

Encl. 1 – Planning Guide

The following planning guide should be utilized as a stepping-off point for planners and coordinators as a means to ensure unity of effort and cohesive communication. Derived from the Marine Corps' Strategic Communication Plan, it is designed to focus planning efforts on Key Audiences by incorporating overarching Key Elements and Themes.

KEY ELEMENTS

Marine Aviation's value to the individual Marine and the Marine Corps as a whole has centered on a number of long-established and essential hallmark qualities. The described qualities have been seen during past campaign successes, are witnessed currently during today's combat operations, and are key planning factors for future aircraft and capabilities. These elements include:

- **ADAPTABLE - Embracing new thought, technology, and capabilities.**

The Marine Corps has always been innovative as a Service, and Marine Aviation has led the way on innumerable advances in aviation technology, tactics, and employment.

- **AGILE - In every clime and place.**

Marine Aviation fights alongside the rest of the MAGTF, wherever needed, accomplishing any assigned mission.

- **OF ONE MIND - Every Marine a rifleman.**

The Marine Corps possesses an overwhelming advantage over its foes in that the ACE, to include its aircrew and supporting elements, does not simply coordinate with the Ground Combat Element (GCE) and the Logistics Combat Element (LCE) for battle. The ACE, GCE, and LCE Marines and their units have lived, planned, and trained together since the day they entered the Marine Corps.

THEMES

The Marine Corps' integrated, combined-arms doctrine functions as a force-multiplier, providing extremely lethal, flexible, and agile capabilities to our Nation's leadership and combatant commanders. The ACE, incorporating the functions of assault support, anti-air warfare, offensive air support, electronic warfare, control of aircraft and missiles, and aerial reconnaissance, is what makes the MAGTF unique within our Nation's Joint Force and the World.

The following themes are key messages that describe our unique contributions to the Corps and to the Nation. It is essential that the communication activities we employ across all media carry forward a unified message.

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FOCUS ON THE MAGTF

- Over the last century, Marine Aviation has played a vital role in supporting Marines on the ground and teaming with them to fight and win our Nation's battles.
- The Marine Corps air-ground team has been, and continues to be, a critical component of the Nation's expeditionary "Force in Readiness."
- Marine Aviation is the unique element the Marine Corps brings to the fight as no other armed force in the world can attempt to match the truly integrated combined-arms firepower and maneuver capability a MAGTF brings to bear.
- Marine Aviation is a full spectrum force, bringing more than just aircraft to the fight. Integrated logistical and maintenance support, command and control, and other aviation enablers allow scalable sustainment of Marine and Joint forces in major combat operations while also possessing the capability to provide critical support in non-combat scenarios.

HISTORY AND TRADITION

- During this centennial year of Marine Aviation, we recognize the historic achievements of our aviators, the importance of Marine Aviation in the Corps' overall posture, and the vital partnerships among the Marine Corps, civilian leadership, and industry to achieve success.
- To better support Marines on the ground, the Marine Corps began developing and incorporating aviation's capabilities in WW I; aviation has been an integral warfighting element of every major conflict since.
- The legacy and traditions of the Marine Corps and the ACE are an integral part of our esprit de corps.
- Marine Aviation's expeditionary capability and partnership with the U.S. Navy allows greater access to the world and the ability to influence and react to world events other forces and countries cannot.

INNOVATION AND TRANSFORMATION

- Marine Aviation is a product of innovation and that spirit continues as its hallmark in both doctrine and technological development.
- Operational and doctrinal innovation include:
 - Operating from ships and supporting the Marine Corps' mission from the sea as a component of Naval Aviation.
 - The Marine Corps has been a leading advocate and innovator of close air support (CAS) related tactics, techniques, and procedures (TTPs).
 - Vertical Envelopment enabled by the helicopter in combat operations.

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- As pioneers in the integration of aviation and ground combat elements, the MAGTF concept serves as a model of combined arms and integrated combat capabilities for our nation's Joint Force.
 - The Marine Corps has a history of revolutionary program development. Marine Aviation follows suit with the development, introduction, and successful operational employment of Short Takeoff/Vertical Landing (STOVL) aircraft such as the AV-8 Harrier, the MV-22 Osprey, and the F-35B Lightning II.
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KEY AUDIENCES

These audiences represent stakeholders who are vital in our efforts to build and maintain support of Marine Aviation.

MARINES (ACTIVE AND RESERVE)

It is imperative that Marines understand the elements of the MAGTF and how Marine Aviation contributes to the Corps' success. The Marine Corps is a warfighting organization with a rich and proud history. In this, it is important that the 100th anniversary of Marine Aviation be recognized and used to reinforce the manner in which we fight and win our Nation's battles. Marines, both Active Duty and Reserve, should be prepared to discuss these aspects to fellow Marines and other audiences, when appropriate.

Key Objectives for this Audience:

- Increase Marines' awareness of the upcoming 100th anniversary of Marine Aviation
- Increase Marines' understanding of the importance of Marine Aviation

Desired Effect:

Marines understand the role of Marine Aviation and its importance to the MAGTF. In turn, each Marine becomes a spokesperson for Marine Aviation throughout the celebration year.

Potential Action Strategies

- News and feature articles in both military and civilian publications
- Commemorative messages from Marine Corps leaders
- Encourage connection of the Centennial Celebration to local events/celebrations
- Create pamphlets with condensed history of Marine Aviation

FORMER AND RETIRED MARINES

Many former and retired Marines maintain awareness of Marine Corps operations and events through a variety of means. Some are members of Veterans Service Organizations (VSOs), like the American Legion, while others maintain affiliations with Marine Corps-specific groups (Marine Corps League). Often these Marines are instrumental in explaining and advocating the Marine Corps' unique culture to others who are unfamiliar with Marine Corps and military operations.

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Key Objectives for this Audience:

- Increase former and/or retired Marines' awareness of the upcoming 100th anniversary of Marine Aviation
- Increase former and/or retired Marines' understanding of how Marines use aviation to support the Marine on the ground

Desired Effect:

Former and Retired Marines recognize the Centennial Celebration and the significance of celebrating the birth of Marine Aviation and its importance to the MAGTF and become spokespersons for the same.

Potential Action Strategies:

- Announcements of future events in VSO newsletters and web sites
- Feature articles/personality profiles in VSO magazines highlighting individual members' achievements in Marine Aviation
- Marine aviators and/or ground commanders speak to veterans groups through the HQMC Speakers Bureau
- Tie local celebrations/events to the Centennial Celebration

ELECTED OFFICIALS

Elected officials at the national, state, and local level are an important audience for this matter. It is imperative that when given the opportunity, we expose these officials to the important role Marine Aviation and the MAGTF play in our Nation's defense. Without their understanding, the Marine Corps might have a far more difficult time training and operating. This audience can be further segmented into the following:

- U.S. Representatives/Senators and their staffs
- U.S. Representatives/Senators from districts/states in proximity to military installations
- State Legislators and Governors
- City council members, city managers, mayors, law enforcement officials

Key Objectives for this Audience:

- Increase elected officials' and staff members' awareness of the upcoming 100th anniversary of Marine Aviation
- Increase elected officials' and staff members' understanding of how Marines use aviation and its importance to the MAGTF
- Allow elected officials an opportunity to acknowledge the anniversary and participate in local events
- Increase elected officials support of Marine Corps efforts

Desired Effect:

Elected officials are aware of the anniversary, informed on how Marine Aviation is inherent to the MAGTF, and how their support allows the continued success of the Marine Corps.

Potential Action Strategies:

- Be prepared to provide briefs to elected officials/staffs on Marine Aviation issues

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- Invite elected officials/staffs to Marine events
- Invite elected officials/staffs to observe training in which Marine Aviation and MAGTF operations are featured.
- Encourage elected officials to commemorate the anniversary with proclamations, “Marine Aviation Day,” etc.

MEDIA (MASS AND SPECIALIZED)

News organizations, both mass media and specialized media, have a keen interest in reporting on military matters. The Marine Corps has nurtured its special relationship with the American people through a robust effort to engage news media and show them, and more importantly their audiences, “what Marines do.” A concerted effort should be made to identify MAGTF training opportunities that media can cover. The majority of Americans get their news from local sources (television and newspaper), so local Public Affairs Officers should use these media outlets to inform their audiences of the upcoming anniversary of Marine Aviation and the integral role that Marine Aviation plays in the MAGTF. Specialized media (trade, industry, and military-themed press) also need to be accommodated so they can understand the importance of aviation programs being developed and how MAGTF operations will benefit.

Key Objectives for this Audience:

- Increase the number of media engagements (mass and specialized) in which MAGTF operations are featured
- Encourage media reporting of the upcoming 100th anniversary of Marine Aviation and subsequent events
- Increase media reporting of Marine Aviation contributions to the MAGTF
- Highlight historical contributions of Marine Aviation made at local installations

Desired Effect:

Media will report on the 100th anniversary of Marine Aviation and describe the link to the MAGTF

Potential Action Strategies:

- Invite media to observe MAGTF and ACE training.
- Encourage media to embed with Marine Aviation units in CONUS and abroad
- Arrange for interviews with Marines who were supported by Marine Aviation during previous deployments

MARINE-FRIENDLY GROUPS

There are a variety of Marine-friendly organizations that will be interested in celebrating the anniversary of Naval Aviation, and advocating the importance of having viable MAGTFs. While these groups are largely comprised of former and retired Marines, they need to be routinely informed of the current Marine Corps’ vision and operational capabilities. These groups yield additional legitimacy through membership and other affiliations. It is important they understand the historical significance of the previous 100 years of Marine Aviation, and how the Marine Corps intends to fight in the coming years. Some examples of this audience are:

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- Marine Corps Aviation Association (MCAA)
- Marine Corps League (MCL)
- Local civic organizations (Rotary clubs, etc.)
- Local Chambers of Commerce

Key Objectives for this Audience:

- Increase awareness of the upcoming 100th anniversary of Marine Aviation
- Increase understanding of how Marines use aviation and its importance to the MAGTF
- Encourage members of Marine-friendly organizations to acknowledge, promote and participate in anniversary events
- Encourage members of Marine-friendly organizations to communicate to other groups and individuals the importance of Marine Aviation to overall Marine Corps success

Desired Effect:

Members of Marine-friendly organizations are aware of the anniversary, informed on how Marine Aviation is inherent to the MAGTF, and how their support enhances the continued success of the Marine Corps.

Potential Action Strategies:

- Sponsoring and/or participating in Centennial Celebration events
- Incorporating Centennial Celebration logo and themes into existing events

INFLUENCERS AND PROSPECTIVE RECRUITS

Influencers include mentors for middle school, high school, and college students such as guidance counselors, coaches, teachers, and parents. Potential recruits are candidates for both officer programs and enlistment in the Marine Corps.

Key Objectives with this Audience:

- Increase awareness within this audience of the existence of, and opportunities associated with, Marine Aviation
- To portray the positive aspects of Marine Aviation and encourage individuals to consider enlistment or officer programs

Desired Effect:

Potential recruits, and those who encourage them to serve in the Marine Corps, informed and educated on the opportunities associated with Marine Aviation. Successful efforts have portrayed the positive aspects of Marine Aviation and have encouraged individuals to consider enlistment or officer programs.

Potential Action Strategies:

- Emphasize technology aspects of aviation careers while being, first and foremost, a Marine.
- Tie-in with science curriculum in schools and colleges – make F-35B and MV-22 aerodynamics instruction modules available at various levels of education. Link to NASA education programs to encourage Marine Aviation as a path to the astronaut or test pilot program.
- Tie-in with the entertainment industry for films and games.

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- Educator workshops and similar outreach events should include Marine Aviation.
- Recruiting advertisements should highlight the ACE in support of the MAGTF.

OTHER MILITARY INSTITUTIONS

Includes Office of the Secretary of Defense (OSD), the Joint Staff, Sister Services, and Allies.

Key Objective with this Audience:

- Increase awareness of the capabilities associated with Marine Aviation to match MAGTF units to operational opportunities

Desired Effect:

Informed and educated staff and leaders of OSD, Joint Staff, Sister Services and Allies on the significance and relevance of Marine Aviation in support of MAGTF, Joint, and Combined operations.

Potential Action Strategies:

- Continued Warfighter talks, inter-service exchange and foreign personnel exchange programs.
- Encourage and provide guest speakers to Sister Service and Allied schools to discuss MAGTF operations and the role Marine Aviation plays in the MAGTF.
- Invite Sister Service and Allied officers to Centennial Celebration events.

INDUSTRY

Partners in our effort to meet weapons systems and other aviation-related requirements. This audience needs to understand the way Marine Aviation relates to, and interacts with, the other aspects of the MAGTF. Many of these industry partners have been working with the Marine Corps for years, have former Marines on their teams, and are natural advocates. The Centennial will provide them an opportunity to highlight their connection with the Marine Corps.

Key Objective with this Audience:

- Develop and maintain a key partnership that advocates, with one voice, the capabilities and future vision of the ACE in support of the MAGTF.

Desired Effect:

Industry partners who continue to build, maintain, and promote our innovative and unique force that supports the MAGTF as well as Joint and Allied commanders.

Potential action strategies:

- Maintain communication between Marine Corps leadership and industry executives to ensure our business partners continue to enable our innovative doctrine and technology
- Encourage our industry partners to capitalize on opportunities presented by the Centennial to advertise their role in supporting Marine Aviation during its history
- Continue to promote the exchange of leadership and management ideas/methods through corporate forum programs, such as the Wharton leadership course in Quantico

AVIATION ENTHUSIASTS

This audience is traditionally very supportive of military aviation, reinforcing the roles, capabilities and history of Marine Aviation, and how it contributes to the MAGTF and the Nation's defense, and what sets it apart from other Services.

Key Objective with this Audience:

- Increase awareness within this audience of the unique capabilities associated with Marine Aviation and its role in MAGTF, Joint and Combined operations.

Desired Effect:

Support for Marine Aviation and awareness of the positive contributions that the Marine Corps and Marine Aviation make to our Nation's defense.

Potential Action Strategies:

- Continue to promote visibility of Marine Aviation at public events such as airshows and flyovers
- Encourage Marine aviators to engage aviation enthusiasts at speaking engagements

MUSEUM STAFFS

This audience is traditionally very supportive of military aviation. This is an opportunity to increase their level of knowledge of the history of Marine Aviation, how it contributes to the MAGTF and the Nation's defense, and what sets it apart from other Services.

Key Objective with this Audience:

- Gain support for Naval and Marine Aviation themed exhibits and displays.

Desired Effect:

Museum visitors informed and educated about Marine Aviation and its role within the MAGTF.

Potential Action Strategies:

- Promote visibility of Marine Aviation at museum events.
- Encourage national or local museums to have Marine Aviation themed displays or shows.
- Donate, whether permanent or temporary, items related to Marine Aviation to local museums.
- Encourage Marine aviators and museum staffs to offer speaking engagements at which Marines and/or Marine aviators can speak on aviation in combat.

ASSOCIATION TO KEY THEMES

To provide guidance to lead agencies and planners, the following talking points are provided to summarize the key themes and their historical relevance.

- Highlight the history of innovation in both doctrine and technology, and the importance of multi-role aircraft that support the MAGTF, Joint, and Allied commanders.
- Continue to emphasize the unique aspects of Marine Aviation to differentiate it from other Services – esprit de corps, innovation, multi-role aircraft in support of ground operations, integrated logistical and maintenance support, and command and control.
- For our industry partners, continue to foster the bonds between industry leadership and the Marine Corps by focusing on the value of innovation in doctrine and technology; the benefits of teamwork to achieve success (air-ground team); and the criticality of developing agile and flexible products (multi-role aircraft). This focus on vision and partnership, packaged in a historical perspective, will highlight Marine Aviation in an ongoing and valuable relationship between our Service and industry. The following categories reinforce our theme for the celebration.

Past

- Highlight the adventurous spirit and reinforce the image of Marine aviators as American icons (Ted Williams, John Glenn, Pappy Boyington)
- Highlight the history of successful innovation that intertwined air and ground combat operations: vertical envelopment, CAS and STOVL.
- Focus on the leadership aspects and technology required for decisive leadership roles in making these innovative changes.

Present

- Emphasize the teamwork inherent in the ACE, and the versatility and flexibility the Marine Corps provides the Joint Force with our multi-role aircraft. We provide the Joint Force with flexible, lethal, agile, and persistent capabilities to source a wide spectrum of combat, combat support and special purpose requirements.
- Highlight the technology of our unique aircraft for those who may fly or service these aircraft, and those who are advocates of Marine Aviation.

Future

- Marine Aviation will continue to follow our long standing tradition of providing innovative doctrine and technology to support the Marine Corps air-ground team. Our newest aircraft, such as the AH-1Z, KC-130J and F-35B, are bringing revolutionary enhancements to the battlefield.