
MWR MANAGERS' OPERATIONS GUIDE

Identify Customer Communications Systems

DO THIS TASK WHEN

- You want to communicate information about your Program's activities, events, products, services, benefits, prices, etc., to your customers.
 - Feedback from comment cards, needs/preference surveys, quality callers, Customer Oriented Service Improvement Teams (COSITs), personal communications, etc., indicate a lack of customer knowledge about your Program.
 - You want to communicate the results of your efforts to improve/alter customer service, benefits, or the image of your Program.
 - A new, special or seasonal activity, event, product or service requires a different or unique method of communicating to your customers.
 - You want to stay abreast of new opportunities to communicate with your customers via new social media outlets, businesses, trends, special interest groups, gatekeepers, etc.
 - You want to gather feedback about your Program's activities, events, products, or services from your customers using face-to-face communications, social media, comment cards, needs assessments, etc.
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REFERENCES

- CNICINST 1710.3, Operation of Morale, Welfare and Recreation Programs.
 - DODI 1015.10, Military Morale, Welfare, and Recreation (MWR) Programs.
 - SECNAVINST 5720.44C, Department of the Navy Public Affairs Policy and Regulations.
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**SUPPLIES/
RESOURCES**

- Computer with Internet and email access
 - Survey/statistics software
 - Local needs/preferences survey data and reports
 - Telephone
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**THIS TASK
IS DONE
CORRECTLY
WHEN**

- Communications systems are in place to gather comments/feedback about your Program's customer service (e.g., comment cards, personal communication, interest/needs surveys, etc.).
- Your customer communications processes provide timely response to your customers' expressed needs/preferences.
- Communications systems are in place to communicate information about your Program's activities, events, products, or services (e.g., flyers, program calendars, signage, etc.).
- Your customers are aware of your Program's activities, events, products, and services and the benefits derived from participation.
- Your customers are able to make informed decisions about your Program's activities, events, products, and services.

NOTES

Communications with your customers is essential to managing your Program effectively.

Information conveyed to your customers must be accurate, timely, sufficient in detail, and appropriate to the intended target audience.

Likewise, you need to establish open lines of communication from your customer to hear what they are saying about you, your staff, and the Program.

Identifying and using different communications systems is an on-going requirement. The underlying reason for having customer communications systems is to ensure quality customer service.

Your customers will appreciate the effort that goes into quality communications and will be far more likely to be an advocate and supporter of your Program if they know that you are concerned with their needs.

Most communication methods fall into the direct contact type (e.g., personal communication, “interviewing” targets of opportunity, direct mail, signage, flyers, etc.). These methods usually are accomplished primarily by your staff and often with the assistance of the FFR Marketing Office. Should you want/need to reach your off-base target populations, you will most likely coordinate these communications through the command Public Affairs Office. With the exception of “Direct Mail,” the media types listed on the next page are typically those used to communicate with a wide range of off-base audiences.

The table on the next page lists various media types and presents the advantages and disadvantages of each. You can use it to help decide which type of media seems to best meet your communication needs.

MEDIA COMPARISONS		
MEDIUM	ADVANTAGES	DISADVANTAGES
Newspaper	Flexible; timely; good local market coverage; broad acceptance; high believability	Short life; poor reproduction quality; small viral audience
Television	Combines sight, sound, and motion, appealing to the senses; high attention; high reach	High cost; high clutter; fleeting exposure; less audience selectivity
Direct Mail	Audience selectivity; flexibility; personalization	High cost; "junk mail" image
Radio	High geographic and demographic selectivity; low cost	Audio presentation only; lower attention than television; non-standardized rate structure; fleeting exposure
Magazines	High geographic and demographic selectivity; credibility and prestige; high-quality reproduction; good pass-along readership	Long ad/article purchase lead time; some wasted circulation; no guarantee of position
Outdoor Signage	Flexibility; high repeat exposure; relative low cost and competition	No audience selectivity; creative limitations
Email and Websites	Low to no cost; long life; combines sight, sound, color, motion, etc.; high attention; high selectivity; flexibility; viral; analytics	Some limitations due to local and government policy
Social Media	Low to no cost; mass use; can target both wide and focused audiences; facilitates open communication; viral; analytics	Some limitations due to local and government policy; information must be presented in form of a conversation vice ad copy; updating content on various platforms takes time

When planning to purchase/update advertising media, consider the following variables:

- Target-audience media habits. Different types of people prefer to use different types of media (e.g., Facebook appeals to an older audience, while Instagram and Snapchat appeal to a younger audience).
- Your product/service. Media types have different potentials for demonstration, visualization, explanation, believability, and color.
- Message. A message containing a great deal of technical data might require specialized magazines or targeted mailings, whereas social media, radio and television are good for quick, time-sensitive information (i.e., audio and video vs. detailed, technical, and lengthy data).
- Cost. Television is very expensive, whereas advertising on social media has low to no cost.

PROCEDURE

Step 1 Review the following list of communications methods used to communicate information **to** your customers.

- Note which systems you currently use and those you should start using.
- Brainstorm other communication methods/ideas with your staff.

CUSTOMER COMMUNICATION SYSTEMS					
Use Now:	Start Using:	Communication Method:	Use Now:	Start Using:	Communication Method:
		<ul style="list-style-type: none"> • Personal communication • Station indoctrination • Cable TV/CCTV • Radio • LAN/email • FFR Web page/social media • Base/community newspaper • Electronic signage/marquees • Flyers/posters/bulletin boards • Telemarketing • Direct mail • Pre-printed messages on your correspondence (email signature block, FFR letterhead, envelopes, business cards, notepads, etc.) • All-hands/town hall meetings • Price lists/fee schedules • Targets of opportunity (points of sale, registration, etc.) • Video displays 			<ul style="list-style-type: none"> • Employee name badges/uniforms/"ask me" buttons • Display cases • Kiosks • Mobile outreach/vehicle signage • Telephone voice mail recordings • In-house/PA announcements • Table tents/counter cards • Mascots • FFR logo items (e.g., T-shirts, mugs, etc.) • Program activity calendars • Job announcements/newspaper ads • Photo walls • Coupons • Presentations to groups/organizations • Other

NOTE: As you can see from this list, there are a lot of ways to communicate your Program's message and information. Be alert to the many opportunities available to you that are not controlled by your FFR Program/Department, such as:

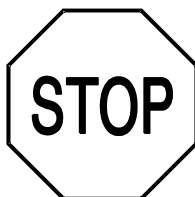
- Electronic message/sign boards at the credit union
- Commissary and Navy Exchange bulletin boards and shopping bag inserts
- Seasonal or product tie-ins with Navy Exchange or commissary
- Program tie-ins with medical, dental, FFSP, etc.
- Contract fast-food outlets to place displays, posters, placemats, etc.

Step 2 Review the following list of communications methods used to get information/feedback **from** your customers.

- ☐ Note which systems you currently use and those you should start using.
- ☐ Brainstorm other communication methods/ideas with your staff.

CUSTOMER COMMUNICATION SYSTEMS					
Use Now:	Start Using:	Communication Method:	Use Now:	Start Using:	Communication Method:
		<ul style="list-style-type: none">• Direct personal communication• FFR Web page/social media• Comment cards• Surveys• Questionnaires• Interviews (structured and unstructured)• Hot line calls• Activity/event evaluations• Quality callers			<ul style="list-style-type: none">• All-hands/town hall meetings• LAN/email• Focus groups• Presentations to groups/organizations• Targets of opportunity (points of sale, registration, etc.)• Coupon validation/returns• Customer Oriented Service Improvement Teams (COSITs)

Step 3 Communicate with your installation Public Affairs Office (PAO) via your immediate supervisor to identify the communication methods and processes you should use to reach off-base personnel and the general community.



Congratulations! You've completed this task.