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OF THE AIR FORCE**

**AIR FORCE INSTRUCTION 34-104**

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*Services*



**SERVICES MARKETING AND  
PUBLICITY PROGRAM**

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This instruction provides guidance and procedures for developing an effective Force Support marketing program. It also describes the role and relationship of marketing in the planning and administration of programs and describes the responsibilities of the marketing director. Finally, it explains how to identify markets, develop strategies to satisfy consumer needs, and communicate the right message to customers and potential customers. This instruction applies to all Air Force personnel to include Air Force Reserve (AFRC) units. This instruction is only applicable to the Air National Guard upon mobilization. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functionals' chain of command. This publication may be supplemented at any level, but all direct Supplements must be routed to the OPR of this publication for coordination prior to certification and approval. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>.

**SUMMARY OF CHANGES**

This publication establishes changes to the advertising policy including buying and selling advertising space. This allows Force Support Squadrons (FSS) to operate in a more businesslike manner by increasing financial support from both advertising and commercial sponsorship and in communicating with our customers. This publication applies to the Morale, Welfare, and Recreation (MWR) elements of the FSS.

## Chapter 1

### OBJECTIVES AND RESPONSIBILITIES

**1.1. Overview.** The Marketing and Publicity Program exists to support the MWR elements of FSS programs managed by commanders/directors, flight chiefs, and activity managers by ensuring they adopt sound customer-driven marketing practices. The primary goal of this program is to support MWR elements of FSS programs by recognizing the needs and expectations of customers and potential customers, tailor marketing programs to meet these needs, and communicate the right message to the right market. MWR activities are those outlined in DoDI 1015.10, *Military Morale, Welfare and Recreation (MWR) Program*. MWR activities include (but are not limited to) fitness, sports, libraries, child development, youth, arts and crafts, auto hobby, recreation equipment checkout, outdoor recreation, clubs, bowling, golf, aero club, and other membership programs.

#### **1.2. Roles and Responsibilities.**

1.2.1. Air Force Director of Services (AF/A1S): Oversees Air Force Services, establishes policy, and coordinates with AFSVA.

1.2.2. Air Force Services Agency (AFSVA/CC):

1.2.2.1. Implements policy and ensures compliance with the desired marketing direction through instructions, guidance, and plans.

1.2.2.2. Establishes the overall direction of marketing, provides program oversight, directs corrective actions, and advocates central marketing programs.

1.2.2.3. Conducts Staff Assistance Visits (SAVs) per request of Major Commands (MAJCOMs).

1.2.2.4. Develops and implements customer-driven central marketing programs and promotions with input from MAJCOM counterparts.

1.2.2.5. Provides training for MAJCOM and installation marketing managers.

1.2.2.6. Provides marketing overview training to activity managers.

1.2.2.7. Provides centralized marketing research.

1.2.3. Major Command Chief of Services (MAJCOM/A1S).

1.2.3.1. Disseminates and implements marketing policy and central programs at installations.

1.2.3.2. Develops, coordinates, and supervises installation-level implementation of customer-driven MAJCOM marketing programs.

1.2.3.3. Conducts SAVs to installations.

1.2.3.4. Works with AFSVA on program and promotion development.

1.2.3.5. Provides oversight of installation-level sponsorship.

1.2.3.6. Assists installations with market research and planning.

1.2.3.7. Conducts focus groups and other market research, as needed.

1.2.4. FSS CC/Director:

1.2.4.1. Develops, coordinates, and oversees installation-level implementation of marketing programs.

1.2.4.2. Approves marketing goals and objectives for the squadron.

1.2.4.3. Oversees the implementation of marketing campaigns and programs with FSS flights and activities.

1.2.4.4. Oversees installation-level commercial sponsorship initiatives.

1.2.4.5. Assists the FSS Marketing Manager with conducting research initiatives at the installation.

1.2.4.6. Advises MAJCOM/A1S on customer needs and market research findings and recommendations.

1.2.5. FSS Marketing Manager:

1.2.5.1. Executes policy and central programs.

1.2.5.2. Develops, implements, and analyzes market research to determine customer needs to support planning actions of activity managers for MWR elements of the unit.

1.2.5.3. Advises the FSS commander/director or flight chief on developing marketing goals, objectives, and strategies.

1.2.5.4. Advises activity managers on marketing and promotional strategies by identifying target markets and effective ways of reaching those markets.

1.2.5.5. Determines the effectiveness of current initiatives by using current research tools and methodologies.

1.2.5.6. Determines appropriate media mix for promotion and advertising of activities.

1.2.5.7. Provides marketing reviews of activities to help improve activities and programs.

1.2.5.8. Coordinates the implementation of marketing campaigns and programs with the FSS commander/director, flight chiefs, and activity managers.

1.2.5.9. Plans and implements marketing, promotional, and publicity campaigns for flight, division, and squadron-wide events.

## Chapter 2

### MARKET RESEARCH

**2.1. Market Research.** The FSS operating environment requires all managers to have accurate, reliable, and timely market information to anticipate customer needs and respond to changes in consumer demand.

2.1.1. The Air Force uses various market research tools and methodologies as the basis for acquiring market information. AFSVA provides market analysis tools and information to installations.

2.1.2. Research Distribution and Training. The marketing manager briefs commanders/directors, flight chiefs, and program managers on marketing research matters and trains personnel to use and interpret the market research data. This includes the use of survey tools, software, and other related survey items.

2.1.3. Using Data. Marketing personnel and program managers use market data to provide descriptive information about their specific market(s).

2.1.4. The marketing director aids program managers by supplementing AFSVA provided data with local surveys or focus groups that target specific activity issues. These issues usually involve operational improvements for programs such as quality, value, program accessibility, etc. Supplemental surveys and focus groups in these areas can provide insight and solutions to activity problems perceived by the customer.

2.1.5. Marketing's Role in Research. Marketing personnel develop, implement, and analyze market research to support the planning actions of MWR activity managers, flight chiefs, and commander/director.

2.1.6. The marketing director develops and secures approval (if necessary) for surveys in accordance with AFI 36-2601, Air Force Survey Program, to support the research requirements of the unit during the annual budget planning process. Using marketing standards as a guideline, squadron marketing personnel carry out these research requirements in support of programs:

2.1.6.1. Conduct customer satisfaction surveys.

2.1.6.2. Assist activity managers in performing an assessment of competitive activities within the installation's trade area.

2.1.6.3. Analyze the effectiveness of marketing and promotional programs and recommend improvements.

2.1.6.4. Evaluate or audit programs against established goals and objectives to determine the efficacy and viability of those programs.

## Chapter 3

### INSTALLATION-LEVEL MARKETING PLANNING

**3.1. Installation-Level Marketing Planning.** Determines both short and long-term marketing goals and identifies the steps to accomplish them. Marketing planning will encourage systematic thinking and enhance the coordination of program, flight, and squadron efforts to help ensure the operational success of the activity or program.

**3.2. The FSS commander/director, flight chiefs, and the marketing manager** coordinate; marketing planning to develop the overall strategy and marketing objectives for the coming fiscal year.

**3.3. The marketing manager:** Works with program managers to prepare the marketing plan using the recommended AF format. Refer to the AFSVA Marketing Download Central site <https://mil.afsv.net/MKT/05downloads.htm> for guidelines and updates.

**3.4. Program managers:** Work with marketing managers to develop annual promotional campaigns and incorporate these into a program promotional plan/budget. Annual program promotional plans set the schedule for promotional events and publicity programs directed at specific markets. Marketing operations are intended to support Nonappropriated Fund Instrumentalities (NAFIs) and both nonappropriated funds (NAFs) and Appopriated Fund (APF) dollars must be budgeted for and recorded accordingly.

## Chapter 4

### ADVERTISING

**4.1. Advertising.** The marketing manager determines and implements the appropriate media mix to support FSS activities including use of the web as allowed by local policy and guidance and in accordance with AFI 33-129, Web Management and Internet Use.

**4.2. Advertising Necessity.** Advertising informs customers and potential customers, encourages trial use, and develops repeat use of programs and activities. AF organizations also use advertising to foster a positive perception and a feeling of goodwill. All advertising must reflect favorably on the AF, Department of Defense (DoD), and the federal government.

**4.3. Selling Advertising Space.** Air Force NAFIs may sell space for commercial advertising in accordance with guidelines and procedures in AFI 34-108, Air Force Commercial Sponsorship Program and Sale of NAFI Advertising Procedures.

**4.4. Buying Advertising Space.** Activities may purchase advertising to promote MWR elements of FSS programs and activities that are offered on a regular basis in U.S. Armed Forces newspapers and civilian publications distributed primarily on a military installation. These restrictions apply:

4.4.1. Do not advertise in civilian general circulation newspapers, magazines, or on commercial radio or television.

4.4.2. Do not advertise tobacco products or alcoholic beverages.

**4.5. Recurring activities:** (e.g., golf courses, bowling centers, etc.) that have been authorized to open to the public at specific installations are authorized to advertise in civilian media using NAF funds. In order to minimize the appearance of direct competition with local businesses, advertisements in civilian media notifying the general public that designated MWR programs are open to the public will not contain information regarding usage fees or other charges. This information may be provided upon request to anyone who inquires by email or telephone. Coordinate advertising activities closely with the public affairs office and comply with AFMAN 64-302, *Nonappropriated Fund Contracting*.

**4.6. Activities:** May also purchase advertising in appropriate commercial civilian media to promote MWR activities such as music concerts, athletic programs, volksmarches, competitive runs, and American historical or traditional military events which have been opened for participation to the general public as authorized in AFI 34-262, *Services Programs and Use Eligibility*. These specific guidelines apply:

4.6.1. The events to be advertised in commercial civilian media must not compete with similar events offered in the local civilian community. Such open events must be coordinated in advance with the local public affairs office.

4.6.2. The events must increase interaction between the military and civilian communities, enhance community relations, and not be offered on a regular weekly or monthly basis.

4.6.3. Only APFs or in-kind advertising and/or funds designated for advertising under the commercial sponsorship policy may be used to acquire advertising for these events. Do not use NAFs to advertise these events.

**4.7. Direct Mail.** Activities may use direct mail (excluding mail-order catalogs) to advertise FSS programs, activities, goods, and services provided:

4.7.1. Direct mail pieces are sent only to eligible FSS customers who have voluntarily signed up to receive direct mail information.

4.7.2. NAFs are used to cover direct mail costs (including postage) when advertising the sale of merchandise and services.

**4.8. Advertising in Other Media.**

4.8.1. Marketing managers and program managers, follow these guidelines when advertising:

4.8.1.1. Purchase or arrange for advertising produced especially for distribution on the installation or targeted to eligible FSS customers.

4.8.1.2. Produce or prepare advertising media directed at local customers and potential customers. Examples of advertising media vehicles you use to convey your message include such things as flyers, posters and newspaper inserts.

4.8.1.3. Accept voluntarily initiated media from suppliers and other non-DoD sources.

4.8.1.4. Do not distribute advertising through formal base channels such as the Base Information Transfer System (BITS).

**4.9. FSSs:** May purchase, prepare, or produce premiums for distribution to eligible FSS customers and potential customers. FSSs may also accept premiums (except tobacco and alcohol), which suppliers voluntarily offer, if the value of the items for any one individual or DoD family is less than \$20 retail.

**4.10. Activities:** May advertise in free newsletter-type publications produced by a commercial publisher. Publications distributed to eligible FSS customers must meet these conditions:

4.10.1. The installation public affairs officer approves the distribution and coordinates on the information in the publication before it is released to the publisher.

4.10.2. A commercial publisher prints the publication.

4.10.3. There is no contractual agreement which gives any exclusive rights to provide the publication.

4.10.4. The publisher delivers the publication to the installation for casual pickup by interested customers and potential customers.

4.10.5. The publication contains a prominently displayed disclaimer stating that the Air Force and the federal government do not endorse, sponsor, or fund any advertised commercial vendors, goods, or services in the publication.

## Chapter 5

### ACTIVITY PUBLICATIONS

**5.1. Activities:** May advertise in club calendars, monthly bulletins, and commercial newspapers and publications (such as the installation newspaper) that publishers produce specifically for installations, United Facilities Criteria (UFC) 3-120-01, *Air Force Sign Standard*.

**5.2. These restrictions apply:**

5.2.1. Advertisements appearing in commercial media must include the statement “Open only to authorized patrons,” unless it is a members only event in which case the advertisements must include the statement “Open only to club members.”

5.2.2. Activities may not place promotional advertisements in civilian general circulation newspapers and magazines or on commercial radio and television.

**5.3. The marketing manager.** Periodically evaluates club calendars and monthly bulletins to assess their effectiveness in reaching and communicating messages to targeted markets.

**5.4. Overseas activities.** May advertise in the DoD media including newspapers, radio, and television. Installation commanders may also approve advertising in media prepared by a civilian firm for the benefit of the military community. All advertisements in these media must include the statement, “Open only to authorized patrons,” unless it is a member’s only event in which case the advertisements must include the statement “Open only to club members.” U.S. Armed Forces installation or



## Chapter 6

### PROMOTION

**6.1. Promotional Materials.** Promotional materials strengthen advertising, publicity, and other marketing efforts. Marketing may purchase or produce promotional items for institutional advertising and to promote programs and activities to eligible customers.

6.1.1. Coupons. FSS activities may participate in coupon-redemption programs offered to the general public or to the military community. The Resource Management Office must approve any participation in private-sector, national, or local coupon-redemption programs. Control coupon redemption in accordance with AFI 34-202, *Protecting Nonappropriated Fund Assets*.

6.1.2. Sales Promotion. FSS may use merchandising and sales promotion methods to stimulate customer interest in FSS activities, programs, goods, or services. Sales promotion techniques include point-of-sale displays, markdowns, premiums, or special-offer coupons and in-house sales programs and contests.

6.1.3. Inserts. The marketing manager may arrange with the installation public affairs officer to include an insert in the government approved or contracted newspaper promoting FSS programs and activities. This insert may contain commercial advertising sold by the contracted publisher if this condition is part of the contract. It must prominently display a disclaimer stating: "Paid Ad. No Federal Endorsement of Advertiser(s) Intended."

**6.2. Publicity.** The marketing manager may publicize events and other general interest FSS activities and programs to eligible and potential customers in any media with the coordination of the installation public affairs officer. U.S. Armed Forces installation or activity media and Armed Forces Radio and Television Service (AFRTS) may carry news stories, announcements, and listings of FSS activities. Publicity concerning commercially-sponsored events of MWR elements of the FSS program routinely includes the name of the commercial sponsor with other story facts and appropriate disclaimers.

## Chapter 7

### COMMERCIAL SPONSORSHIP

**7.1. Commercial Sponsorship Overview.** Commercial sponsorship is a method of offsetting costs and supporting a high level of service in a reduced budget environment. For specific guidelines and procedures on acquiring commercial sponsors for MWR events, consult AFI 34-108.

7.1.1. The marketing manager ensures that FSS considers commercial sponsorship as an additional source of support to enhance MWR events.

7.1.2. Marketing personnel create interest and support for the commercial sponsorship program FSS squadron commanders/directors, flight chiefs, and program managers for MWR programs and events.

7.1.3. The FSS commander/director designates a marketing staff member to solicit and manage commercial sponsorship ventures for MWR programs and events.

DARRELL D. JONES  
Lieutenant General, USAF  
DCS, Manpower, Personnel, and Services

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 34-2, Managing Nonappropriated Funds, 7 January 1994  
AFI 33-129, Web Management and Internet Use, 3 February 2005  
AFI 34-202, Protecting Nonappropriated Fund Assets, 27 August 2004  
AFI 34-262, Services Programs and Use Eligibility, 27 June 2002  
AFI 34-108, Commercial Sponsorship Program and Sale of Advertising, 12 October 2011  
AFI 36-2601, Air Force Survey Program, 12 May 2010  
AFMAN 33-363, Management of Records, 1 March 2008  
AFMAN 64-302, Nonappropriated Fund Contracting Procedures, 3 November 2000  
DoDI 1015.10, Military Morale, Welfare, and Recreation (MWR) Programs, 6 July 2009  
UFC 3-120-01, Air Force Sign Standard, 6 February 2003

***Adopted Forms***

AF Form 847, Recommendation for Change of Publication

***Abbreviations and Acronyms***

**AAFES**—Army and Air Force Exchange Service  
**AF**—Air Force  
**AFI**—Air Force Instruction  
**AFMAN**—Air Force Manual  
**AFPD**—Air Force Policy Directive  
**AFRTS**—Armed Forces Radio and Television Service  
**AFSVA**—Air Force Services Agency  
**APF**—Appropriated Fund  
**BITS**—Base Information Transfer System  
**DoD**—Department of Defense  
**FSS**—Force Support Squadron  
**HQ**—Headquarters  
**MAJCOM**—Major Command  
**MWR**—Morale, Welfare, and Recreation  
**NAF**—Nonappropriated Fund  
**NAFI**—Nonappropriated Fund Instrumentality

**OPR**—Office of Primary Responsibility

**SAV**—Staff Assistance Visit

**SVP**—Directorate of Programs

**USAF**—United States Air Force

***Terms***

**Advertising**— Any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified organization. AF organizations convey messages to authorized patrons using media such as magazines and newspapers; outdoor signs and posters; direct mail; promotional novelties (matchbooks, calendars, key chains); programs and menus; electronic media such as email, websites, digital signage, etc.; circulars, flyers, and other media. Organizations use advertising for diverse purposes, ranging from promoting an organization's name over the long term to presenting information about a particular service, program, or event.