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This letter provides an interim response to your Freedom of Information Act (FOIA) request to the Defense Intelligence Agency (DIA), dated 18 September 2017, requesting 18 specific theses written by students at the National Intelligence University. As previously noted by DIA, DIA transferred these cases to the Office of the Director of National Intelligence (ODNI) in 2022.

ODNI processed this request under the FOIA, 5 U.S.C. § 552, as amended and located 17 of the theses requested. Note, despite a thorough search, "Rationing the IC: The Impact of Private American Citizens on the Intelligence Community" was not located.

This interim response provides a response on ten of the theses. During the review process, we considered the foreseeable harm standard and determined that certain information must be withheld pursuant to the following FOIA exemptions:

- (b)(3), which applies to information exempt from disclosure by statute. Specifically, the National Security Act of 1947, as amended:
  - Section 102A(i)(l), 50 U.S.C. § 3024(i)(1), which protects information pertaining to intelligence sources and methods; and
  - Section 102A(m), as amended, 50 U.S.C. § 3024(m), which protects the names and identifying information of ODNI personnel.
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Be advised, we continue to process your request. If you are not satisfied with this response, a number of options are available. You may contact me, the FOIA Public Liaison, at ODNI_FOIA_Liaison@odni.gov, or the ODNI Requester Service Center, at ODNI_FOIA@odni.gov or (703)-275-1313. You may also submit an administrative appeal to the Chief FOIA Officer, c/o Chief, Information Management Office, Office of the Director of National Intelligence, Washington, DC 20511 or emailed to ODNI_FOIA@odni.gov. The appeal correspondence should be clearly marked "Freedom of Information Act Appeal of Adverse Determination" and must be postmarked or electronically transmitted within 90 days of the date of this letter.

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Sincerely,

Erin Morrison
Chief, Information Review and Release Group
Information Management Office

JOINT MILITARY INTELLIGENCE COLLEGE

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ABSTRACT

TITLE OF THESIS: Cultural Intelligence and International Marketing: A Link Between Miller Lite and the Air Force Intelligence, Surveillance, and Reconnaissance Process

STUDENT:

CLASS NO.   PGIP 2004   **DATE:** July 2004

THESIS COMMITTEE CHAIR:

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Joint and Air Force doctrine emphasize the importance of cultural intelligence at the strategic, operational and tactical levels of warfare. Within the intelligence cycle, cultural information is planned, tasked, collected, processed and analyzed, and provided to combatant commanders as actionable cultural intelligence. With this doctrinal requirement for cultural intelligence, the Air Force intelligence community should consider all forms of cultural information. International market research presents a rich opportunity for gleaning cultural information to create cultural intelligence. Driven by economic forces, companies wishing to sell products in foreign markets have collected a wealth of cultural information. Similar to the intelligence community feeding the combatant commander, international market researchers feed international corporations with actionable market data. As a process, international market research mirrors the intelligence cycle: collection of data is planned; commercial providers are selected; collection methods are chosen; data is collected, analyzed and disseminated; and the products are branded. International marketing produces valuable foreign cultural

information that could provide useful information in support of Air Force intelligence

efforts. The thesis is unclassified because it draws on public sector international

marketing literature as its primary data source.

CULTURAL INTELLIGENCE AND INTERNATIONAL MARKETING:

A LINK BETWEEN MILLER LITE AND THE INTELLIGENCE CYCLE

by

(b) (6)

PGIP 2004

Unclassified thesis submitted to the Faculty
of the Joint Military Intelligence College
in partial fulfillment of the requirements for the degree of
Master of Science if Strategic Intelligence

August 2004

The views expressed in this paper are those of the author and
do not reflect the official policy or position of the
Department of Defense or the U.S. Government

DEDICATION

This thesis would not have been possible without the steadfast support of my wife, whose experience and care helped to turn chaos into calm.

This thesis is dedicated to the men and women of the armed forces who go into harm's way and face cultural divides on our nation's front lines. It is also dedicated to an earnest intelligence community, which wrestles with the slippery and fuzzy subject of culture.

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CHAPTER 1

INTELLIGENCE AND INTERNATIONAL MARKETING

INTERNATIONAL MARKETING AND CULTURAL INTELLIGENCE

International marketing can provide operational commanders with valuable cultural information. Social and military theorists demonstrate how strong cultural ties contribute to national strength. Joint and Air Force doctrine note the requirement for cultural intelligence in military operations. Air Force doctrine describes the Intelligence, Surveillance, and Reconnaissance (ISR) process as the means by which operational commanders task and receive intelligence about foreign targets. In the same way that intelligence guides military decision making, international market research and marketing guide business decision makers with information about foreign markets. By demonstrating that tasks performed within international marketing could augment the steps in the Air Force ISR process, an innovative new source for open source intelligence information may be revealed.

RESEARCH QUESTION

The research question is: What steps in the Air Force Intelligence, Surveillance, and Reconnaissance (ISR) process can be augmented with cultural information from international marketing?

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JUSTIFICATION FOR RESEARCH

The difficulties of the post-hostility environments in Operations IRAQI FREEDOM and ENDURING FREEDOM highlight a critical phase of conflict, the cultural clash that follows open war. In the era of the Powell doctrine, America will not commit forces until it has the overwhelming capacity to defeat the enemy. By such rules of hostile engagement, warfare will happen when the U.S. is prepared to swiftly defeat an enemy's military. Under such conditions, it is critically important to consider engaging the civilian population following hostilities. In-depth understanding of the culture of a nation and its people is vital to the success of post-hostilities.

The need for cultural intelligence in not a new concept to the conduct of warfare. Ancient military philosophers discussed the value of understanding the cultural values of an enemy. Modern social theorists demonstrate that strong cultures lead to national strength. Joint and Air Force doctrine both call on cultural intelligence to be a premium during military operations. Doctrine notes a requirement for cultural intelligence at the strategic, operational and tactical levels of warfare. The doctrinal imperative for cultural intelligence necessitates that Air Force intelligence considers all resources for cultural information. International marketing and market research present excellent, existing sources of cultural information that could be used to create cultural intelligence. Economic forces propel companies, wishing to sell products in foreign markets, to generate sophisticated and copious amounts of cultural information on foreign markets and people. In the same manner that military intelligence informs military commanders on foreign areas of interest, international market researchers and marketers inform

business leaders on international markets. As a process international market research and international marketing mirror the intelligence cycle; data collection is planned, the collection is managed, the data is evaluated, the information and its implications are then disseminated, and marketing action applies the information. International marketing research and international marketing could augment the ISR process and provide valuable cultural information in support of Air Force intelligence efforts.

HYPOTHESES

The natural hypotheses to the question, "what steps in the Air Force ISR process could be supplemented by cultural information tasks found in international marketing?" are an examination of whether tasks in international marketing could supplement of each steps in the ISR process. To examine the question of whether lessons from international marketing could augment the steps of the ISR process, each of the steps were evaluated individually. Thus a simple, repeating hypothesis was applied to each step: Lessons from international marketing could (or could not) supplement the "X" step of the Air Force ISR process. "X" represents each of the steps; collection planning, collection tasking, collection execution, processing and analysis, dissemination, evaluation, and application. For five of the seven steps (planning, execution, processing and analysis, evaluation, application) it is hypothesized that international marketing lessons could augment the steps. For two of the seven steps (tasking and dissemination) it is hypothesized that international marketing lessons would not augment the steps. The hypotheses follow:

H1. Lessons from international marketing tasks could supplement the Collection Planning step of the Air Force ISR process.

H2. Lessons from international marketing would not supplement the Collection Tasking step of the Air Force ISR process.

H3. Lessons from international marketing could supplement the Collection Execution step of the Air Force ISR process.

H4. Lessons from international marketing could supplement the Processing and Analysis step of the Air Force ISR process.

H5. Lessons from international marketing would not supplement the Dissemination step of the Air Force ISR process.

H6. Lessons from international marketing could supplement the Evaluation step of the Air Force ISR process.

H7. Lessons from international marketing could supplement the Information Application step of the Air Force ISR process.

Evaluation of each hypothesis will consist of a three step process. First, summarize an ISR process step and the corresponding international marketing task. Second, demonstrate how each step and task are functionally similar. Third, document actual international marketing research or international marketing products that could satisfy military cultural intelligence requirements found in Department of Defense (DoD) doctrine. If the international marketing research or products were able to satisfy the DoD cultural intelligence requirement, then the international marketing task would be assessed as "able to augment the 'X' step in the ISR process." Demonstrating that international

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marketing products could (or could not) satisfy DoD cultural intelligence requirements, will validate (or not validate) the research question.

ASSUMPTIONS

There are a few assumptions that enable this study. First, the AF would be willing to use commercially procured cultural intelligence. Second, the use of international marketing as a collection tool is best suited during periods of relative peace. Third, the AF will continue to have a requirement for cultural intelligence.

The assumption that the AF would be willing to outsource some cultural intelligence operations is critical. There is ample precedent of commercial products being used to collect and process intelligence information. For example, unmanned aerial vehicles (UAV) are used extensively by the AF for intelligence gathering operations. All UAVs are commercially produced. Another example of corporate involvement in intelligence operations include strategic analysis reports produced for the AF by the Rand Corporation.

Cultural collection efforts by international marketers are best suited to peacetime operations. Aside from international travel advice, international marketing literature provides no indication that the industry has the capacity for collection operations under combat conditions. An assumption of peacetime collection, however, would not preclude processing, analysis or application of commercial cultural information during wartime.

The third assumption is fundamental, that the AF will continue to have a requirement for cultural intelligence. It is nearly a self evident fact that if the AF is to

remain ready to fight wars with people then AF leaders will continue to have a requirement to understand the social tendencies of people via cultural intelligence.

SCOPE

The scope of this thesis is tightly focused on the ability of international marketing research and international marketing literature to augment the Air Force ISR process. As such the thesis will only address data that relates the essential elements required to determine findings for the hypotheses.

Joint and Air Force doctrine will be reviewed to establish a requirement for cultural intelligence. Doctrine is the authoritative source for such requirements. Military journals will be reviewed to determine whether the doctrinal requirement matches the requirements of troops in the field. While there are other types of literature that call for cultural study to be a consideration for governmental pursuits such as in diplomacy or foreign policy, that literature does not bear relevance on the research question. Literature that does not discuss an operational requirement for cultural intelligence in military operations will not be considered as back ground research.

Next, in a similar fashion, international marketing literature will be reviewed to demonstrate a requirement for cultural information within international marketing. While many other business (management, sales, travel) and academic (psychology, sociology, anthropology) disciplines discuss the value of understanding culture, they are outside the scope of research for this thesis.

Finally, only international marketing literature will be used to demonstrate (or not demonstrate) processes that complement the steps in the Air Force ISR process. A

disciplined approach will disregard other sources of information, such as the business and academic disciplines mentioned above. As a result of this tightly focused data set, the thesis will result in a very simple and unambiguous set of findings.

How Study is Unique

This study is unique in the fact that there is no other research on the integration of international marketing into the Air Force ISR process for the purpose of augmenting cultural intelligence. There are many examples of integration of intelligence with commercial partners. None known however, have demonstrated the potential for integration of international marketing capabilities with the Air Force ISR process to augment the production of cultural intelligence.

OVERVIEW OF CHAPTERS

Chapter Two - Literature Review

Chapter two reviews a wide range of literature relevant to the study. Military and social theorists discuss the importance of culture to national strength. Joint and Air Force doctrine notes a clear requirement for cultural intelligence for commanders and the imperative for intelligence elements to provide it. Military journals echo doctrine with "troops in the field" accounts of the requirement for cultural intelligence. The Air Force doctrine also lays out the ISR process as the process by which military commanders receive cultural information.

International marketing literature demonstrates a need for cultural information for companies involved with international trade whether it is on a global-, regional-, or national-level. International market research and international marketing tasks are reviewed. The tasks in international marketing reveal a cyclic process similar to the steps in the Air Force ISR process. International market research and marketing theorists demonstrate how international market research and marketing contribute to the market decisions of international business leaders in the same way that intelligence contributes to operational decisions of military commanders.

Chapter Three - Methodology

Chapter three discusses the rational for selecting the data set and explains the analytic methodology. Military and social theorists were necessary to ground a requirement for cultural intelligence. Review of doctrine provided an authoritative requirement for cultural intelligence in military operations. Military journals were selected in order to ground doctrine with reality affirming the requirement for cultural intelligence in military operations. Doctrine also provided the source documentation for the intelligence process for the Air Force, the ISR process.

International market research and marketing was broadly reviewed to determine if there were tasks similar to the steps in the ISR process. Three types of literature were considered; international marketing journals for subject expertise and peer-review quality, international marketing trade magazines for practical knowledge from marketing industry experts, and industry trade magazines that discussed culture and international

marketing for industry leaders to provide a practical grounding for the assertions made in the international marketing literature.

The analytic process first determined whether there were indeed tasks in international marketing that were equivalent to the steps in the ISR process. If there were not then no further analysis was conducted for that ISR process step. If there were tasks in international marketing that were equivalent to steps in the ISR process, then examples of those international marketing tasks were compared to actual cultural intelligence requirements found in DoD doctrine. If the international marketing tasks appeared to satisfy the DoD cultural intelligence requirement, then those tasks provided evidence that international marketing research and marketing could support steps in the ISR process.

Chapter Four - Findings

Chapter four discusses the findings. Tasks in international marketing were shown that they could augment the Air Force ISR process with cultural information. Joint and Air Force doctrine demonstrated a requirement for cultural intelligence for military operations and the directive to intelligence elements to provide it. International marketing demonstrated a requirement for and a capacity to produce cultural information.

Each of the ISR process steps were challenged with the hypothesis that international marketing could (or could not) be used to augment the step. In every case the finding supported the hypothesis. For the planning, execution, processing and analysis, evaluation, and application steps of the ISR process, international marketing was judged to be able to augment the respective steps. In the case of the tasking and

dissemination steps, international marketing was judged not able to augment the respective steps.

Chapter Five - Conclusions

This study drew three major conclusions. First, international marketing research and marketing could provide many new opportunities to augment the AF ISR with heretofore untapped cultural intelligence products and services. Next, this thesis provides an argument in support of exploring non-traditional sources for intelligence information. Last this study suggests there may be other areas of study from outside of the intelligence community that can be tapped to supplement the Air Force ISR process with cultural information.

CHAPTER 2

LITERATURE REVIEW

Chapter 2 reviews military science and social science theorists, Joint and Air Force doctrine, military journals, and international marketing literature. This review documents the requirement for cultural intelligence by military and social science theorists, military commanders, and international marketers and sets up the comparison of international marketing tasks to the steps in the Air Force ISR process. Military theory and social science authors discuss why cultural information is important to military operations and national strength. Joint and Air Force operations doctrine note that military commanders require cultural intelligence. Military journals provide simple evidence to validate the doctrinal requirement for cultural intelligence with accounts of field experience. Joint and Air Force intelligence doctrine direct intelligence elements to provide cultural intelligence to commanders. Air Force intelligence doctrine describes how to provide cultural intelligence to commanders via the ISR process. International marketing literature reveals tasks that are similar to the steps in the Air Force ISR process. Chapter 3 will evaluate the international marketing steps to determine if they would be able to supplement the steps Air Force ISR process with cultural products or services.

MILITARY, SOCIAL, AND INTELLIGENCE THEORY

Military theory from ancient times to modern day make note of understanding an enemy's culture when conducting warfare. Sun Tzu notes five fundamental factors that

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influence victory in war. Of the five, the most important is moral influence. Moral

influence is that which causes people to follow a leader during war without fearing

death.[1] Understanding the cultural values that cause a people to follow a leader presents

a target for a potential enemy. Attacking those values that promote national unity would

disrupt Sun Tzu's most important fundamental factor in victory. Sun Tzu's art explains

why understanding the culture of a people is of critical importance in warfare.

Clausewitz states that the trinity of people, government, and military are

fundamental forces in warfare. Destabilizing any of the three weakens an enemy. He

later asserts that turning the will of the people is the final objective of war, for if an army

and government are defeated but the people still resist then war is not finished.[2]

Therefore an intelligence study of the culture of a people leads commanders to

understand how to win war. This ultimate objective demonstrates why understanding the

culture of a people is important.

Modern writers on military strategy such as Colonel Warden assert that the people

are the fourth most desirable of five categories of target systems in a military

engagement. While setting aside the moral objection of targeting individuals, he asserts

that people are simply difficult to target directly. He does note that an indirect attack on

the will of a people may be a more successful target.[3] Yielding a bit to the classical

writers, Warden lowers the priority on knowledge of a people when conducting warfare.

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[1] Sun Tsu, *The Art of War*, trans. Samuel B. Griffith (London: Oxford University Press, 1963), 63-64.

[2] Carl von Clausewitz, ed., *On War*, trans. Michael Howard and Peter Paret (Princeton, New Jersey: Princeton University Press, 1984), 89-91.

[3] Colonel John A. Warden III, USAF (Ret.), "The Enemy as a System," *Airpower Journal* (Spring 1995), URL: <www.airpower.maxwell.af.mil/airchronicles/apj/warden.html>, accessed 22 December 04.

By acknowledging that though that an indirect attack on the will of a people suggests that one would have to understand the culture of a people in order to make such an attack.

Social science theorists present a compelling case for military strategists as to why understanding culture is important to success in military operations. Samuel Huntington's *The Clash of Civilizations* provides a lucid discussion for the military reader as to why understanding culture is important. He defines a civilization as a cultural entity and asserts the battle lines of the future will be along seems between civilizations of today. He further asserts that the dominating conflict will be cultural.[4] Given the prediction that cultural divides will be the causes of future wars, understanding strategic cultures will be of great importance to military intelligence.

Francis Fukuyama argues that cultures with a high degree of social cohesiveness and social trust create a greater national strength.[5] Fukuyama's assertion complements Huntington and the military theorists by demonstrating why a more culturally unified nation is a stronger nation. The cultural theory of social cohesion contributing national strength would be important to followers of Sun Tzu or Clausewitz in particular because of their assertions that unified populous support of a government makes that nation more formidable militarily. The implication of Fukuyama's theory for a military planner is that a military assessment of a potential enemy would require a cultural intelligence as a component to determine the strength of that potential enemy.

The then Chairman of the National Intelligence Council, John Gannon urged the intelligence community to learn from corporate experience of using open source

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[4]Samuel B. Huntington, "The Clash of Civilizations?" *Foreign Affairs* 72, no. 2 (Spring 1993): 22-24.

[5]Francis Fukuyama, "The Culture of Prosperity," in *The Changing Global Order*, ed. Nathan Gardels (Malden, MA: Blackwell Publishers, 1997), 193-203.

information as intelligence. He further asserted that the intelligence community should engage in collaborative efforts with private industry to collect and analyze open source information. Partnering with private industry for information allows the intelligence community to leverage the best practices of business and gains assistance in keeping up with modern technology.[6] Gannon's vision of future requirements for the intelligence community are pragmatic. Strengthening the intelligence community with business practices allows the intelligence community to harness the power of capitalism.

DOCTRINE AND GUIDANCE

At the very heart of warfare lies doctrine.

-- General Curtis E. LeMay
former Air Force Chief of Staff
1968

Doctrine forms a basis by which the Department of Defense (DoD) trains, organizes, and equips for operations. Each service interprets Joint doctrine and forms its own supporting doctrine to achieve the Joint vision. Doctrine will establish that cultural intelligence is required by military commanders and that intelligence elements are responsible for producing cultural intelligence. For the purposes of this thesis, the doctrinal requirement for military commanders will justify seeking new sources for cultural intelligence. The doctrinal requirement for intelligence elements to produce

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[6]John C. Gannon, Chairman of the National Intelligence Council, "Strategic Use of Open Source Information: A Corporate Strategy That Leverages Best Practices," transcript of remarks delivered to the Washington College of Law, American University, Washington DC, 6 October 2000, in *Vital Speeches of the Day*, 15 December 2000, 153-157.

cultural intelligence will justify making those new sources fit into an existing intelligence process.

Joint Doctrine

Capstone intelligence guidance within the DoD flows from Joint Publication (JP) 2-0, *Doctrine for Intelligence Support to Joint Operations* (JP 2-0). Demonstrating that commanders have a doctrinal requirement for cultural intelligence is part of the foundation for the thesis. JP 2-0 mentions culture at all levels of warfare. Chapter 1 discusses the use of intelligence across the range of military operations from war to peace operations. Extra emphasis is given to culture in military operations other than war (MOOTW).[7]

JP 2-0 goes on to discuss information collection tasks in general and at the strategic, operational, and tactical levels of warfare. In the general information collection discussion, culture is mentioned indirectly as demographics (JP 2-01, Appendix B, "Representative Intelligence Requirements," designates culture as a sub-set of demographics; this will be discussed later).[8] The general information collection tasks also discuss the need for cultural characteristics such as information regarding general attitudes of civilians toward their government as well as U.S. or friendly forces. As tactical information collection tasks, the nature and characteristics of the local population are deemed necessary to paint a picture of the battlespace for the commander.[9]

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[7] Joint Chiefs of Staff, Joint Publication 2-0, *Doctrine for Intelligence Support to Joint Operations* (n.p., 9 March 2000), I-5 through I-7. Cited hereafter as JP 2-0.

[8] Joint Chiefs of Staff, Joint Publication 2-01, *Joint Intelligence Support to Military Operations* (n.p., 20 November 1996), B-2. Cited hereafter as JP 2-01.

[9] JP 2-0, III-7.

Following the intelligence cycle, the intelligence analysis and production tasks

address culture as part of demographics. Demographic analysis and production is

specifically listed as a significant regional factor for the operational commander.[10]

JP 2-01, *Joint Intelligence Support to Military Operations*, continues a discussion

about culture in intelligence. The first mention of culture as important to operations is in

a vignette about the impact of a lack of cultural knowledge on a MOOTW.[11] The next

mention of culture is with regard to intelligence requirements of special operations forces

(SOF). Specifically, it notes that SOF require "extensive knowledge of the local

populace and its culture, language, religion, and customs."[12]

Chapter III of JP 2-01 discusses the intelligence cycle. In the production phase,

demography is identified as a subset of general military intelligence. Demography is

defined as "Understanding the dispersion and cultural composition of the population (i.e.,

language, religion, socio-economic status, and nationality or ethnic groups) in the [Joint

Operating Area] critical to the nature of the operations to be conducted."[13]

JP 2-01, Appendix B, "Representative Intelligence Requirements," is a basic list

of information needs that a commander will have. These information needs would be

satisfied by intelligence personnel. Culture is identified as a subset of Demographics.

The specific task categories are:

- **Demographics/Culture 1.** Identify languages, dialects, ethnic composition (both national and target area).

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[10]JP 2-0, III-8.

[11]JP 2-01, I-4.

[12]JP 2-01, III-8.

[13]JP 2-01, III-33.

• **Demographics/Culture 2.** Describe customs (social, weapons, religious, cultural, mores).

• **Demographics/Culture 3.** Identify tensions (regional and national; causes, intensity, degree, and exploitability by the United States or opposition).

• **Demographics/Culture 4.** Identify foreign influences (sources, leaders, themes, influence on government, unions, students, insurgents, and general public).

• **Demographics/Culture 5.** Characterize attitude of civilians and civilian groups to US involvement (friendly, unfriendly, or neutral), and for planned US operations (support, oppose, tolerate).

• **Demographics/Culture 6.** Estimate assistance available to US forces (extent and capabilities, laborers, linguists, liaison, analysts, administrators); determine attitude of neutral population toward host country, threat policies, and actions.

• **Demographics/Culture 7.** Determine probable reactions of leadership and population in country to US unconventional warfare or other SOF activities. Determine how country will treat those indigenous personnel who participated in wartime unconventional warfare or SOF activities in postconflict environment.[14]

These tasks are more clearly defined in the Chairman of the Joint Chiefs of Staff Manual (CJSCM) 3500.04C, *Universal Joint Task List* (UJTL).

JP 2-02, *National Intelligence Support to Joint Operations*, cites culture as important for battlefield planning and provides a framework for the intelligence cycle. Cultural data is part the "basic framework for battlefield visualization." Additionally, JP 2-02 defines and depicts the intelligence cycle. The six step process, Planning and Direction, Collection, Processing and Exploitation, Analysis and Production,

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[14]JP 2-01, B-2.

Dissemination and Integration, and Evaluation and Feedback, is the conceptual flow of the multidiscipline intelligence support to combatant commanders.[15]

The UJTL is a standardized set of requirements for joint training.[16] In its discussion on culture, the UJTL identifies a need to understand culture in two areas. The first area is a discussion of tasks, measures, and criteria for the strategic national, strategic theater, and operational levels of war. The collection tasks range from collecting information on key foreign leadership/decision makers and cultural factors that may influence decisions to the significant cultural characteristics of the resident population. The analysis and production tasks include an assessment of the significant regional political, demographic, cultural, lingual, historical, and psychological features of the area of interest. The last discussion of culture as an operational task is with regard to centers of gravity. The task requires identification of, among others, cultural centers of gravity for friendly, enemy, and neutral forces.[17]

The next area where the UJTL discusses culture is in a guide to describe the physical, military, and civil conditions that create the commander's operational context for selected mission tasks. Culture is placed as a sub-set of the civil environment. Cultural attributes are defined as "aspects of a people that relate to their language, history, customs, economics, religion, and character."[18] The specific tasks follow:

Language. The spoken and written means of communication.

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[15]Joint Chiefs of Staff, Joint Publication 2-02, *National Intelligence Support to Joint Operations* (n.p., 28 September 1998), GL-8, I-2 through I-3. Cited hereafter as JP 2-02.

[16]Chairman of the Joint Chiefs of Staff Manual 3500.04C, *Universal Joint Task List* (n.p., 1 July 2002), 4. Cited hereafter as UJTL.

[17]UJTL, B-C-A-28, B-C-B-30, B-C-B-37, B-C-C-43, B-C-C-45.

[18]UJTL, C-70.

Language Translation. The types of translations to be performed during the mission, including weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Language Translators. The number and type of translators to be used during the mission, including those for weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Customs Adjustment. Customs within a nation or an area that may require accommodation.

Societal Openness. The degree to which the population of a nation or an area is open to the presence of people from different nations or cultural backgrounds.

Legal Penalties. The seriousness of legal or religious penalties, in a foreign nation, associated with acts that violate cultural or legal norms.

Law Source. The basis for current laws and justice.

Religious Beliefs. Strength of adherence to religion, the impact on behavior, and the degree of domination over the life of a nation.

Religious Unity. Degree of religious unity within a nation.

Religious Militancy. The degree to which a religious group believes it can or should impose its views on others, internally or externally, by force of arms, if necessary.

Religion-State Relationship. The extent to which a given religion influences the civil government of a nation.

Significant Cultural Sites. Restrictions on actions due to the existence of particular sites held by certain cultures or religions to be sacred places or national treasures.

Cultural Unity. The extent to which a country is free from serious ethnic, cultural, and language divisions.

National Character. Perceived behavior of the populace in a nation or an area.

National Discipline. The historically-based perception of a nationality's response to the direction and will of their central government.

National Aggressiveness. Tendency to use national power to achieve goals.

Nationalism. Belief that the good of the nation is paramount.

Ethnocentrism. Degree of emphasis on a particular ethnic grouping or background.

Internationalism. Degree of involvement in international organizations, even to the extent of granting some degree of sovereignty to such an international organization.[19]

From an operational perspective, JP 3-0, *Doctrine for Joint Operations*, lays out steps that a Joint Force Commander (JFC) should consider before combat operations. The first step includes understanding demographics and culture(s) of the operational

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[19]UJTL, C-70 through C-74.

area.[20] Culture is again highlighted as a primary consideration during the termination phase of combat operations. Since cultural factors are often an underlying cause of conflict, their influence should be understood by a commander in order to judge the conditions necessary for termination of hostilities or resolution of conflict.[21] JP 3-0 also makes several mentions of considering culture with respect to multinational operations. These considerations are to be made of the coalition or friendly nations operating in the joint operating area (JOA). The references guide a JFC to recognize cultural differences amongst the services of foreign nations and to consider them when planning operations.[22] The capstone joint intelligence and operations doctrine along with the UJTL create a framework for Air Force doctrine.

Air Force Doctrine

Establishing the fact that Air Force commanders have a doctrinal requirement for cultural intelligence creates a justification to seek sources of cultural intelligence. For this thesis, the doctrinal requirement for commanders to have cultural intelligence leads to the doctrinal imperative for intelligence entities to provide the cultural intelligence. If a new source for cultural intelligence is to be used, it should fit into the existing Air Force existing intelligence process. Therefore, the Air Force Intelligence, Surveillance, and Reconnaissance (ISR) process is reviewed. Summarizing the steps of the ISR process

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[20]Joint Chiefs of Staff, Joint Publication 3-0, *Doctrine for Joint Operations* (n.p., 10 September 2001), IV-1. Cited hereafter as JP 3-0.

[21]JP 3-0, III-24.

[22]JP 3-0, I-6, IV-5, VI-1, VI-2, VI-4 through VI-5, VI-6.

provides the model, against which international marketing tasks can be compared and evaluated.

Culture is first addressed in operational Air Force doctrine in *Organization and Employment of Aerospace Power,* Air Force Doctrine Document (AFDD) 2. AFDD 2 complements JP 3-0 by identifying cultural knowledge as a key consideration for commanders prior to commencing operations. Similarly, AFDD 2 echoes JP 3-0 by noting that cultural intelligence will guide decision makers during post-hostilities.[23]

Stepping down a level doctrinally, AFDD 2-1, *Air Power,* further refines an air component commander's need for cultural intelligence. AFDD 2-1 addresses cultural information within the context of strategic analysis. Such an analysis "promotes an understanding of enemy interests and objectives. Effective control of the adversary leadership and associated power structure is the key to achieving strategic goals."[24] As a result of the strategic analysis context, cultural information is used to help identify enemy centers of gravity (COG).[25] COGs are those "characteristics, capabilities, or localities from which a military force derives its freedom of action, physical strength, or will to fight."[26]

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[23]Secretary of the Air Force, Air Force Doctrine Document 2, *Organization and Employment of Aerospace Power* (n.p., 17 February 2000), 11. Cited hereafter as AFDD 2.

[24]Secretary of the Air Force, Air Force Doctrine Document 2-1, *Air Power* (n.p., 22 January 2000), 73-74. Cited hereafter as AFDD 2-1.

[25]AFDD 2-1 73-74.

[26]Joint Chiefs of Staff, Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms* (n.p., 12 April 2001 (As Amended Through 23 March 2004)), 80. Cited hereafter as JP 1-02.

AFDD 2-1.2, *Strategic Attack*, notes that the strategic attack mission is the Air Force's most decisive combat mission and function.[27] AFDD 2-1.2 asserts that intelligence serves a vital role in providing the JFC and Joint Force Air Component Commander (JFACC) with target sets on carefully selected COGs. It goes on to state that the ability to plan and prosecute an air operation successfully requires knowledge of the opponent, specifically citing culture as a key area of knowledge.[28]

The keystone intelligence doctrine for the Air Force is AFDD 2-5, *Information Operations* (IO). IO is divided into two broad categories, Information Warfare (IW) and Information in Warfare (IIW). In IW, a deep understanding of an enemy culture is required in order to affect the enemy's decision making process. In IIW, cultural shifts are monitored in order to describe the character of the battlespace to the commander.[29]

Supporting JP 2-01 and AFDD 2-5, AFDD 2-5.2, *Intelligence, Surveillance and Reconnaissance (ISR) Operations* cites a need for cultural knowledge and provides the seven steps of the ISR process. An extensive knowledge of the adversary, including its culture, enables ISR personnel to provide the most complete picture possible to planners and operators. Cultural knowledge supports the ISR principle of accuracy.[30]

The steps of the ISR process form a process oriented framework by which requirements are turned into intelligence. For this thesis, the steps of the ISR process art

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[27]Secretary of the Air Force, Air Force Doctrine Document 2-1.2, *Strategic Attack* (n.p., 20 May 1998), 1. Cited hereafter as AFDD 2-1.2.

[28]AFDD 2-1.2, 28-29.

[29]Secretary of the Air Force, Air Force Doctrine Document 2-5, *Information Operations* (n.p., 4 January 2002), 3, 16, 36. Cited hereafter as AFDD 2-5.

[30]Secretary of the Air Force, Air Force Doctrine Document 2-5.2, *Intelligence, Surveillance and Reconnaissance Operations* (n.p., 21 April 1999), 1, 9, 15-16. Cited hereafter as AFDD 2-5.2.

the model against which international marketing tasks are compared and evaluated. The comparison and evaluation of international marketing tasks with ISR process steps leads to a finding (or non-finding) for the hypotheses. By showing that international marketing tasks are similar and would be useful to supplement the ISR process step, the tasks will be judged to "be able to supplement the step of the Air Force ISR process."

Planning for collection is an evaluation of the requirement against capabilities for collection, threats to the capabilities, and priority and timeliness of the requirement. Following that determination, assets are tasked for the collection. Collection is then executed by any of the various resources available. Once the data is collected it is analyzed to convert information into finished intelligence. The intelligence is then disseminated to the appropriate user in a timely manner. The user will then evaluate the intelligence to determine whether it satisfied the requirement and provide feedback. The final step in the ISR process is applying the intelligence in an operational environment.[31]

Summary of Doctrine

Joint and Air Force operational doctrine state a requirement for cultural intelligence. This requirement justifies seeking additional sources for cultural intelligence. Joint and Air Force intelligence doctrine state that intelligence entities are required to produce cultural intelligence. This establishes the requirement for new cultural intelligence to fit into the processes established in intelligence doctrine. Thus, international marketing should supplement the Air Force ISR process if it will be used by military commanders.

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[31] AFDD 2-5.2, 16-21.

CULTURAL REQUIREMENT ECHOED IN MILITARY JOURNALS

Military journals were reviewed to provide a check on doctrine. If the experiences of troops in the field matched the cultural requirements of doctrine, then the doctrine is affirmed. The military journals provide a "sanity check" that provides evidence for the foundation of the thesis assertion, that cultural intelligence is required in military operations.

Military journals echo military doctrine by discussing culture, most often as it relates to MOOTW. A leading theme that differentiates MOOTW from conventional operations is intimate cultural knowledge required during MOOTW. The cultural factors are especially important during MOOTW in areas of operation where there is little research on hand.[32] In MOOTW, close contact with foreign personnel requires military members to understand the personalities of the people with whom they are dealing. Military members must understand the cultural context and be sensitive to changes.[33]

Additionally, military literature presents particular cultural challenges for conducting MOOTW. Because of the constant face to face contact with local personnel many cultural issues come to bear. Linguists are often necessary to help bridge the communications gap. In addition to the normal translation of the literal spoken or written word, an understanding the cultural context is important. Gaining and in-depth

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[32]Major Fritz J. Barth, USMCR, "A System of Contradiction," *Marine Corps Gazette* 82, no. 4 (April 1998): 26.

[33]Captain Alan M. Greenwood, USMC, "Company Grade Consideration for Military Operations Other Than War," *Marine Corps Gazette* 80, no. 9 (September 1996): 83-84.

understanding of the local population will assist commanders in identifying COGs. A

COG could range from the cultural value of a city to an ethnic group or even a myth or

tradition.[34]

Across the range of military operations, Special Operations Forces (SOF) stay

"regionally oriented, language-trained, and culturally attuned" and emphasize training in

cultural and regional issues. SOF literature emphasizes the long lead time required to

gain cultural, regional, and language skills.[35] Literature aimed at counter intelligence

personnel asserts that understanding the cultural dimensions of local personnel can

support force protection. Cultural preparation will assist in making first-contact

situations successful.[36] Contemporary military writing on culture includes discussion of

preparing soldiers and marines with cultural awareness training for operations in Iraq.[37]

INTERNATIONAL MARKETING RESEARCH, CULTURE,
AND THE ISR PROCESS

International marketing literature will be the final group of literature reviewed.

This section is organized in a parallel framework to the steps in the Air Force ISR

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[34]Major James H. Herrera, USMC, "Intelligence and its Applications in Military Operations Other Than War: An Operator's Guide," *Marine Corps Gazette* 85, no. 6 (June 2001): 42-43.

[35]Captain Paul Shemella, USN (Ret.), "Sharpening the Tip of the MOOTW Spear," *Special Warfare* 11, no. 4 (Fall 1998): 33.

[36]Major Joseph P. Hoppa, USAF (Ret.) and Abigail Gray-Briggs, PhD, "Investigative Agents: Putting Theory into Practice," *Military Intelligence* 25, no. 4 (October-December 1999): 33.

[37]Major Ben Connable, USMC, First Marine Division G-2, "Marines are from Mars, Iraqis are from Venus," information paper, n.p., 30 May 2004, provided on 7 June 2004 by CJTF7/C2 Geopol Cell analyst (b) (6), USAF, 1-8; Staff Sergeant Alberto Betancourt, USA, "Winning Hearts with Cultural Awareness," *Soldiers* 58, no. 7 (July 2003): 29.

process. International marketing research literature is compared to each ISR process step

and then is reviewed. Such an organization will enable ready transition to comparing

international marketing to the steps of the ISR process.

For authoritative reference on the scope of international market research the terms

Market Research and International Marketing, as defined by the American Marketing

Association (AMA), were reviewed. Market Research is defined as

> the function that links the consumer, customer, and public to the marketer through
> information--information used to identify and define marketing opportunities and
> problems; generate, refine, and evaluate marketing actions; monitor marketing
> performance; and improve understanding of marketing as a process. Marketing
> research specifies the information required to address these issues, designs the
> method for collecting information, manages and implements the data collection
> process, analyzes the results, and communicates the findings and their
> implications.[38]

This definition describes the process steps of planning research, executing research,

evaluating data, and disseminating data. To complement the research definition,

International Marketing is defined by the AMA as "the advertising phenomenon that

involves the transfer of advertising appeals...from one country to another."[39] This

definition finishes the international marketing cycle by applying advertising in an

international setting. Together, marketing research and international marketing contain

the essential elements of the steps in the ISR process.

Reflecting the ISR process, in which cultural intelligence is gathered to support

military operations, there is a similar process in international market research used to

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[38] American Marketing Association, "Definitions," *Marketing Research*, URL: <www.marketingpower.com/mg-dictionary.php?>, accessed 12 April 2005. Cited hereafter as *AMA, Marketing Research*.

[39] American Marketing Association, "Definitions," *International Marketing*, URL: <www.marketingpower.com/mg-dictionary.php?>, accessed 12 April 2005. Cited hereafter as *AMA, International Marketing*.

support the sale of products and services in foreign markets. Literature emphasizes how understanding culture is a key part of evaluating a foreign business environment.[40] For companies interested in foreign sales, there is special attention paid to cultural nuances of foreign markets.[41] Economic forces drive research and literature in discussing many facets of international marketing and research. The literature discusses market segmentation, collection methods, commercial resources, data analysis, lessons learned, and branding.

Segmentation

Segmentation literature is compared to the first task in the ISR process' planning step. The first task during the planning step is translating intelligence requirements into forms of data that are "observable." These "observables" are the actual pieces of data that intelligence collectors can detect. The collected (detected) "observables" are analyzed in order to satisfy the original intelligence requirement.[42]

Segmentation breaks down a population into groups so only the needed population is sampled to satisfy a particular information need. Taken as a whole, populations will have mixed and varying desires for product consumption. Dividing a population into groups such as age, gender, and race/ethnicity, etc. is more efficient for a company because it can focus its marketing efforts toward the specific type of person.

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[40]George S. Day, *Market Driven Strategy: Processes for Creating Value* (New York: Macmillan, 1990), 65-71.

[41]Sondra Thiederman, PhD., *Profiting in America's Multicultural Marketplace: How to do Business Across Cultural* Lines (New York: Lexington Books, 1991), 101-103; George S. Day, *Market Driven Strategy: Processes for Creating Value* (New York: Macmillan, 1990), 65-71.

[42]AFDD 2-5.2, 19.

Thus, by segmenting a population, companies target the most willing consumer and are

better able to sell their product or service. As a result, literature on international

consumers takes on the challenge of segmenting with special considerations to differing

cultural values.[43] Segmentation is applied to basic market research at a global-,[44]

regional-,[45] and national-level.[46] Across the spectrum of market segmentation, the

literature emphasizes cultural awareness when defining groups, collecting information

from the groups, and then planning and executing a marketing strategy for the groups.

Collection Methods

The literature on data collection methods in international marketing literature will

be compared to the second task in the ISR process' planning step, matching. During the

matching task, the intelligence requirements (and their observables) are matched with an

appropriate intelligence platform to collect them.[47] As with intelligence collection,

different methods of international marketing research have their own advantages.

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[43]Mika Gabrielsson, and others, "Multiple Channel Strategies in the European Personal Computer Industry," *Journal of International Marketing* 10, no. 3 (2002): 80; Sara Lorge, "What Consumers Value Most," *Sales and Marketing Management* 150, no. 10 (September 1998): 17.

[44]J-M. Aurifeille and others, "Global vs. International Involvement-Based Segmentation: A Cross-National Exploratory Study," *International Marketing Review* 19, no. 4 (2002): 369, 371-372; Janet Y. Murray, "Strategic Alliance-Based Global Sourcing Strategy for Competitive Advantage: A Conceptual Framework and Research Propositions," *Journal of International Marketing* 9, no. 4 (2001): 33-35.

[45]Robert W. Armstrong and Siew Min Yee, "Do Chinese Trust Chinese? A Study of Chinese Buyers and Sellers in Malaysia," *Journal of International Marketing* 9, no. 3 (2001) 67-69; Carlos Denton, "Marketing Myths of Central America," *Marketing News* 36, no. 2 (21 January 2002): 12.

[46]Kent L. Granzin and John J Painter, "Motivational Influences on "Buy Domestic" Purchasing: Marketing Management Implications from a Study of Two Nations," *Journal of International Marketing* 9, no. 2 (2001): 79-81; Melissa LeHardy and Amy Ryan, "In India, Familiarity Breeds Better Content," *Marketing News* 35, no. 9 (23 April 2001): 40; and Daniel Rogers, "Coors Tweaks Light for UK Tastes," *Marketing*, 19 June 2003, 17.

[47]AFDD 2-5.2, 20-19.

International marketing literature provides discusses various types of data collection such as face-to-face interviews, telephone interviews, mail surveys, computer assisted interviews, and web based surveys.[48]

Face-to-face interviews are done either one-on-one or in focus groups. Focus groups are far more popular in international marketing literature, probably because of the reduced costs as compared to individual interviews. Face-to-face focus groups provide the interviewer with the richest opportunity for qualitative feedback. They provide the opportunity to probe underlying feelings, motivations, and points of view of respondents. Video taping these sessions also allows the interviewers to reassess responses and behaviors. The trade off for these high quality collection opportunities is a high cost.[49]

Questionnaires are frequently used in cross-cultural/cross-national market research. They have many advantages including ease of use, low cost, and effective documentation of large datasets that lend themselves to statistical analysis. However, a common problem of using questionnaires as a data collection instrument is a low response rate.[50]

Telephone surveys and interviews have the ability to reach an international audience with relatively low cost and simplicity of use. With international surveys, cultural and language proficiency are often needed to gather the desired data. The quality

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[48]Knut Kalgraff Skjak and Janet A. Harkness, "Data Collection Methods," in *Cross-Cultural Survey Methods*, eds. Janet A. Harkness and others (Hoboken, NJ: John Wiley & Sons, Inc., 2003), 179-180.

[49]C. Samuel Craig and Susan P. Douglas, "Conducting International Marketing Research in the Twenty-first Century," *International Marketing Review* 18, no. 1 (2001): 86-87.

[50]Bruce Keillor and others, "A Cross-Cultural/Cross-National Study of Influencing Factors and Socially Desirable Response Biases," *International Journal of Market Research* 43, no. 1 (First Quarter 2001): 63.

and extent of the telephone infrastructure in developing countries can limit the scope of research.[51]

Computer Assisted Telephone Interviews (CATI) and Computer Assisted Personal Interviews (CAPI) provide many benefits such as increasing the speed of data collection, eliminating errors, providing automatic consistency checks, and collecting data ready for automatic analysis. Additionally, CATI and CAPI can be administered centrally to a potentially global survey group and can be updated with language translating software. The technologic limits of course are telephone and computer penetration within a given country.[52]

International marketing literature demonstrates that the opportunities for data collection via the Internet have strengths and weaknesses. With email or web-based surveys and interviews data collection can be done 24 hours a day, around the world, at low cost. Consumers' behavior on product web sites can be tracked for further analysis. Like CATI and CAPI, Internet based data collection is dependent on a technology literate population. Additionally, as with paper surveys, response rates tend to be low.[53] Additionally, the Internet offers access to secondary data such as economic, health, and ethnographic statistics.[54]

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[51]Naresh K. Malhotra and others "Methodological Issues in Cross-Cultural Marketing Research: A State-of-the-Art Review," *International Marketing Review* 13, no. 5 (1996): 15; Misty Hathaway and Kent Seltman, "International Market Research at the Mayo Clinic: Satisfied Patients are the Key to Creating a Global Customer Base," *Marketing Health Services* 21, no. 4 (Winter 2001): 20-21.

[52]Craig and Douglas, 87; and Skjak and Harkness, 179.

[53]David Luna and others, "Cross-Cultural and Cognitive Aspects of Web Site Navigation," *Academy of Marketing Science Journal* 30, no. 4 (Fall 2002): 397, 400; and Craig and Douglas, 87.

[54]Naresh K. Malhotra and others, 13-14.

Contracting

International marketing literature was reviewed for comparison to the tasking step in the ISR process. Tasking is the action by which ISR assets are directed to perform a specified collection mission.[55] A comparable process in international marketing research would be contracting for the purchase of new or existing research. Marketing literature discusses environmental factors such as the average wage of the consumer, national gross domestic product, and government regulation when making decisions about international marketing.[56] Other marketing literature emphasizes the need to consider host culture when conducting international marketing.[57] Tasking, or contracting, is the gap between considering environmental factors and considering culture when conducting international marketing. International marketing literature does not discuss a mechanism similar to directing ISR assets.

Commercial Resources

Reviewing literature on commercial resources will contribute the data for the comparison with the execution step of the ISR process. During the execution step, intelligence platforms conduct the actual intelligence collection missions.[58] As such, the international marketing literature is reviewed for discussion of companies that collect cultural information.

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[55]AFDD 2-5.2, 19-20.

[56]Rajeev Batra, "Executive Insights: Marketing Issues and Challenges in Transnational Economies," *Journal of International Marketing* 5 no. 4 (1997): 109-111.

[57]Gilbert D. Harrell and Richard O. Kiefer, "Multinational Market Portfolios in Global Strategy Development," *International Marketing Review* 10, no. 1 (1993): 69-70.

[58]AFDD 2-5.2, 20.

Commercial international marketing providers are numerous. The diversity of companies defies categorization as some conduct global operations within a niche industry or subject area and others provide broad based services for a single country or region. The major challenge with international marketing literature is that information about companies is largely found in the form of advertising by the companies. From an academic perspective, this literature is tainted with the inherent bias of the companies' self interest. The literature available is most often in the form of advertisement or product information found on company web sites. Given these limitations, some resources and companies are reviewed as examples.

International marketing firms with global experience promote a wide range of products and services. SIS International Research© provides a broad range of domestic and international market research with face to face, telephone, and computer research in over 100 countries.[59] Synovate's© international research emphasizes use of local offices with first-hand knowledge of cultural issues along with mastery of cross cultural and language challenges and presence in 44 countries and projects in over 85 countries.[60]

Regional marketing companies make similar claims about local cultural knowledge as global firms. TNS Market Development© asserts specialization in market research for the U.S. Hispanic and in Latin American markets. The firm claims a transcultural staff with language and local area expertise with a capacity for qualitative

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[59]"International: Market Research," *American Demographics*, 2002; D9; and SIS International Research, *SIS International Research homepage*, URL: <www.sisinternational.com>, accessed 21 May 2004. Cited hereafter as SIS homepage.

[60]Synovate, *Synovate homepage*, URL: <www.synovate.com>, accessed 21 May 2004. Cited hereafter as Synovate homepage.

and quantitative research with a wide range of research tools.[61] Another regional

international marketing company, Orient Pacific Century©, claims a multicultural and

multilingual staff that can provide a host of marketing research services.[62]

Local companies emphasize their ability to provide first knowledge of their areas.

Cultural Access Group© claim insight into multicultural U.S. consumers and provides

qualitative and quantitative research combined with ethnic and cultural expertise.[63]

United Research China Limited© claims to provide actionable marketing information

based on an expert understanding of Chinese markets and consumers.[64]

As a body of literature, company advertisements can be informative but they lack

objectivity due to the inherent interest in self promotion. That being said, it is still in a

company's best interest to advertise legitimate capabilities when attracting new clients.

As a result, the international marketing advertising literature can be used as a general

guide to the companies' capabilities.

Data Analysis

International marketing literature on data analysis will be compared to the

processing and analysis step of the Air Force ISR process. During the processing and

analysis step, new data is evaluated and combined with previous analysis to produce an

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[61]"International: Market Research," *American Demographics,* 2002; D9; and TNS Market Development, *TNS Market Development homepage,* URL: <www.tns-md.com>, accessed 21 May 2004. Cited hereafter as <u>TNS homepage</u>.

[62] Orient Pacific Century, *Orient Pacific Century homepage,* URL: <www.orientpacific.com>, accessed 23 May 2004. Cited hereafter as <u>Orient Pacific homepage</u>.

[63]"International: Market Research," *American Demographics,* 2002; D9; and Cultural Access Group, *Cultural Access Group homepage,* URL: <www.accesscag.com>, accessed 23 May 2004. Cited hereafter as <u>CAG homepage</u>.

[64]United Research China Ltd, *United Research China Ltd. homepage,* URL: <www.china-urc.com>, accessed 23 May 2004. Cited hereafter as <u>United Research homepage</u>.

understanding of the adversary's capabilities and intentions.[65] International marketing literature has several examples of analysis that examines culture.

In addition to the theoretical challenges of collecting international data, cultural nuances offer difficulties in analysis. Challenges range from an array of translation issues to intricate test and evaluation validity measures. High quality translation must account for both literal and cultural translations to understand the full meaning of responses.[66] When comparing different countries, data equivalence issues are important to consider during interpretation. Without precise definitions of data sets, a comparison of apples and oranges loses validity. A trade off comes when trying to compare apples and oranges: if the data were re-categorized as fruit, a comparison could be made at the expense of culturally specific information.[67]

The international market research data collection presents a host of challenges to overcome cultural differences. Literature suggests that a common criticism of international population sampling is that they are not random samples but samples of convenience.[68] Another challenge of cross cultural data collection is with socially desirable response bias. Research shows that certain cultural groups are more willing to answer in a way that they perceive is more socially desirable but that may not reflect

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[65] AFDD 2-5.2, 21.

[66] Hathaway, 20-21.

[67] Leo Y.M. Sin and others, "Methodology in Cross-Cultural Consumer Research: A Review and Critical Assessment," *Journal of International Consumer Marketing* 11, no. 4 (1999):75; and Michael Braun and Peter Ph. Mohler, "Background Variables," in *Cross-Cultural Survey Methods*, eds. Janet A. Harkness and others (Hoboken, NJ: John Wiley & Sons, Inc., 2003), 101, 104-105.

[68] N. L. Reynolds and others, "Theoretical Justification of Sampling Choices in International Marketing Research: Key Issues and Guidelines for Researchers," *Journal of International Business Studies* 34, no. 1 (January 2003): 80-81; and Sin and others, 83.

subsequent purchase decisions. Such knowledge can help guide researchers to better

determine the impact of such a bias on the issues being studied.[69] Additionally,

appreciation of culture will enable understanding and prediction of buyer behavior.[70]

Dissemination

The dissemination step of the ISR process involves either delivering intelligence

to users or making it available for users to retrieve. Dissemination could be in the form

of electronic communication, annotated imagery, direct threat warning, reports, or

briefings.[71] A discrete step in the ISR process, a parallel process in international

marketing would be the delivery of analyzed market data to a senior business executive

or making it available to business workers. While it is reasonable that cultural

information produced by international marketing companies is transmitted and received

via modern communication methods, reports, or briefings, international marketing

literature provides no discussion of this internal process.

Lessons Learned

Lessons learned in international marketing literature are compared to the

evaluation step of the Air Force ISR process. During the evaluation step the intelligence

user determines if the cultural intelligence satisfied the requirement and then decides how

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[69]Keillor and others, 63-64.

[70]Edward Cundiff and Marye Tharp Hilger, *Marketing in the International Environment*, 2d ed. (Englewood Cliffs, NJ: Prentice-Hall, 1988), 129.

[71]AFDD 2-5.2, 22-23.

the intelligence will be applied.[72] Lessons learned in international marketing share experience with other practitioners so that they can evaluate cultural information and decide how to use it.

International marketing research literature lessons learned provide a context for evaluating cultural intelligence. The lessons learned fall into three main areas: first, emphasize the importance of cultural values in the international marketplace; second, ensure that any international marketing strategy has input from local experts with first hand knowledge of local markets and consumers; and third, use humorous anecdotes to illustrate simple yet catastrophic breakdowns between the language in marketing campaigns and local cultures.

International marketing literature makes a strong case for understanding the culture of a population. If international marketers do not understand how an intended audience thinks and feels, the message delivery will be ineffective.[73] Cultural background enhances effective communication of the intended message. With this understanding, marketers will only be successful if they approach an audience on its own terms.[74]

The lessons learned in international marketing literature make a strong case for making personal contact with regional or local experts in order to create a successful marketing strategy. First hand contact with culturally immersed marketing experts ensures that those making decisions about marketing fully understand the cultural

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[72]AFDD 2-5.2, 23.

[73]Lawrence W. Tuller, *Going Global: New Opportunities for Growing Companies to Compete in World Markets* (Homewood, IL: Business One Irwin, 1991), 60, 62-65, 69.

[74]Erik Wiklund, *International Marketing Strategies* (New York: McGraw-Hill Book Company, 1987), 98-100.

nuances of a target population.[75] Direct contact with foreign cultures is required in order

to account for local factors such as religion, language, education, technology, and the

economy.[76]

International marketing literature provides examples of the difficulty with

language. Direct translation caused a French Canadian translation of Big John to become

Gros Jos, a French colloquial expression for a woman with large breasts.[77] Another

example is from beer maker Miller Brewing attempting to break into the British market

with the Miller Lite©. The term "lite" in the U.S. meant less filling, in the UK it meant

low alcohol. As a brand selling itself as a "weak" drink it was not successful.[78]

Literature such as this makes good use of humorous mistakes to emphasize the

catastrophic effect that marketing language can have when local cultural information is

not considered.

Branding

Branding is compared to the application step in the Air Force ISR process. In the

application step, intelligence information is actually used.[79] In international marketing

literature branding is the culmination of market research and integration of cultural

information into an image or words.

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[75]Robert E. Weber, *The Marketer's Guide to Selling Products Abroad* (Westport, CT: Quorum Books, 1989), 159-160, 167, 174; and Keith Monk, *Go International: Your Guide to Marketing and Business Development* (London: McGraw-Hill Book Company (UK) Limited, 1989), 3-5.

[76]Aref A. Alashban and others, "International Brand Name Standardization/Adaptation: Antecedents and Consequences," *Journal of International Marketing* 10, no. 3 (2002): 25-26.

[77]Alashban and others, 26.

[78]Daniel Rogers, "Coors Tweaks Light for UK Tastes," *Marketing*, 19 June 2003, 19.

[79]AFDD 2-5.2, 23-24.

The last step in the marketing process is branding of a product. The product brand is a combination of the images and words used in association with it. In particular with international marketing, professional literature is especially keen to note the importance of culturally sensitive images and words. These brand images and words are carefully chosen to connect with the particular cultural values of the intended consumer audience.[80]

The images and message should appeal to a culture's values. A notional example would be a pharmaceutical company appealing to a Korean or an American audience via their web site. To the collectivist Korean audience, images may depict the company history, community projects, peers using the products, and a doctor. For an individualistic American audience, images would be of the product and how it can keep the user independent. Images that connect culturally with the consumer are easier to assimilate; images that do not connect culturally tend to generate negative thoughts.

Marketing literature provides numerous examples of how brand images for international companies are used to connect with consumers. Nissan North America© used images of unusual human achievement (a woman mountain climber with a prosthetic leg, an elderly marathon runner, two tough looking bikers admiring art in a museum) interspersed with car images. The message is a visceral and emotional appeal to American consumers to see Nissan as a celebration connecting directly with the individual consumer.[81] Another example of image use is an American natural gas

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[80]Jan-Benedict E. M. Steenkamp and others, "How Perceived Brand Globalness Creates Brand Value," *Journal of International Business Studies* 34, no. 1 (Jan 2003): 53; and Jill Gabrielle Klein, "Us Versus Them, or Us Versus Everyone? Delineating Consumer Aversion to Foreign Goods," *Journal of International Business Studies* 33, no. 2 (Second Quarter 2002): 345-346.

[81]Christopher S. Stewart, "Brand Builders," *Potentials* 35, no. 10 (October 2002): 21.

industry study that found "peace of mind" and "family leadership" to be strongly associated with the use of natural gas in the home. As a result, images of a traditional family (mother, father, two children) gathered in a kitchen and cooking with gas are shown.[82]

The words used in branding are equally important. The language associated with a product must not only avoid gaffes, as in the lessons learned but, more importantly, positively connect with a consumer's thinking and culture.[83] A European marketing director emphasized the importance of the use of language when culturally connecting with consumers. She notes that British advertising likes to play around with words and use them in a different or unusual context, but to a typical German, whose language use is much more formal, the response would be negative.[84] In the Netherlands, Frito-Lay© changed the name of its leading potato chip from the local name Smith's to the international name Lays. This example of changing the product name reflects literature that demonstrates that the international brand increased perceived quality and prestige, and therefore the purchase decision.[85]

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[82]Stacy L. Bell, "The 'Core' of Great Communications: Core Values Influence Consumer Behavior. How Well do Your Communications Motivate Your Buyers?" *American Gas* 82, no. 2 (June 2002): 16.

[83]Cundiff and Tharp, 129.

[84]Charlotte Clarke, "Language Classes," *Marketing Week* 20, no. 17 (24 July 1997): 36.

[85]Steenkamp, 53, 61.

SUMMARY

Military and strategic theorists assert that culture is a strategic underpinning of a potential adversary. As such there is an inherent requirement for intelligence about those cultures. These authors reveal that understanding the cultures of potential adversaries is important in order to predict or defeat an enemy.

Joint and Air Force operations doctrine is replete with requirements for military commanders to gain cultural intelligence. The doctrine makes note of a requirement at a tactical, operational and strategic level. There is an extra emphasis given to cultural intelligence in support of MOOTW and special operations. Military journals validate the doctrinal culture requirement with accounts of field experience.

Joint and Air Force intelligence doctrine respond to operational doctrine by describing when and how to provide cultural intelligence to commanders. Air Force ISR doctrine specifies the ISR process, the method by which intelligence is provided to commanders.

International marketing literature places a strong emphasis on understanding foreign cultures when conducting marketing research or marketing operations. The bridge between understanding culture in intelligence support to military operations and understanding culture in marketing support to business is in common tenet that understanding the culture of people enable military operations or business ventures to succeed or fail. The theoretic frameworks of these two bodies of literature enable the comparison of tasks within international marketing to the steps of the steps in the ISR process.

Chapter 3 will discuss the data set used in the thesis. It will also provide a comparative analysis process for comparing the steps in the ISR process to the parallel tasks in international marketing. Finally, chapter 3 will use the comparative analysis process on each of the ISR process steps and their corresponding international marketing tasks.

CHAPTER 3

METHODOLOGY

Chapter 2 demonstrated why cultural intelligence and information are critical to success for military commanders and international marketers. Chapter 2 also demonstrated a bridge between the Air Force ISR process steps and the parallel tasks in international marketing. Chapter 3 explains the rational for the data set. Chapter 3 also sets up a comparative analysis of the parallel ISR process steps and international marketing tasks to determine if international marketing tasks could supplement the steps in the ISR process. Chapter 4 discusses the findings.

JUSTIFICATION OF DATA COLLECTION

Military and Social Theory

Foundational to examining marketing literature in the context of military operations is the theoretical groundwork laid by classic and modern military theorists. Clausewitz and Sun Tzu clearly demonstrate that understanding a people's culture is critical to achieving victory in battle or predicting enemy behavior.[86] Social theorists complement military theorists by demonstrating how a culturally cohesive nation will have greater a national strength.[87] Further, Huntington argues that knowledge of cultural

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[86]Clausewitz, 89-91; Sun Tzu, 63-64.

[87]Fukuyama, 193-203.

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lines will predict future wars.[88] These military and social theorists demonstrate the importance of understanding culture when planning military operations.

Bridging to Business

Former Chairman of the National Intelligence Council, John Gannon, builds a strong case for looking to businesses a source for open source intelligence (OSINT). He states that by harnessing business resources, the intelligence community can better support national security.[89] OSINT includes publicly available information from commercial resources.[90] The marketing industry, international marketing in particular, provides a ready made commercial source for OSINT research.

The American Marketing Association (AMA) definitions of Marketing Research and International Marketing contain steps which are conceptually similar to the steps in the ISR process. Marketing Research steps through planning data collection, executing data collection, analyzing data, communicating research information, and evaluating the implications for marketing.[91] International Marketing completes the cycle by applying the information in an international setting.[92] These marketing steps match exactly with

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[88]Huntington, 22-24.

[89]John C. Gannon, Chairman of the National Intelligence Council, "Strategic Use of Open Source Information: A Corporate Strategy That Leverages Best Practices," Transcript of remarks delivered to the Washington College of Law, American University, Washington DC, 6 October 2000, in *Vital Speeches of the Day*, 15 December 2000, 153-157.

[90]United States Intelligence Community, "Collection," *What We Do*, URL: <www.intelligence.gov/2-business_cycle2.shtml>, accessed 4 April 2005.

[91]*AMA*, Marketing Research.

[92]*AMA*, International Marketing.

the ISR steps of plan collection, task collection, execute collection, process/analyze,

disseminate, evaluate information, and apply information.[93]

The intelligence produced by the ISR process supports military decision making.

Marketing research provides similar support to business decisions. Market research

information supports business decisions ranging tactical decisions of how to stock a

grocery shelf to strategic decisions on positioning a business to enter a new market.

Marketing research represents continuous, cyclic process that is a major contributor to

choosing among decision alternatives.[94] Marketing research supports analysis of historic

data and enables predictive assessments about customer behavior.[95]

Document Military Requirement

Data collection continued along a logical path parallel to the thesis argument. In

order to determine what steps in the Air Force Intelligence Surveillance and

Reconnaissance (ISR) process can be augmented by cultural information found in

international marketing literature, a few sets of data had to be assessed. First, Joint and

Air Force doctrine was reviewed in order to demonstrate a requirement for cultural

intelligence. Military journals were also reviewed to validate doctrine with a ground

truth assessment of the need for cultural intelligence from troops in the field. Air Force

intelligence doctrine was cited to describe the process by which commanders request and

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[93]AFDD 2-5.2, 16-21.

[94]David A. Aaker and George S. Day, *Marketing Research*, 4th ed. (New York: John Wiley and Sons, 1990), 5-9.

[95]Bobby J. Calder, "Qualitative Marketing Research," in *Principles of Marketing Research*, ed. Richard P. Bagozzi (Cambridge, MA: Blackwell Publishers, 1994), 68-70.

receive cultural intelligence. Last, international marketing and cultural literature was reviewed to find data that supported findings or non-findings of the hypotheses.

Given that virtually all military operations are conducted jointly, Department of Defense (DoD) doctrine was first reviewed in order to establish a sound doctrinal foundation for the requirement for cultural information and intelligence. As a matter of hierarchy, operations doctrine was examined first to establish the fact that combatant commanders had a need for cultural intelligence. Joint intelligence doctrine follows to show that there was a connection between the operational need and the intelligence requirement to support it. Joint intelligence doctrine also establishes an intelligence cycle, which is later reflected in Air Force doctrine.

Next a bridge was needed from Joint doctrine to Air Force doctrine. Following the Joint lead, Air Force operational doctrine restates the commander's need for cultural information and intelligence. Air Force intelligence doctrine followed by stating the requirement for intelligence personnel to provide cultural intelligence and information to Air Force commanders.

Military journals were reviewed in to validate military doctrine with evidence of the requirement for cultural intelligence. These military journals were used to demonstrate that the experiences of troops in the field matched the cultural requirements of doctrine. This sanity check was applied to ensure that doctrine matched reality.

Describe the Air Force Intelligence Process

Air Force ISR doctrine prescribes the ISR process as the method by which Air Force commanders request and receive cultural intelligence. A clear description of the

steps of the ISR process was needed in order to then compare the process to tasks within international marketing.

Describe International Marketing Tasks

The last group of data reviewed was international marketing and cultural research literature. International marketing is evaluated to supplement the ISR process because the tasks conducted in international marketing are similar to the steps of the ISR process. Both receive tasking from outside sources, collect data, analyze data, evaluate, and apply the data. These similarities are discussed later in great detail. Because of these similarities, international marketing makes a good fit with the Air Force ISR process.

Three types of literature were considered during the review: international marketing journals and books, international marketing trade magazines, and industry trade magazines that discussed culture and international marketing.

The international marketing journals and books were naturally selected as part of the research data because of their specific focus on international marketing. Additionally, the peer-reviewed journals provided a standard of academic rigor.

International marketing magazines were reviewed in order to obtain practical knowledge from marketing industry experts. The lessons learned from these sources provided salient facts that characterized how the international marketing industry thought about culture. The expert opinions from these magazines provided ground truth about the way culture was regarded in international marketing.

Articles that dealt with culture as it related to international marketing in trade magazines brought a similar type of expertise to that in the international marketing

magazines. While international marketing is not the core subject of these publications, they often cite experts in the field. For example, when the CEO of Coca-Cola emphasizes that sales increase in global markets when his company is partnered with local marketers attuned to the local culture, there is referent expert authority because of Coca-Cola's global status.[96] Much the way military journals provided a sanity check for military doctrine, industry leaders provided ground truth to the use of cultural information in international marketing.

Literature Not Reviewed

It should be noted that other areas of study discuss culture. Academic studies in anthropology, psychology, and sociology discuss culture, as do the business disciplines of management and sales. In academia, there is no tasking similar to the way a commander tasks an intelligence element or the way an international company contracts for international marketing. In management and sales, there is no end product similar to the application step in the Air Force ISR process or branding in international marketing. The cultural lessons from these areas of study could, however, provide useful information to the intelligence field and may be worthy of research. They will not, however, be included in this study.

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[96]Doug Daft, "Managing Diversity," *Executive Excellence* 19, no. 6 (June 2002): 6.

JUSTIFICATION OF ANALYTIC METHOD

Overview

Military and social theorists assert that understanding cultural information about a potential adversary will aid in successful military operations. As is the case with international marketing literature which emphasizes cultural understanding in order to conduct successful business operations. Joint and Air Force doctrine and military journals establish a requirement for cultural intelligence in military operations. International marketing literature notes a similar need for cultural information to assist in selling products and services to foreign consumers. This thesis will evaluate whether the tasks in international marketing can supplement the steps in the Air Force ISR process.

Analysis begins by comparing international marketing tasks to the steps in the Air Force ISR process to determine that they are compatible. If they are found compatible then the examples of international marketing tasks will be matched with cultural intelligence requirements listed in the UJTL for evaluation. If the international marketing literature examples describe tasks that would satisfy the UJTL cultural intelligence requirements then those international marketing tasks are judged to support the ISR process step. The support (or not support) of an international marketing task for an ISR process step will support (or not support) the hypothesis for that step.

Demonstrate a Requirement in Military Doctrine and Literature

As the common language of the military, doctrine provides a framework for military operations. Joint doctrine was reviewed for two reasons. First, as the principal

doctrine in the DoD, it guides Air Force doctrine in establishing the need for cultural information. The second reason was that virtually all operations are joint and if the Air Force were to have a requirement for cultural information, it would be strengthened if it fit into a larger Joint context.

Joint doctrine demonstrated two important concepts. First, Joint doctrine establishes a requirement for cultural information by commanders when conducting military operations. Evidence of the requirements for Joint commanders was found in the keystone Joint operations doctrine Joint Publication (JP) 3-0, *Doctrine for Joint Operations*.[97] JP 3-0 was supplemented by the *Universal Joint Task List* (UJTL). The UJTL detailed how cultural information was required by commanders at all levels of warfare--strategic, operational, and tactical.[98] Second, Joint intelligence doctrine was researched in order to establish a doctrinal link between the combatant commander requirements and the organizations responsible for providing intelligence in support of military operations. The capstone intelligence doctrine, JP 2-0, *Doctrine for Intelligence Support to Joint Operations*, was reviewed to document the requirement for the military intelligence community to provide cultural information to the Joint commander at the strategic, operational, and tactical level of warfare.[99]

Keystone Joint intelligence doctrine was also used to define the scope of cultural intelligence requirements for the Joint commander and to present a framework for an information process to support military operations. JP 2-01, *Joint Intelligence Support to*

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[97]JP 3-0, I-6, III-24, IV-1-5, VI-1, VI-2, VI-4 through VI-5, VI-6.

[98]UJTL, 4, B-C-A-28, B-C-B-30, B-C-B-37, B-C-C-43, B-C-C-45, C-70 through C-74.

[99]JP 2-0, I-5 through I-7.

Military Operations, expands the definitions of cultural intelligence requirements.[100] JP

2-02, *Joint Intelligence Support to Military Operations*, again echoed the value of

cultural intelligence. Additionally, JP 2-02 introduced the intelligence cycle.[101] The

intelligence cycle was important to document because it is the framework by which a

Joint commander manages intelligence requirements during military operations.

With a solid foundation in Joint doctrine established, Air Force doctrine was

reviewed in order to document a complementary foundation from the Air Force's

perspective. The first step was to establish that cultural information was important first

to Air Force commanders leading military operations. The capstone Air Force operations

doctrine, *Organization and Employment of Aerospace Power*, Air Force Doctrine

Document (AFDD) 2, complements JP 3-0 by identifying cultural knowledge as a key

consideration when preparing for combat operations.[102] See Figure 1.

Figure 1. Joint and AF Doctrine

Source: JP 2-0, I-5 through I-7 and AFDD 2-5.2, 1, 9, 15-16.

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[100] JP 2-01, B-2.

[101] JP 2-02, GL-8, I-2 through I-3.

[102] AFDD 2, 11.

In order to strengthen the argument for an operational requirement for cultural intelligence, keystone operations doctrine was reviewed. AFDD 2-1, *Air Power*, clearly describes the utility of cultural information in support of the projection of air power.[103] AFDD 2-1.2, *Strategic Attack*, notes that the cultural intelligence augments execution of the Air Force's most decisive combat mission and function.[104] With a clear operational requirement documented, the next step was to review Air Force intelligence doctrine.

Air Force intelligence doctrine was reviewed to demonstrate that it supported production of cultural information for military commanders and to document the intelligence process. Keystone Air Force intelligence doctrine, AFDD 2-5, *Information Operations*, was used to demonstrate the value of cultural intelligence across the range of intelligence activities.[105] AFDD 2-5.2, *Intelligence Surveillance and Reconnaissance*, was also reviewed in order to fortify the argument that Air Force intelligence organizations were tasked with providing cultural intelligence across a range of operations.[106]

The last step to demonstrate a requirement for cultural intelligence in military operations was a review of military literature. This validation was made by demonstrating that "troops in the field" called for cultural intelligence across a range of military operations. The field perspective was an important check to ensure that doctrine actually matched reality.

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[103] AFDD 2-1, 73-74.

[104] AFDD 2-1.2, 1, 28-29.

[105] AFDD 2-5, 3, 16, 36.

[106] AFDD 2-5.2, 1, 9, 15-16.

Demonstrate a Requirement in International Marketing

As in military doctrine, it was important to validate the claim that the international marketing industry sought out and applied cultural information. By demonstrating that military commanders and international corporations have a similar need for cultural intelligence and information, the parallel structure would enable comparison of the international marketing data with the tasks in the ISR process.

As such, international marketing literature was rigorously reviewed for cultural information. The review documented industry executives', practitioners', and academics' perspectives on the use of cultural information when conducting international marketing. The requirement for cultural intelligence in military strategic, operational, and tactical doctrine is paralleled in international marketing literature with a focus at a global,[107] regional,[108] and local level.[109] For a visual depiction of the requirement for culture in international marketing, see Figure 2.

Figure 2. International Marketing

Source: Alashban and others, 25-26; Aurifeille and others, 371-372; and Denton, 12.

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[107]Aurifeille and others, 371-372; "International: Market Research," D9; *SIS* homepage; and *Synovate* homepage.

[108]Denton, 12; "International: Market Research," D9; *TNS* homepage; and *Orient Pacific* homepage.

[109]LeHardy and Ryan, 40: Rogers, 17; Alashban and others, 25-26; *CAG* homepage; and *United Research* homepage.

Describe the Intelligence, Surveillance, and Reconnaissance Process

The final task with regard to Air Force doctrine was describing the process by which intelligence is managed in support of operational commanders. Documenting the intelligence process in important because, if new information is to be used to supplement the production of cultural intelligence, the new information should fit into the existing process. If cultural information from international marketing is to augment Air Force cultural intelligence efforts, then it should do so within the existing Air Force intelligence processes.

The seven steps of the ISR process (planning collection, tasking collection, executing collection, analysis and production, distribution, evaluation, and application) were then catalogued individually. The ISR process steps were the measure by which international marketing lessons would be evaluated. If the international marketing cultural lessons were able to complement tasks described within of the individual steps, then the step would be assessed as "able to be augmented by international marketing."

Planning translates intelligence requirements into observable data sources and matches those observables to appropriate collection platforms on a priority and timeliness basis. Tasking is the process of directing elements to conduct their assigned collection mission. Execution follows with the actual gathering of information. Processing and analysis places new information into an appropriate context and produces finished intelligence. Dissemination either "pushes" the finished intelligence to designated users or makes it available for users to "pull." Evaluation happens when a user determines how to apply the intelligence. Application is the final step where the intelligence is actually

used for some purpose.[110] The steps of the ISR process are mirrored in international

market research tasks.

COMPARISON OF ISR PROCESS STEPS AND INTERNATIONAL MARKETING TASKS

Matching International Marketing to the ISR Process

The final step to determine whether international marketing lessons could

augment the Air Force ISR process was to compare the international marketing tasks with

actual cultural intelligence requirements from doctrine. The AMA defines market

research as a process of planning research, executing research, evaluating data, and

disseminating data.[111] International Marketing, as defined by the AMA, completes the

marketing cycle by applying the market research internationally.[112] Demonstrating that

international marketing processes can adequately satisfy a doctrinal cultural requirement,

provides evidence that international marketing can supplement the ISR process. The

evaluation will consist of a three part process: first, the ISR process step is summarized;

second, a parallel task from international marketing is summarized; third, a comparative

analysis of the international marketing task and a cultural requirement from the Universal

Joint Task List (UJTL) is detailed. The analysis and evaluation will determine if the

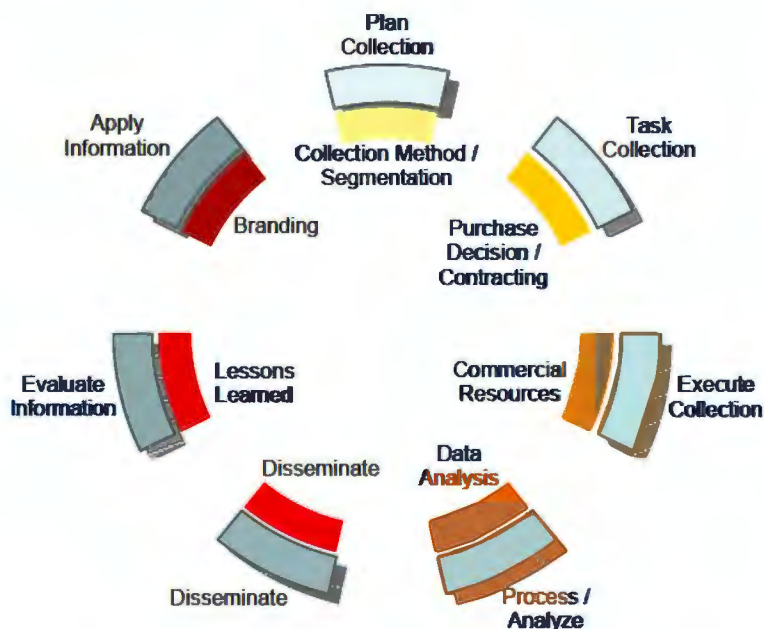example international marketing task could satisfy the cultural intelligence requirement

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[110]AFDD 2-5.2, 16-21.

[111]*AMA*, Marketing Research.

[112]*AMA*, International Marketing.

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and thus, supplement the ISR process step. See the graphical display of the Air Force
ISR process steps (outer ring) matched with international marketing tasks (inner ring) at
Figure-3.

Figure 3. ISR Process and International Marketing

Sources: AFDD, 2-5.2 16; and others.[113]

The cultural requirements from the UJTL are used instead of the requirements found in
JP 2-01, Appendix B, "Representative Intelligence Requirements," because the UJTL
requirements are more specific. In some cases, the military requirement does not have a
direct comparison with examples found in international marketing. In those cases, items
of similar type or complexity are compared in order to demonstrate whether the
international marketing task could satisfy the military requirement.

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[113]The labels of the international marketing steps, which coincide with the Air Force ISR steps,
were created by the author to represent groups of data found across the entire range of international
marketing literature reviewed for this thesis. The large numbers of sources that contribute to the labels on
each of the seven steps make listing them all prohibitive for the purposes of this figure.

Planning Step - Segmentation and Collection Methods

The first step in the Air Force ISR process is planning the collection. Planning

has two major tasks. The first task translates requirements into the "observables" that

will be collected. The second task is matching the requirement with a platform capable

of collecting the "observables."[114] Within international marketing, segmentation and

selecting a data collection method are similar to translating requirements into

"observables" and matching requirements to platforms.

Market segmentation was compared to the planning step task of translating

requirements into "observables." During segmentation, international marketing

information needs are translated into relevant segments of the population. Segmentation

breaks down a population into specific groups based on variables such as age, gender,

language, race, education level, income, cultural values, and others. An international

marketer researcher is then able to target a very specific portion of a population to satisfy

the information need.[115]

The next major part of the Air Force ISR process planning step to be evaluated

was the process of matching an intelligence requirement to the appropriate collection

platform.[116] A wide variety of international marketing data collection methods were

reviewed to demonstrate a similarity to the ISR process planning step. International

marketing literature discussed the benefits and costs of several different methods of data

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[114]AFDD, 2-5.2 17.

[115]Aurifielle and others, 371-372; LeHardy and Ryan, 40; and Lorge, 17.

[116]AFDD, 2-5.2 17.

collection. The collections methods ranged from face-to-face techniques[117] and

questionnaires[118] to telephonic[119] and computer aided[120] methods. Upon review of the

many resources available an international market researcher would choose the

appropriate instrument for their information requirement. This international marketing

step is parallel to the selection of platform task in the planning step.

The UJTL states that characterizing the "customs within a nation that may require

accommodation" is a cultural intelligence requirement for the joint commander

conducting operations.[121] The international marketing tasks of segmentation and

matching data collection method could supplement the ISR process' planning step to

satisfy this cultural intelligence requirement.

When planning to conduct research for computer sales in India, marketing

researchers made immediate note of the cultural traditions regarding class, gender, and

age. As a result, focus groups were designed with homogeneity in order for respondents

to feel comfortable and therefore be forthright with responses. Additionally, the venue

was accommodated; researchers planned for women to be interviewed at a home in

similar socioeconomic strata and men to be interviewed in a hotel or office to enable

better response.[122] The experience of the international marketers led them to plan for

segmenting the subject population in a manner that would enhance data collection. This

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[117]Craig and Douglas, 86-87; and Harkness and others, 179-180.

[118]Keillor and others, 63.

[119]Harkness and others, 179-180; and Hathaway and Seltman, 20-21.

[120]Craig and Douglas 87; Harkness and others 179-180; Luna and others 397, 400; and Skjak and Harkness 179.

[121]UJTL, C-71.

[122]LeHardy and Ryan, 40.

experience with segmenting Indian respondents demonstrates the ability of international marketing firms to characterize "customs within a nation that may require accommodation."

When selecting the appropriate research tool to collect data that characterizes the customs that may require accommodation, international marketing provides useful insight. Qualitative research in international marketing can provide a "deep understanding of situational and contextual factors." Elicitation techniques, such as picture drawing, collages, analogies, and metaphors, can draw out private beliefs. Focus groups can "explore underlying motivations, feelings, and points of view."[123] The depth of understanding garnered by these types of international marketing research methods would be more than sufficient to catalogue customs that may require accommodation.

Additionally, international marketing takes note of regional behavioral differences when matching a requirement to a collection method. One study notes how telephone and mail surveys can be an optimal choice in northern European countries because response rates are much higher than in southern Europe. Yet in some developing countries, the lack of technology and infrastructure make face to face surveys the only possible method.[124] The range of data collection methods demonstrates the ability to match collection methods to the environment in order to satisfy collection needs.

International marketing segmenting demonstrates the capacity to set conditions for collection of a UJTL cultural intelligence requirement. Additionally, international marketing demonstrates expertise in matching information requirements with optimal

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[123]Craig and Douglas, 87.

[124]Skjak and Harkness, 191.

collection methods. These two factors demonstrate that international marketing practices could supplement the ISR process' planning step.

Collection Tasking Step - Purchase Decision and Contracting

Tasking is the method by which ISR assets are directed to conduct a specified intelligence collection mission.[125] As a parallel business process, the tasking step would resemble a purchase decision and contracting for services. However, international marketing literature does not discuss any type of process comparable to tasking intelligence collection.

Execute Collection Step - Commercial Resources

During the collection execution step of the ISR process, the raw information is gathered by a variety of collection platforms. Once tasked, each entity is responsible for completing the assigned collection plan.[126] Those units assigned to execute tasking of international marketing information requirements are international marketing companies. Therefore, literature was reviewed to determine if these companies were able to conduct operations to gather cultural information.[127]

The UJTL states that characterizing the "strength of adherence to religion" is a cultural intelligence requirement for the joint commander conducting operations.[128]

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[125]AFDD 2-5.2, 19-20.

[126]AFDD 2-5.2, 20.

[127]*CAG* homepage; "International: Market Research," D9; *Orient Pacific* homepage; *SIS* homepage; *Synovate* homepage; *TNS* homepage; and *United Research* homepage.

[128]UJTL, C-72.

International marketing demonstrates numerous examples of the capacity to collect such information. Because the "strength of adherence to religion" is not a common subject for international marketing research, proxy issues will be examined to demonstrate the capacity for collection of data on a similar topic. Collection of the proxy will demonstrate the capability of international marketing to supplement the execution step of the ISR process.

Cultural Access Group© measures levels of acculturation for Hispanics in U.S. markets. Acculturation describes the stages of transition during the cultural adaptation and assimilation of a new culture and the adherence to an old culture.[129] As a proxy for the strength of adherence to religion, the level of acculturation measures how strongly people adhere to their cultural values. For international marketing purposes, Cultural Access Group© measures acculturation in order to compare behavioral, attitudinal, and lifestyle information for ethnic groups.[130] Given the capacity to measure acculturation, a similar collection method could measure the cultural adherence to religious adherence. As a proxy, collecting data to measure acculturation demonstrates the international marketing capability to perform the execution step of the ISR process for joint cultural intelligence requirements.

Synovate© provides another example of the capacity to execute collection of information similar to the UJTL cultural intelligence requirement for characterizing the "strength of adherence to religion."[131] Synovate© collects data to measure the degree of

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[129]Ravi Parameswaran and R. Mohan Pisharodi, "Assimilation Effects in Country Image Research," *International Marketing Review* 19, no. 2/3 (2003): 259.

[130]*CAG* homepage, URL:< http://accesscag.com/measuring.htm>.

[131]UJTL, C-72.

loyalty a consumer has to a product. In one case study, Synovate© conducted a postal survey with 1,500 respondents to determine brand loyalty. The intent of the study was to identify the proportion of consumers with weak brand loyalty and target their demographic for advertising by a competitor.[132] While brand loyalty and adherence to religion are quite different concepts, this case study demonstrates Synovate's© capability to measure loyalty. Thus, if Synovate© could measure loyalty to brands, perhaps it could measure loyalty/adherence to religion as well.

Process and Analyze Collection Step - Data Analysis

The processing and analysis step involves evaluating new information and combining it with previous analysis to produce an understanding of the adversary's capabilities and intentions.[133] Therefore, international marketing literature was reviewed to find evidence of analytic and evaluative processes for data collection and cultural information. The international marketing literature was reviewed to determine that analytic measures took into account both the collection method[134] and the cultural variable.[135]

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[132]*Synovate* homepage, URL:< http://www.synovate.com/en/solutions/branded_solutions/the_momentum_engine/index.php>, then click "Case Study."

[133]AFDD 2-5.2, 21.

[134]Harkness and others, 104-105; Hathaway, 20-21; and Sin and others, 75.

[135]Keillor and others, 63-64; and Reynolds and others, 80-81.

Another cultural intelligence requirement for the UJTL is to describe the "perceived behavior of the populace in a nation or an area."[136] International marketing literature notes several examples of analyzing cultural data to determine behaviors.

In a cross cultural study of socially desirable response bias, researchers sought to characterize the "need for social approval or acceptance and the belief that this approval or acceptance can be achieved through culturally acceptable and appropriate behaviors."[137] For the purposes of international marketing, this research was used to determine the validity of purchase intention data from people with high or low social desirability. As a matter of tactical intelligence a study like this could be used to prepare troops for the behavior patterns of local population. At the operational level, an understanding of the level of a population's social desirability could help with design of psychological operations strategies. The analysis of social desirability satisfies the UJTL cultural requirement to describe the perceived behavior of a populace.

International market researchers use advanced statistical models to characterize national cultural identity. One example is use of the National Identity Scale (NATID) for an assessment of Yemen. The NATID measures four cultural foci, national heritage, cultural homogeneity, belief system, and consumer ethnocentrism, that "define the uniqueness of a given culture or nation, in so far as their association with marketing is concerned."[138] The advanced statistical analysis of the NATID leads market researchers to normed cultural foci in order to compare across cultures. The foci provide useful

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[136]UJTL, C-73.

[137]Keillor and others, 63.

[138]Charles Chi Cui and Edward I. Adams, "National Identity and NATID: An Assessment in Yemen," *International Marketing Review* 19, no. 6 (2002): 637.

descriptive information about the given culture. National heritage accounts for the importance of historical figures, historic events, and a sense of a culture's unique history. Cultural homogeneity measures the inverse relationship to the number of subcultures and characterizes the sense of cultural uniqueness within a given national boundary. Belief system is a measure of the degree to which individuals' belief in a religion play a role in their cultural participation. Consumer ethnocentrism measures the tendency of an individual or group to use their own cultural criteria when making evaluation of products.[139] Three of the four traits measure cultural elements that could characterize the UJTL cultural requirement "perceived behavior of the populace in a nation or an area"[140] with a tested and normed statistical analytic measure. Such high quality cultural analysis could easily contribute to the analysis and processing step of the ISR process.

Disseminate Intelligence Step - Disseminate Information

Dissemination involves either "pushing" cultural intelligence to intelligence users or making it available for them to "pull" in a timely manner.[141] As a parallel process in international marketing, dissemination would resemble tasks such as emails, faxes, mailing, or web posting. Information distribution tasks such as these, however, are not discussed in international marketing literature; therefore, no evaluative comparison to an ISR process step is made.

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[139]Cui, 638-639.

[140]UJTL, C-73.

[141]AFDD 2-5.2, 22-23.

Evaluate Intelligence Step - Lessons Learned

The evaluation step involves the user determining if the cultural intelligence satisfied the requirement. The step is complete when the user decides how to apply the intelligence.[142] International marketing literature does not have discussion about the first task in the ISR step, determining if the requirement has been satisfied, before the application step. International marketing literature does, however, provide examples of deciding how to apply cultural information. The UJTL cultural intelligence requirement to describe the "degree to which the population of a nation is open to the presence of people from different nations or cultural backgrounds"[143] will be used to compare international marketing evaluation tasks to the ISR process' evaluation step.

As a proxy for determining the degree to which a population will be open to people from other nations or cultures, international marketing research has analyzed the affect of consumer animosity toward another country on the purchase decision of a foreign product from that country. In one case study, residents of Nanjing, China, acknowledged the high quality of Japanese products but chose not to buy because of war atrocities during WWII. In another case study, the image of L'Oreal skin products was enhanced by its "Frenchness" until France began nuclear testing in the South Pacific causing a consumer backlash. The level of animosity toward the foreign country was correlated to the degree of resistance to foreign product purchase.[144] For the purposes of international marketing, the decision of how to apply this information would drive

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[142]AFDD 2-5.2, 23.

[143]UJTL, C-71.

[144]Klein, 347.

branding and market penetration efforts. This same set of data could be evaluated for the

purpose of satisfying the UJTL requirement of describing the "degree to which the

population of a nation is open to the presence of people from different nations or cultural

backgrounds". Such information could be evaluated for military applications like theater

engagement strategies, civil military affairs, or post-hostility security patrols. The

expertise described in international marketing literature demonstrates the ability to

augment part of the ISR process' evaluation step.

Apply Intelligence Step - Branding

Actually applying the intelligence is the final step in the ISR process. The

application can be for a wide variety of uses, ranging from supplementing detailed

background studies to real-time adversary threat updates.[145] The final use of cultural

information in international marketing is communicating a brand image or message to a

consumer.[146] In the case of military operations or business, application and branding puts

cultural intelligence or information into action.

In order to evaluate branding's capability to augment the application step of the

ISR process, the UJTL cultural intelligence task of describing the "extent to which a

country is free from serious ethnic, cultural, and language divisions"[147] is evaluated. The

application step is different from the other steps in that the intelligence is already

produced and the finished product is being used. Branding is at the same point in the

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[145]AFDD 2-5.2, 23-24.

[146]Klein, 345-346; and Steenkamp and others, 53.

[147]UJTL, C-73.

international marketing process, where the cultural information has already been produced and now is being applied. So, when evaluating branding against the UJTL requirement, there is the assumption that cultural information exists and branding methods are being used to apply the cultural information.

The challenges of creating regional or global brands include consideration of ethnic, cultural, and language divisions. In a European example, international marketers note "the cultural divide between east and west and northern and southern Europe is vast."[148] As a result of the assessment of cultural division, marketers emphasize cooperation with marketers who are fluent in the local language and culture. Practical language lessons include: Spanish lending itself to double entendres, German is more structured, in British advertising plays on words are frequently used. Other lessons of culturally specific language use in European branding include: northern populations, respond better to two-way conversational approach, are more open to foreign influence, have greater media awareness, and have higher expectations of corporate integrity; southern European populations prefer a purely informational approach.[149] Specific, and often humorous, examples of language missteps illustrate the case for culturally familiar input into branding slogans. Former computer giant Wang© had to recall 4 million brochures because the legend "Wang cares,"[150] was to phonetically similar to "wankers," a derogatory British slang word.[151] Both the research guidelines and humorous reminders lead international marketers to applying cultural information when creating brand images.

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[148] Clarke, 35.

[149] Grimshaw, 28.

[150] Clarke, 35.

[151] Grimashaw, 27.

The application of cultural information in these examples of culturally diverse Europe is similar to the ISR process' application step for the UJTL cultural intelligence requirement "extent to which a country is free from serious ethnic, cultural, and language divisions."[152] Given intelligence of the cultural divisions, such as in these European examples, international marketers respond with appropriate brand imaging.

SUMMARY

This chapter explained the rational for the data collection and the methodology used for the study. The data collection justification noted that: operations doctrine established a requirement by commanders for cultural intelligence; intelligence doctrine asserts the process for supplying cultural intelligence, the ISR process; international marketing literature notes a similar requirement for cultural information and set of tasks, parallel to the ISR process, that supply cultural intelligence. The chapter also discussed the methodology of comparing international marketing tasks to cultural intelligence requirements. This comparison and evaluation determines if the international marketing tasks would satisfy the cultural intelligence requirements in a manner that could supplement the task's parallel step in the ISR process. Chapter 4 discusses the findings of the comparative evaluation.

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[152]UJTL, C-73.

CHAPTER 4

FINDINGS

A review and analysis of military and social theorists, Joint and Air Force doctrine, military journals, and international marketing literature found that lessons from international marketing could be used to augment the Air Force intelligence, surveillance, and reconnaissance (ISR) process with cultural information. Military and social theorists explain why culture is important to national strength and therefore an important consideration for military strategy. Joint and Air Force doctrine demonstrated an operational requirement for, and an intelligence imperative to provide, cultural intelligence. Military journals supported the requirement for cultural intelligence across a range of operations. International marketing demonstrated a requirement for and a capacity to produce cultural information. International marketing was shown to perform tasks similar the steps in the Air Force ISR process. Then, international marketing tasks were analyzed and evaluated to determine whether they could satisfy specific cultural intelligence requirements in the Universal Joint Task List (UJTL). Those international marketing tasks that could satisfy the UJTL cultural intelligence requirement were judged "able to supplement" the corresponding Air Force ISR process step. Those international marketing tasks that could not satisfy the UJTL cultural intelligence requirement were judged "not able to supplement" the corresponding Air Force ISR process step.

BUILDING BLOCKS

Demonstrated Need for Cultural Intelligence

Social and military theorists explain why cultural intelligence is important to supporting military operations. Social theorists describe how understanding culture leads to an assessment of national strength and an understanding of potential national conflicts.[153] Military theorists note that a nation's unified populous support of the government is a fundamental strength of the nation's ability to wage war.[154]

Joint operations and intelligence doctrine stated a requirement for cultural intelligence. Joint operations doctrine stated that cultural intelligence was needed by commanders at every level of warfare.[155] Joint intelligence doctrine documented the imperative to produce and provide cultural intelligence for military commanders. Additionally, Joint intelligence doctrine provided the intelligence cycle, a template for the Air Force ISR process.[156]

Air Force operations and intelligence doctrine supplemented Joint doctrine with a similar requirement for cultural intelligence. Air Force operations doctrine clearly states that commanders require cultural intelligence to conduct air operations.[157] Air Force intelligence doctrine follows suit by asserting that cultural intelligence is imperative

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[153]Huntington, 22-24; Fukuyama in *The Changing Global Order*, 193-203.

[154]Sun Tzu, 63-64; Clausewitz 89-91.

[155]JP 3-0, I-6, III-24, IV-1-5, VI-1, VI-2, VI-4 through VI-5, VI-6; and UJTL, 4, B-C-A-28, B-C-B-30, B-C-B-37, B-C-C-43, B-C-C-45, C-70 through C-74.

[156] JP 2-0, I-5 through I-7; JP 2-01, B-2; and JP 2-02, GL-8, I-2 through I-3.

[157]AFDD 2, 11; AFDD 2-1 73-74; and AFDD 2-1.2, 1, 28-29.

across a range of intelligence activities.[158] Additionally, Air Force intelligence doctrine

documents the ISR process as the method by which Air Force commanders request and

receive cultural intelligence.[159]

Military journals validated the operations and intelligence doctrines calls for

cultural intelligence to support operations. Across a range of operations, from

conventional to military operations other than war, cultural information is valued by

troops in the field. Military journals confirmed the doctrinal requirement for cultural

intelligence.[160]

Demonstrated Need for Cultural Information

International marketing literature describes a requirement for cultural information

throughout a range of international marketing tasks, similar to that discussed in Joint and

Air Force doctrine. The international marketing literature reviewed noted an imperative

for cultural information for global,[161] regional,[162] and local[163] marketing.

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[158]AFDD 2-5, 3, 16, 36; and AFDD 2-5.2, 1, 9, 15-16.

[159]AFDD 2-5.2, 16-24.

[160]Betancourt, 29; Connable, 1-8; Greenwood, 83-84; Herrera, 42-43; Hoppa and Gray-Briggs, 33; and Shemalla, 33.

[161]Aurifeille and others, 371-372; "International: Market Research," D9; *SIS* homepage; and *Synovate* homepage.

[162]Grimshaw, 27-28; Denton, 12; "International: Market Research," D9; *TNS* homepage; and *Orient Pacific* homepage.

[163]LeHardy and Ryan, 40; Rogers, 17; Daft, 6; *CAG* homepage; and *United Research* homepage.

International Marketing Tasks Matched to ISR Process Steps

International marketing literature performs tasks that are similar to the steps in the Air Force ISR process. A comparative evaluation found that the ISR process' planning, execution, processing and analysis, evaluation, and application steps were all mirrored by parallel tasks within international marketing. There was no discussion in international marketing literature that reflected tasks similar to the ISR process' tasking and dissemination steps, however.

INTERNATIONAL MARKETING AND AIR FORCE ISR PROCESS

Joint and Air Force doctrine call for cultural intelligence. Air Force commanders request and receive cultural intelligence via the Air Force ISR process. International marketing performs tasks similar to the steps in the ISR process and international marketing creates and uses cultural information. Subsequent to an evaluation of whether international marketing tasks could satisfy cultural intelligence requirements found in the UJTL, the following findings were made:

H1. Lessons from International Marketing Could Supplement the Collection Planning Step of the Air Force ISR Process

The international marketing processes of market segmentation and tailored data collection methods were found complementary to the Air Force ISR process' planning step. International marketing literature described market segmentation as a process where marketing needs are evaluated in order to collect data only from the necessary

population required to satisfy the information need.[164] This process directly mirrored the

Air Force ISR process planning step task of translating intelligence requirement into

"observables" in order to satisfy the requirement.[165] International marketing provided

numerous examples of matching cultural data collection methods to particular

populations in order to gather the appropriate type of information.[166] International

marketing tasks, market segmentation, and tailored data collection methods of cultural

information were judged able to satisfy the UJTL cultural intelligence requirement for

characterizing the "customs within a nation that may require accommodation."[167]

Therefore, hypothesis H1 is supported: international marketing lessons would benefit the

collection planning step of the Air Force ISR process.

H2. Lessons from International Marketing Would Not Supplement the

Collection Tasking Step of the Air Force ISR Process

International marketing literature provided no discussion of any tasks or processes

related to the tasking step of the Air Force ISR collection tasking step.[168] While similar

processes, such as a purchase decision and contracting, certainly exist for international

marketing, they are not described in the professional literature. Therefore, hypothesis H2

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[164] Aurifielle and others, 371-372; Craig and Douglas, 87; Grimshaw, 27-28; LeHardy and Ryan, 40; Lorge, 17; and Skjak and Harkness, 191.

[165] AFDD 2-5.2, 17.

[166] Harkness and others, 179-180; Hathaway and Seltman, 20-21; Keillor and others, 63; Luna and others, 397, 400; and Skjak and Harkness, 179.

[167] Craig and Douglas, 86-87; LeHardy and Ryan, 40; Skjak and Harkness, 179; and UJTL, C-71.

[168] AFDD 2-5.2, 19-20.

is supported: international marketing lessons would not benefit the collection tasking step of the Air Force ISR process.

H3. Lessons from International Marketing Could Supplement the Collection Execution Step of the Air Force ISR Process

The international marketing industry provides numerous entities capable of collecting cultural information. A wide variety of companies were found to be capable of collecting cultural information at a global, regional and local level. They were found to be able to provide a wide variety of services with regard to collection.[169] These tasks compared directly to the execution step of the Air Force ISR process where a variety of different platforms collect strategic, operational, and tactical intelligence.[170] Because international marketing literature did not discuss cultural information needs like the UJTL intelligence requirement for describing the "strength of adherence to religion," acculturation was used as a proxy. Acculturation is similar to the UJTL requirement in that it is a measure of the stages of transition during the cultural adaptation and assimilation of a new culture and the adherence to an old culture.[171] International marketing cultural information execution tasks were judged able to satisfy the UJTL cultural intelligence requirement for characterizing the "strength of adherence to

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[169]*CAG* homepage; "International: Market Research," D9; *Orient Pacific* homepage; *SIS* homepage; *Synovate* homepage; *TNS* homepage; and *United Research* homepage.

[170]AFDD 2-5.2, 20.

[171]Parameswaran and Pisharodi, 259.

religion."[172] Therefore, hypothesis H3 is supported: international marketing lessons would benefit the collection execution step of the Air Force ISR process.

H4. Lessons from International Marketing Could Supplement the Processing and Analysis Step of the Air Force ISR Process

International marketing data analysis methods that considered both testing and cultural variables were found to be complementary to the Air Force ISR process' processing and analysis step. International marketing literature demonstrated that rigorous professional and academic analysis of information collection methodology, cultural variables, and data was performed.[173] These standards of analysis were found equivalent to the evaluation and fusing of new information to anticipate enemy courses of action in the process and analysis step.[174] International marketing cultural information data analysis tasks were judged to satisfy the UJTL cultural intelligence requirement describe the "perceived behavior of the populace in a nation or an area."[175] Therefore, hypothesis H4 is supported: international marketing lessons would benefit the processing and analysis step of the Air Force ISR process.

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[172]*CAG* homepage; *Synovate* homepage, URL: <http://www.synovate.com/en/solutions/branded_solutions/the_momentum_engine/index.php>, then click "Case Study;"and UJTL, C-72.

[173]Harkness and others, 104-105; Hathaway, 20-21; Keillor, 63-64; Reynolds and others, 80-81; and Sin and others, 75.

[174]AFDD 2-5.2, 21.

[175]Cui, 637-639; Keillor and others, 63; and UJTL, C-73.

H5. Lessons from International Marketing Would Not Supplement the Dissemination Step of the Air Force ISR Process.

International marketing literature provided no discussion of any tasks or processes related to the dissemination step of the Air Force ISR collection tasking step.[176] While international marketing disseminates cultural information via modern communications methods, those methods are not discussed in the professional literature. Therefore, hypothesis H5 is supported: international marketing lessons would not benefit the dissemination step of the Air Force ISR process.

H6. Lessons from International Marketing Could Supplement the Evaluation Step of the Air Force ISR Process.

Lessons learned in international marketing are captured in the professional literature and shared with other practitioners. These lessons help international marketers to understand and evaluate new cultural information.[177] This cataloging of experience correlates to the evaluation step of the Air Force ISR process, the experiential wisdom with which intelligence operators decide whether new intelligence has satisfied a requirement and how the new intelligence will be applied.[178] Because international marketing literature did not discuss cultural information needs like the UJTL intelligence requirement for describing the "degree to which the population of a nation is open to the presence of people from different nations or cultural backgrounds," consumer animosity

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[176] AFDD 2-5.2, 22-23.

[177] Daft, 6; Grimshaw, 28; and Rosenshine, 15.

[178] AFDD 2-5.2, 23.

toward another country was used as a proxy. The measure of consumer animosity is similar to the UJTL requirement because it measures a level of legitimate conflict between two cultures. International marketing cultural information evaluation tasks were judged able to satisfy the UJTL cultural intelligence requirement for measuring one culture's openness to another culture.[179] Therefore, hypothesis H6 is supported: international marketing lessons would benefit the evaluation step of the Air Force ISR process.

H7. Lessons from International Marketing Could Supplement the Information Application Step of the Air Force ISR Process.

International marketing provides ample evidence of application of cultural information with images and text while branding products. These examples mirror the application of cultural intelligence when producing intelligence products. International marketing literature shows that cultural knowledge is applied to the choice of the images and text used to create product brands.[180] This process is parallel to the application of cultural intelligence to any of a wide variety of intelligence products.[181] International marketing cultural information application task of branding was judged to satisfy the UJTL cultural intelligence requirement describe the "extent to which a country is free from serious ethnic, cultural, and language divisions."[182] Therefore, hypothesis H7 is

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[179]Klein, 347; and UJTL, C-71.

[180]Steenkamp and others, 53; and Klein, 345-346.

[181] AFDD 2-5.2, 23-24.

[182]Clarke, 35; Grimshaw, 27-28; and UJTL, C-73.

supported: international marketing lessons would benefit the application step of the Air

Force ISR process.

CHAPTER 5

SUMMARY, CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

SUMMARY

Review of Research Question

The thesis answers the question: What steps in the Air Force Intelligence, Surveillance, and Reconnaissance (ISR) process can be augmented with cultural information from international marketing? The post-hostility challenges in Operations IRAQI FREEDOM and ENDURING FREEDOM highlight a critical phase of conflict, the cultural clash that follows open war. In the era of the Powell doctrine, America will only commit forces when it has the overwhelming capacity to defeat the enemy. Under such conditions, it is critical to consider engaging the civilian population following hostilities. In-depth understanding of a nation's and a people's culture is vital to success during post-hostilities.

As noted in Joint and Air Force doctrine, commanders require cultural intelligence during military operations and the respective intelligence elements are charged with providing it. Similarly, companies interested in international trade have a need for cultural information when marketing their products abroad. International marketing companies provide cultural information and services to companies engaged in international trade. Given the parallel requirements for cultural intelligence, the Air Force should consider whether its ISR process could be augmented with lesson from international marketing.

Hypothesis and Findings

In order to address the question of whether international marketing lessons could augment the Air Force ISR process, each of steps in the ISR process was evaluated individually. For each of the steps a similar hypothesis was posed: Lessons from international marketing would (or would not) benefit the X step of the Air Force ISR process. "X" represents each of the steps: collection planning, collection tasking, collection execution, processing and analysis, dissemination, evaluation, and application. For five of the seven steps (planning, execution, processing and analysis, evaluation, application) it was hypothesized that international marketing lessons could augment the steps. For two of the seven steps (tasking and dissemination) it was hypothesized that international marketing lessons would not augment the steps.

In each case, the hypotheses findings were validated. The planning step's major tasks of vetting intelligence requirements and matching them to collection platforms were found to have complementary practices in international marketing with segmentation and data collection method selection. For the collection tasking step, no equivalent literature was found in international marketing. International marketing literature revealed many companies with the capacity for collecting cultural information, as is required by the execution step. The evaluation and fusing tasks of the processing and analysis step were complemented by rigorous professional and academic research found in international marketing literature. International marketing literature revealed no discussions that mirrored the dissemination step of the ISR process. The lessons learned found in international marketing literature are similar to the tasks of the evaluation step in the ISR

process in that they both provide the context in which an application decision is made. Creating the wide variety of intelligence products as a result of the application step of the ISR process is similar to the branding of products in international marketing.

CONCLUSIONS ABOUT RESEARCH QUESTION

As a result of this study, three major conclusions are reached. There are new opportunities to augment cultural intelligence with heretofore untapped international marketing products and services. Next, this thesis provides an argument for change. Last, there are areas of study outside of the intelligence community that can be tapped to supplement the Air Force ISR process with cultural information. Suggestions on additional areas of study will be discussed in the Recommendations for Future Research section.

International Marketing Products and the ISR Process

The Air Force could augment its cultural intelligence efforts with a wide variety of international marketing products. Raw data could be purchased to augment the collection step of the Air Force ISR process. Finished reports could be purchased to augment the processing and analysis. Additionally, communication plans could be purchased to augment the application step.

International Marketing Services and the ISR Process

The cultural intelligence efforts of the Air Force could be augmented by purchasing international marketing services as well. Validated cultural intelligence requirements could be vetted by contract international marketers to determine the precise data set required to satisfy that requirement in support of the planning step of the Air Force ISR process. Raw information collected by Air Force assets could be analyzed by a commercial vendor in support of the processing and analysis step. International marketing could support the evaluation step by recommending beneficial uses for cultural intelligence.

Beat the Bureaucracy

It is a bureaucratic tendency to preserve one's own capabilities as a matter of self preservation, despite evidence that others could perform one's tasks as well. As a result, the Air Force intelligence community may be hesitant to pursue outsourcing of cultural intelligence. The finding that international marketing could augment the ISR process with cultural intelligence could provide the justification to overcome the bureaucratic tendency.

IMPLICATIONS FOR POLICY AND PRACTICE

If commercial international marketing products and services were purchased by the Air Force, certain considerations would have to be made. Chief among those considerations are cost, certification, and operational security. An evaluation would have

to be made to determine if there were short- and long-term savings to be had by

commercial purchase of cultural information. If finished cultural information products

were purchased, some type of verification process would have to make a determination

that those products were of "finished intelligence quality." With regard to operations

security, measured steps would have to be taken in order to ensure operational intentions

and capabilities were not revealed.

Cost of Culture

An evaluation of total costs would have to consider a multitude of factors. The

financial cost of purchasing a product or service would have to be weighed against the

litany of direct and contributing costs of a government produced intelligence product

(salary, training, facilities, infrastructure, etc.) In addition to fiscal cost, an evaluation

would have to be made of the impact of outsourcing cultural intelligence and the

implications of potentially losing an intelligence capability. Finally, the cost and

responsiveness of contract support during military operations would have to be

considered along side the cost of peace time operations.

Intelligence Quality

For commercially procured cultural information to be provided to Air Force

commanders, some type of validation process would have to be developed to ensure the

same or higher quality of intelligence is provided. Different forms of validation may be

appropriate for different types of products and services. The validation process could be

performed as a matter of a certified procedure or the finished commercial product could

be evaluated by some type of "intelligence certifier." Regardless the process, some method of validation would be required.

Operations Security and Commercial Information Requests

Members of the Air Force intelligence community making requests for cultural information from private sector companies could be an indicator of operational intentions or capabilities/limitations. If commercial products or services were procured, procedures would have to be developed in order to mask the operational intent or ensure secure practices by the vendor. Fortunately, there are numerous current examples government-commercial security arrangements that provide sufficient operational security.

RECOMMENDATIONS FOR FUTURE RESEARCH

As a nucleus of study, further research could be conducted in several directions. To further this study, actual international marketing products or services could be purchased and compared with or used to supplement existing intelligence products or services. Specific lessons learned could be gathered for application in Air Force training. Other bodies of cultural study such as other business fields, academia, and "think tanks" could be explored to determine their potential as well.

Buy Now!

The conceptual implication of this thesis is that international marketing practices could be used to augment cultural intelligence within the Air Force ISR process. Testing

the concept would be a useful endeavor. A test case could be made with a current cultural intelligence issue. Given a validated cultural intelligence requirement, the intelligence community and a commercial vendor could be tasked to produce competing answers. A comparative evaluation could judge factors such as the data quality, speed of completion, and cost of the task.

Operational Application

An alternative expansion of this thesis would be to gather actual cultural lessons from international marketing for operational use. With globally deployed forces, several applications could be conceived. Airmen who have daily contact with Iraqis could be provided with culturally sensitive phrases and concepts to aid in productive discourse. Commanders supporting Operations IRAQI FREEDOM and ENDURING FREEDOM could be provided with subtle cultural centers of gravity. Airmen leading international training or exercises could benefit from cultural lessons that assist in effective communication and therefore improved training.

Training Application

An additional area for future research is developing methods to integrate cultural lessons learned from international marketing into Air Force training. Enlisted and officer intelligence specialists could benefit from such cultural lessons during initial technical training.[183] Expeditionary training could be augmented as well. At a tactical-level, the

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[183]Goodfellow Air Force Base, *Goodfellow Air Force Base homepage*, URL: <www.goodfellow.af.mil>, accessed 6 June 2004; *315th Training Squadron homepage*, URL: <www.goodfellow.af.mil/trs315/index.html>, accessed 6 June 2004.

Air Force's new Combat Convoy course could benefit by cultural lessons being taught to the drivers.[184] At an operational-level, the cultural lessons could be integrated into the planning and evaluation phases of a full-up flying exercise like RED FLAG.[185]

Other Business Sources of Cultural Information

As observed while researching this thesis, several other business disciplines could be evaluated as sources for cultural information. Management literature appears to have a great deal of discussion on leading and organizing multicultural organizations. Sales literature seems to provide many lessons on how to perform trade across cultural boundaries. Some of the sales literature discusses culture on a global level; however, most appear to offer guidance on the nuances of dealing with single countries. Travel literature offered some tips on cultural values although they seemed to be somewhat cursory.

Academic Sources of Cultural Information

Academic literature could be evaluated for cultural lessons learned as well. Incidental research for this thesis revealed three areas of academia that could be mined for further cultural lessons: psychology, sociology, and anthropology. Each of these areas appeared to have literature that discussed culture from the perspective of the respective discipline. All of the disciplines published research in peer reviewed journals,

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[184]James Coburn, 37th Training Wing Public Affairs, "Convoy Course Prepares Airmen for Duty in Iraq," *Air Force Link*, 14 June 2004, URL: <http://www.af.mil/news/story.asp?storyID=123007942>, accessed 14 June 2004.

[185]Red Flag, *Red Flag-414th Combat Training Squadron homepage*, URL: <http://www.nellis.af.mil /red_flag/>, accessed 6 June 2004.

which ensures a high standard of scholastic rigor. Such academic literature may provide

valuable lessons for cultural intelligence as well.

Think Tanks

A final source for cultural research that may be evaluated is "think tanks." A

prime example is a global opinion project chartered by the Pew Global Attitudes Project

under the direction of The Pew Research Center for People and the Press. The global

project continues to conduct tens of thousands of mostly face-to-face interviews in every

region of the world. "It is the broadest and deepest public opinion poll of its kind,

purposely designed to provide the public, the press and policy makers with the kind of

vital, timely information they need, both for their work and as citizens."[186] In 2003, the

Pew Global Attitudes Project followed up with a study on the global public's view of the

war in Iraq, democracy, Islam and governance, and globalization.[187] Think tank research

such as the Global Attitudes Project could supplement and/or challenge cultural

intelligence findings of the intelligence community

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[186]*What the World Thinks in 2002:How Global Publics View; Their Lives, Their Countries, The World, America*, a study by The Pew Research Center for the People & the Press (Pew Center), Pew Global Attitudes Project, eds. former Secretary of State Madeline Albright and others (Washington, DC: Pew Center, December 2002), iii.

[187]*Views of a Changing World: How Global Publics View; War in Iraq, Democracy, Islam and Governance, and Globalization*, a study by The Pew Research Center for the People & the Press (Pew Center), Pew Global Attitudes Project, eds. former Secretary of State Madeline Albright and others (Washington, DC: Pew Center, June 2003), iii.

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