

## **U.S. Department of Defense: TRICARE, “That Guy” Alcohol Abuse Prevention and Education Campaign**

The 2005 Department of Defense (DoD) Survey of Health Related Behaviors revealed a rising rate of “binge” drinking among the 708,820 junior enlisted personnel in all of the armed services; particularly evident among young enlisted males between the ages of 18 and 24. In response, the DoD/TRICARE Management Activity (TMA) retained Fleishman-Hillard to create a multi-year, integrated communications campaign with twin goals: 1) raise awareness of the negative effects of excessive drinking among enlisted personnel aged 18-24; and 2) help reduce alcohol abuse among active-duty military.

In order to truly understand the target audience and design a compelling campaign that would reach them, FH conducted extensive research, including focus group discussions with junior enlisted across all branches of the Armed Services. A common theme emerged during the sessions: Nobody wanted to associate with or be “That Guy” — the person, who after drinking excessive amounts of alcohol, loses control with humiliating results. The research further suggested that this audience doesn’t respond well to abstinence campaigns or programs with the look and feel of military recruiting material. They prefer humor to exemplify social disapproval of excessive drinking and a focus on short term consequences, as well as viral communication. Based on these findings, FH developed a campaign theme that would resonate with the target audience: **“Don’t Be That Guy!”** The *That Guy* campaign is based on social marketing theory about behavior change and aims to raise awareness and, ultimately, change drinking behavior among the target audience.

Before launching globally, *That Guy* was introduced at four pilot military installations in December 2006 to secure institutional buy-in and test campaign strategies and tactics. An interactive, Flash-driven Web site ([www.ThatGuy.com](http://www.ThatGuy.com)) was launched at the same time, along with a *That Guy* profile and advertising on MySpace ([www.myspace.com/thatguy](http://www.myspace.com/thatguy)), and a wide range of creative campaign materials (including banner ads, billboards, posters, coasters, stickers, and temporary tattoos).

In the pilot markets, employing a surround-sound approach to create awareness and deliver messages, the team focused on venues where the target audience was most likely to travel, congregate, or to drink alcohol. Radio promotions and live events at bars with station D.J.s reached them in the community. Also, a 30-second PSA was run at installation movie theaters prior to PG-13 and R-rated movies, reminding viewers that *“the buzz is temporary; the humiliation is forever. Don’t Be That Guy!”*

At the conclusion of the pilot launches, another set of focus groups gauged the effectiveness of campaign tactics and messages, and captured best practices for the campaign’s rollout to military installations around the world.

With these key learnings, a campaign tool kit was developed to guide military partners with instructions on how to order promotional items and implement the campaign on their own. FH also created a special portal on *ThatGuy.com* where participants could download graphics, video and radio PSAs, and print ads to support the campaign locally. Finally, FH developed additional campaign materials for distribution: more coasters, message-specific playing cards, nine

additional posters, postcards, a cartoon series, and a unique “Buzz Kill” interactive game for the Web site that showcased the more negative consequences of becoming That Guy.

Next, FH worked with each of the Services to propagate the campaign worldwide through a road show that reached conferences, commands, and larger installations with the highest populations of young enlisted personnel. The campaign team also supported the installations by conducting frequent conference calls, shipping free materials, updating the resource section online and distributing a quarterly email newsletter.

Additional activities were also rolled out in the past year including a radio and video PSA campaign, three-month installation Internet Center promotion (beginning November 2008), a two-month run of the video PSA in community movie theaters and a fourth round of focus groups.

Throughout the last year, installations and national and international partners further promoted the campaign by supplying pro bono advertising opportunities, distributing materials and creating their own giveaways.

## **RAISING AWARENESS**

To date a number of activities and communication vehicles have allowed the campaign to gain awareness for *That Guy*.

- **www.ThatGuy.com:** 477,632 total sessions and an average time on site of nearly six minutes per session. Internet Center promotion boosted web site traffic in November by 170% from October 2008
- **MySpace *That Guy* profile:** 1,800 registered “friends.”
- **Installation newspaper ads:** Nearly 1,124,000 impressions.
- **Online banner ads:** Approximately 48 million impressions.
- **Community advertisements:** 27 million impressions.
- **Promotional materials** — 423,391 branded materials have been used across the world by all Services, and nearly 5,000 graphic files have been downloaded from the Resource page on Thatguy.com. In addition, the Army & Air Force Exchange Service (AAFES) also printed one million *That Guy* designed tray liners pro bono to use in food courts in July 2008.
- **Video PSA** —
  - The thirty-second spot appeared at 115 installation movie theaters across the country for three months in 2007.
  - In September and October of 2008, the PSA ran on 164 movie screens in front of R-rated movies at 51 theaters, and a *That Guy* still screen slide advertisement was shown four times on the screen prior to the PSA running on 304 movie screens in 27 theaters in 16 markets.
  - DoD’s broadcast arm, Armed Forces Radio and Television Services (AFRTS) ran video PSAs on Armed Force Network 39 times a week on three stations, generating a total of nearly 120 pro bono airings per week.
  - AAFES aired radio and video PSAs in 660 stores for a total of 31,471 airings with 37.3M audience impressions

- **Radio PSAs:**
  - 74 community radio stations in 26 markets, with a high military population, aired the thirty-second spots a total of 31,471 times reaching an estimated 37,285,900 people
  - AFRTS ran the eight thirty-second radio PSAs for a minimum of a year on 11 radio services around the globe to 177 countries with a potential audience of more than a million listeners.
  - AAFE aired the spots on the AAFES Radio Network rotation playing in 660 stores worldwide.
- **Radio partnerships:** 1,200 spots aired and 250 streaming Web site ads run by radio partners

## INSTALLATION AND PARTNERSHIP OUTREACH

### *Installation outreach*

By November 2008, *That Guy* has become viral and is reaching the target audience and installations worldwide, with more than 1,700 Points of Contacts (POCs) at 196 installations in 40 states and seven countries are engaged in the campaign. Feedback from contacts routinely includes comments such as “[The] reaction has been outstanding. The Chain of Command has completely supported the initiative and has even allocated funding for print promotions for the base paper,” and “These products are the best we’ve seen to date.” And from Pope AFB, “It’s been a real welcome change of pace to be able to have such a “turn-key” campaign provided to us.” Feedback also shows that both leadership and the target audience really get it, “Everyone loves it! Commanders find it a useful tool and military members enjoy the fact that it’s humorous and not too preachy.” And, a contact at Camp Hansen noted, “the posters have triggered the Marines to visit the *That Guy* website more often. I often hear Marines saying ‘Don’t be *That Guy*’ in the battalion areas and barracks.”

### *Partnerships*

The Armed Forces Radio and Television Services (AFRTS) created and aired a suite of six additional video Public Service Announcements on American Forces Network (AFN) 39 times a week on three stations generating a total of nearly 120 pro bono airings per week. In addition, AFRTS is running eight new :30 radio PSAs for a minimum of a year on 11 radio services around the globe to 177 countries with a potential audience of more than a million listeners. The Army & Air Force Exchange Service (AAFES) is airing the radio spots on the AAFES Radio Network rotation playing in 660 stores worldwide. AAFES also printed one million *That Guy* designed tray liners pro bono to use in food courts in July 2008.

During the summer of 2007, 11 AF Air Mobility Command installations participated in *That Guy* as part of the 101 Critical Days of Summer initiative. HQMC Semper Fit and Single Marine Program have also supported and implemented the campaign at many installations.

In March 2008, the U.S. Army Family Morale Welfare and Recreation Command coordinators at 25 installations worldwide distributed *That Guy* materials at Wii Warrior Challenge gaming tournaments. Following up on this initial engagement by MWR, 26 installations were identified to provide even more materials to use throughout the summer. The *That Guy* video PSA will also appear on the large screen prior to the lead act during the Army Concert Tour this summer.

Currently, the United Service Organizations (USO) has agreed to distribute promotional materials to 130 centers around the world.

The FH team has presented the That Guy campaign at numerous meetings and major conferences including the Southeastern, European and Leesburg conferences for the Better Opportunity for Single Soldiers (BOSS) program, the Single Marine Program conference, Force Health Protection conference, Army Substance Abuse Program meeting, the Military/Civilian Transportation Safety Conference, Navy Alcohol and Drug Abuse Prevention Program summit, and TRICARE's Military Health System annual conference.

The campaign has been so well received that the The Navy Alcohol and Drug Abuse Prevention Program (NADAP) has secured funding for reprinting That Guy campaign materials and the Army Substance Abuse Program (ASCAP) also provided funding printing materials for use worldwide.

## **SURVEY AND RESEARCH RESULTS**

### *2008 Focus Groups*

The 2008 focus groups showed that there was heightened awareness from group discussions held in 2007. Service members appreciate and like the campaign's use of humor and acknowledged that it helps gain their attention and they listen to the message versus, "being numbed by so many other campaigns that all sound the same." The messages, taglines and jokes are resonating well and making the audience think more about not wanting to be That Guy.

### *Thatguy.com Web Survey*

In November 2008, in a Web survey featured on *ThatGuy.com*, 45 percent of respondents reported that, after viewing the site and messages about the consequences of excessive drinking, they were likely to think twice about their actions in order to avoid becoming "That Guy." Many reported visiting the site at a friend's recommendation, attesting to the viral nature of the campaign.

### *Defense Manpower Data Center Survey*

Every 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, TMA/FH inserted questions regarding awareness of the campaign and attitudes toward excessive drinking into the August 2006 and August 2007 surveys.

Prior to the launch of That Guy (December 2006), That Guy-specific questions were added to the August 2006 DMDC survey. Results from the 2006 survey indicate "phantom awareness" of That Guy (2% said they recalled something about That Guy). This figure, along with other results, serves as the baseline measure for awareness of the That Guy campaign.

Key Findings from 2007 include:

- Overall awareness of the That Guy campaign increased significantly among all branches of service between August 2006 and August 2007, rising sevenfold to 14%. (Note: Actual awareness is 12%, which accounts for and subtracts the phantom awareness level of 2% in 2006.) Though, current awareness is likely higher than 14% because outreach activities did not begin until December 2006 and survey results were collected in August 2007.
- Attitudes toward excessive drinking are beginning to shift in a positive direction, showing support of the campaign's key messages.
- Behavior has remained stable as anticipated in this social change campaign.