

## Jack Felton Golden Ruler Award Entry

2009

### **Don't Be *That Guy!***

Alcohol Abuse Prevention Education Campaign  
Department of Defense/TRICARE Management Activity with Fleishman-Hillard

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## Summary of Measurement Program

To address the rising rate of binge drinking among junior enlisted military personnel, the Department of Defense (DoD) and Fleishman-Hillard (FH) developed *That Guy*, an integrated marketing campaign aimed at raising the awareness of *That Guy* and shifting attitudes regarding excessive drinking among the target group. Research and evaluation have been and continues to be an integral piece of this campaign.

To meet the campaign's objectives, FH conducted:

- A literature review verifying the target audience: junior enlisted men, ages 18 to 24.
- Exploratory focus groups to refine the messages and communication approaches with the target group.
- Web site usability focus groups to verify the campaign's effectiveness in relaying messaging to the target group. Results from the focus groups were used to design the final *That Guy* Web site and final creative concepts.
- *That Guy* awareness and creative testing focus groups provided insight into the best communication vehicles for reaching the target audience.
- Health-related behaviors survey segmentation analysis identified occasional or situational binge drinkers to optimize targeting.
- DoD surveys allowed FH to measure and track the campaign's success in shifting awareness, attitudes and behaviors.

To date, there has been a statistically significant increase in awareness of *That Guy* and a positive shift in attitudes toward excessive drinking. The research continues to be used to measure the campaign's success and further refine the evolution of the campaign.

## **SITUATIONAL ANALYSIS**

The Department of Defense (DoD) has faced a daunting challenge with the rising rates of binge drinking among junior enlisted, 18 to 24 years old, across all branches of service. A DoD triennial survey of health-related behaviors showed that compared to the civilian population, binge drinking was a large and rising problem among young men, pay grades E1 to E4. This trend toward binge drinking had the potential of adversely affecting the health and welfare of service members and their families as well as the combat-readiness of the military.

## **CAMPAIGN OVERVIEW**

DoD/TRICARE Management Activity (TMA) and Fleishman-Hillard (FH) developed and launched the *That Guy* campaign; an integrated marketing campaign designed to reduce heavy drinking among military-enlisted personnel, ages 18 to 24, and raise awareness of the social consequences and negative effects of excessive alcohol consumption. A multi-media, multi-strategy campaign solidly based in research, the Stages of Change Model and social marketing, the campaign includes online and offline advertising and promotions, viral marketing, a Web site ([www.thatguy.com](http://www.thatguy.com)), public service announcements (PSAs), collateral materials and special events.

The campaign focused on two main objectives:

- Objective 1: Raise awareness of excessive drinking
- Objective 2: Shift attitudes toward the harms of excessive drinking

## **2008 Research Results**

Not only does the research show the campaign is successful in raising awareness of and changing attitudes toward the harms of excessive drinking, the research plays an integral role in continued growth of the campaign.

### **OBJECTIVE 1: RAISE AWARENESS**

- Overall, campaign awareness increased almost fivefold, from 3 percent in 2006 to 14 percent in 2007 (n=1,830). (2006/2007 Status of Forces Survey, results released in 2008)
- Participants tend to learn about the campaign's Web site through posters (26%), the Internet (34%), or friends (28%), indicating that the surround sound approach of using different communication vehicles to reach the target audience is working (n=2,426). ([www.thatguy.com](http://www.thatguy.com) Web site survey)
- The Web site, [www.thatguy.com](http://www.thatguy.com) was viewed, on average, by approximately 21,000 users per month for the past 22 months.
- Of the 496 who initially qualified for the 2008 focus groups, 86 percent are aware of *That Guy*.

- The campaign was implemented by more than 228 installations in 42 states and 11 countries, and engaged more than 1,500 point-of-contacts (point-of-contact refers to the *That Guy* advocate and/or campaign implementer on each installation).

## **OBJECTIVE 2: SHIFT ATTITUDES**

- A significant proportion (two-fifths) of occasional bingers believe that the campaign is influencing them to think about drinking less (n=99). (2008 Occasional Binge Drinker Focus Groups)
- Attitudes toward excessive drinking are beginning to make a statistically significant shift in a positive direction showing support of the campaign's messages (n=1,830). (06/07 Status of Forces Survey, results released in 2008)
- Nearly half (42%) of participants agree that the Web site will encourage service members to think twice about the consequences of binge drinking (n=2,426). ([www.thatguy.com](http://www.thatguy.com) survey)

## **DETAILED RESEARCH OVERVIEW**

A unique mix of research methods was applied by FH to the campaign allowing for ongoing feedback and measurement.

**Target Audiences:** Primary audience includes enlisted, active-duty military personnel across all four branches of service, pay grades E1 to E4, male, 18 to 24 years old. Secondary audiences include the DoD and military leadership chain of command.

**Campaign Objectives Measured by Research:** 1) Raise awareness of the *That Guy* campaign and the negative effects of excessive drinking by a statistically significant amount; and 2) help shift attitudes regarding excessive drinking.

## **2006-2008 Campaign Evaluation**

Research is an integral part of the *That Guy* campaign. It was used to develop, refine, monitor and measure the campaign.

To summarize the campaign's success to date, Fleishman-Hillard highlights key findings from several research studies sponsored by the Department of Defense (conducted between 2006 and 2008) that have provided (and, in the case of the Health Related Behavior Surveys Among Active Duty Military Personnel and the Status of Forces Surveys, will continue to provide) TMA with feedback regarding the target audience's awareness of and attitudes toward the campaign as well as the impact the campaign is having on junior enlisted service members' attitudes toward and actions regarding excessive drinking.

Research findings include:

- Campaign outputs: Immediate results of the campaign
- Campaign outcomes: Extent to which the target audience received, understood and retained the messages

- Campaign impact: Extent to which desired attitudinal and behavioral changes occurred

Part of the campaign's goal is to motivate installations across the globe to implement *That Guy*. In educating installation leadership about the campaign, it is important to show how and why the campaign is successful. By aggregating all the campaign's metrics, FH and DoD can easily show the campaign's success and illustrate its potential impact on other installations. Sharing this type of information has proven to be extremely effective in helping generate more *That Guy* partnerships. (To see all results, please see Attachment A.)

## **EXPLORATORY RESEARCH**

### **Literature Review**

The goal of the literature review was to examine best practices that have proven effective in reducing binge or heavy drinking among the target population of active duty enlisted military personnel ages 18 to 24.

Fleishman-Hillard (FH) staff conducted a review of scientific and some popular literature in October/November 2005. Searches were conducted through Internet sources such as Medline; through Washington University in St Louis; and at the University of South Dakota. This review supplemented reports and survey results previously provided by TRICARE.

The resulting analysis represents articles that are most specific to the campaign's goal. FH categorized the literature with respect to characteristics of the target population; prevention/education strategies that reduce alcohol consumption; binge drinking concepts and existing military education programs already in place in the target audience's environment.

The literature review provided valuable information about the target audience and verified that the campaign should focus its efforts on men, ages 18 to 24, enlisted in the military. This information helped FH clearly target its research and outreach efforts.

The literature review also provided the groundwork for initial campaign themes and messages. The focus groups verified that a message of control (rather than promoting long-term health effects) resonates best with the target audience. This message continues to be a cornerstone of the campaign. (To see the executive summary of the literature review, please go to the Appendix.)

### **Exploratory Focus Groups (May 2006)**

In order to determine the types of relevant and persuasive messages, activities and creative concepts the campaign should feature, Fleishman-Hillard conducted in-depth discussion groups with junior-level, enlisted service members who are 18 to 24 years of age to determine their current awareness of and attitudes toward this issue. FH conducted eight of these small-group discussions at four installations (San Diego Naval Station, Nellis Air Force Base, Camp Lejeune and Fort Bragg), consisting of 75 participants in total. The participants were promised privacy and confidentiality in order to encourage meaningful dialogue.

Conducting focus groups with service members presented a number of unique challenges that often aren't found when conducting research with general consumers. This required FH to:

- Work with points of contacts on each military installation in order to obtain approval to conduct the groups and gain access to the installations.
- Obtain approval from an Institutional Review Board (IRB) in order to protect the confidentiality of participants. This level of approval allowed FH to discuss potentially illegal behaviors (e.g., underage drinking) with participants.
- Ensure that the chain of command or military leadership was not encouraging service members to participate. FH had to ensure that participation was voluntary.
- Partner with local recruitment vendors to conduct intercept interviews.
- Refrain from collecting any identifying information about participants, including age, race and gender.
- Refrain from audio- or video-taping focus group discussions. All focus group findings are based on notes taken during the discussions.

Initial feedback from the target audience drove the strategy of the campaign, a focus on short-term and social consequences. FH transformed the campaign's original military-style creative platform from one that was less relevant to the target audience to one that is edgy, humorous, viral and relevant. (To see the executive summary of the findings as well research instruments, please see the Appendix.)

#### **Web Site Usability Focus Groups (September 2006)**

In September 2006, Fleishman-Hillard conducted two focus group discussions with 12 service members of the target audience, at Camp Lejeune and Fort Bragg, to assess the extent to which the strategy and related creative platform and Web site are understood by, relevant to and likely to be persuasive with the target audience.

By using focus groups, FH was able to verify that the proposed campaign approach and theme, *That Guy*, was understood by and resonated with the target audience. Additionally, direct input from the focus groups was used in the final Web site design as well as in final creative concepts.

#### **That Guy Awareness and Creative Testing Focus Groups (March 2007)**

In May 2007, Fleishman-Hillard conducted 15 focus group discussions with a total of 131 junior enlisted service members at four military installations: Camp Lejeune, Fort Bragg, Pope AFB and NAS Pensacola. The primary purpose of these focus groups was to obtain feedback regarding:

- Awareness and recall of the campaign within each installation and community.
- *That Guy* communications vehicles and advertisements.
- Negative and influential consequences that they associate with binge drinking.

These discussions confirmed that the theme and messages were accepted and understood. Focus groups also revealed the need to focus on occasional/situational bingers, as they are more likely to be

receptive to and consider acting upon *That Guy's* messages and desired behavioral changes. (To see the executive summary of the findings as well research instruments, please see the Appendix.)

## **MONITORING, EVALUATION AND MEASUREMENT RESEARCH**

### **2006/2007 Status of Forces Survey (August 2008)**

Each year the Defense Manpower Data Center (DMDC) conducts both Web-based and paper-and-pencil surveys to support the personnel information needs of the Under Secretary of Defense for Personnel and Readiness. These surveys assess the attitudes and opinions of the entire Department of Defense (DoD) community on a wide range of issues.

In an effort to determine the potential impact of the *That Guy* campaign, Fleishman-Hillard received DoD approval to add several questions regarding awareness of the campaign and attitudes toward excessive drinking to the August 2006 and August 2007 surveys. (These questions will also be included in the 2008 and 2009 surveys.) The following summary provides a topline perspective of E1 to E4 service members' awareness of *That Guy*, their attitudes toward excessive drinking and their drinking behaviors.

This survey is conducted annually and serves as a key measure of the campaign's success. (To see the executive summary of the findings, please see the Appendix.)

### **Occasional Binge Drinker Focus Groups (November 2008)**

The primary objective of the 2008 *That Guy* focus groups and in-depth interviews (conducted during the latter part of October and early November 2008 with 99 service members who are E1 to E4 and tend to be occasional binge drinkers) was to assess current and proposed messages for the campaign and new ideas for creative concepts among the occasional binge drinker. In particular, messages regarding the negative consequences of being *That Guy* were assessed to help determine the extent to which the campaign can encourage the target audience to move from the pre-contemplation/contemplation stages of the Stages of Change Self-Directed Behavior Change model to the preparation/action stages.

A secondary objective was to assess the target audience's reaction to the campaign to date (e.g., awareness of the campaign as measured through focus group recruitment as well as recall and response to specific campaign materials and messages).

This information and feedback helped Fleishman-Hillard recalibrate and fine tune the campaign in ways that more effectively resonate with the target audience of occasional binge drinkers and also help ensure that new communications efforts (including advertising) encourage these junior enlisted service members, in the long run, to change their behaviors and reduce their consumption of alcohol.

Fleishman-Hillard's research division conducted six 90-minute focus group discussions and a series of 45-minute in-depth interviews with enlisted, active duty military personnel (junior-level E1 through E4) who are primarily men and are 18 to 24 years of age (n=99).

This round of testing is unique in the fact that the occasional/situational binge drinker was targeted for participation. Selecting only occasional binge drinkers to participate in the 2008 research project was an additional step to help ensure that new messages and materials being considered for the campaign in FY 2009 are relevant, meaningful and effective with this specific subset of the target audience.

By supplementing the focus groups with in-depth interviews, Fleishman-Hillard was able to remove the “group think” or “bandwagon” effects of a discussion group and assess attitudes and opinions that were not influenced by other service members.

As identified and profiled through an analysis of the Department of Defense’s Health-Related Behavior (HRB) Survey, the occasional bingers fall within the continuum of service members’ drinking behaviors – ranging from non-drinkers at one end of the continuum (29 percent of junior enlisted service members) to frequent bingers at the other end (25 percent of junior enlisted service members). We also know from the analysis of this survey that the occasional bingers are likely to be white men who drink in a group setting. (To see the executive summary of the findings and the research instruments, please see the Appendix.)

#### [www.thatguy.com](http://www.thatguy.com) **Web Survey (on-going)**

In an effort to continuously gauge awareness and perceptions of the campaign, Fleishman-Hillard launched an online survey on the campaign’s Web site ([www.thatguy.com](http://www.thatguy.com)). This is an ongoing survey that provides general feedback, from the target audience, about the Web site’s content and usability. Feedback from this survey is used to refine and improve the Web site and other campaign outreach efforts.

Responses are tabulated and analyzed on a quarterly basis. Current results are based on 2,426 surveys that were completed between March 2007 and December 31, 2008. Results from prior quarters are also shown for comparison purposes. Overall results were weighted to reflect the actual proportion of personnel by pay grade and reflect a margin of error of +/- two percentage points at a 95 percent confidence level.

FH is able to continuously monitor feedback regarding the Web site and campaign. This feedback, available in real-time, has been used to further develop the Web site and other digital outreach components such as Search Engine Optimization (SEO).

## ATTACHMENTS

This section provides a list of the attachments, which include the executive summaries and key findings from all research activities as well as the research instruments.

- Attachment A: Campaign Results
- Attachment B: Executive Summary and Key Findings from the Literature Review
- Attachment C: Executive Summary and Key Findings from the May 2006 Exploratory Focus Groups
- Attachment D: Executive Summary and Key Findings from the September 2006 Web Site Usability Focus Groups
- Attachment E: Executive Summary and Key Findings from the March 2007 *That Guy* Awareness and Creative Testing Focus Groups
- Attachment F: Executive Summary and Key Findings from the 2006/2007 Status of Forces Survey
- Attachment G: Executive Summary and Key Findings from the November 2008 Occasional Binge Drinker Focus Groups
- Attachment H: Executive Summary and Key Findings from the on-going [www.thatguy.com](http://www.thatguy.com) Web Survey