



# **Insta ILS Active Noise Reduction Headset for The United States Military**

Marketing Strategies and Channels Through Understanding  
Customer Organizations Procurement Processes

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Bachelor's Thesis  
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## **ABSTRACT**

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Insta ILS Active Noise Reduction Headset for United States Military – Marketing Strategies and Channels Through Understanding Customer Organizations Procurement Processes

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The main purpose of this research is to gain knowledge of the organizations and agencies involved in procuring military articles for the U.S Military, from knowledge gathered through exploratory research provide the commissioner with most suitable marketing strategies and channels for the Active Noise Reduction headset.

This research concluded that the usage of direct marketing is very important in highly complex structure of the departments that work under the Department of Defense. Direct marketing was found to be the most suitable way to market the Active Noise Reduction headset as the information about the product or its purposes may change if middlemen were used. For the direct marketing to be the most effective, contacting the right people in the right organizations through gained contacts from the use of a local consulting service or contacts gained from attending to military exhibitions can provide more chances towards government contracts.

Research conducted gave an understanding that the strategies and channels which should be used in order to effectively direct market the Active Noise Reduction headset are connected as they all support the engagement toward government organization procurement network.

The direct marketing of the Active Noise Reduction headset becomes more valuable and efficient if experiences were created around the marketing of the product. By creating experiences from testing the product or face-to-face interactions in exhibitions allows a greater timeslot for the direct marketing to be more effective as the possible targets will remember the company and the product for longer period.

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Key words: marketing channel, marketing strategy, trust, values

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**ABBREVIATIONS**

ANR	Active Noise Reduction
B2B	Business to Business
CAGE	Commercial and Government Entity Code
DFAR	Defense Federal Acquisition Regulation Supplement
DLA	Defense Logistics Agency
DoD	Department of Defense
DUNS	Data Universal Numbering System
FAR	Federal Acquisitions Regulation
NSN	NATO Stock Number or National Stock Number
NCAGE	NATO Commercial and Government Entity Code
SAM	System for Award Management
U.S.	United States

## 1 INTRODUCTION

The departments that work under the Department of Defense are structured with divided departments with responsibilities and purposes for every executive. Use of correct marketing strategies and channels to engage with right people from the right organizations may uplift the possibilities toward government contracts. The gathering of right contacts in the U.S. Military by using different channels may be the only way for the marketing of the Active Noise Reduction headset to be the most beneficial and effective. Importance of using channels that can provide right contacts from the right organizations is necessary, but also these channels can work as a great marketing opportunity for the product.

The objective of this research is to research into the organizations and agencies involved in the procurement processes for the U.S. Military, from gaining knowledge on what is required by the Department of Defense and agencies handling the procurement of military articles can provide necessary information for deciding what marketing strategies and channels should be used. The channels used to market the product should provide ways to contact the right people from right organizations and the strategies should provide the ways to market the product effectively and efficiently.

The main research question “Which marketing strategies and channels should be used when targeting the U.S. Military with the ANR headset?” will work as a guide throughout the whole process with the goal of finally providing the commissioner with a solution toward what those strategies and channels should be, in order to market the Active Noise Reduction headset towards the U.S. Military.

## **2 THESIS PLAN**

The thesis plan introduces the topic of the thesis, objective and purpose of this thesis. The plan explains the concepts and theories which will be used for this thesis. The concepts and theories are introduced in order to gain a deeper understanding of the relationships which they have with the topic, objective and the purpose of this thesis. The plan will explain the different data gathering methods which are used to find the most relevant, up to date information and knowledge towards the topic. Finally, this plan will explain and go through the structure of this thesis.

### **2.1 Thesis Topic**

The thesis topic “Insta ILS Active Noise Reduction Headset for United States Military – Marketing Methods Through Understanding Customer Organizations Procurement Processes” focuses on figuring out the most suitable marketing strategies and channels through understanding the offered product, how the Defense Logistics Agency procurement process works and finally introduce the most suitable researched marketing methods which best suit Insta ILS, the product and U.S Military as a possible customer.

The reason this topic is relevant is for the fact that the Active Noise Reduction Headset is a rather new product which they are targeting to the U.S Military with the largest number of possible customers and users. As an example, to be compared in numbers of possible users. According to globalfirepower (2020), the rough estimates of the U.S. Army helicopter fleet strength is estimated to be 5,768 and the number of Finland’s helicopter fleet strength is estimated to be around 127. By comparing the difference between the number of helicopters, which could possibly be potential users for this product already gives an understanding why Insta ILS should target the U.S Military.

The reason for introducing only marketing strategies rather than actually creating an marketing plan is for the fact that this way Insta ILS has more freedom to look at the possible marketing methods from which the company can decide on the methods they could possibly implement in their larger strategy towards the U.S Military markets.

## 2.2 Thesis Objective, Purpose and Research Questions

The objective of this thesis is to understand the procurement process through exploratory and constructive research in order to provide the commissioner the most suitable marketing strategies and channels for the Active Noise Reductions (ANR) headset targeted for the U.S. Military. This paper examines the procurement process of the U.S. Military in order to provide the commissioner with the most suitable marketing strategies and channels for targeting the U.S Military.

The main research question for this thesis is "Which marketing strategies and channels should be used when targeting the U.S. Military with the ANR headset?". This main research question will guide the whole thesis process.

In order to give clarification towards the main research question. Three sub-questions have been made as follows:

What agencies are involved in procuring for the Military?

What are the requirements in order to market a product to the agencies?

What are the best methods for marketing a product to Military?

The main research question is to be answered in this thesis by first answering and understanding the three sub-questions. The sub-questions are going to be the guide in the process of finding the best marketing methods for Insta ILS to market the ANR headset to the U.S. Military and simultaneously give clarification to the main research question. This thesis focuses strictly on finding the most suitable marketing strategies and channels for Insta ILS ANR headset for the U.S. Military which can be implemented in a larger marketing strategy.



## **2.3 Concepts**

This section will introduce and explain the concepts that are related to the topic and are used to provide information to support the research questions. A review will give clarification the concepts by explaining them and explain why they are relevant to the topic. The review will establish a base and theoretical framework for this thesis, and it will form a part of the secondary data which is used for this thesis.

For the reader to better understand first the basic principles of these concepts and theories which are first explained as what they are. After understanding the basics, the concepts and theories are explained on a deeper level to gain deeper knowledge which will help in understanding the thesis and what it aims at.

The concepts that will be explained are marketing, business-to-business marketing, business-to-government marketing, business-to-business purchasing process and federal procurement process, face-to-face marketing and direct marketing.

### **2.3.1 Marketing**

According to Silk (2015) marketing refers to what organizations must do in order to create and exchange value with target customers. Marketing has a major part in maintaining and applying the strategic path for the organization. For the marketing to be successful it requires deep knowledge of customers, competitors and collaborators and knowledge and skill to implement the capabilities of an organization to serve customers profitably.

After understanding what marketing aims at. An organization must create a marketing strategy which consists of two main parts: choosing a desired target market and setting the desired positioning of the product in the target customers minds. After setting the desired positioning it is crucial to set up a strategy of marketing activities which will aim at achieving the desired positioning. In other terms, the positioning of the product or service is the selling proposition for the product or service (Silk 2015, 7). Marketing communications have an important role in promoting the product or a service. The main idea of marketing communications is to create and foster the customers awareness of the product, knowledge about the features and capabilities,

interest in purchasing the product and the possible likelihood of purchasing the product repetitively (Silk 2015, 19).

Understanding what marketing is used for and what it aims at gives a clearer idea towards what marketing strategies and channels should be used to market the ANR headset for the U.S. Military.

### **2.3.2 Face-To-Face Marketing**

Face-to-face marketing is a form of directly marketing a product or a service through direct contact with possible buyers of product or a service (Renner, 2020). Face-to-face marketing can be done in business events, business gatherings, demos, meetings and anywhere the company representatives can directly be in contact with possible customers (Renner, 2020).

Face-to-face marketing is needed to clarify in this research as it may be used as a possible strategy.

### **2.3.3 Direct Marketing**

Direct Marketing is a form of a strategy where an individual is responsible to directly distribute and share a pitch to potential users of a product or a service (Kenton, 2019). Direct marketing can be done using many different systems. Few examples of these systems include emails, phone calls, and direct messages through social media etc. This form of marketing is highly targeted a to specific customer group or even to a single person (Kenton, 2019).

Direct marketing is needed in this research as it might be a part of the strategy used in this research.

### **2.3.4 Business-To-Business Marketing**

As explaining what business-to-business marketing is, it is important to understand what the markets are. The value chain of simple product can be complex with many

businesses involved in the process of getting the final product to the stores. In a sense business-to-business marketing is indeed consumer driven (Hague P., Hague N., Harrison, 2020).

Comparing business-to-business marketing with consumer marketing. Consumer marketing is about understanding the customers wants and making an attractive product, advertisement and the perception what is wanted around the product with more emotional aspects to be taken into consideration. Business-to-business marketing is more about deciding about a solution to a need which is usually planned and known of beforehand. As an example, a person walks in the store with plans to buy food (Brauner, 2016). The decisions of which type of food or which brands are based on emotional aspects (Brauner, 2016). Then comparing it to the process of a company decision maker that has been chosen to be responsible of ordering new belts for the machinery at a factory (Brauner, 2016). The decisions are not based on emotions (wants) but rather on the actual needs of the company. Business-to-business marketing is more focused on creating long-term relationships and partnerships. Marketing of the products for businesses is usually done more personally and in close contact (Brauner, 2016). A salesperson might visit the actual company and create a special relationship rather than in consumer marketing where a transaction is made through the store selling the product (Brauner, 2016).

This basic concept applies to this thesis as it gives an understanding of what the idea behind business-to-business marketing is. The idea behind business-to-business marketing is used to be compared with business-to-government marketing to seek out the similarities, connections and differences.

### **2.3.5 Business-To-Government Marketing**

Business-to-government marketing begins as an organization decides to respond to a request from the government (Luthor, 2019). The requests are contract offers from the government which come from using a structured bidding process (Luthor, 2019). As a government begins to offer contracts, businesses provide the information in a Statement of Capabilities which state what the business can provide in terms of services, products and solutions (Luthor, 2019). The businesses that the

government usually makes contracts have gone through a long review process (Luthor, 2019). Businesses which completely rely on government contracts usually end up in a bad situation as the government seeks for trustworthy and capable businesses with an already existing customer base (Luthor, 2019). In a way the marketing strategies that businesses apply to attract their normal customers can lead to making a contract with government (Luthor, 2019).

Business-to-government marketing applies to this thesis as it gives an understanding of what is important when marketing products and services to government. Also, it helps to clarify the process behind the government contract process and better understand what a business should put efforts towards in term of marketing in order to get a government contract.

### **2.3.6 Business-To-Business Purchasing Process**

The business-to-business purchasing process consists of five different steps which will apply now and in the future of conducting business-to-business purchasing according to an article written by Matt Osborn who is the director of marketing at Apruve (Osborn, 2020).

The five steps are taken in order as follows:

1. The customer recognizes the problem to solve.
2. The customer searches for information and resources which help to solve the problem.
3. By understanding the problem and understanding the situation, evaluation and comparison of available solutions is made.
4. After finding the suitable solution a customer completes the purchase process
5. Finally, after using the product or a service the customer evaluates the product or service post-purchase.

By gaining knowledge on how the B2B buying process works it can be compared to the federal procurement process and understand the connections, similarities and

differences better, in order to provide the most suitable marketing strategies and channels for the ANR headset.

### **2.3.7 Federal Procurement Process**

This part will describe shortly the basic federal procurement process.

By knowing what the agency's requirements are which is the goods and services the agency's need, a solicitation is posted on the website of Federal Business Opportunities (Halchin, 2012). After the post has been made, businesses start to prepare offers as a response to the post (Halchin, 2012). The offers must be in accordance with the applicable provisions of the Federal Acquisition Regulation. All the offers are evaluated by agency personnel (Halchin, 2012).

One procurement opportunity for a business is to serve as a sub-contractor for a government contractor (Halchin 2012, 4). For a business to compete for government contract, the business must have a Data Universal Numbering System number and be registered with the federal government's System for Award Management (Halchin 2012, 4). General Services Administration provide services and assistance to already existing and potential government contractors (Halchin 2012, 5).

Potential research and development procurement opportunities can consist traditional contracting methods like solicitations and contracts (Halchin 2012,4). Untraditional research and development methods like venture capital funds can be a possible opportunity as well (Halchin 2012, 4).

By gaining general knowledge on how the federal procurement process works it provides an overview from which the process can be divided into smaller and more detailed sections in later parts of this thesis. From gaining deeper knowledge and understanding the process marketing strategies and channels can be tailored accordingly.

## **2.4 Theories**

This Section will describe the theories that will be used in this thesis.

Consumer behaviour theories are explained in order to understand the human behaviour which will be later used in this thesis when making decisions on what marketing methods should be used when targeting the Defense Logistics Agency and the Department of Defense. The consumer behaviour theories that will be explained are Sigmund Freud's theory of Id, Ego and Superego, Pavlovian theory and Maslow's Hierarchy of Needs. The review will establish a base and theoretical framework for this thesis, and it will form a part of the secondary data which is used for this thesis.

### **2.4.1 Freud's Theory of Id, Ego and Superego**

Sigmund Freud was the founder of psychoanalysis. This method can also be used for treating mental illness, but also a theory which explains human behaviour (McLeod, 2018).

The id of a person can be described as an impulsive and unconscious part of our mind which directly responds to our ordinary day to day wants and needs (McLeod, 2018). As a person is born. All that the person at that time has is the id, but later as life goes on the person starts to develop the ego and the super-ego. The ego of a person is found between the unrealistic id and the external world (McLeod, 2018). Decisions are made based on the ego as it works by reason because it operates according to the reality in order to satisfy the id's needs often having to make compromises in order to avoid the negatives from the society (McLeod, 2018). Ego takes into consideration the rules and ethics of society from which a person decides on how to behave.

Freud's theory states that the super-ego is made up of two different systems, the conscience and the ideal self (McLeod, 2018). Conscience part of the super-ego can affect the ego of a person by causing the feeling of guilt (McLeod, 2018). In other words, if the ego of a person falls and it falls into the persons id's needs, the feeling of quilt may arise. Ideal self is explained to be the picture of ourselves that we need to be (McLeod, 2018). The picture of ourselves can consist of what we want to be as we grow up, how should we treat other people, what should we value in society and how should we behave to be a proper member of our society. If the

ideal self is not met completely and time to time our id takes control (McLeod, 2018). The super-ego exists to punish that with the feeling of guilt. Super-ego can also give us the sense of proudness if a person behaves according to the rules of society and acts accordingly to the rules that our ideal self consists of (McLeod, 2018).

This theory applies to this thesis as it gives information of human behavior which will be later used to combine information with the Maslow's hierarchy of needs and the Pavlovian theory in order to gain an understanding of what marketing strategies and channels would best suit to the marketing of the ANR headset.

### **2.4.2 Pavlovian Theory**

Ivan Pavlov was a Russian physiologist known for the discovery of classical conditioning (Cherry, 2019).

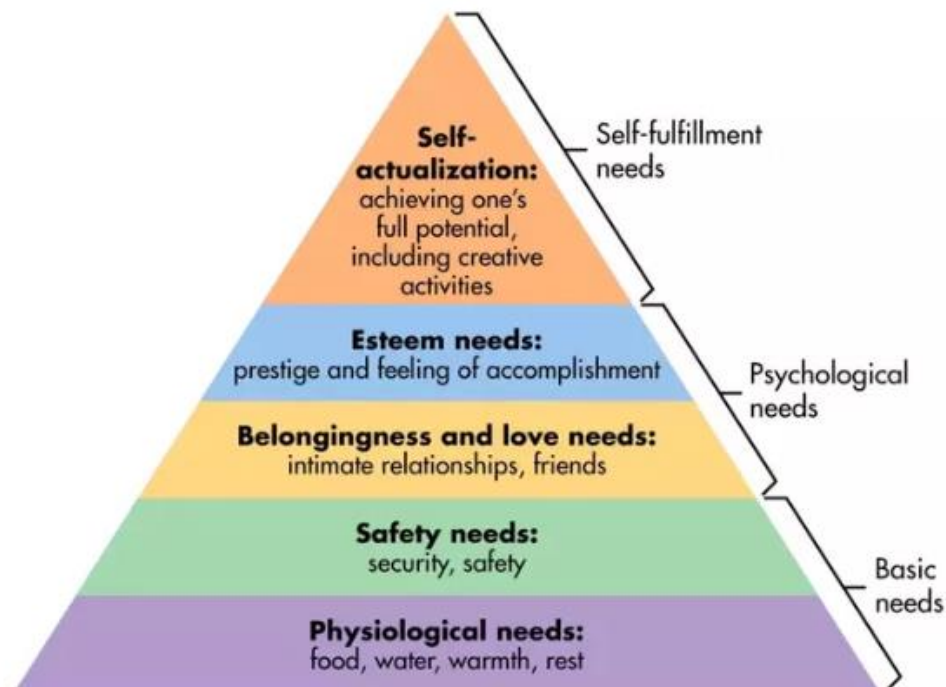
The theory of classical conditioning was found from experiments with dogs (Cherry, 2019). The experiment showed that a dog started to produce saliva not just when the dog saw a bowl of food, but also when the dog saw the person who gives it to the dog. From this experiment Ivan Pavlov noticed a conditioned response (Cherry, 2019).

This theory is relevant to this thesis as it has been applied to the consumer behavior (Cherry, 2019). Certain products and brands are associated with certain categories or values. The connections that brands or products have with different categories or values have been made possible by organizations marketing efforts.

### **2.4.3 Maslow's Hierarchy of Needs**

Abraham Maslow has been said to be one of the most influential psychologists of the twentieth century (Selva, 2019). Abraham Maslow has contributed to psychology from the development of the theory of hierarchy of needs which conclude that people are motivated to achieve their needs and other needs are looked at being more important than other needs (Selva, 2019). Maslow's hierarchy of needs consist of five different needs which are physiological, safety, love and belongingness, esteem and self-actualization (Selva, 2019).

Physiological needs consist of the basic needs of human beings in order to stay alive and well. These needs mostly rely on the need of food, water and oxygen. Safety needs apply after a person has fulfilled his/her physiological needs (McLeod, 2020). Safety needs consist of the need of feeling that a person is in control of his/her life. This feeling can be fulfilled by many different aspects of life. A person might feel that they are in control of their life if they have a full-time job, a person might feel safe if they have a family which they can provide for, a person might feel safe if they exercise and feel healthy (McLeod, 2020). Concluding that safety need can be fulfilled by many different mechanisms that are a part of the ordinary life. Feeling of security gives people an image that they are fully in control of their lives (McLeod, 2020). Need of love and belongingness describes that people need people around them like friends, family and loved ones. This creates a feeling that people are a part of something and that they are accepted by the people around them (McLeod, 2020). Esteem needs are needs that come from the feeling of respect and that a person has a reputation (McLeod, 2020). Self-actualization needs can be met by gaining personal growth through understanding your “self” better (McLeod, 2020). This need motivates us to achieve as much as we want to achieve.



**Figure 1,** Maslow's Hierarchy of Needs (Simplypsychology.org)



This theory is applicable as it describes that one of the needs in the hierarchy is “safety”. This can be used as a leverage when choosing the most suitable marketing strategies and channels for the ANR headset as it is a safety product.

## **2.5 Working Methods and Data**

This section will describe what type of research methods are used and why do they apply to this thesis.

The information is gathered through exploratory research from online libraries/data bases. According to research-methodology (2019), exploratory research seeks to explore the research questions. The meaning behind exploratory research is not to offer a final solution to a problem but rather to help better understand the problem (research-methodology, 2019). As conducting exploratory research, the researcher must be able to change the direction from the result of finding new relevant data/information (research-methodology, 2019). The initial parts of the research are to first understand how the U.S. Military procurement process works, what are the requirements to market the product toward the U.S. Military and after that conduct exploratory research on different marketing methods in order to understand which of the methods possibly best suit both the actual product and the target.

As a part of this research Petri Korhonen is used as a reliable source of information, who has prior experience in operating in projects with the U.S. Navy concerning the F/A-18 Hornet. As addition Pertti Korhonen will be used as a source of reliable information who has conducted a study about the achievement of direct offsets of aviation equipment for the Finnish military in order to collect qualitative data. According to Anup Surendran from questionpro (2020), Qualitative data is data which can be observed, recorded and is not recorded in numeric form. Qualitative data can be collected from observations, interviews and focus groups (QuestionPro, 2020).

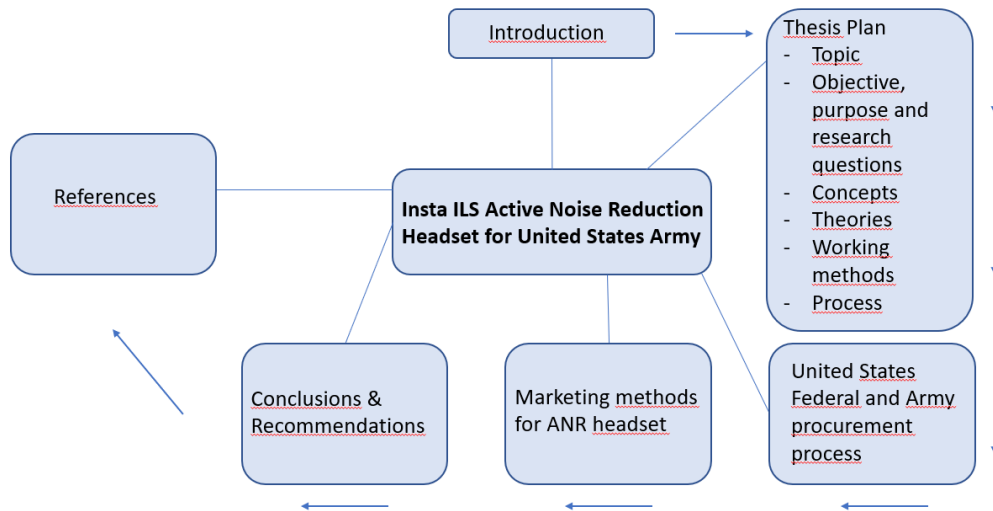
The data from Petri K. & Pertti K. are used in this thesis to gain insights to how the U.S. federal procurement works to better understand how the U.S. Federal procurement process works.

The theories and concepts that were reviewed in this chapter (Chapter 2) are used to form secondary data which is used to gain insight to the main research question

“Which marketing strategies and channels should be used when targeting the U.S. Military with the ANR headset?”

## 2.6 Thesis Process

This section will describe the thesis process.



**Figure 2,** Thesis process

The thesis consists of 6 chapters. First chapter will introduce the reader what the thesis is about and what it aims at. The second chapter is the thesis plan which consists of introducing the topic, objective, purpose and research questions that guide the process. Second chapter also introduces the concepts and theories that are used in this thesis, describe the working methods and data gathering methods, and describe the thesis process. Third chapter focuses on introducing the case product for which the marketing strategies and channels are focused on. Fourth chapter gives an overview of the Department of Defense and the requirements for foreign businesses. Fifth chapter gives an overview of the main agency in charge of the procurement and management of products used in military departments and explains the requirements for foreign businesses. Sixth chapter introduces the marketing strategies and channels which were found the most suitable from conducted research. Seventh chapter will conclude the findings and provide the best solution based on the research conducted on providing Insta ILS with the most suitable marketing strategies and channels of use for the ANR headset towards the U.S. Military.

### 3 INSTA ACTIVE NOISE REDUCTION HEADSET CASE PRODUCT

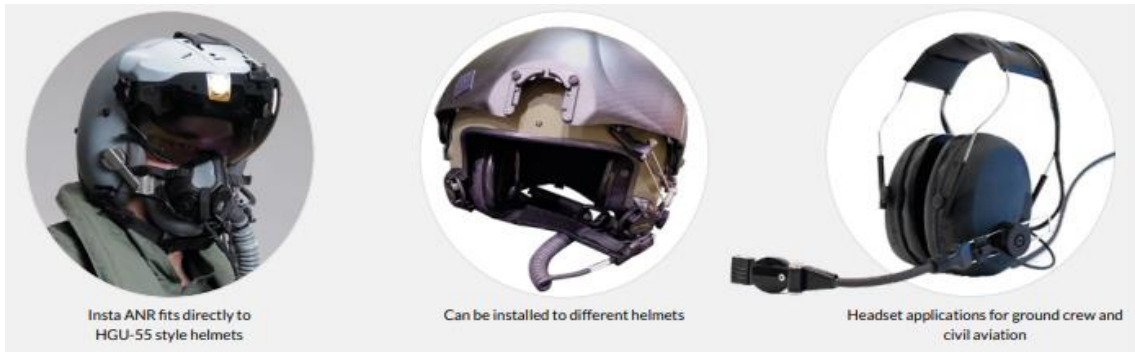
This chapter will introduce the Insta Active Noise Reduction headset which will be used as a case product for this research when coming to conclusion for which marketing methods shall be used when targeting the United States Military. For the following chapters, the product is used as a product to give guidance to understand what is required from the Department of Defense and the Defense Logistics Agency to enter the U.S markets with this type of military article.

#### 3.1 Insta Active Noise Reduction Headset

Insta ANR headset is used as a hearing protection device for fighter pilots and aircrew (Insta ILS, 2020). According to Insta the traditional hearing protection is not performing well with the low frequency military aviation noises (Insta ILS, 2020). The ANR headset is used to reduce the risk of hearing damage by lowered noise levels (Insta ILS, 2020). The product offers improved radio and intercom intelligibility, improved aircrew performance from the reduction of noise which lowers its effect on focus and decision making (Insta ILS, 2020). Insta ANR headset is compatible with most of the standard aviation helmets and can be replaced directly with the earcups of the existing helmet (Insta ILS, 2020). The use of the ANR headset can provide up to 30dB of low frequency attenuation (Insta ILS, 2020). The headset can be made to fit different intercom and helmet systems with customization (Insta ILS, 2020). System for the headset features a dual speaker system which means that the ANR headset is separated from the aircraft intercom to ensure a working communication all the time (Insta ILS, 2020). From the tests conducted, the headset has been proven to work in demanding environments and conditions (Insta ILS, 2020). Headset system is not affected by cabin pressure changes and maintains high performance (Insta ILS, 2020).



**Figure 3**, ANR headset (Insta ILS, 2020)



**Figure 4**, ANR headset information (Insta ILS, 2020)

The Active Noise Reduction headset has been verified in laboratories and in flight to ensure performance and is in operational use by the Finnish Air Force (Insta ILS, 2020).

**FEATURES**

**Latest ANR technology**

- DSP powered Hybrid ANR topology
- Over 30dB Active Low Frequency Attenuation
- Dual speaker driver system
- Adjustable attenuation response
- High passive attenuation

**Easy integration**

- Standalone pilot equipment - No A/C integration
- Separated from A/C intercom
- Battery powered
- Velcro attachment
- Comfort ear seals
- Modular design to fit various platforms

NSN: 5965-58-001-4122

**Figure 5**, Features (Insta ILS, 2020)

**TECHNICAL SPECIFICATIONS**

<b>Response</b>	40-5000Hz ±6dB (ANR ON) 70-5000Hz ±6dB (ANR OFF) 90dB/mW@1kHz
<b>Attenuation</b>	15dB (<50Hz), 30dB (63...630Hz), >30dB (>800Hz)*
<b>Weight</b>	355g (complete system with batteries)
<b>Interface</b>	Standard U-179A/U audio interface
<b>Power</b>	2xAAA Li-battery, 35hours @100dBc
<b>Speaker</b>	H-143/AIC (19Ω, other impedances available)
<b>Operating conditions</b>	-20°C...+50°C Operational -40°C...+60°C Storage
<b>Test conditions</b>	MIL-STD-810 (Env), MIL-STD-461 (EMI), DO-160G (ESD)

\*Variations subject to person and fitment

**Figure 6**, Specifications (Insta ILS, 2020)

## INSTA ANR ATTENUATION VS. SOFT EARCUPS

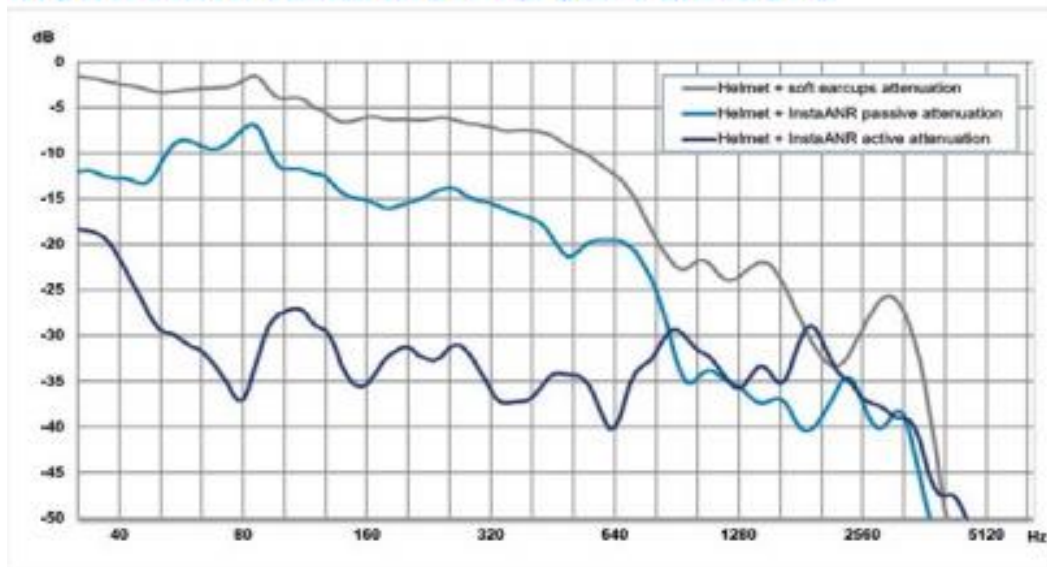


Figure 7, Test results (Insta ILS, 2020)

## **4 DEPARTMENT OF DEFENSE OVERVIEW AND REQUIREMENTS**

This chapter will give an overview of the Department of Defense. The meaning of this chapter is to understand what the Department of Defense is, how does it work and how it is structured. In this chapter, more detailed research is conducted in order to understand what the needed requirements from the Department of Defense are concerning getting the ANR headset to the U.S. Military markets.

### **4.1 Mission Statement**

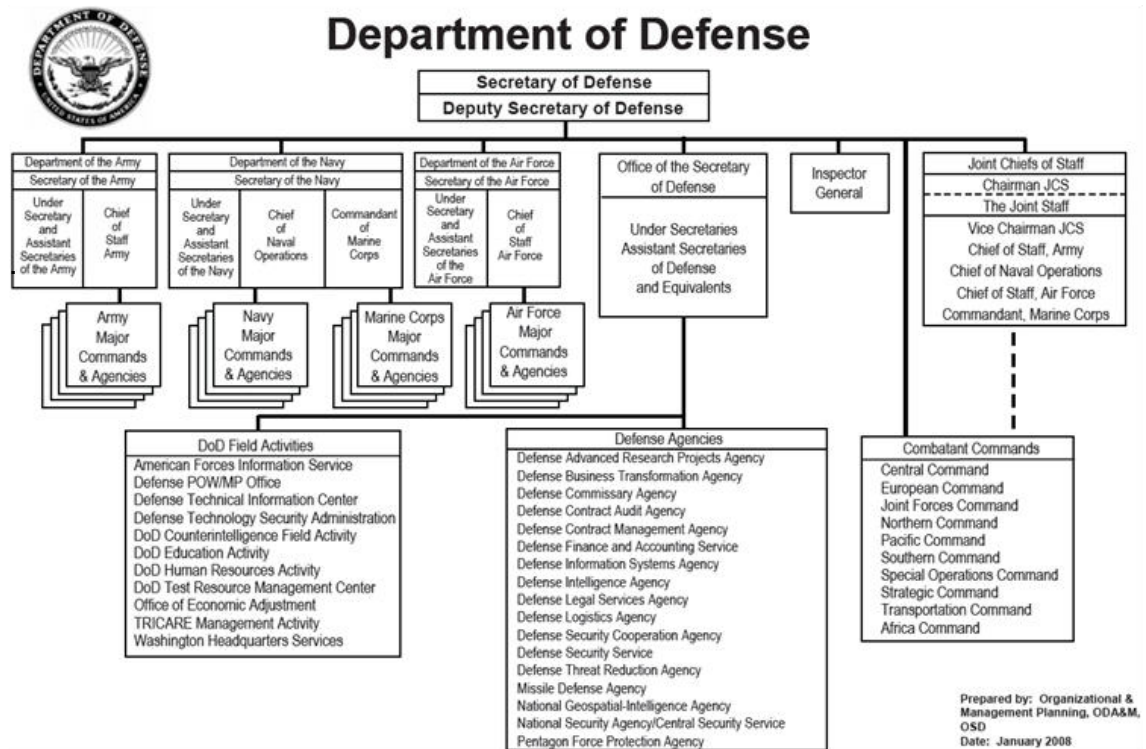
Responsibilities that fall under the Department of Defense is to provide the United States of America with needed military forces to prevent the occurrence of war and to protect the security of United States of America. The military forces consist of the Army, Navy, Marine Corps, and the Air Force. In the Department of Defense, the Secretary of Defense exercises authority, direction, and control over the department. The Secretary of Defense works under the president who is also the Commander in Chief of United States of America. The Department of Defense controls the separately organized military departments of the Army, Navy, and the Air Force. Joint Chiefs of Staff are involved for the reason to provide and give military advice, combat commands and to provide various defence agencies that are established for different purposes.

The Department of Defense was created by the National Security Act from 1947, (50 U.S.C. 401) as a successor agency that evolved from the National Military Establishment. National Military Establishment was established as an executive department of the government of United States of America with the Secretary of Defense being its head. Since the creation of the department, many changes have occurred and making the department evolve into working under a structure as it now operates by.

### **4.2 Structure of The Department of Defense**

The structure is made up of Office of the Secretary of Defense, military services and military departments which operate within those departments, the chairman of Joint

Chiefs of Staff and the Joint Staff who give combatant commands which are unified, Defense agencies and Department of Defense field activities.



**Figure 8,** Department of Defense structure (Department of Defense, 2020)

Every military department is organized separately with their own secretary and functions. These departments still work under the authority, control, and direction of the Secretary of Defense (Department of Defense, 2020). Secretary of each department works under the Secretary of Defense and the Secretary of each department is responsible for the operation and efficiency of their department (Department of Defense, 2020). Commanders are responsible for the President of United States and for the Secretary of Defense (Department of Defense, 2020). Commanders duty is to accomplish military missions which have been assigned to them (Department of Defense, 2020). The commanders are also responsible to keep authority over the forces which have been assigned to them (Department of Defense, 2020). The Chairman of the Joint Chiefs of Staff works in the chain of command by giving orders from the President or Secretary of Defense to the combatant commands (Department of Defense, 2020).

As a summary, the Department of Defense is highly structured. Responsibilities vary within every department and are all controlled and kept in control with high coordination and cooperation. Unified and specified combatant commands are provided throughout the departments from the Joint Chiefs of Staff with the Secretary of Defense overlooking the whole operation and exercising authority, direction, and control.

### **4.3 Requirements from The Department of Defense for Foreign Military Articles**

This sections in this part will describe the needed process that a foreign business must go through in order to conduct business related to foreign military articles with the Department of Defense. In the sub-sections that will follow, the needed requirements that are involved in the process will be explained in greater detail. The requirements were found from conducted research and information findings from the official site of the Department of Defense. The understanding of what the Department of Defense requires is highly important since for a business to get involved with the Defense Logistics Agency, certain requirements must be met. The requirements of the Defense Logistics Agency are explained more further later in this research.

#### **4.3.1 Identification of Product or Service**

This section will describe how the Department of Defense identifies products and services.

According to the Office of the Under Secretary of Defense (2020), in order to identify a product or service a company must obtain a Federal Supply Class or Service Code (FSC), North American Industry Classification Code (NAICS), and Product or Service Code in short the PSC Code (Department of Defense, 2020). Procurements of the Federal Government are identified by the PSC Code. The PSC Code describes the product or service the company is selling (Department of Defense, 2020). PSC Code manual is located at the official website of The United States Government. For the Federal Government to classify businesses, a NAICS standard is used (Department of Defense, 2020). The purpose of this standard is to collect, analyse and



publish statistics which are related to the economy of The United States (Department of Defense, 2020). The statistics are classified by the type of process of production in Canada, Mexico, and The United States of America (Department of Defense, 2020).

Federal Supply Class or Service Code is used to describe what a company sells and is also needed from a company when registering in System for Award Management which will be covered in the sections that follow. The four-digit FSC numeric codes are implemented in the Product or Service Code list (Federal Service Desk, 2020). Future procurements by the government are identified using the Product or Service Code (Department of Defense, 2020). North American Industry Classification Code is used by the Federal Government to identify what the field of activity the businesses are in (Federal Service Desk, 2020).

As a conclusion for the above-mentioned ways of identification. For the Federal Government to better identify a product or service a company is selling, these codes are used by the Federal Government to identify and classify products into categories for management purposes.

#### **4.3.2 North Atlantic Treaty Organization and Government Entity Code**

Commercial and Government Entity Code in short CAGE Code is a code used by the Department of Defense for identification purposes (Department of Defense, 2020). The identification is used to support the procurement through the government (Department of Defense, 2020). This identification code is a five alpha-numeric code for businesses located in the United States (Department of Defense, 2020). North Atlantic Treaty Organization CAGE code in short NCAGE code is used for businesses located outside of the United States and the code is arranged similarly according to the CAGE code (Federal Service Desk, 2020). After obtaining a CAGE or NCAGE code a business must obtain a Data Universal Numbering System (DUNS) number for contracts from the government or register in the System for Award Management which will be explained in greater detail in the next section.

Concluding, CAGE Code for local and NGACE Code for foreign businesses must be obtained in order to seek for contract or procurement opportunities from the Department of Defense and is needed to register for a DUNS number.

#### **4.3.3 Data Universal Numbering System and System for Award Management**

This section will describe what is a Data Universal Number (DUNS), why is it used and what is it used for. System for Award Management (SAM) will be explained as a DUNS number is required from the businesses in order to register into SAM where information towards procurements is held.

According to Dun & Bradstreet (2020), a DUNS number is used to identify businesses by a nine-digit numerical number. By registering in Dun & Bradstreet, a company creates a live business identity (Dun & Bradstreet, 2020). This identity is formed from basic business information, corporate relationships and on ratings which are based on financial indicators (Dun & Bradstreet, 2020). All the information is based in a data cloud (Dun & Bradstreet, 2020). The main purpose of this identification and data system is to create trust between businesses by letting the other companies using this system to get access to valuable company information from which assessments can be made. System for Award Management (SAM) is a website owned and run by the government (U.S. Department of Transportation, 2019). Purpose of the site is to have Central Contractor Registration, Online Representations, Certification Applications, and Excluded Parties List System all in one site (U.S. Department of Transportation, 2019). In the future, capabilities from other systems are implemented in SAM which are currently used in Federal procurement and award processes (U.S. Department of Transportation, 2019). SAM registration is needed from the supplier for the businesses to gain possible government contracts. The SAM registration is made once, and the registrants are required to fill in basic information which is in connection with the procurement and financial transactions. For the businesses to have an active account status in SAM, the businesses that have registered in SAM need to renew the registration yearly (U.S. Department of Transportation, 2019). Government agencies and contractors use SAM to search companies based on their size, ability, location, experience, and ownership. In short, SAM is a system used by agencies and contractors from the government to find relevant information about the companies seeking for government contract. SAM

can be used as a marketing channel as it shares data throughout the procurement and electronic business systems. This will be further explained later in this research.

The next chapter will introduce the Defense Logistics Agency (DLA) and introduce the requirements from the DLA by using the case product (Insta ANR Headset) as a guide. DLA is reviewed and studied in order to understand what the largest logistics agency is responsible as what are the requirements and what they are responsible for managing.

## **5 DEFENSE LOGISTICS AGENCY OVERVIEW AND REQUIREMENTS**

This chapter will explain what Defense Logistics Agency (DLA) is, what is the purpose of DLA, and what are the requirements from DLA concerning military articles. In order, this chapter will first give an overview of DLA and after introduction of DLA, the sections to come will further explain the requirements from DLA. The explanation of DLA and the requirements has importance in this research as it can be a possible channel which could be used to access new opportunities with the ANR headset, this and other channels are covered in later parts of this thesis. The requirements from the DLA were found from conducted research in information found from the organizations online data base. The research is done using the ANR headset case product as a guide.

### **5.1 Defense Logistics Agency**

The purpose of DLA is to support United States combat logistics. DLA handles the global supply chain for all the departments of the military, other federal agencies, partner, and allied nations. The logistics support is given as early as from the raw materials all the way down to end user to disposition. DLA handles most of the spare parts for the military and all support consumables for the troops. The agency also manages reuse of military equipment and hands out information on logistics in the form of catalogues and information products. For the hosts and Federal agencies DLA provides them with offers about document automation and production services (Defense Logistics Agency). DLA works as a support organization for the United States.

The major subordinate commands of DLA are as follows; troop support, which manages the supply chain of textiles, materials for construction, hardware, and, supplies and equipment for medical purposes; aviation, which manages the supply chain of equipment and systems for aviation purposes, including flight safety equipment; land and maritime, which is responsible for handling the supply chain for repair parts of maritime and ground based weapons systems, small arms parts and also fluid handling systems; energy, which is responsible for handling the supply chain for fuel and lubrication, new energy solutions, and provide technical support towards fuels; distribution, which manages the supply chain by handling storage and distribution,

transportation, and the logistics of the global distribution centres; disposition services, which handles the reuse of property that has not been used, demilitarization of equipment, and reuse of environmental disposals and disposal of matter that cannot be reused (Defense Logistics Agency).

The next sub-sections will describe what are the requirements from the DLA using the case product as a guide. The purpose is to explain the requirements as a broader overview, what are they used for and why are they needed.

## **5.2 Requirements from The Defense Logistics Agency**

The sub-sections will describe the different requirements from the Defense Logistics Agency for foreign businesses. The sub-sections also work as a guide for businesses wanting to conduct business with the DLA. An overview of the requirements gives an understanding of what is needed to conduct businesses with the DLA, which allows to better understand the agency that might be a suitable channel of acquiring visibility for the ANR headset through what they have to offer. These channels are later explained in this research.

### **5.2.1 Federal Acquisition Regulations and Defense Federal Acquisition Regulation Supplement**

Businesses that seek for opportunities from being a supplier for the government need to meet different criteria. Systematized buying processes and rules are outlined by the Federal Acquisition Regulations (FAR) and Defense Federal Acquisition Regulation Supplement (DFARS).

According to an official website of the United States Government, Acquisition.gov (2020) uniform policies and procedures for acquisition are codified and published by the FAR by every executive agency. In other words, these regulations give rules which exist for the United States to use when buying goods or services. The FAR regulations are used when contracting from suppliers (Cambridge University, 2020)

SysArc (2020) states that DFARS regulations are cybersecurity regulations which exist for the Department of Defense to use on external contractors and suppliers.

The DFARS regulations have become more important from the evolvement of cyber security and its importance towards confidentiality for the Department of Defense and for the contractors (SysArc 2020). DFARS regulations are made according to the standards given by the National Institute of Standards and Technology (SysArc 2020).

Kaye Scholer in National Security Alert (2015), new regulatory changes in FAR regulations require the use of CAGE code with all procurements of the United States Government. NCAGE code is required by the FAR regulations from the current parents of a business which intends to get government contracts (Scholer, 2014). CAGE codes are only required from prime contractors and are not needed from a sub-contractor (Scholer, 2014). The acknowledgment of the current owner of the business is required by the modified FAR regulations when registering in SAM and businesses cannot go through with the registration in SAM without providing CAGE or an NCAGE code (Scholer, 2014).

Concluding, the FAR regulations are implemented in order to provide a set of rules and regulation which to follow when contracting. The implementation of FAR regulations provide unity across the Federal procurement process and through that makes coordination work better. Implementation of DFARS regulations provide security for the Federal Governments procurement process and provide security for the contractors.

In the next section, National Stock Number is explained as it allows logistics of Federal Government to access details which help the logistics to be managed throughout the cycle. In this case, the DLA.

### **5.2.2 National Stock Number**

This Section will explain what is a National Stock Number (NSN), why it was created, what is it used for, what are the benefits of using the number and who is it used by. Officials noticed cases where items that were similar and which were used by more than one military service had different names and numbers (Reece, 2018). This made the service process more difficult as it was hard to share supplies. From this, a unique number was created (Reece, 2018). In 1998, DLA decided to standardize

items which had the same item name form, fit and function with one NSN number for supplies that were managed by other services or the DLA (Reece, 2018).

The NSN number is used by people who manage the logistics for military supplies. NSN number consists of a 13-digit numerical code which allows access to millions of different parts information like cost of products and other details of the product (Reece, 2018). The first four numbers in the code are for the Federal Supply Class Code (FSC), two number after that describes where the product or part is coming from in other words the country of origin, and the remaining seven numbers are a unique serial number for the product or part which is automatically made by FLIS (Reece, 2018). Figure 9 shows what the NSN number contains and what makes the whole 13-digit numerical identification number.

Concluding that the NSN number exists to ease the management workload, drive competition, and make the data of products or parts easily accessible.



**Figure 9**, National Stock Number (Reece, 2018)

## **6 MARKETING STRATEGIES FOR ANR HEADSET TOWARD THE FEDERAL GOVERNMENT**

From understanding the requirements for a business to work as a contractor to the Federal Government helps to decide what channels are possible to use after meeting the requirements of the Department of Defense and the Defense Logistics Agency.

This chapter is going to introduce possible strategic channels and methods from which the ANR headset can gain visibility and possible future contracts. These strategic channels and methods of marketing have been found to be the most suitable for the marketing of the ANR headset case product through understanding how the Department of Defense and the Defense Logistics Agency work and what are the requirements for foreign businesses. From conducted research on the Department of Defense and the Defense Logistics Agency new channels and methods for marketing were found and chosen which will be introduced in this chapter.

Final decisions toward what strategic marketing channels and methods should be used, if more than one should be used the order of those are also determined and examined in the next chapter. The found and chosen channels and methods are examined in this chapter in order to gain deeper knowledge to scope out the most suitable and efficient one/ones for the ANR headset toward the Federal Government. The following sections will introduce the strategic marketing channels and methods.

### **6.1 Use of Government Contract Consultant**

For this section, research was conducted on businesses offering consulting services toward government contracts. This section will describe the benefits of using government consulting services as a possible channel to gain visibility and presence for the ANR headset toward the Department of Defense and Defense Logistics Agency. Businesses that were researched are shortly introduced and after that a summarization effects on businesses using these services.



Consulting businesses that research was conducted on:

- Cherry Bekaert, LLC

Cherry Bekaert is a consulting firm that provides guidance towards getting Federal contractors forward and is one of the largest consulting firms in the country. Cherry Bekaert offers knowledge in the regulatory challenges' companies face when trying to move towards getting a Federal contract (Cherry Bekaert, 2020)

- FTI Consulting, LLC

FTI consulting provides support in Government contracts throughout the process by using industry and regulatory experts (FTI Consulting Inc., 2020)

- Victura Consulting, LLC

This consulting firm aids firms by focusing directly on companies wanting to be successful in performing Government contracts (Victura Consulting, 2020).

- M3 Federal Contract Practice Group, LLC

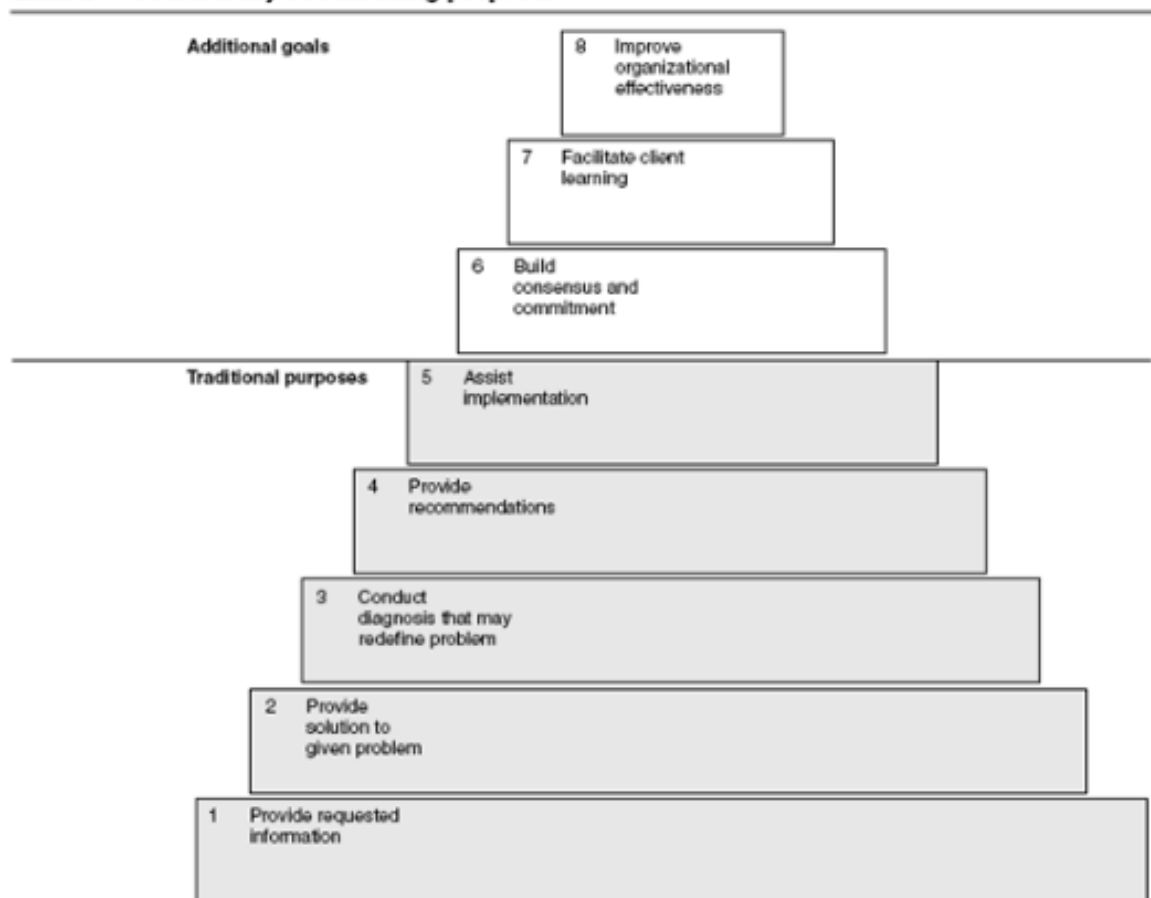
This consulting firm is made up of experts that focus on every part of the Federal procurement process (M3 Federal, 2020)

As a summary from conducted research, the process that it takes in order to win a government contract or even register the business so it may be qualified as a possible contractor can be a time consuming and a complicated process. These consulting firms offer operational and performance improvements, regulatory assistance by minimizing the risk of issues concerning and related to FAR or DFAR regulations, accounting, and management support, help in agreements, makes proposal developments, and can also create marketing strategies for a company. The use of consultants in trying to win a government contract can be expensive. The value for the cost of the consulting services come from; local knowledge and expertise, consultants give a different perspective to the situation and can have better access to the right government officials. These consulting firms use specialists that help businesses win government contracts and employ consultants with prior experience in the field. M3 Federal (2020) government contract experience mentions that some of the specialists are former employees of military departments, from the Chief

Contracting Officer to Staff Judge Advocate General of the Air Force. By using consulting services, a company can save time in trying to figure out the process and the requirements needed in order to win a government contract but the minimization of time consumption on the process can come at a hefty price. According to Thumbtack (2020) cost estimates for small business consulting are a minimum of 45\$ up to 150\$ per hour and the prices may vary depending on the location.

From on an article by Arthur N. Turner from Harvard Business Review (1982), figure 10 shows the traditional purposes of consulting.

**Exhibit A hierarchy of consulting purposes**



**Figure 10**, A hierarchy of consulting purposes (Harvard Business Review, 1982)

From gaining information on what consultants can provide and then applying it to marketing of the ANR headset. By using strategies made or designed by consultants who have prior experience in the field, the marketing for the ANR Headset can be better targeted to the right people without spending time and efforts in trying to solve where the ANR headset marketing should be targeted. Marketing strategies already

planned by Insta ILS for ANR headset can implement the local knowledge in their strategy and market the product to right people and related organizations. By using a consultant for marketing purposes, risk of wasting marketing efforts on the product is minimized as from the use of a consultant the marketing efforts becomes ever more valuable when targeted correctly.

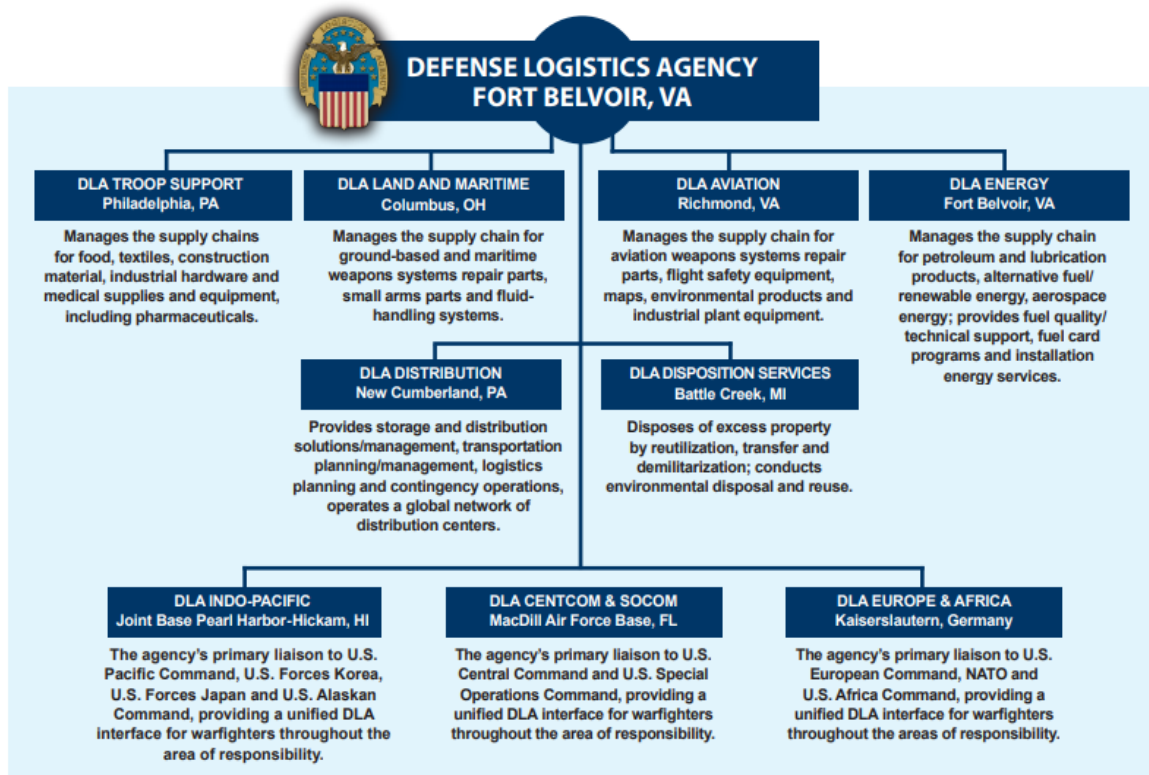
## **6.2 Use of Direct Marketing**

This section will inform where direct marketing efforts should be targeted and what are the reasons for choosing the specific organization to market the ANR headset towards.

In order to effectively use direct marketing efforts towards the Defense Logistics Agency Insta ILS should register to SAM. By registering in SAM, the direct marketing becomes more valuable as company information is shared in procurement and business data bases where the people in charge of possible target agencies of direct marketing can access important and crucial information about Insta ILS and the product.

The DLA employ approximately 26,000 people which consists of civilians with prior military experience and personnel who work for the military (Defense Logistics Agency, 2019). The agency is made up of nine distinct supply chains which are responsible for contracting for the DLA with the main focus on providing food, clothing, fuel, parts and other items for the armed forces of the United States (Defense Logistics Agency, 2019). Therefore, the direct marketing for the ANR headset should be targeted to a specific DLA organization who is responsible of procuring safety equipment. As an example, flight safety equipment is procured by DLA Aviation, Richmond, VA (Defense Logistics Agency, 2019).

Figure 11 shows the nine different supply chains and their areas of management.



**Figure 11**, Logistics structure (Defense Logistics Agency, 2019)

Direct marketing has many advantages which are applied to the marketing of the ANR headset to the DLA. By using direct marketing methods like face-to-face selling, catalogues or internet marketing allows the information that is wanted to give not being altered by any middlemen causing misunderstandings. Direct marketing allows the marketing of ANR headset to be more reliable, trustworthy and honest.

Face-to-face marketing the ANR headset toward the DLA has the highest value as it is a concrete, technical, and a safety product. In order to market and sell a product that is made to protect the safety of a person, which is the case for the ANR headset is the situation, it is highly important to create trust and connection with the target audience. According to an article, *The Value of Face-To-Face Marketing* by Peter Gianoli (2020), face-to-face marketing allows more personal connection between the seller and the buyer which builds trust.

As an example, face-to-face effort for marketing the ANR headset to the DLA could be to directly contact the DLA Aviation Acquisition Executive who oversees the acquisition planning of all aviation items (Defense Logistics Agency, 2020). By directly

and personally contacting a person in charge of the acquisition of all aviation items can open new possibilities, word of mouth marketing opportunities and most importantly, awareness. Face-to-face marketing allows the target to see the real capabilities, quality, and usage of the ANR headset in real life which creates trust. By registering in SAM and directly contacting high level officials who manage acquisition of items for the military build trust, connection and awareness toward both the product ANR headset and the company manufacturing and selling the product Insta ILS.

### **6.3 Use of Military Exhibitions**

This section will clarify the benefits of exhibitions and how can exhibitions help marketing the ANR headset towards the Defense Logistics Agency.

According to an article, *Six Key Benefits Trade Shows Have To Market Your Business* by Timothy Carter (2014), the advancements in technology has opened up new channels of marketing but still there are key benefits gained from exhibitions which have more value then only marketing using digital channels.

Exhibitions allow the attendees from a variety of businesses interact and engage with each other's in a way which can create long lasting impressions toward the company. Using efforts to design the booth in a way that it will grab the attention of the attendees creating possibilities for great face-to-face direct marketing which is mentioned in the prior section (6.2). Exhibitions allow to directly be in contact with current and new representatives from companies. Leads are created as contact information is shared. These leads can be used to target the direct marketing efforts towards. By attending to exhibitions which are focused on a certain market, a company can access a network of people from companies that are most likely to use or gain benefits of a product or service which is supposed to serve people from a certain industry. Exhibitions are a way of creating an experience for the attendees by showcasing products that a company can offer, but also companies can take it on a new level by allowing the potential user to actually try and test the product itself and really see and feel the product which is offered. The creation of an experience allows the user to remember the product and the company for longer period (Carter, 2014). By attending to exhibitions, direct marketing efforts become more valuable from the

fact that from the design of an experience where a memory of the product or company is created that can last for longer periods of time allows a greater timeslot for the direct marketing efforts to be more valuable.

From conducted research on possible military exhibitions the International Fighter USA 2020 exhibition is used as an example where the ANR headset could benefit the most marketing wise. This exhibition is about maintaining air dominance through integrating capabilities from allied nations to develop a technologically superior next generation fighter. Figure 12 shows the profile of the exhibition.

### Exhibitors Profile

- Mapping the Current Multi Domain Battlespace Where F-35, F-22 are the leading players
- Advancing Mission Readiness Through Multi-Disciplinary And Multi-Generational Fighters' Training
- Maximizing Efficiency Of Existing Fighter Jets
- Gearing Up For A Faster, Stronger And Technologically Reliant Air Combat
- Adapting To The Airspace Growing Demands While Improving The Existing Products
- Current and Future UAS's supporting & operating alongside fighter jets
- Measures To Maximizing The Light Attack Fighters Deployment Proficiency And Usability
- Creating The 6th Generation Fighter Jet Shopping List And Leading Needed Capabilities
- Enhancing Sensor Systems In Fighter Jets To Support C4ISR And Create Real-time Advantage
- Advancing Cyber Warfare Countermeasures To Support The 5th Generation Fighters

**Figure 12,** Exhibition profile (Defense Industries, 2020)


Exhibitions for the military industry can provide connections to the right organizations like the DLA. It is crucial to gain visibility through getting involved in exhibitions a like where high position officials are a part of, with connections towards military agencies and organizations. Military exhibitions provide direct access to direct market to the right people with the right connections.


By taking a part in exhibitions a like and registering in SAM or similar systems where company information and data is shared provides great opportunity for the company


to be known among the industry and for the product to be known and memorized. Higher value is gained for the direct marketing which means that the connections are done with the right people who are in charge of procurement or have connections to procurement agencies and from creating an experience to those crucial contacts can higher the value of direct marketing and also allow a longer timeslot for the direct marketing to be more effective from the remembrance of the company and the product.

Figure 13 shows the exhibition details.


## International Fighter USA 2020

 28 July - 30 July, 2020

 enquiry@iqpc.com

 1-800-882-868

 [https://www.idga.org/events-internationalfighterusa/?utm\\_medium=portal&mac=iqpccorp](https://www.idga.org/events-internationalfighterusa/?utm_medium=portal&mac=iqpccorp)

 Hilton Alexandria Mark Center, United States

**Figure 13**, Exhibition details (Defense Industries, 2020)

The final chapter will conclude the findings from the research conducted and provide the most suitable solution of utilizing the marketing strategies and channels which were found the most advantageous for marketing the ANR headset to the U.S. Military.

## 7 CONCLUSIONS AND RECOMMENDATIONS

By understanding the requirements from the Department of Defense to foreign businesses and products and understanding that the Defense Logistics Agency is responsible for handling most of the procurements done toward the U.S. Military gave a clear understanding of what marketing strategies and channels should be used when marketing the ANR headset toward the U.S. Military. In order for the marketing to be most effective, it is crucial to contact the right people in the right organizations with decisions making power towards items that are procured for the U.S Military or with people who can access people in the right organizations with the decision-making power in procuring items for the U.S. Military. In this case, it would be recommended to gain point of contacts in the DLA. From research conducted on the most suitable marketing strategies and channel the importance of gaining visibility in large military market is highly important which can be difficult without gaining access to the people with the decision-making power. Figure 14 shows 3 steps to take for the ANR headset to gain visibility from which possible contracts with the Federal Government could be the outcome.

The use of a local consulting agency with prior U.S. Military personnel working for the company can create value as they can help in understanding the regulatory challenges, provide local knowledge and most importantly have possible already existing points of contact in the DLA. Use of a local consultant allows easier communication through mutual understanding including legislation.

By attending to military exhibitions creates value for Insta ILS and the ANR headset as creating memorable experiences through letting military personnel with possible contacts toward procurement see and test the product which creates trust. The use of a local consultant and attending to military exhibitions are about creating trust in the company and the product, but also to connect with people. The connection to military personnel who possibly might have point of contact toward procuring the product are the key to effectively and efficiently direct market to those contacts. The importance of creating marketing material or being creative in exhibitions in a way to create an experience around the product which allows the possible contacts to remember Insta ILS and the ANR headset for a longer period of time which allows



the direct marketing to be more valuable for a more longer period of time. Registration to SAM is important as it allows company information to be shared among databases throughout the U.S. Military which is important to possible point of contacts as they can search for company information about Insta ILS from a local a trustworthy place.



**Figure 14,** Steps for possible government contracts (Korhonen, 2020)

Future recommendation for the marketing of the ANR headset would be to investigate into military exhibitions that U.S Military takes a part of. For Insta ILS to take a part of these exhibitions allows the new contacts for future procurement possibilities to get to know the company and the people working for the company which creates more trustworthy image of the company. Attending to exhibitions and staying in touch with gained contacts is important since new procurement possibilities may arise in the future. If Insta ILS is not registered in SAM, it would be highly recommended to gain visibility and to build trust through sharing company information in databases across the U.S. Military which the local military personnel can be assured that the information there is trustworthy.

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