already has a strong and active digital presence. Approximately 8 million people accessed the Army's official website (army.mod.uk) in the last 12 months and over a million people interacted with the Army on Facebook. The graphic below illustrates the Army's principal digital channels (as at 20 Nov 15) but does not show an additional 10 emerging channels on which the Army's presence is growing rapidly.

	Audience	Content	What we measure
ARMY	7.8m visitors in the past year. 80% male, 72% under 24 years.	Visuals and embedded YouTube videos.	Browsers, page views, referrers. Annual user survey.
Facebook	1.3m likes Predominantly male	Our most established channel. High quality images.	Likes, comments, shares, video views, audience reach
Twitter	134k followers Around 3/4 are male	140 character limit, images, YouTube and Vine videos.	Retweets, favourites, hashtag use, @replies
Instagram	33k followers Younger male audience	Our fastest growing channel. Imagery and 3-15 secs video clips.	Likes and comments

11.   However, the Army's wider digital footprint is incoherent and ill disciplined. There are currently over 200

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[5] ICM Unlimited interviews a nationally representative sample of c. 1000 adults by telephone across the UK annually.

separate Army Facebook sites and at least 30 websites using the Army brand despite explicit direction in JSP 745 and Land Forces Standing Orders that state:

> *"under no circumstances are Army personnel (including civil servants), Units, clubs or organisations (i.e. Army sports clubs or hobby groups) to establish unofficial and unapproved websites or social networking sites. All official sites (including social media groups) must be registered with the Army Media and Comms digital team".* [6]

12.   The Army's digital incoherence reflects a lack of knowledge of existing direction rather than deliberate disregard. Nevertheless, it dilutes the Army brand, leads to divergent understanding of the Army and could negatively affect the Army's reputation. AMC shares responsibility with the chain of command for ensuring that units understand existing constraints and are empowered to operate by clear guidance, training and advice. A list of useful of policy documents and reference material is at Annex B and an Army Digital Playbook providing clear guidance and advice will be available shortly after publication of the Defence Digital Playbook early in 2016.

13.   Digital training will have a far greater impact in driving coherence than written policy or guidance. The 'Digifest' hosted by AMC on 5 Nov 15 is an example of a programme of centralised and mobile training and education that AMC intends to pursue within resource constraints.

Achieving our objectives - the ways

Digital first

14.   AMC will adopt a 'digital first' mind-set that is consistent with the Government Communications Plan 2015/16. Becoming digital first will involve cultural change and a series of amendments to AMC working practices and structures. These changes will be enabled by the Defence Communications Change Programme (DCCP) which seeks to empower Defence organisations to deliver *"strategic and measurable communications that are audience-focused, direct-to audience wherever possible, and adopting a Digital First mind-set".*[7] DCCP implements the Government Communication Service's Modern Communication Operating Model (MCOM) and will turn its attention to the Army in early 2016. The structural and procedural changes recommended by the DCCP are likely to include a recommendation to uplift the capacity of the AMC digital team. AMC aims to have entered the MCOM process by Apr 16.

15.   One of the principal advantages of the digital first approach is the opportunity to engage audiences in digital conversation and thereby create a platform for dialogue from which we can better understand our audiences and achieve our objectives. Digital, and specifically social media, is interactive and must be understood in terms of conversations - not just the conversation the Army seeks to have with our audiences, but the conversations that we hope they will have about the Army. A proactive and discursive approach on digital is one of the guiding principles outlined below.

Guiding principles

16.   AMC's new set of guiding principles provide a framework of how the Army will achieve the objectives set out in paragraph 6:

- **Audience focussed, external facing and user-centric.** Army use of social media will be driven by a strategy with clear objectives derived from audience understanding.

- **Insight driven and critically evaluated.** Insight derived from listening to our audiences will inform

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[6] LFSO 2008 para 2.8.019, dated Dec 14.
[7] *Eyes Front,* Defence Communications Change Programme (DCCP). Issue 1, Sep 15.

objectives, channel selection, content generation and the tactics employed to engage audiences. AMC will conduct rigorous evaluation (using the Barcelona 2.0 principles) to encourage continuous improvement.

- **Integrated**. Army communications will be mutually reinforcing. Digital communications will be integrated with other channels in order to maximise reach and impact.

- **Adaptable and versatile.** Army digital will continuously adapt to keep up with the rapidly changing communications landscape. Professional versatility will be at the core of our people. Training will improve digital skills and ensure that they are underpinned by an understanding of marketing, branding, evaluation and behavioural change.

- **Proactive and discursive.** Army digital communications will seek to engage audiences in digital conversation and thereby create a platform for dialogue from which we can better understand our audiences and achieve our objectives.

- **Centralised control, delegated authorities.** Centralised control will ensure consistency of message and coherence of narrative but delegated authorities will harness the Regimental system and achieve local nuance.

Collaboration and integration

17. Consistent and coherent communication requires collaboration between those organisations responsible for crafting the Army's narrative (D Strat and CGS's Commander's Initiative Group [CIG]) and those organisations charged with communication and engagement (AMC, the Army Strategic Engagement Team [ASET], Recruiting Group [RG] and Capita, Personnel Support Command [PSC] and Regional Command). Digital collaboration will be particularly key between AMC and RG – the two organisations with the largest digital presence. A collaborative approach will enable consistency of message and narrative and coherence of communication and engagement activity.

Digital affiliates programme

18. Proactive digital outreach will become a core activity of the AMC Information Officers (IOs) as well as the AMC digital team. They will work with Personnel Support Command and Regional Command to build existing relationships and establish new partnerships with organisations prepared to enter into mutually beneficial digital partnerships in which content and links can be shared on each other's websites. This will include outreach to relevant businesses, associations and publications. For example, AMC will approach specialist interest magazines such as Runner's World, Men Fitness and Outdoor Life. Digital sharing has a well-established precedent in commercial affiliates' programmes and represents an opportunity to significantly expand the Army's digital reach. An Army digital affiliates' programme could also help reach sections of the black, Asian and multi-ethnic (BAME) population that the Army has traditionally struggled to access. Examples of possible digital partners include:

The Stonewall Leadership Programme is a unique opportunity for LGBT professionals to explore what it means to be an authentic leader.

The Young Muslims UK is an affiliate body of the Muslim Council of Britain which aims to provide a vehicle for committed young British Muslims to combine their knowledge, skills and efforts for the benefit of one another and British society as a whole.

The 30% Club launched in the UK in 2010 with a goal of achieving a minimum of 30% women on FTSE-100 boards.

How will the Digital Strategy deliver success – the means

Optimised website

19. The Army website was created 8 years ago and is now almost obsolete. Most significantly, it is not optimised for mobile devices and is incapable of cascading content across channels not owned by HM Government. Mobile devices have now overtaken the desktop in accessing internet traffic. Despite its out-dated construct, 41% of traffic to the Army website is from mobile devices. Mobility is perhaps the most fundamental aspect of people's relationships with digital culture and information in general today. It is essential that the Army's digital presence functions seamlessly, consistently and responsively across all different types of screen. People are extremely short of attention and time - bad design and bad initial user experience is potentially lethal to our users' desire to engage with the Army on digital.   Interaction with the Army website has to result in a rapid, attractive, relevant, usable and useful digital experience. The website will therefore be redesigned with a modern content management system (CMS) that is user-friendly and intuitive. The new CMS will also allow more of the Field Army to control of their own pages on a single overarching Army site. This will drive digital coherence and efficiency through the effective collation and management of content and significantly enhance the Army's digital presence. AMC aspires to have the new Army website operational by mid-2016, however, budget approval and commercial process threatens to delay this until the end of 2016. The website is expected to cost c.£500,000.

Better analytical tools

20.   The optimisation will be done in-line with the Government Digital Service's Digital by Default criteria that mandates understanding user needs through on-going user research. This will be achieved by a comprehensive usability study telling us who currently uses the Army web site and how they interact with it. This data will enable the creation of user personas to identify user needs and define the structure and content of the new Army website. Social media analysis and management tools such as RipJar[8] will then be employed to listen to our users, analyse and explore data. These new tools will be supplemented by the DCCP Digital Tools project which together will enable effective digital oversight of the Army's 400+ existing presences on social media by identifying malpractice and enabling digital governance.

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[8] RipJar is commercially available and currently in use with the Foreign and Commonwealth Office.
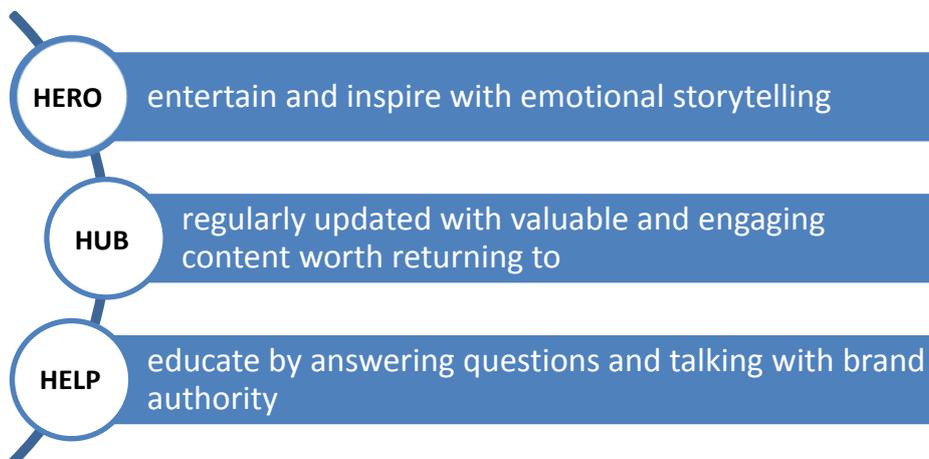
Improved content

21.   Digital content, if done well, can be shared thousands of times and be reused again and again. Inspiring content drives engagement more than anything else. The Army does incredible things and can generate truly inspiring content. Great content can transform an audience which "changes the channel when their show is over" to a fanbase which "shares, comments, curates and creates".[9] Pepsi achieved this in 2014 with relatively simple but inspiring content that reached approximately 115 million viewers and saw Pepsi's market share soar.

Gymnast and daredevil Damien Walters became the first person in the world to do a loop the loop on his feet in 2014 on behalf of PepsiMax

22.   As outlined in the introduction, the Army must now appeal to a variety of audiences on multiple different media. The Army will produce a content strategy for Army communicators that support both the Army narrative as well as the Defence Communications Strategy. This content strategy will outline how the Army will seek to engage audiences with short and attention grabbing clips that tell our story, showcase our capabilities and inspire our audiences. It will explain that Army communicators need to create tailored content for different channels, whether traditional print or broadcast, YouTube or Instagram.

23.   Army content should exploit the Army's reputation as a trusted voice of authority on subjects that are relevant to our target audiences. Fitness, the outdoors, sport, adventure, survival and, of course, warfare are just a few subjects on which the Army can seize and engage digital audiences. On subjects such as these, the Army can excel in the three principal digital content categories:

HERO   entertain and inspire with emotional storytelling

HUB   regularly updated with valuable and engaging content worth returning to

HELP   educate by answering questions and talking with brand authority

24.   Good content alone is not enough. Army content must be optimised for search engines through correct

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[9] Alex Carloss, YouTube Global Head of Entertainment, April 2014.

labelling and signposting to ensure that that it features prominently in search results and then redirects viewers to more related Army content or to the Army website itself.

25.   To encourage the creation of inspiring content, a new award will be introduced to the Army Photographic Competition – Amateur Content of the Year. The award will go to a Regular, Reservist or Civil Servant who does not work for AMC or DDC and has created the most inspirational digital content that year.

Versatile and professionalised Information Officers

26.   AMC has a network of Information Officers (IOs) supporting brigades and formations across the UK and in Germany. As outlined in the guiding principles, professional versatility will be at the core of our people. An increased emphasis on training will improve the digital skills of our IOs to complement their existing communication skills and achieve the integrated communications approach to which we aspire. Digital training is available internally from the Government Communications Service and externally from agencies such as SSVC and Econsulting. A Learning Needs Analysis study conducted by the DCCP will identify the nature of the training required and recommend an appropriate training deliverer.

Centralised control, delegated authorities

27.   Effective digital communications from an organisation the size and structure of the Army demands centralised control to ensure consistency of message and coherence of narrative. However, some delegated authorities are also required in order to attract sufficient content, harness the Regimental system, tailor messages for a local audience and maximise our digital reach.

28.   This approach will be based on clear guidance, digital training and trust. It will seek to align authority, responsibility and accountability for digital communications without undermining the communications coherence derived from centralised oversight. Clear guidance will be critical: the Master Defence Digital Playbook due to be published in Jan 16 will provide the overarching direction for an Army Digital Playbook to be published as soon as possible thereafter. This approach should promote a risk aware but experimental philosophy enabling digital practitioners to innovate, fail fast if it does not work and share learning in order to promote continuous improvement.

Centralised control, delegated authorities case study: Dulux

In 2006, AkzoNobel's Dulux was operating a heavily decentralized business structured around local markets, with each local business setting its own brand and business goals and developing its own marketing and communications mix. Not surprisingly, the outcome was inconsistent brand positioning and results; Dulux soared in some markets and floundered in others. In 2008, Dulux's new global brand team pursued a sweeping program to understand how people perceived the brand across markets and paint's purpose in their lives. A comprehensive programme to align the once-decentralized marketing and communications organization created a dominant global brand and significantly expanded Dulux's share in many markets.

29.   For this approach to succeed a rationalisation of the Army digital presence will be required. As outlined in para 11 above, existing policy already stipulates a single Army website. This will be enforced and formations, units and brigades will be encouraged to reduce the Army's social media footprint in order to concentrate high quality content on Army sites with significantly greater reach.

Digital community of interest

30.   AMC and the Centre for Historical Analysis and Conflict Research (CHACR) are scoping collaboration to create a digital community of interest to support CGS and his Commander's Initiative Group (CIG). A digital forum could be created to encourage novel ideas, shared thinking and objective analysis. A scaleable group of serving and retired officers, academics and other appointed individuals could be given access to a digital space in which new ideas can be presented or comment provided on existing thinking. Using a combination of Dii, unclassified e-mail and password protected information repositories (e.g. Dropbox and MODBox) the group will be able to think and comment in a timely and accessible way. The community will be managed by CHACR but enabled by AMC. It will begin small using a small 'inner loop' of individuals, if successful, this could be expanded to solicit views and thoughts from across the Army, industry and academia. US Military digital communities of interest such as *The Strategy Bridge* or *Small Wars Journal* demonstrate the potential of this approach to enhance military thinking but will require permission for frank discussion in an open forum.

Senior officers on digital

31.   On 2 Dec 15 the Defence Secretary agreed to the creation of Service Chiefs' social media presences, in their own name, on a 6 month trial basis.[10] It was agreed that this approach would enable Service Chiefs to engage with audiences directly and acquire a personality and voice that is distinct and separate from their official, corporate footprint. It is hoped that this will enable Chiefs to cover service specific issues aimed at specialist audiences (e.g. recruitment of Regular and Reservist personnel, retention of current service personnel, outreach to BAME groups etc.).

32.   Social media presents significant opportunities for both CGS and possibly the Army Sergeant Major. However, a successful social media presence relies on sufficient quantity and quality of posts to ensure that site algorithms calculate that posts are worth showing in followers' news feeds (e.g. Twitter or Facebook). Achieving sufficient quantity and quality of posts will require investment. CGS, his outer-office and the CIG will be enabled by both DDC and AMC through the creation of an online content strategy, content planning and evaluation to ensure that the content on these channels is suitable, meets the needs of the audiences and can be evaluated.

33.   The experience of the US Army on social media is instructive. When he retired as Chief of the US Army Staff (COAS), General Ray Odierno had c.125k Facebook followers and 50k Twitter followers. The post of COAS is supported by a Social Media Officer and a Press Officer in his Coordination Group. COAS's Press Officer posts in parallel to the Chief and has also developed a large following. Gen Odierno allowed his staff to post in his name but also regularly posted himself. His staff developed a simple formula involving posting prior to, during and after significant events to build interest, deliver key messages and ensure maximum reach. Social media is also used effectively by some Brigade commanders in the US Army. Colonel Ross Coffman, commander of 1st Brigade, 1st Armored Division is one of the US Army's leading proponents of 'command-oriented social media'. His brigade established the 'Ready First' YouTube channel and he conducts a regular leadership and development programme on social media. In a recent interview with the *Defense Entrepreneurs Forum* Col Coffman warns that "you have to own social media. People can tell when it's the boss tweeting or someone from the PAO section".

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[10] Minsub: Support for the use of social media for Service Chiefs. Dated 8 Sep 15.

AMC Resources

34. This strategy sets an ambitious agenda for the AMC digital team to fulfil their existing role of promoting the Army on social media while also implementing the key elements of this strategy:

- Optimise the Army's website
- Develop digital policy and guidance including an Army content strategy
- Establish and conduct a programme of digital training
- Rationalise and manage the Army's social media presence
- Build a digital affiliates programme
- Act as custodians of the Army's digital brand
- Facilitate senior officers on social media
- Enable a digital community of interest
- Conduct evidence based digital evaluation

35. Realising this strategy and exploiting digital to promote and explain the Army will require uplift in AMC resources. In 2008 a team of 12 managed a considerably smaller digital presence; today, AMC has the equivalent of 4.6 full time members of digital staff. AMC manpower and resources will be reviewed as part of the Defence Communications Change Programme (DCCP) in early 2016.

Conclusion

36. Digital provides unprecedented opportunities to promote and explain the Army to our target audiences. Harnessing the Army's popularity to increase awareness while deepening people's understanding of the role of the Army should improve our audiences' perception of the Army as both an institution and an employer. This in turn will encourage engagement with the Army, including supporting recruitment and retention.

37. Achieving these objectives will require a change of mind-set, process and product as well as investment in digital and human resources. Exploiting the opportunities offered by the digital revolution will only be possible with a disciplined and collaborative approach through which the Army delivers clear messages and a consistent narrative that is reinforced by best digital practice across formations, units and brigades.

Annexes:

A. Target Audience Analysis
B. Digital policy and reference documents
C. Timetable for action

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Target Audience Analysis[11]
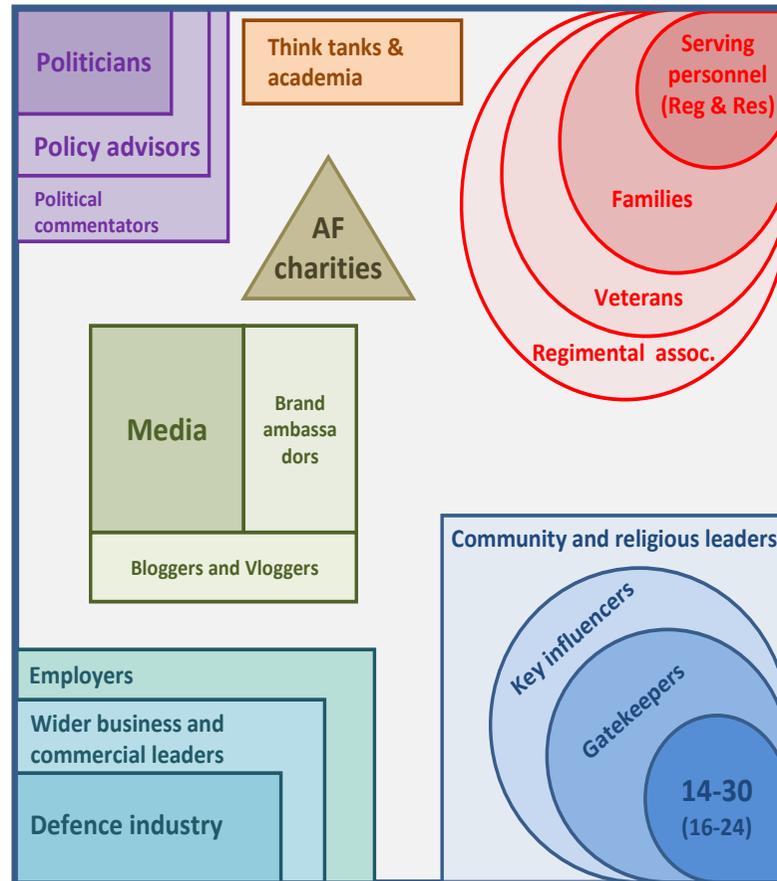
Audience and principal channels	What do they expect from Army digital?	What does the Army want from them?		
		Think	**Feel**	**Do**
14-30 (primary audience: 18-24) FB, Instagram, Youtube, Snapchat, vine	Engaging and inspiring video content Real stories of real soldiers' lifestyle and profession Information on training, qualifications and opportunities in the Army	AWARENESS of the opportunities on offer UNDERSTAND the Army's roles and purpose	The Army is relevant to them The Army is a good career The Army is a good employer	Join the Army; visit Army Jobs Share content with peers Encourage friends to engage
Gatekeepers Twitter, FB, Youtube, TV, Traditional Media	Real stories from real soldiers Engaging content Information on Army life and careers in the Army Information on training, qualifications and opportunities in the Army	AWARENESS of the opportunities on offer UNDERSTAND the Army's roles and purpose	The Army is a relevant and important organisation That the Army is a viable and fulfilling career option The Army is a progressive, modern, diverse and inclusive employer	Actively support the Army Encourage those they influence to support, join or engage positively with the Army
Key Influencers Twitter, FB, Youtube, TV, Traditional Media	Information on Army life and careers in the Army Information on training, qualifications and opportunities in the Army	AWARENESS of the opportunities on offer UNDERSTAND the Army's roles and purpose	The Army is a relevant and important organisation That the Army is a viable and fulfilling career option The Army is a progressive, modern, diverse and inclusive employer	Actively support the Army Encourage those they influence to support, join or engage positively with the Army Promote the Army
Community and religious leaders Specific media and outlets, specific SM, Radio	Information on Army life and careers in the Army Information on training, qualifications and opportunities in the Army Engaging modern content they can share on their networks Bespoke related content for their	AWARENESS of the opportunities on offer UNDERSTAND the Army's roles and purpose The Army is an organisation they want to be involved with They are part of the wider Army network	The Army is a relevant and important organisation That the Army is a viable and fulfilling career option The Army is a progressive, modern, diverse and inclusive employer The issues the Army care	Actively support the Army Encourage those they influence to support, join or engage positively with the Army Promote the Army on digital and within their communities

	channels		about are relevant to them That their community is seen positively by the Army	
Serving personnel Facebook, Twitter, Instagram, Traditional Media, Army website	Real stories from real soldiers Engaging and inspiring content Information about roles, training, qualifications and opportunities available to them	They are a valued part of a positive progressive Army community Understand what the Army is doing and why	Pride in their Army and a sense of belonging The Army represents a positive opportunity filled future for them	Share content with serving and civilian friends Explain the Army to family and friends Promote the Army
Families Facebook, Twitter, Instagram, Traditional Media, Army website	Real stories from real soldiers Engaging content Reassurance/ understanding on Army issues Up to date information on what their loved ones are doing and what the wider Army is doing (and why)	AWARENESS of the opportunities on offer UNDERSTAND the Army's roles and purpose They are supported and informed	Part of a wider community and a sense of belonging Pride in the Army - a shared sense of purpose The Army and Regts care about their families Service personnel are valued by the Army and wider society	Share content with serving and civilian friends Explain the Army to friends Promote the Army
Veterans Facebook, Twitter	Real stories from real soldiers Engaging content Up to date information on what the Army is doing and why	The Army is still positively contributing to wider society and on the global stage The Army is a modern and progressive organisation	Connected to the Army – still part of a wider family	Share content Promote the Army Remain engaged with the Army
Regimental Associations Facebook, Twitter, Army website	An independent voice and brand Freedom of action Engaging content Up to date information on what the Army is doing and why	The Army is still positively contributing to wider society and on the global stage	The Army is a relevant and important organisation Their association is a valued part of a wider Army community	Share content Promote the Army Actively support recruiting
AF Charities Facebook, Twitter,	Real stories from real soldiers Engaging content Army endorsement	Their support for the military is appreciated UNDERSTAND the Army's	Their association is a valued part of a wider Army community	Continue to support the Army Promote the Army responsibly

Instagram, Traditional Media, Army website		roles and purpose		
Think tanks/ academia Traditional Media, academic journals, Twitter, subscriber channels, Army website	Information on what the Army is doing To inform and be part of the defence debate To be able to shape policies and opinions To shape the future	The Army values academic debate and intellectual rigour UNDERSTAND the Army's roles and purpose	Their work is listened to and valued The Army values critical and constructive external comment	To challenge and engage with the Army Support and promote the Army To continue to provide objective commentary
Media TV, Print, Radio, Twitter	Engaging bespoke content they can share Inclusion by the Army Reaction and comment on military matters Real soldiers doing real things Access to senior officers and soldiers Authoritative tone and authenticity	The Army is honest and authoritative with information The Army is able to work effectively with them UNDERSTAND the Army's roles and purpose	The Army is still professional and forthcoming when engaging with the media	Maintain the Army in the public eye Portray honest stories about the Army Promote the Army Reach the widest possible audience Report truthfully and objectively
Brand Ambassadors Youtube, Instagram, Vine, Snapchat, Twitter, Facebook	Relevant, timely and engaging content to share with followers Inspiring content to grow followership	UNDERSTAND the Army's roles and purpose	The Army is a relevant and important organisation That the Army is a viable and fulfilling career option The Army is a progressive, modern, diverse and inclusive employer Army content is worth sharing; the Army's worth supporting	Actively support the Army Encourage those they influence to support, join or engage positively with the Army Promote the Army Reach the widest possible audience
Bloggers and Vloggers Youtube, Instagram, Wordpress, Vine,	Engaging bespoke content they can share Inclusion by the Army Reaction and comment on military	The Army is honest and authoritative with information The Army is able to work	The Army is worth promoting for mutual benefit	Maintain the Army in the public eye Reach the widest possible audience

Snapchat	matters Real soldiers doing real things Authoritative tone and authenticity	effectively with them UNDERSTAND the Army's roles and purpose		Portray honest stories about the Army Promote the Army Report truthfully and objectively
Politicians Traditional media, Facebook, Twitter, official briefings, email	Information on Army activity Regular authoritative updates Real soldiers doing real things Updates from senior officers Local activity happening in their constituencies	UNDERSTAND the role, relevance and importance of the Army The Army is still positively contributing to wider society and on the global stage	The Army is vital part of British society for defence, security, resilience and prosperity Pride in the Army	Promote the Army Support the through political and social channels Maintain Army publicity in the public eye
Political commentators Twitter, Facebook, traditional media	Information on Army activity Regular authoritative updates Real soldiers doing real things Updates from senior officers	UNDERSTAND the role, relevance and importance of the Army The Army is honest and authoritative with information	The Army is vital part of British society for defence, security, resilience and prosperity Pride in the Army	Promote the Army Support the through political and social channels Maintain Army publicity in the public eye
Policy makers Twitter, Facebook, official briefings, traditional media	Information on Army activity Regular authoritative updates Real soldiers doing real things Access to senior officers and informed officials	UNDERSTAND the role, relevance and importance of the Army	The Army is vital part of British society for defence, security, resilience and prosperity	Support and promote the Army through official channels
Wider business and commercial leaders Traditional Media, Industry publications, Twitter, Facebook, subscriber channels	Information on Army life and careers in the Army Information on training, qualifications and opportunities in the Army Engaging content they can share on business networks Transferrable skills the Army offers Understand the Reservists in their	UNDERSTAND the role, relevance and importance of the Army UNDERSTAND capability developments UNDERSTAND the Army's contribution to prosperity Having Reserves in their organisation benefits industry	The Army is vital part of British society for defence, security, resilience and prosperity The Army contributes to the national economy Pride in the Army	Promote the Army Support the through commercial and social channels Maintain Army publicity in the public eye Support reservists Employ former soldiers Sponsor/support Army events

	organisations	The Army is a diverse and inclusive employer		Engage with local units
Defence Industry Traditional Media, Industry publications, Twitter, Facebook, subscriber channels, Army webpage	To stay up to date with the Army Information on training, qualifications and opportunities in the Army Engaging content they can share on business networks Transferrable skills the Army offers Understand the Reservists in their organisations	UNDERSTAND the role, relevance and importance of the Army UNDERSTAND capability developments UNDERSTAND the Army's contribution to prosperity Reserves in their organisation benefits industry The Army is modernising The Army is a diverse and inclusive employer	The Army is vital part of British society for defence, security, resilience and prosperity The Army contributes to the national economy Pride in the Army	Promote the Army Support the through commercial and social channels Maintain Army publicity in the public eye Support reservists Employ former soldiers Sponsor/support Army events Engage with local units

Digital policy and reference documents

Government legislation

- **Welsh Language Scheme.** The Army website should include content in both Welsh and English. Where core content is relevant and must be translated for Welsh speaking audiences**.**
- **Equality Act 2010.** The Army must provide equal access to websites to all users regardless of disabilities.
- **Data Protection Act 1998.** Any personal information obtained via the website must comply with the requirements of the Data Protection Act 1998.
- **EU Cookie Law.** The Army must Comply with the EU Cookie Law by notifying users the cookies are there, what they do and get their consent to store them on their device.

Government communications policy and guidance

- **Government Communications Plan 2015/16**
- **Government Digital Strategy**
- **Government Communication Service Modern Communications Operating Model (MCOM) 2015**
- **Government Communications Service Evaluation Framework**
- **Government Digital Service Digital by Default**

Defence communications policy and guidance

- **Joint Services Publication 745: Web Publishing Policy**
- **Defence Instructions and Notices (DIN): Contact with the Media and Communicating in Public**
- **2015 Defence Digital Communications Strategy** (awaiting publication)

Timetable for action

Directorate of Defence Communication

Launch new Social Media channel policy

Complete review of Defence web policies and direction

Publish Master Playbook

Deliver Content Strategy

2015	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	2016

Army Media and Communication

Publish Digital Strategy

Army Brand Strategy research and commercial tender

Enter MCOM
Apr 16

Defence Communications Change Programme

Publish Army Social Media Policy and guidelines

Army Plan and Narrative published

Army website usability study

Army website redesign project

Initiate AMC Digital Workshops (resource dependent)