



## **AIR FORCE DEVELOPMENT TEST CENTER**

### **CORPORATE IMAGE ENHANCEMENT**

**November 4, 1997**




## Preface

The Institute for Senior Professionals (ISP), Okaloosa Walton Community College, is an organization comprised of talented and experienced retired individuals from business, industry, government, military and academic fields. They are committed to assisting the local community by contributing their professional expertise without compensation, in community and government problem solving, participation in economic development of the college district, and volunteer participation in various educational programs of the college.

The ISP has participated in such projects as educational funding for Okaloosa Walton Community College, Okaloosa County Government Consolidation and Transportation Study, Okaloosa County Fee Schedule Study, a short and long range plan for Okaloosa County facility and office space needs, a management study for the County School System, as well as a management analysis of the County Health Department. ISP has completed management and efficiency studies for the Okaloosa County Chapter of the Salvation Army and for the Okaloosa County Red Cross. It has also developed and implemented an Elderhostel Program and a senior's continuing education program called PRIME TIME.

This report "AFDTC Corporate Image", was prepared by the ISP at the request of AFDTC/DR. It is intended to assist AFDTC in developing a program to further enhance the Corporate Image of AFDTC specifically to become more desirable as a business partner.

The ISP is pleased to have had the opportunity to serve Eglin AFB through AFDTC/DR to whom this report is submitted. The ISP expresses sincere thanks and appreciation to Mr. Robert Arnold, his staff, and other key members of Eglin AFB for their friendly and courteous support through the duration of this study.

  
H. D. Harvell  
Chairman

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## Executive Summary

### OBSERVATIONS

- Corporate Image is an important and valued asset. A good image requires a focus of effort established and monitored by the highest level of management.
- The foundation upon which an image is built is customer satisfaction.
- AFDTC has many challenges to contend with. These include: Reductions in R&D funding; Fewer major programs; Competition from other test sites and services; Test simulation vs. actual testing; Reality of politically oriented decisions; Expanding local population vying for land, water and environmental concerns.
- Eglin as a whole however has many assets with which to counter these challenges. These include: Outstanding performance during the Gulf War, Vast land and open ocean areas in close proximity; Extensive test and support facilities; Experienced and dedicated personnel; Local public and business support.
- The Quality Air Force (QAF) program is an excellent effort to identify and quantify not only defects but factors affecting productivity and value.
- The ISP was impressed with the strategic planning, mission analysis, customer orientation, and objectives identified.

### RECOMMENDATIONS

- **Establish a PROACTIVE Corporate Image Enhancement Program built upon Eglin's Strength.**
  - **Define Strengths with Complete and Unbiased Objectivity.** Objectivity can only come from opinions other than your own. Customers are a prime source for this information. Their satisfaction is paramount to Eglin's image. Examples of professional survey organizations that can provide these opinions are listed in appendix C.
  - **Define Authority and Responsibility very clearly.** The responsible leader must report directly to the top. There must be sufficient budget and staff assigned to this task.

- **Develop a Simple Logo/Emblem that represents the Eglin Mission/Image.** Industry’s well-known top five are General Electric, AT&T, Ford, General Motors and GTE.
- **Utilize Eglin’s Strengths.** Be positive and proactive.
- **Identify the Competition, their Strengths and Weaknesses, and the Threat that they may pose to Eglin.** Anticipate the competition’s strategies.
- **Utilize Other Organizations.**
  - **Create an Eglin Alumni Group as an Advocacy Association.** Bring into this group past Eglin personnel. Specific suggestions are contained in appendix B.
  - **Involve Contractors, Local and State Community Leaders and Satisfied Customers.** Provide them with a role to play in bringing their influence to bear on policy and decision makers. Keep them informed on current and future situations as they impact Eglin.
- **Initiate and Implement an Eglin Business Development Plan.** There is a favorite saying in industry. Without an effective business plan, you rely upon “over-the-transom” business. Even for a monopoly this is an inefficient method of business. **The starting point of the plan includes all of the above recommendations.** The ISP would consider further assistance in developing or pursuing any follow-on phases that you may wish to consider.

## **I. Introduction**

In a letter dated February 6, 1997, Mr. Robert Arnold, Chief, Requirements Directorate, requested the Institute for Senior Professionals (ISP) of Okaloosa Walton Community College to assist Team Eglin to define ways to further enhance their corporate image. The objectives of this effort were to define attributes which constitute corporate image, recommend actions, measure progress and benchmark standards for improvement.

ISP accepted this challenge and proceeded by selecting members of the organization with appropriate expertise to form a task force to conduct the review.

The ISP conducted interviews with key Eglin personnel and received several comprehensive briefings concerning the operations, facilities, and missions at Eglin. Additionally, input was solicited from task force members previous companies. An expert from the Arthur Andersen company, experienced in activities concerning the base closure of the Naval Air Warfare Center, briefed the task force and personnel from AFDTC.

What was quickly learned was that every element of the base, past and present, contributed to the existing corporate image, and this image can be either real or perceived. It is therefore reasonable to expect that all elements of the base will contribute to any change in the current corporate image. Every time a narrow focus of a task was tried more questions than answers were identified. Therefore what follows is the identification of those questions that require answers and a recommendation for follow-up action.

## II. Corporate Image

One cannot expect DoD funding to remain the same in the future. An expected result is a consolidation of test facilities, and this may cross service lines. One would hope this would be accomplished by a thorough analysis of service assets and the most efficient application of these assets to future needs. It is expected, however, that this consolidation will be no different than those of the past and will be tainted by political, intraservice and interservice rivalries. Those making the decisions regarding consolidation will be equally influenced by their perception of the value of each competing organization. This perception can also be called "Corporate Image".

Corporate image can be defined as Recognition and Association. Recognition of a name, a logo, an icon, a concept, etc. and association of the recognition with a product, service, a reputation, an achievement, a location, a value, etc.

Corporate images are developed, nurtured, and valued. They are not left to chance or the ravages of bad publicity, rumors and competition. A comprehensive and continually orchestrated effort encompassing all of those associated with the Corporation is needed to build and enhance the image. These efforts should focus on those organizations and individuals having the greatest impact on the future of the Corporation.

Corporations generally assign responsibility for corporate image oversight to a Public or Customer Relations Organization. This organization reports to the President or Chief Executive Officer attesting to the importance of a good corporate image by management.

Activities of the corporate image program cut across all operating functions to ensure consistency and prompt resolution of customer/public problems. Surveys of customer image, conducted by company personnel or outside firms are essential to any image program.

### III. Challenges

There are many challenges facing AFDTC which include budget pressures, obsolescence, politics, local issues, etc.. These challenges highlight more than ever the need for an excellent corporate image.

**Budget Pressures.** The major challenge facing DoD is budget pressure. Forecasts show significant decline in R&D funding and fewer major programs. Investment funding for facilities and test/evaluation will decline. Competition from other test sites will increase and major weapon system contractors will attempt to do more in-house testing.

**Obsolescence.** Funding reductions compound the ever present problem of coping with obsolescence. Extensive facilities at Eglin , including those that are unique, will require tough decisions in allocating resources to maintain capability. An integral part of this prioritization will be an assessment of like facilities throughout the services. Obsolescence will be impacted by technology advancements such as simulation. The cost and complexity of actual testing will increasingly be challenged by simulated testing.

**Politics.** Reality suggests that politics is a major factor in decisions affecting the future of military installations – Eglin included. States with greater electoral votes will always threaten the interests of installations in Florida.

The Defense and Congressional budget process pits competing facilities against each other not only within a given service but service vs. service.

Political pressures occur each year intensifying every two years and reaching peak levels during presidential elections.

**Local.** The Eglin facility occupies a large portion of the land area of Northwest Florida. The civilian population of this area is expanding at one of the highest rates in the state and is expected to continue.

An expanding population poses competition for land use, the need for natural resources (water), environmental issues of noise, hazardous tests, contamination, etc..

It is important that Eglin maintain and enhance the local support they enjoy.



#### IV. Assets

Eglin has many assets which can be used effectively to counter the many challenges being faced. It is important to document and categorize these assets including the rationale that makes them important to the corporate image enhancement program.

The ISP task force was impressed with the following assets as being very significant to the continued high utilization level of Eglin.

**Land area & proximity to open ocean.** The test ranges encompass an area of 88,607 square miles of land and water...the latter can be expanded another 53,587 square miles when needed. These ranges offer a wide variety of conditions for testing munitions, with forests and land-water contrast.

**Facilities & capabilities.** The test facilities at Eglin when taken together, are unequaled anywhere else in the DoD. Some are unique, like the McKinley Climatic Laboratory. Others, like the Guided Weapons Evaluation Facility (GWEF) or the Preflight Integration of Munitions & Electronics Facility (PRIMES), may be similar to some test facilities elsewhere. However, the various test ranges, the Computer Sciences Center, the instrumentation & measurement facilities, represent a test & evaluation infrastructure without parallel.

**Good reputation.** Eglin has won the top awards in every imaginable category. Examples are: Malcolm Baldrige for excellence in management; ranked as the best environmental cleanup program in DoD; won the Best Base in the USAF; Secretary of the Air Force Quality Award; and so on. They also are known as the developer and tester of some 85% of all air armaments used in Desert Storm...developed and tested, and sent into combat a new deep penetration munition in weeks, which usually takes years. Historically 80% of all air-delivered munitions were either developed, tested, or acquired (bought) at Eglin. It is truly a "center of excellence" and every opportunity should be taken to exploit this good reputation.

**Competent work force.** The many achievements of the Eglin team are a reflection of the competency of the work force. At AFDTC there are 1140 military, 1682 civilian, and 2270 contractor personnel with extensive test and evaluation experience. In addition, the entire Eglin work force contributes to mission accomplishment in many ways. Air Combat Command, the ultimate customer of armaments, is represented by the 33<sup>rd</sup> Fighter Wing and the 53<sup>rd</sup> Wing of the Air Warfare Center; also at Eglin are the Navy's Explosive Ordnance Disposal School, a unit from the Air Force Operational Test & Evaluation Center, a unit of the U.S. Army's Rangers and several other organizations. Education is a

major thrust of the command, with numerous undergraduate and graduate programs available for professional improvement.

**Local support.** The seven or so surrounding communities all provide strong support to the Eglin mission. The Economic Development Council and the Military Affairs Council are well known for their efforts to preserve the Eglin mission. They really swung into action during the last round of Base Realignment and Closure (BRAC) hearings and were very visible in the political arena. One should especially be aware of the environmental issues that will impact any base consolidation plans. It cannot be assumed that all of the local populace will support growth or even the status quo of Eglin. It is a safe assumption that there are local groups that would welcome a diminished role for Eglin which could result in more land for coastal development.

## V. Image Enhancement

**Identify the recognition to be achieved.** There are so many elements that make up the Eglin “team”, it becomes confusing to an outsider not accustomed to the military, who or what you are talking about. Marketing the capabilities of the Test Center, simplifying the logo, streamlining the way the organization appears, may be more appealing and less overwhelming than marketing “Team Eglin” or the entire base.

**Identify the association(s) to be achieved based upon your strengths.** Eglin has many attributes to identify as strengths. These are world class test facilities, a war fighting team, products and people that exemplify quality/flexibility/affordability/innovation. While the center has the responsibility for test and evaluation in numerous areas (primarily munitions), the Armament Laboratory and all of the munitions program offices or “SPO’s” are located at Eglin. Thus, to the customer, Eglin can be a “one stop shop” for all air delivered munitions.

**Identify the customers & organizations you wish to impress positively.** At this time, AFDTC is sending their Air Armament Strategic Roundtable newsletter, Cutting Edge, to many organizations in the military and private industry. This is a positive step. Consideration also should be given to targeting certain groups to win their understanding, appreciation, and support. This would entail focus at pressure points that have major influence in the weapon system acquisition process... not “shot gunning” the whole arena. AFDTC needs to win approval from: the USAF and DoD test community (one approach); congress including the powerful staffers (still a different approach); the Combat Commands in each Service and Joint Commands; International customers for RDT&E and training; the media and the public (not mutually exclusive). Each of these may need a slightly different approach...thoughtfully crafted.

**Determine the image you currently have.** This should be accomplished by an outside professional survey institution to insure objectivity and credibility. Once you know how you are perceived by your target groups, you can build your plan around that image, or determine if you want to change that image.

**Involve these players in image building.** Include in this group those that will be most affected by Eglin’s presence. Examples are:

- a. Military personnel
- b. Civil Service personnel
- c. Support & subcontractors
- d. Local businesses & organizations
- e. State organizations

- f. Political representatives
- g. General public & retirees

Here again, you will need to decide thoughtfully how best each of these can participate. A game plan for them should be included in the plan development.

Consider forming an Eglin “Advocacy Association” of former military and civilian leaders. Many of these talented individuals have gone on to second careers and have attained influential positions in government and industry. Bring them together for a reunion and educate them to become an advocacy group. Likely many of these former leaders are still active in circles that could influence the Corporate Image favorably.

## VI. Plan Development

This will be a very critical step and one that should be supported at the command level. It cannot be an additional duty and must be of primary importance.

**Conduct an honest self evaluation.** Determine Eglin's strengths and then build your image on these strengths.

**Choose an image that is needed by your customers.** To do this you will need to know the future focus of your customers---**ASK THEM**. This will confirm that the image you have chosen has desired value. For instance, you would not wish to advertise to a newly developed auto industry that you make world class buggy whips.

**The plan should be aggressive and proactive.** There should be coordinated moves by all players focusing on the customers with whom they interact.

**Identify the material to be communicated.** Customer satisfaction, quality, productivity, speed to market, innovation, awards, community friendliness, etc. are all examples that should be considered. Shape the material to fit the audience.

**Identify those responsible for developing the plan.** This should include all segments of the plan with particular emphasis upon those that will be responsible for implementing the plan.

### **Specifics:**

- a. Create a simple and recognizable logo
- b. Join and become active in Trade Associations, Chamber of Commerce's etc.
- c. Develop a display for use at conventions and trade shows that tell the Eglin story.
- d. Make specific assignments to influence key people: Influential Congressmen and their staff, Local Political leaders, Business leaders, etc.
- e. Target the following: Florida Congressional Delegation; Florida Governor, Cabinet and Legislature; Local Government - City and County; Media at all levels; The business community, primarily Eglin's contractors and suppliers. All of these target audiences need continuous reminders of Eglin's value to them, the state of Florida and the United States.

**Communicate clearly and simply the selected image.** Consistency and repetition over time will solidify your desired image.

## **Appendix A**

### **Reference Letters**

- A. February 6, 1997 Letter - AFDTC/DR to ISP
- B. March 4, 1997 Letter - ISP to AFDTC/DR
- C. April 1, 1997 Letter - ISP to AFDTC/DR



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS AIR FORCE DEVELOPMENT TEST CENTER (AFMC)  
EGLIN AIR FORCE BASE, FLORIDA



AFDTC/DR  
101 West D Ave, Ste 12  
Eglin AFB FL 32542-5495

FEB 06 1997

Mr. Doug Harvell, Chairman  
Institute for Senior Professionals  
Okaloosa Walton Community College  
100 College Boulevard  
Niceville FL 32578-1294

Dear Mr. Harvell

Our corporate leadership team, led by Major General Cranston, recently completed our annual strategic planning cycle. Using our strategic planning model, we thoroughly reviewed our internal and external operating environment, reached consensus on our most probable future, defined key business drivers, established overarching strategy areas, and developed strategic targets to focus our energies.

A synopsis of our strategic planning model along with the above results are attached for your information. As you may note, one of our key drivers is "our reputation as a national leader." This led to our establishing "corporate image" as one of our four strategy areas. We believe that a strong corporate image will enhance opportunities to grow our business base, and in the process, demonstrate to our customers that our products are "world class."

We believe that the ISP could render Team Eglin a tremendous service by helping us to "think outside the box" on ways that we might further enhance our corporate image. We would value your input on defining attributes which constitute corporate image, recommended actions, measures of progress, and a "best in class" standard for use as a benchmark for improvement.

Should you need any additional information, please feel free to call me at 882-4426. We look forward to hearing from you, and hope the ISP will be able to support this effort.

Sincerely

A handwritten signature in black ink, appearing to read "Robert J. Arnold".

ROBERT J. ARNOLD  
Chief, Requirements Directorate



Institute for Senior Professionals

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March 4, 1997

Mr. Robert Arnold, Chief  
Requirements Directorate  
Headquarters Air Force Development Test Center (AFMC)  
101 West "D" Avenue, Suite 12  
Eglin AFB, FL 32542-5495

Re: Your letter dated February 6, 1997

Dear Mr. Arnold:

The Institute for Senior Professionals (ISP) will be happy to assist the Air Force Development Test Center (AFDTC) and Team Eglin in developing a "corporate image" as you requested.

We have selected a team of former corporate executives with extensive experience in marketing, sales, public relations, and a former Commander, AFDTC. They are as follows:

- ◆ Mr. Samuel E. MacNulty, Project Director  
Former Senior Vice President, Marketing/Sales Inland Paperboard Packaging Corporation
- ◆ Mr. Allyn C. Donaldson, Jr.  
Held corporate headquarters executive positions in sales, marketing, finance, and management with Chevrolet Motor Division of General Motors Corporation.
- ◆ Mr. George H. Ward  
Former Vice President, General Electric Aircraft Engines, General Electric Corporation. Directed research, development, production and product support programs of jet engines for military aircraft.
- ◆ Maj. Gen. (Retired) William B. Maxson  
Former Commander, AFDTC
- ◆ Mr. Leonard W. (Lee) Kean  
Former President and owner of two advertising and marketing firms with extensive experience in developing and implementing advertising/marketing campaigns.

Okaloosa-Walton Community College  
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- ◆ The project team will be supplemented from time to time with other ISP talent and experience from various related professional fields as required.

Mr. MacNulty will contact you within the next few days to arrange an initial meeting of the ISP Project Team with appropriate AFDTTC personnel to discuss study objectives, procedures, schedules, etc. The ISP looks forward to working with the AFDTTC in this important effort.

Sincerely,



H. Doug Harvell, Chairman

HDH:bt



## Okaloosa-Walton Community College

April 1, 1997

Mr. Robert Arnold, Chief  
Requirements Directorate  
Headquarters Air Force Development Test Center (AFMC)  
101 West "D" Avenue, Suite 12  
Eglin AFB, FL 32542-5495

Re: Letter to you dated March 4, 1997

Dear Mr. Arnold:

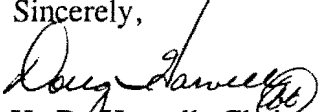
Mr. Lee Kean has resigned as a member of the ISP/AFDTC Corporate Image Study Team due to personal reasons.

Mr. Kean has been replaced on the study team by Dr. Bill Edgington.

Dr. Edgington is a former Vice President, Beech Aircraft dealing in marketing and sales of jet trainers to the U. S. Air Force on a worldwide basis. Dr. Edgington's doctorate is in Aerospace Engineering.

Thank you for your understanding.

Sincerely,

  
H. D. Harvell, Chairman

HDH:bt

cc: Sam Mac Nulty  
Al Donaldson  
Bill Maxson  
Bill Edgington  
Lee Kean  
George Ward  
James R. Richburg

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OWCC Chautauqua Center, DeFuniak Springs • (904) 892-8100 OWCC/UWF Fort Walton Beach Campus • (904) 863-6500  
OWCC Center, Eglin Air Force Base • (904) 678-1717 OWCC Center, Hurlburt Field • (904) 884-6296  
OWCC Robert L. F. Sikes Education Center, Crestview • (904) 689-7911

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## Appendix B

### Advocacy Association

**Objective.** A core group of individuals should be identified, located and formed into an advocacy association.

**Process.** There must be a number of talented and influential individuals that were once assigned to Eglin AFB and now hold responsible positions in industry or government. Under the premise that people enjoy being supportive of others, these individuals can be organized and provide valuable support and information to Eglin AFB.

This process has worked well for other organizations. One specific example is the Department of Aeronautics at the USAF Academy. They have kept a roster of everyone who ever served in that department, know their current location and position in industry or government, and welcome their input into the academic process. Once a year they invite all current and past members to attend a weekend function at the Academy. During this period past members are made current on all department functions. Feedback during this process is encouraged, but the real benefit is realized throughout the year. This group is supportive of department objectives in their daily contacts and continually provide the department with the “pulse” of the outside community. They also steer corporate support to the Academy in the form of donations, equipment, etc. Last, but definitely not least, they probably live in every state in the U.S. and are more than willing to exercise their influence upon their members of Congress.

To implement this process for Eglin will be a more formidable task but the following may be used as a guide to starting the process:

1. Identify those organizations at Eglin (HQ, Labs, SPO's, etc.) that are most likely to have had individuals that fit this agenda. This may exclude influential individuals but they will surface later in the process.
2. Target specific year groups that are most likely to still be active in industry or government. One group are those officers that retired, not necessarily from Eglin but were once assigned to Eglin, in the last ten years have had time to attain responsible positions in the civilian community. Another could be those young officers that left the service after their initial commitment and went on to successful careers elsewhere. Time wise it is recommended to look at those that left ten to twenty years ago.
3. Form a committee to identify a core group of, say 50 to 100, individuals that will form the charter membership.
4. Locate these individuals and refine the list.

5. Mail an interest survey which should include a statement of your objective and future plans, their present occupation and title, and a request to identify other individuals that should be included.
6. Assuming sufficient interest, plan an Eglin Friday/Saturday event to include briefings, demonstrations, and social activities.

## Appendix C

### Survey Organizations

<u>Company</u>	<u>Location</u>	<u>Telephone</u>	<u>Contact</u>
Arthur Andersen	Indianapolis, IN	317-687-2653	J. W. Wheeler
Axiom Group	Minneapolis, MN	612-861-9533	Scott Barlass
National Opinion Research Corporation	Washington D.C.	202-223-6040	
<b>Saa</b> research	Firndale, MI	248-399-6098	Rod Smith/J. Ahee
Total Research	Chicago, IL	312-649-0205	John Fair
Video Story Board	New York, NY	212-689-0207	Dave Vadehra